



MINISTRY OF FORESTS, LANDS,
NATURAL RESOURCE OPERATIONS
and RURAL DEVELOPMENT

Transition Binder
2020

MINISTRY OF FORESTS, LANDS, NATURAL RESOURCE OPERATIONS AND RURAL DEVELOPMENT

Transition Binder
November 2020

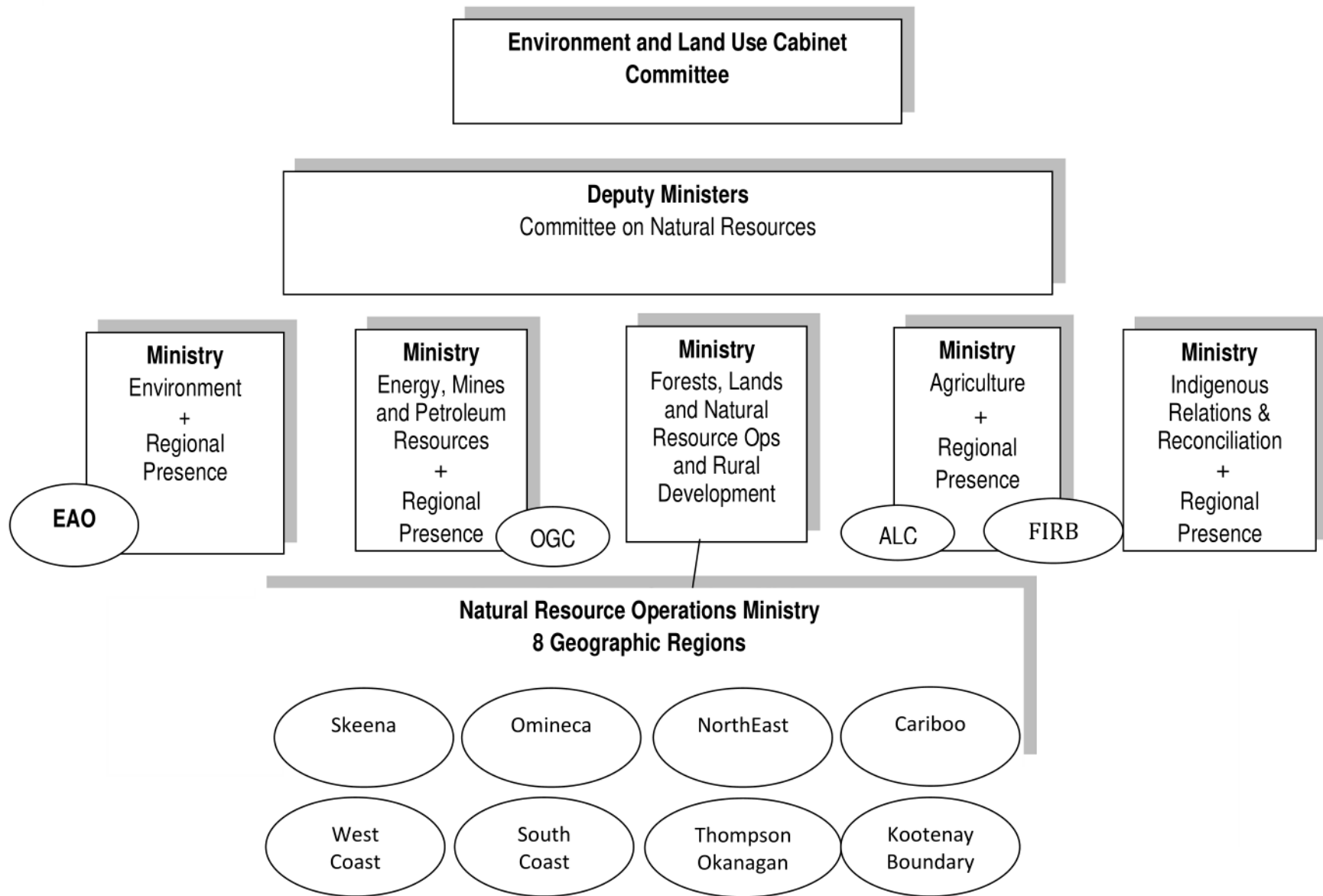
TABLE OF CONTENTS	TAB
Natural Resource Overview	
Organizational Structure of the Natural Resource Ministries	1
Natural Resource Roles & Responsibilities - ELUC, DMCNR	2
Natural Resource Ministry Overviews	3
Ministry Overview	
Ministry Profile and Financial Overview	4
Ministry Regional Map	5
Ministry Executive Organization Chart	6
Executive Biographies	7
Ministry Priorities	8
Legislation	
Summary of Legislation Administered by FLNR	9
Information Note: Statutory Decision Making in the Natural Resource Sector	10
Ministry Division and Area Profiles	
Deputy Minister and Associate Deputy Minister's Office	11
Divisions & Regional Operations	
Forest Policy and Indigenous Relations	12
Resource Stewardship	13
Office of the Chief Forester	14
Integrated Resource Operations	15
Rural Opportunities, Tenures and Engineering	16
Coast Area	17
South Area	18
North Area	19
BC Timber Sales	20
BC Wildfire Service	21
Corporate Services for the Natural Resource Ministries	22

Issue / Opportunity Notes	
Implementation of Economic Recovery Proposals	23
Budget Update	24
Competitiveness in the Forest Sector	25
Forest and Range Practices Act	26
Stumpage 101	27
Business Information; Advice/Recommendations	28
Cost Driver Process	29
Mass Timber	30
Old Growth/Land Use Policy	31
Aquaculture Program Delivery and Issues (Finfish, Shellfish, and Aquatic Plants)	32
Big Bar Landslide G2G2G Coordinated Response	33
Erosion of the Timber Volume Allocated to BC Timber Sales	34
Land Use Coordination	35
FLNR and Pandemic Response	36
Permitting and authorizations services on Crown land	37
30 Day Decisions	
Lakes Apportionment	38
Carrier Sekani FN Forestry negotiations	39
Mackenzie Coalition	40
Tahltan Central Government Wildlife Accord / LUP	41
Wet'suwe'ten Water Governance	42
'Namgis Forestry Fund	43
Kwakiwaka Nation: FTOA for two woodlots	44
Interior Appraisal Manual	45
Variable Fee in Lieu	46
Coast MPS update	47
Indigenous Funding Envelop	48
Advice/Recommendations	49
Forest Sector Safety Measure program fund	50
FESBC's Intake 7, successful projects announcement	51
Forest and Range Practices Act (FRPA) amendments	52
Wildlife Act OIC, predator management	53
Together for Wildlife and the Minister's Wildlife Advisory Council	54
Site C	55
Caribou Recovery Program – Sec 11 Agreement and Partnership Agreement Implementation	56
Species at Risk Pilots	57
Wildlife Management	58
Spotted Owl	59
McLeod Lake Indian Band Caribou Recovery Agreement	60
Drainage, Ditch and Dike Act Extension	61

Advice/Recommendations	62
Forestry Successorship	63

Cabinet Members' Reference Guide	
Introduction	64
Cabinet Confidences;	65
Cabinet Processes	66
Advice to Ministers	67
Statutory Officers of the Legislature	68
Statutory Decision Makers	69
Appendices	
Platform Commitment Analysis	70
Ministry Service Plan 2020/21 – 2022/23	71
Annual Service Plan Report 2019/20	72
Key Stakeholder List	73
GCPE	
<u>Issue notes</u>	
Old Growth	74
Mill Closures and Worker Support	75
Stumpage	76
Mass Timber	77
Advice/Recom mentations	78
Caribou	79
Advice/Recommenda "	80
FLNRO Permit Delays	81
Tenure – Access to Fibre	82
Fires and Floods	83
Advice/Recommendations	84
Glyphosate	85
OAG Report on Forest Service Roads	86
Advice/Recommendations	87
Personal	88

Organizational Structure to Support Natural Resource Sector Integration



Crossover Functions with Emergency Management BC include: Public Safety, Emergency Services, Wildfire Services, Flood Response, Environmental Emergencies



November 2020

NATURAL RESOURCE MINISTRIES

Roles & Responsibilities

Natural Resource Ministries

The BC Public Service's natural resource ministries – Indigenous Relations and Reconciliation; Agriculture; Energy, Mines and Petroleum Resources; Environment (including the Environmental Assessment Office); and Forests, Lands, Natural Resource Operations and Rural Development. All Natural Resource Ministries (NRM) report to the Environment and Land Use Committee.

Each ministry has its own mission and goals, set out in annual Service Plans, and collectively the NR regulates and influences activities on 94% of the province's land base. NRM ministries are responsible for administering over 130 provincial statutes that provide for the sustainable management and protection of the Province's natural resources and reconciliation with First Nations.

The ministries making up the NRM have been structured to streamline government processes for critical natural resource industries to better attract global investment, enabling BC to make integrated resource management decisions on the whole of the land base. The natural resource sector generates nearly \$3 billion in direct annual revenue to the Province through mining, oil, gas, electricity, forestry, agriculture, tourism and recreation. The sector's combined annual operating expenses are approximately \$1.3 billion, and its work both directly and indirectly benefits the economic, environmental and social health of our Province.

Environment and Land Use Committee (ELUC)

ELUC, a legislated committee under the *Environment and Land Use Act*, is mandated to ensure that all aspects of preservation and maintenance of the natural environment are fully considered in the administration of land use and resource development. The Committee is responsible for providing direction to the natural resource ministries that balances economic development and stewardship by setting priorities for the land base, managing land use conflicts and providing strategic advice to Cabinet on policies, programs, operations and legislation that impact the natural resource sector. This advice includes consideration of budgetary implications as well as implementation and communication strategies.

The committee is responsible for reviewing Cabinet submissions, requests for legislation and business plans from the natural resource ministries.

Membership (as of September 2020): Honourable George Heyman (Chair), Honourable Scott Fraser (Vice Chair), Honourable Doug Donaldson, Honourable Bruce Ralston, Honourable Lana Popham, Honourable Claire Trevena

Deputy Minister Committee for Natural Resources (DMCNR)

Deputy Minister Committee for Natural Resources is responsible for supporting the Environment and Land Use Committee and for providing it with information and recommendations on policy and operational issues in support of its mandate. This support includes ministries working together to apply resources to highest sector priorities as guided by ELUC, such as sharing and/or collaborating on resources to meet critical government objectives, advancing the one-decision maker approach to authorizations and permits, reviewing high-level business plans to ensure that natural resource operations priorities are being met, and improving and gaining support for ELUC submissions.

Membership (as of September 2020): John Allan (Chair), Fazil Mihlar (EMPR), Kevin Jardine (ENV), Doug Caul (MIRR), Tom Ethier (AGRI), Christine Kennedy (JEDC), Elenore Arend (EAO), Rick Manwaring (FLNR), Grant Main (TRAN) and Paul Jeakins (OGC).



November 2020

NATURAL RESOURCE MINISTRIES

Ministry Overviews

Ministry of Agriculture

The Ministry of Agriculture is responsible for the production, marketing, processing and merchandising of agriculture and seafood products; the institution and carrying out of advisory, research, promotional, sustainability and adaptation, food safety and plant and animal health programs, projects and undertakings relating to agriculture and seafood; and the collection of information and preparation and dissemination of statistics relating to agriculture and seafood. Agriculture is a key contributor to economic development and diversification across the Province, and is a main contributor to rural economic development and province-wide job creation, particularly for small businesses. The agriculture, seafood and food and beverage sector creates economic and social benefits for Indigenous groups and other underrepresented groups has the potential to attract provincial investment and contributes to workforce development and skills training.

Ministry of Environment and Climate Change Strategy is responsible for the protection, management and conservation of British Columbia's water, land, air and living resources. It administers the province's parks and protected areas; monitors and enforces compliance with environmental laws and regulations; manages discharges to the environment from human activities; and protects B.C.'s biodiversity, ecosystems, native species and natural habitats. The ministry also plays a critical role in mitigating and managing the risks and consequences from climate change. This includes developing plans to meet carbon pollution reduction targets and responding to the impacts of climate change. The Environmental Assessment Office, reporting to the Minister, is a neutral regulatory agency responsible for the environmental assessment of major project proposals. The ministry delivers all of its services directly through staff based in regional offices across the province, as well as through partnerships and agreements with stakeholder groups, local governments, Indigenous peoples and the federal government.

The Ministry strives to ensure that all British Columbians will continue to benefit from the effective and prudent management of natural resources, allowing future generations to enjoy a safe and healthy environment.

Environmental Assessment Office, which falls also under the responsibility of the Minister of Environment and Climate Change Strategy, is a statutory agency that neutrally administers the review of major projects to assess their potential environmental, economic, health, heritage, and social impacts required by the *Environmental Assessment Act*. The assessment process is also needed to ensure that the issues and concerns of the public, First Nations, interested

stakeholders and government agencies are considered and that compliance and enforcement activities are conducted over the life of the project.

Ministry of Energy, Mines and Petroleum Resources

The Ministry of Energy, Mines and Petroleum Resources is responsible for British Columbia's electricity, alternative energy, oil, natural gas and related infrastructure, and the Province's mining and mineral exploration sectors. These sectors are made up of diverse interests that explore for and produce oil, natural gas, coal and other valuable minerals and that develop energy and electricity generation, transmission and distribution infrastructure. To support Government's climate objectives, the Ministry focuses on advancing energy efficiency and clean or renewable energy sources and technologies, making sure that the energy we use, and the products we develop and export, are the cleanest possible. Through teamwork and positive working relationships with its clients and stakeholders, the Ministry facilitates thriving, safe, environmentally responsible and competitive natural gas, oil, energy and mining sectors in order to create good jobs and economic growth in communities across the Province. In fulfilling its mandate, the Ministry consults with other ministries and levels of government, private sector stakeholders, Indigenous people, communities, environmental and industry organizations, and the public.

Ministry of Forests, Lands and Natural Resource Operations

As the Province's land manager, the Ministry of Forests, Lands, Natural Resource Operations and Rural Development provides natural resource management services to British Columbians. The Ministry makes comprehensive and durable decisions on the land base which support a sustainable and prosperous economy, while also balancing the preservation, stewardship and safe use of provincial resources. The Ministry's activities significantly contribute to the economic, environmental and social health of our province and reflect the diverse values and interests of all British Columbians.

Ministry of Indigenous Relations and Reconciliation

The Ministry of Indigenous Relations and Reconciliation guides and calibrates the Province of British Columbia's efforts to achieve true and lasting reconciliation with Indigenous peoples. The Ministry furthers reconciliation with Indigenous peoples in B.C. by collaboratively developing related legislation, policy and practices, and negotiating and implementing agreements, partnerships, and treaties. Strengthening relationships with Indigenous communities and leveraging Indigenous knowledge and perspectives improves social and economic outcomes for all British Columbians.

MINISTRY PROFILE

Ministry:

As the Province's land manager, the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR) provides natural resource management services to British Columbians. The Ministry makes comprehensive and durable decisions on the land base which support a sustainable and prosperous economy, while also balancing the preservation, stewardship and safe use of provincial resources. The Ministry's activities significantly contribute to the economic, environmental and social health of our province and reflect the diverse values and interests of all British Columbians.

Ministry Mandate:

Operating on a provincial land base of over 94 million hectares, FLNR ensures the sustainable management of forest, wildlife, water and other land-based resources, including the Province's designated recreational sites and trails and Archaeological and Heritage resources, and works directly with Indigenous and rural communities to strengthen and diversify their economies. The Ministry is also responsible for wildfire management and facilitates public access to a wide range of recreational activities such as hunting, fishing, and access to B.C.'s wilderness and backcountry.

FLNR is the primary contact for the forest industry, the public, stakeholders and Indigenous Nations to engage with the provincial government on most natural resource matters. The Ministry receives and processes over 20,000 permit applications each year (approx. 70% of all resource permit requests) for various categories of land use authorizations in all regions of BC. FLNRORD also collects resource rents, such as stumpage fees from the extraction of timber and fees levied on aggregate resources, as well as for the approved use of land and water resources. These rents are a significant source of annual revenue for the Province. Additionally, the Ministry is working to address climate change by enhancing the role of forests and forest products as carbon sinks, and by responding to the impacts of climate change already underway.

FLNR oversees related policy development, operational management and implementation, and administers all or part of over 58 statutes and associated regulations. Moreover, the Ministry is at the forefront everyday with Indigenous Nations, who seek a substantial role in natural resource planning, decisions, and economic benefits connected to their traditional lands. The Ministry performs the Crown's obligation to consult, and where applicable accommodate, Indigenous Nations whose rights may be affected by decisions on Crown land. FLNRORD takes an integrated approach in considering all land use interests and works to balance societal needs, sustainable economic development, environmental protection, and the reconciliation of indigenous rights.

Budget:

Core Business Area	2019/20 Estimates	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Operating Expenses (\$000)				
Integrated Resource Operations	36,955	34,791	35,340	35,348
Resource Stewardship	104,775	100,735	102,338	102,576
Office of the Chief Forester	27,787	28,616	30,829	30,964
Rural Opportunities, Tenures and Engineering	65,440	63,902	64,302	63,874
Forest Policy and Indigenous Relations	9,414	9,087	10,199	10,203
Fire Preparedness	46,453	42,806	43,343	43,348
Regional Operations	149,488	150,086	152,824	152,861
Executive and Support Services	60,472	59,103	59,922	59,923
Fire Management	101,122	136,310	136,310	136,310

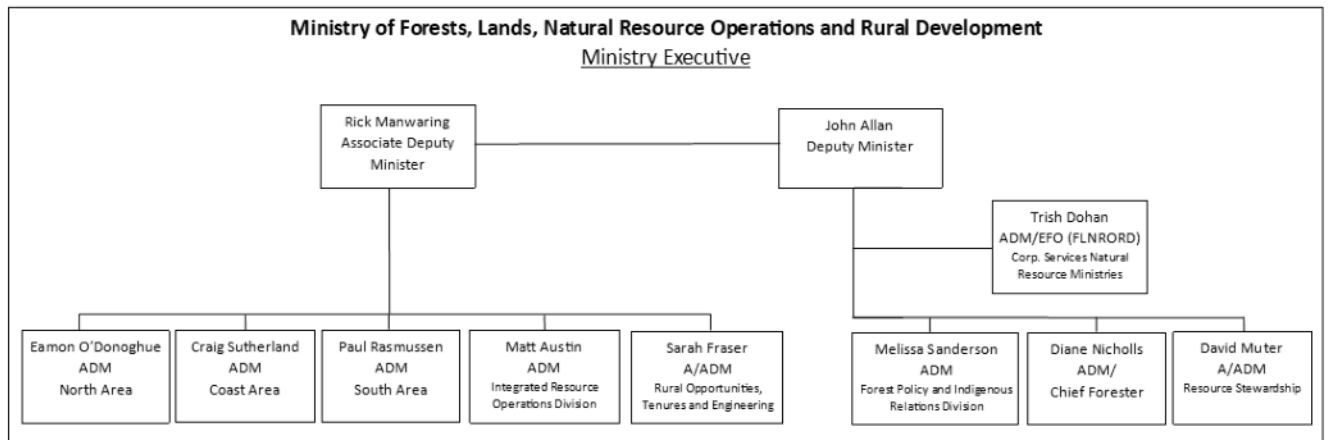
BC Timber Sales Account	213,462	218,512	220,563	214,547
Crown Land Special Account	20	20	20	20
Total	815,388	843,968	855,990	849,974
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services	32,182	37,343	24,848	24,761
Fire Management	525	525	525	525
BC Timber Sales Account	48,689	50,629	48,859	46,486
Total	81,396	88,497	74,232	71,772
Other Financing Transactions (\$000)				
BC Timber Sales Account Disbursements	108,923	104,302	103,121	96,982
Crown Land Administration Disbursements	6,382	6,382	6,382	6,382
Tourism Development Disbursements	600	600	600	600
Core Business Area	2019/20 Estimates	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Habitat Conservation Trust Disbursements	6,500	6,500	6,500	6,500
Habitat Conservation Trust Receipts	(6,500)	(6,500)	(6,500)	(6,500)
Net Cash Requirements	115,905	111,284	110,103	103,964
Total Receipts	(6,500)	(6,500)	(6,500)	(6,500)
Total Disbursements	122,405	117,784	116,603	110,464
Total Net Cash Requirements (Source)	115,905	111,284	110,103	103,964

Full Time Equivalents (FTEs): FLNR for the period Sept 2019 – August 2020. These figures are averages: headcount varies throughout the year, most dramatically due to an influx of seasonal auxiliary workers during the summer.

FLNR Average Headcount for September 2019 - August 2020

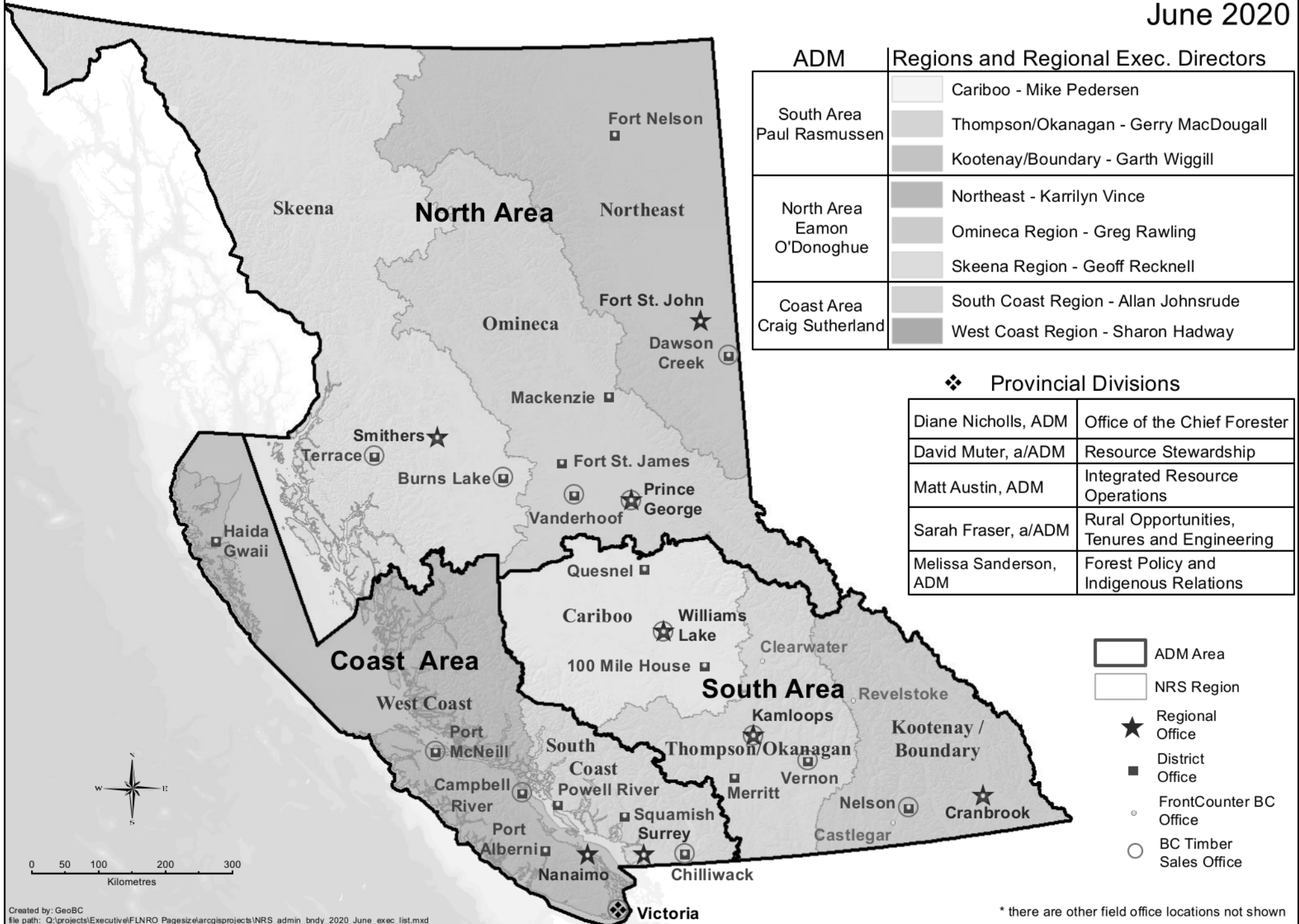
Division	Average Headcount		
	Regular	Auxiliary	Total
Associate Deputy Minister's Office	8.5	0.5	9.0
BC Timber Sales Headquarters	83.1	0.8	83.8
BC Wildfire Service	313.3	772.9	1,086.2
Corporate Services for the Natural Resource Ministries* (*serves all 5 Natural Resource Ministries)	334.4	9.8	344.2
Deputy Minister's Office	39.4	2.0	41.4
Forest Policy and Indigenous Relations	75.1	5.5	80.6
Integrated Resource Operations	293.0	23.8	316.8
Office of the Chief Forester	187.8	45.2	233.0
Regional Operations - Coast Area	605.2	40.9	646.1
Regional Operations - North Area	659.3	57.8	717.0
Regional Operations - South Area	879.3	121.7	1,001.0
Resource Stewardship	133.0	10.8	143.8
Rural Opportunities, Tenures and Engineering	140.2	4.0	144.2
FLNR Total	3,751.5	1,095.5	4,847.0

Executive Organizational Chart:

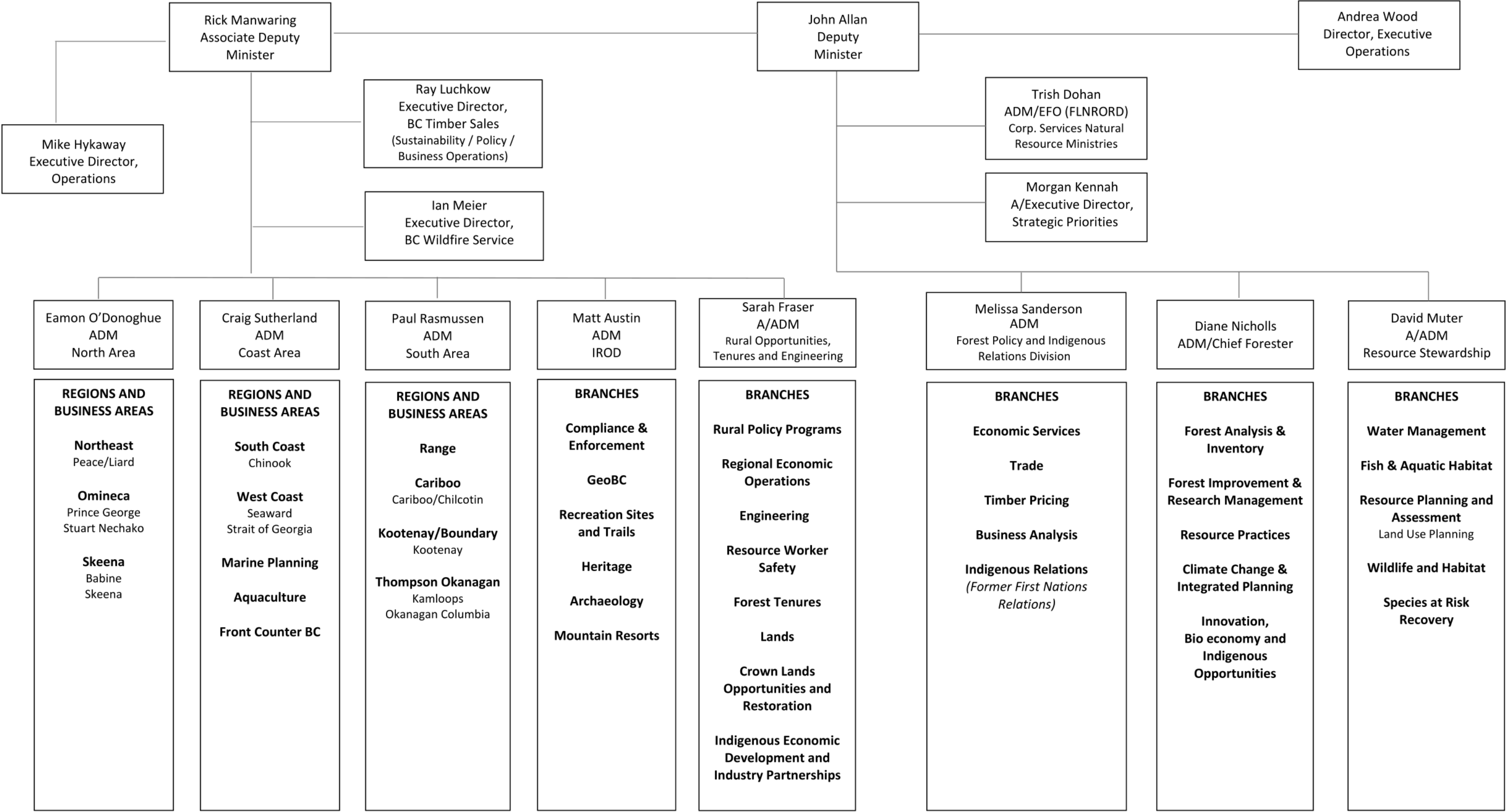


Ministry of Forests, Lands, Natural Resource Operations and Rural Development

June 2020



Ministry of Forests, Lands, Natural Resource Operations and Rural Development
Ministry Executive
November 2020



EXECUTIVE MEMBER BIOGRAPHY



John Allan, Deputy Minister
Ministry of Forests, Lands, Natural Resource Operations and Rural Development

John was appointed Deputy Minister of the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR) in September 2018.

John has a long history in natural resource management, including 22 years with the Government of British Columbia from 1977 to 1999. He served as Deputy Minister of Energy, Mines and Petroleum Resources; Environment, Lands and Parks, and Forests. John also led many special projects including establishment of the Environmental Assessment Office.

Following public service, he served as President and Chief Executive Officer of the Council of Forest Industries. He was also President of the BC Lumber Trade Council, Secretary of the Canadian Lumber Trade Alliance and Chair of the Board of the BC Bio Energy Network.

After leaving the private sector in 2013, John undertook a major review of BCTS and served as the Chief Negotiator, softwood lumber for the Province, as well as strategic forestry policy advisor.

John has a Master of Economics from Queen's University.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY



Rick Manwaring, Associate Deputy Minister
Ministry of Forests, Lands, Natural Resource Operations and Rural Development

Rick is the Associate Deputy Minister for the FLNR. In this role, Rick is responsible for Regional Operations (North, South, Coast), Rural Opportunities, Tenures and Engineering Division and the Integrated Resource Operations Division. Rick also has direct oversight of BC Timber Sales and the BC Wildfire Service.

Rick holds a Bachelor of Science in Forestry from the University of New Brunswick. He's worked for the BC Public Service since 1992 when he took a job in Bella Coola - before he even knew where Bella Coola was! He got the call asking if he wanted to come to BC, looking down the list he thought Bella Coola looked like a good remote coastal place. He ended up spending six years there, moving on to posts in Mackenzie, Terrace and Kamloops over the following 21 years.

Prior to his appointment as Associate Deputy Minister, Rick was the Assistant Deputy Minister for the South Area Regional Operations since 2011. Prior to that, he was an Executive Lead with the previous Ministry of Natural Resource Operations.

EXECUTIVE MEMBER BIOGRAPHY



Craig Sutherland, Assistant Deputy Minister
Coast Area

Craig was appointed as Assistant Deputy Minister of Regional Operations, Coast Area in early 2012.

Craig has been with the natural resource sector his whole career, holding a degree in forestry and Masters in Silviculture from Lakehead University. His first BC Public Service position was in Williams Lake as a silviculture researcher/ research manager with Forests back in 1986. Craig spent most of his career working out of regional offices in Williams Lake and Kamloops, and in 2007 he was appointed Deputy Chief Forester. In 2009 he then became Executive Financial Officer of Forests and Range for three years as it merged into FLNR. Craig spent the months prior to his current appointment as Assistant Deputy Minister of Major Projects, First Nations and Community Opportunity.

EXECUTIVE MEMBER BIOGRAPHY



David Muter, Acting Assistant Deputy Minister
Resource Stewardship Division

David has been with the BC Public Service since 2010, serving in senior leadership roles in both a crown corporation and in multiple different ministries. David joined the Ministry of Forests, Lands, Natural Resource Operations and Rural Development in 2019 as the Executive Director for Species at Risk Recovery. David has been the Acting Assistant Deputy Minister, Resource Stewardship Division since May 2020.

Prior to joining the BC Public Service, David spent over 10 years working in the forest industry, primarily in new product development and finance. His work with industry took him clear across Canada from the Gaspé Peninsula to Vancouver Island. David has a Bachelor of Science from the University of British Columbia Faculty of Forestry, and a Minor in Commerce.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY



Diane Nicholls, Assistant Deputy Minister
Office of the Chief Forester

Diane has been the appointed ADM, Chief Forester for British Columbia since February 2016.

A Registered Professional Forester, she began her career as a forest technician from BCIT. She then continued her studies at the University of Alberta and completed at the University of British Columbia. Diane's background working as a consultant, then with Industry in the private sector, followed by time with the public sector, has given her a great deal of experiential knowledge of the forest sector and the collaborative work that must go hand in hand with forest management.

Awarded the Distinguished Forest Professional in 2019, Diane has proven her leadership by always looking ahead for new ideas and solutions. Diane's vision for the forests of BC encompasses the needs and wants of the many people who live and work in this great province. The Office of the Chief Forester Division in the Ministry of Forests, Lands, Natural Resources and Rural Development, has the mission of "Caring for BC's Forests".

EXECUTIVE MEMBER BIOGRAPHY



Eamon O'Donoghue, Assistant Deputy Minister
North Area

Eamon grew up in Toronto Canada where he attended the University of Western Ontario, graduating with his undergrad in political science. In 1991 Eamon moved to Valemount, British Columbia where he attended the University of Northern British Columbia, studying Natural Resource Management.

Eamon started his career with the BC Public Service in 1991 as a Park Ranger in Mount Robson Park. He moved on to join the Land Use Coordination Office, then onto Regional Executive Director where he served the Skeena Region for 10 years. In October 2018 Eamon was appointed into his current role as Assistant Deputy Minister of the North Area.

When asked about his favorite part of working for the BC Public Service Eamon is quick to respond: "Working with stakeholders, First Nations, local governments and the public on complex natural resource challenges that help bring communities together."

Personal Information

Eamon's advice to Public Servants: "Don't be afraid to take thoughtful risks!"

EXECUTIVE MEMBER BIOGRAPHY



Matt Austin, Assistant Deputy Minister
Integrated Resource Operations Division

Matt was appointed as the Assistant Deputy Minister (ADM) of the Integrated Resource Operations Division (IROD) in April 2018. Matt is responsible for Archaeology, Compliance & Enforcement, GeoBC, Heritage, Mountain Resorts and Recreation Sites & Trails.

Matt holds a Bachelor of Science in Zoology from Western University and a Masters of Environmental Design in Environmental Science from the University of Calgary. Matt has been with the B.C. Public Service for over 24 years, spending the majority of his first decade as the Provincial Large Carnivore Specialist. Subsequently, he took a series of progressively more senior roles in a wide variety of program areas across the natural resource ministries touching on species at risk, forestry, oil & gas, mining, wind power, hydroelectric power, agriculture, geospatial analysis, biodiversity and service delivery, emergency management and environmental assessment. This work has included extensive engagement with First Nations.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY



Melissa Sanderson, Assistant Deputy Minister
Forest Policy and Indigenous Relations Division

Leading the Forest Policy and Indigenous Relations Division, Melissa is accountable for delivering comprehensive forest policies in cooperation with stakeholders while advancing our ministry's reconciliation work with Indigenous Peoples.

Melissa previously worked with Nova Scotia Power and the Ministry of Energy, Mines and Petroleum Resources. She is dedicated to supporting the natural resource sector, economic development, and building strong communities across the province.

Melissa has over 15 years of experience working in both the public and private sector. Her many strengths include stakeholder relations, public engagement, organizational change management, strategic initiatives, and policy communications.

Personal Information

Personal and studied at Simon Fraser University.

EXECUTIVE MEMBER BIOGRAPHY



Paul Rasmussen, Assistant Deputy Minister
South Area

Paul started his career in forestry through working in a variety of operational roles at the forest district level. Twenty-eight years later, which included some time in industry, Paul has a wealth of experience and is truly dedicated to integrated land and resource management.

Before his appointment as Assistant Deputy Minister, Paul was Regional Executive Director for the Kootenay Boundary region, and Executive Director of the Species at Risk Recovery Branch. In addition to his current role as Assistant Deputy Minister, Paul is also the Executive Lead for Diversity and Inclusion (D&I) in the Ministry of Forests, Lands, Natural Resource Operations and Rural Development.

Paul is thankful to have spent the majority of his career on the unceded territory of the Ktunaxa Nation.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY



Sarah Fraser, Acting Assistant Deputy Minister
Rural Opportunities, Tenures and Engineering Division

Sarah has 30 years of experience working in the public service leading economic development initiatives and programs throughout British Columbia.

Sarah was appointed A/ADM of ROTE in July 2020 and is responsible for a diverse portfolio including strategic and operational policies that relate to authorizing disposition of Crown land and forest tenures, sale of high value Crown land, and remediation of Crown contaminated sites. She leads a Provincial team supporting regional economic development, and the Province's community transition services. She is also responsible for rural policy and programs including the Forest Worker Support Program, engineering and road access and forest worker safety for the province.

Prior to her posting as A/ADM Sarah was Executive Director leading the Rural Policy and Programs Branch and the Regional Economic Operations team which delivers on-the-ground economic development and community transition support to communities throughout BC. This cross-government approach utilizes an extensive network to coordinate the Province's response to communities facing industry downsizing and closure, delivering support for workers, local governments and community services.

Sarah holds an MBA from Royal Roads University, Personal Information
Personal Information

EXECUTIVE MEMBER BIOGRAPHY



Trish Dohan, Assistant Deputy Minister
Corporate Services for the Natural Resource Ministries and EFO (FLNRORD)

Trish has been with the BC Public Service for over 25 years and has been fortunate to travel and meet many people across this beautiful province through the course of her work. Trish has been FLNRORD's Assistant Deputy Minister and Executive Financial Officer for 7 years and appreciates the interesting, challenging, diverse, and meaningful experiences that her role brings.

Trish is a continuous learner that likes change and adding value and she truly enjoys the dedicated people that she meets through her work. Trish is a BCIT Financial Management graduate with additional studies at UBC, UVic, and executive development programs through Royal Roads.

Trish's experience in government has primarily been in Economy and Natural Resource ministries. She has played leadership roles in regional and Victoria based operations and has managed several large-scale projects and reorganizations. She also has experience successfully managing large complex budgets. Trish is proud that her team has received a Top Work Unit award in the BC Public Service for both 2018 and 2020.

Before joining the public service, Trish held progressive roles in the private sector, in the BC Development Corporation, and was also a successful business owner. She has spent considerable time in executive leadership roles with the broader school community, ^{Personal Information}
Personal Information

Personal Information



2020 MINISTRY PRIORITIES

Ministry of Forests, Lands, Natural Resource Operations & Rural Development

Provincial Commitments

Ministry Goals

Key Priorities

ECONOMY

RECONCILIATION

Economic benefits for all British Columbians with strong, resilient rural communities.

Sustainable natural resource management.

Excellence in delivery of the services British Columbians count on.

Partnerships that support reconciliation with Indigenous peoples.

Guide Transformation of the Forest Sector
Advance policy and program changes through the Coast Forest Sector Revitalization and Interior Forest Sector Renewal to build community resilience, advance reconciliation, maintain excellent stewardship and promote a globally competitive forest industry.

Strengthen the Rural Economy
Support forestry workers, contractors and rural communities through continued investments, programs and on the ground assistance including the Forest Employment Program, Community Support Grants and other rural economic development activities.

Improve the *Forest & Range Practices Act (FRPA)*
Complete the transformation of FRPA through legislation and regulation changes that will improve collaboration with Indigenous peoples, communities and the public, and increase the transparency of how B.C.’s forest and range resources are managed.

Contribute to Government Objectives for a “CleanBC”
Support the transition to a low carbon economy and reduce provincial greenhouse gas emissions through forest management that sequesters carbon, reduces waste, and improves fibre utilization through engineered wood products.

Implement the *Declaration on the Rights of Indigenous Peoples Act (DRIP)*
In cooperation and consultation with Indigenous peoples, advance reconciliation through existing agreements and partnerships, reduce statutory barriers, and advance the Ministry’s culture towards reconciliation.

Modernize Land-Use Planning
Work in partnership with Indigenous peoples to modernize land-use planning with community, stakeholder and public input.

Improve Wildlife Management
Together with Indigenous peoples, stakeholders and communities, finalize and implement the *Together for Wildlife Strategy* to improve wildlife management and habitat conservation in B.C., including the recovery of species at risk.

Respond to Natural Hazards
Implement Government’s Action Plan: “Responding to Wildfire and Flood Risks,” and ensure the province is better prepared and more responsive.

Address the Softwood Trade Dispute
Represent B.C.’s interests in the softwood lumber litigation.

OUR VISION

Trusted stewardship of provincial land and resources that reflects the diverse values and interests of all British Columbians.

OUR MISSION

Deliver policy and programs to provide economic, cultural, environmental and social benefits for all British Columbians. Our work supports a sustainable economy in all parts of the province and provides a foundation for true and lasting reconciliation with Indigenous peoples.

OUR FOUNDATION: PEOPLE AND ORGANIZATIONAL EXCELLENCE

We strive for a safe, respectful and inclusive organizational culture – one that mobilizes talent and builds resilience to sustain momentum over time. We value and support our people, who position the Ministry to achieve our vision and mission and our core business and priorities.

Summary of Legislation Administered by FLNR

Act	Details
Boundary	
Canadian Pacific Railway (Stone and Timber) Settlement	
Creston Valley Wildlife	
Dike Maintenance	
Drainage, Ditch and Dike	
Environment and Land Use	
Environmental Management	Section 5 (f) as that provision relates to the portfolio of the Minister of Forests, Lands, Natural Resource Operations and Rural Development.
Fish and Seafood	The Act as it relates to licensing respecting the growing of aquatic plants and the harvesting of wild aquatic plants.
Flathead Watershed Area Conservation	
Forest	The Act except as it relates to (a) the collection of public money, as defined in section 1 of the <i>Financial Administration Act</i> , other than a fine, or (b) the administration of deposits and securities payable.
Forest and Range Practices	The Act except the following: (a) as it relates to (i) the collection of public money, as defined in section 1 of the <i>Financial Administration Act</i> , other than a fine, or (ii) the administration of deposits and securities payable; (b) Part 8.1; (c) section 166 as that provision relates to the portfolio of the Attorney General.
Forest Practices Code of British Columbia	The Act except as it relates to (a) the collection of public money, as defined in section 1 of the <i>Financial Administration Act</i> , other than a fine,

	or (b) the administration of deposits and securities payable.
Forest Stand Management Fund	The Act except as it relates to (a) the collection of public money, as defined in section 1 of the <i>Financial Administration Act</i> , other than a fine, or (b) the administration of deposits and securities payable.
Forestry Revitalization	
Forestry Service Providers Protection	
Great Bear Rainforest (Forest Management)	
Greenbelt	
Heritage Conservation	
Hunting and Fishing Heritage [The]	
Industrial Operation Compensation	
Land	
Land Settlement and Development (Repeal)	
Land (Spouse Protection)	
Land Survey	
Land Surveyors	
Land Title	The Act except the following: (a) section 77.2; (b) section 219 (1), (2), (3) (a) and (b), (4) – (9.2), (10), (11) (a), (12) and (14) as those provisions relate to the portfolio of the Minister of Municipal Affairs and Housing or to the portfolio of the Minister of Environment and Climate Change Strategy.
Land Title and Survey Authority	
Land Title Inquiry	
Land Transfer Form	
Libby Dam Reservoir	

Ministry of Agriculture and Food	Section 3 as that provision relates to the portfolio of the Minister of Forests, Lands, Natural Resource Operations and Rural Development in relation to the treatment of the North American Gypsy Moth.
Ministry of Environment	The following: (a) section 4 (2) (d); (b) sections 4 (2) (b), (e), (f) and (g) and 6.1 as those provisions relate to the portfolio of the Minister of Forests, Lands, Natural Resource Operations and Rural Development.
Ministry of Forests and Range	The Act except the following: (a) as it relates to (i) the collection of public money, as defined in section 1 of the <i>Financial Administration Act</i> , other than a fine, or (ii) the administration of deposits and securities payable; (b) section 4 (d) (ii) and (e) as those provisions relate to the portfolio of the Minister of Agriculture.
Ministry of Lands, Parks and Housing	The Act except the following: (a) sections 3 (3), 5 (b), 6 and 9 as those provisions relate to the portfolio of the Minister of Environment and Climate Change Strategy; (b) sections 5 (b.1) and (c), 8.1 and 10.
Muskwa-Kechika Management Area	
Natural Resource Compliance	
Off-Road Vehicle	
Plant Protection	The Act as it relates to the treatment of the North American Gypsy Moth.
Private Managed Forest Land	
Protected Areas Forests Compensation	
Railway	Section 33.
Range	The Act except as it relates to (a) the collection of public money, as defined in section 1 of the <i>Financial Administration Act</i> , other

	than a fine, or (b) the administration of deposits and securities payable.
Resort Timber Administration	
Riparian Areas Protection	
Skagit Environmental Enhancement	
Special Accounts Appropriation and Control	Section 5.
Tugboat Worker Lien	
University Endowment Land	Sections 2 (1) (a) and (d) and 3 (b).
Water Protection	
Water Sustainability	
Water Users' Communities	
Water Utility	
Weed Control	
Wildfire	The Act except as it relates to (a) the collection of public money, as defined in section 1 of the <i>Financial Administration Act</i> , other than a fine, or (b) the administration of deposits and securities payable.
Wildlife	The Act except the following: (a) section 3 (b) as that provision relates to the portfolio of the Minister of Environment and Climate Change Strategy; (b) sections 6 and 108 (2) (a).
Wood First	
Woodworker Lien	
Zero Net Deforestation	

NATURAL RESOURCE MINISTRIES TRANSITION NOTE

ISSUE: STATUTORY DECISION MAKING WITHIN THE NATURAL RESOURCE MINISTRIES

BACKGROUND:

- Ministries within the Natural Resource Ministries (NRM) are responsible for administering legislation related to the management of provincial Crown land and its cultural and natural resources. In order to carry out this responsibility, which involves tens of thousands of statutory decisions each year, authority for powers and duties required in legislation has been given by the Legislature to statutory decision-makers (SDM).
- A SDM is a person named in legislation, often who has specialized expertise such as the Chief Forester or Comptroller of Water Rights, who is authorized to exercise specified powers or duties. SDMs make independent decisions free from external pressures and without fear of personal consequences, and no one can supplant a SDM's statutory authority.
- However, when a statute confers a power or duty on a Minister, there is often a mechanism through which the Minister may grant authority to another individual who has the knowledge, skills, and training to exercise them in the public interest. Various mechanisms exist, but the most commonly applied are delegation and designation.
- Under the *Interpretation Act*, the Deputy or Associate Deputy of a Minister may exercise any authority conferred on the Minister under an enactment, with the exception of enacting regulations.

SUMMARY:

The Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR) is currently responsible for the administration of 68 statutes, many of which confer authority on SDMs and the Minister. Most of the Minister's authorities have been granted to public officials and are tracked through matrices and memorandums maintained by FLNR's Legislation Branch.

Methods of Granting Authority:

- **Delegation** is the assignment of ministerial authority and responsibility to another official to carry out specific activities. A delegate exercises a power that the Legislature gave to the Minister, who then subsequently delegated the power.
- Though ministers are figures of authority in legislation, they are not expected to perform each duty they are assigned and, therefore, authority is delegated to public officials. The delegation of a ministerial authority does not necessarily preclude the responsible Minister from exercising that authority.
- Within a statute, powers or duties that may be delegated can generally be identified by language such as, "the Minister may" or "the Minister must". Delegation only occurs where the statute expressly authorizes it, and, unless otherwise stated, only the Minister's authority may be delegated.
- Some statutes authorize a delegate to subdelegate a power or duty, unless prohibited from doing so by the Minister. A subdelegate may not further subdelegate a power or duty. If a statute does not authorize sub delegation, a delegate may not sub delegate.
- **Designation/Appointment** is the assignment of an official as a decision-maker identified in legislation. A designate exercises a power that the Legislature has authorized the Minister to assign to another person. The Minister designates that person, thereby granting that person the power or duty.

- In some cases, the Minister does not have jurisdiction to exercise the power or duty. Instead, the Minister has authority to designate an official as a SDM (e.g. “The minister may designate a public service employee as the Comptroller of Water Rights...”); or to designate an official to carry out powers and duties under a specific provision (e.g. “An application for a woodlot licence must be made to a person designated by the minister...”)
- In other instances, the Minister has both jurisdiction and the power to designate an official (e.g. “the minister or an official designated by the minister may enter into agreements for purposes under this Act”).
- A designate may not subdelegate or “sub designate” their authority.
- **Deputization** is the appointment of an official as the deputy of another official and means that the deputized official has all of the same duties and authority as the actual official. In FLNRORD, Regional Executive Directors (REDs) and District Managers (DMs) are deputized as Deputy REDs or Deputy DMs for neighbouring regions and districts to provide administrative efficiency in the case where the administration of tenures overlaps district or regional boundaries.
- **Authorization** allows an official to exercise the Minister’s powers and duties where no grant of authority provision exists. This power derives from the *Carltona* principle, which essentially says that when an act confers a power on a Minister, it is really conferring that power on those within that Minister’s ministry. This form of grant of authority is rarely used.

Similar to a SDM, once an authority has been granted to a person, that person has independent discretion when exercising that authority.

FLNR Statutory Decision-making:

Statutory decision-making in FLNR is complex, as there is no universal scheme, and identifying decision-makers varies between statutes based on such things as their topic or the age of the statute. For example:

- Under forest and range legislation (e.g., *Forest Act*, *Forest and Range Practices Act*, *Wildfire Act*, *Range Act*), the Minister is the predominant decision-maker, and most of this authority has been delegated or designated to public officials. Some SDMs, such as District Managers and the Chief Forester who are not appointed by the Minister, are also named.
- The *Wildlife Act* is largely administered by SDMs. The Minister has some authority (for instance, directing how seized wildlife is to be disposed of) and in the absence of a transfer of authority mechanism, it remains with the Minister.
- Water legislation (e.g., *Water Sustainability Act*, *Dike Maintenance Act*) primarily employs SDMs, most of which are designated by the Minister, such as the Comptroller of Water Rights, Water Managers, and the Inspector of Dikes.
- Lands legislation (e.g., *Land Act*, *Ministry of Lands, Parks and Housing Act*, *University Endowment Land Act*) is mainly managed through delegated decision-making. The Surveyor General is an SDM for some authorities but is not appointed by the Minister.

Agency/Agencies Responsible:

FLNR, Strategic Priorities Group, Legislation Branch

Deputy Minister's Office and Associate Deputy Minister's Office

DM and Associate DM Responsible: John Allan, DM; and Rick Manwaring, Associate Deputy Minister

Core Business/ Program Area Description/Critical Business Processes:

The Executive Operations Group within the Deputy Minister's Office supports the Deputy Minister, Associate Deputy Minister and the Ministry through day-to-day management and coordination of corporate issues and projects. The Director of Executive Operations and the Managers of Executive Issues and Executive Services act as the primary liaison with the Minister's Office, Premier's Office, and Cabinet Operations. The Executive Operation Group provides oversight of Ministry document and information flow, including: Information Briefing Notes, Decision Briefing Notes, Cabinet and Treasury Board submissions, Estimates material, briefing materials for large events such as FNLG and UBCM, and MLA information requests.

The Correspondence Services Section Team provides oversight of the executive correspondence services for the Ministry including management of the CLIFF correspondence tracking system and eApprovals. This team works with subject matter experts in a variety of different business areas within the Ministry to draft quality responses to a high volume of incoming correspondence in a timely manner.

The Freedom of Information and Records Management Team is responsible for the coordination and response of *Freedom of Information and Privacy Protection Act* requests and oversight of the corporate records management systems.

The Strategic Priorities Group is a subset of the Deputy Minister's Office delivering four primary business service functions. The Internal Communications and Online Content team manage the internal and external web presence for the Ministry (the internet and intranet). They operate inter-divisionally to ensure web information is accurate, complete, current and functional. They develop and publish executive messaging throughout the year, such as all-staff video calls and email messaging. The Legislation team manages, maintains and evolves the legislative framework the ministry is responsible for. They work collaboratively across divisions with policy and subject matter experts to identify problems that require solutions, and customize solutions that can form amendments to legislation, regulation or orders. This includes 58 statutes and related regulation. There are two managers focused on litigation (or potential) litigation matters who provide insight and supports to statutory decision makers and other staff; one manager is focused on administrative law and the other aboriginal law (both are practicing lawyers). The Executive Director and Division Administrator support the Deputy Minister and the Executive Operations and Issues group, respectively in projects or programs that are cross-functional in nature, and often of a priority nature.

Budget:

The Executive Operations has a current budget of Government

The Strategic Priorities Group has a current budget of Government

Full Time Equivalents (FTEs):

There are 43 FTEs within the Deputy Minister's Office, including: 20 FTEs within Executive Operations, 22 FTEs within the Strategic Priorities Group, and the Deputy Minister.

Related Legislation:

The Deputy Minister's Office is not the natural manager of any direct piece of legislation or regulation. However, the Legislation Branch within Strategic Priorities Group is directly responsible for adapting policy change into the policy framework, either by legislative or regulatory amendment, or by an Order. Therefore, they are heavily involved in legislation.

Associate Deputy Minister's Office

The Executive Director Operations Office assists the Associate Deputy Minister in developing, planning, directing, and implementing executive level strategies and performance plans across Regional Operations Divisions and Business Areas. The Executive Director's Office is responsible for overall delivery of the Associate Deputy Minister's Office operations carried out across the Province, working collaboratively with leadership teams comprising seven Regional Operations Divisions and Business Areas.

The Executive Director, Operations reports to the Associate Deputy Minister, works directly with the Deputy Minister, and is a standing member of both the ministry's Executive Committee and Operations Executive Leadership Team.

Corporate Planning and Performance (CPP) leads the implementation, analysis, reporting and continuous improvement of the corporate (ministry-wide) planning and performance framework, which supports the achievement of the ministry's strategic vision, goals and objectives through the provision of business, performance, and risk management plans. CPP is also responsible for creating and implementing reporting protocols to provide timely metrics and decision-making tools to ministry Executive to inform the achievement of the ministry's mandate and provide for program accountability. Accountabilities include working with senior Ministry leaders to develop ministry priorities that support a unified business management cycle, annual service planning, and building internal capacity for business planning and performance management.

Operations Business Effectiveness (OBE) is responsible for providing secretariat support to various executive and strategic level committees and working groups including the Operations Executive Leadership Team, Joint Operations leadership Team, Strategic Initiatives Team, IT Investment Executive Steering Committee and Working Group. The OBE holds oversight for Ministry-wide initiatives such as the Voluntary Apparel Program and Lean Initiative while supporting other ministry's initiatives like GBA+.

Budget:

The Associate Deputy Minister's Office has a current budget of Government .

Full Time Equivalents (FTEs):

There are 8 FTEs within the Associate Deputy Minister's Office, including: 3 FTEs within Corporate Planning and Performance, 2 FTEs within the Operations Business Effectiveness Group, 3 FTEs within the Associate Deputy Minister's Group.

Forest Policy and Indigenous Relations Division

ADM Responsible: Melissa Sanderson

Core Business/ Program Area Description/Critical Business Processes:

Forest Policy and Indigenous Relations Division (FPIR) is committed to advancing broad provincial objectives and Ministry priorities through five key business areas: Timber Pricing Branch, Trade and Export Policy Branch, Economic Services Branch, Compensation and Business Analysis Branch, and Indigenous Relations Branch.

Timber Pricing Branch is responsible for the development of timber-pricing related policies and procedures that serve to assert the financial interests of the government and encourage a vigorous and competitive forest industry. Accountabilities include billing for stumpage and waste, cruising, scaling, stumpage policy, waste assessment and forest revenue forecasting.

Trade and Export Policy Branch supports B.C.'s interests related to the longstanding Canada-United States (U.S.) softwood lumber dispute. The Branch works extensively with many parts of the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD), other B.C. Ministries, the federal government, other provinces, and legal counsel to ensure B.C.'s interests are accurately and strongly represented in any negotiations or litigation.

Economic Services Branch provides financial and economic analysis relating to B.C.'s forest policy and includes monitoring and reporting on forest sector markets, impact analysis of ministry initiatives, and stakeholder relations.

Compensation and Business Analysis Branch is responsible for compensation claims arising out of government policy, land-use decisions, First Nations treaty settlements, and competition assessments in support of transactions under Section 54 of the Forest Act. The branch also works on business, investment, and resource economic analysis in support of sector competitiveness, investment, and forest policy decision making.

Indigenous Relations Branch provides leadership in the Ministry to increase Indigenous participation in the forest sector and are responsible for coordinating consultation processes in the natural resource ministries, supporting the Ministry of Indigenous Relations and Reconciliation in agreement negotiation, treaty and reconciliation initiatives, and developing appropriate policy and legislation.

Budget: \$9.087M

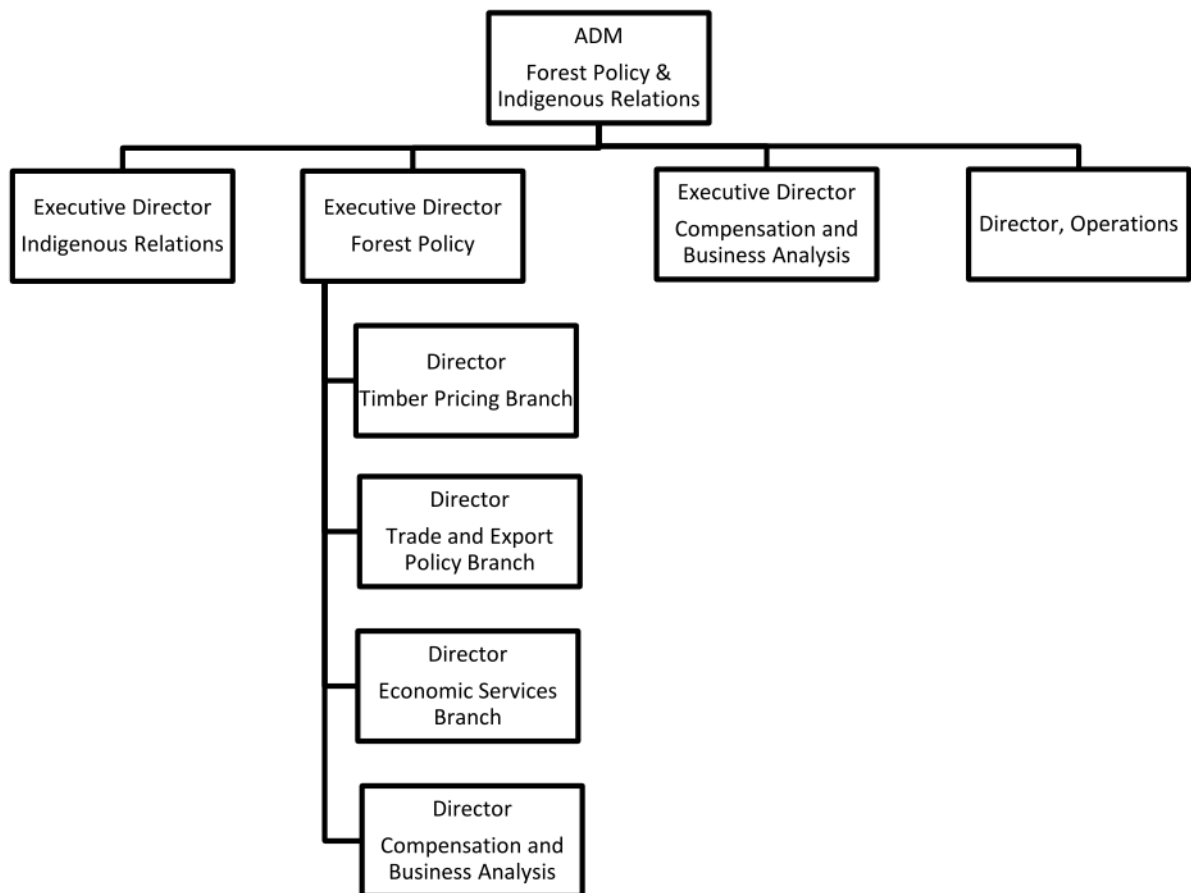
Full Time Equivalents (FTEs): 88 (Average headcount from Sept 2019 to Aug 2020)

Related Legislation:

- Forest Act
- Forest Revenue Audit Regulation
- Log Salvage Regulation for the Vancouver Log Salvage District
- Manufactured Forest Products Regulation
- Minimum Stumpage Regulation

- Scaling Regulation
- Special Forest Products Regulation
- Timber Definition Regulation
- Timber Marking and Transportation Regulation
- Forest & Range Practices Act (FRPA)
- Private Managed Forest Land Act

Organizational Chart:



Resource Stewardship Division

ADM Responsible: David Muter

Core Business/ Program Area Description/Critical Business Processes:

The Resource Stewardship Division (RSD) provides provincial leadership in the development and implementation of resource stewardship legislation, policy and field-practices for the sustainable stewardship of natural resources including wildlife, freshwater fisheries, land use planning, cumulative effects, integrated monitoring, Forest and Range Evaluation Program, species at risk, dam safety and water resources. Primary responsibilities include setting policies and standards for water sustainability, water resource management, fish, wildlife allocations and habitat management, resource management objectives, species at risk recovery, caribou recovery and land use planning. The Division is regularly tasked with new strategic initiatives that relate to the Natural Resource Sector, such as the independent panel report “A New Future for Old Forests”.

The division is comprised of the Office of the Assistant Deputy Minister (ADM) and seven branches/areas of functional responsibility: Fish and Aquatic Habitat, Wildlife and Habitat, Resource Planning and Assessment, Species at Risk Recovery, Strategic Projects and Indigenous Policy, Provincial Stewardship Strategies and Planning, and Water Management.

Some of the strategic initiatives the division leads include:

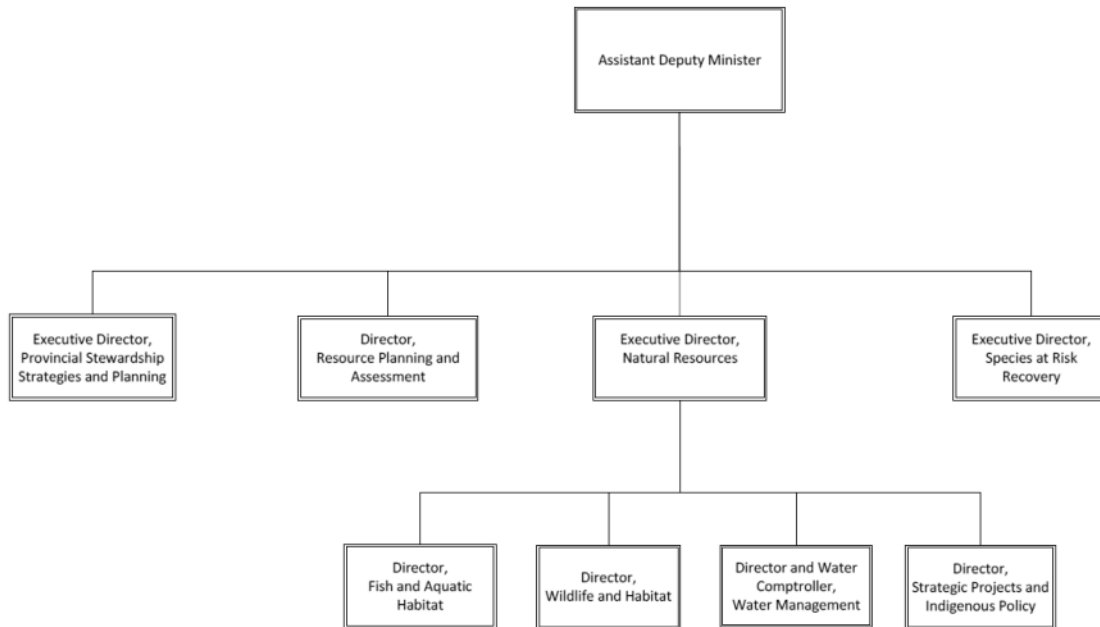
- Leadership and coordination of the Land Based Investment Program
- Modernized Land Use Planning
- Forest and Range Evaluation Program
- Cumulative Effects Framework
- Old Growth Strategic Review
- Land Use Policy (land designation decision making framework)
- Together for Wildlife Strategy
- Caribou Recovery Program including the Section 11 Agreement and Partnership Agreement
- Water Stewardship
- Dam Safety
- Provincial Flood Strategy
- River Forecast Centre
- Indigenous Stewardship Forums
- Statutory responsibility for Fish and Wildlife regulation

Budget: \$100,735M

Full Time Equivalents (FTEs): 143.8 (Average headcount from Sept 2019 to Aug 2020)

Related Legislation: *Wildlife Act, Water Sustainability Act, Dike Maintenance Act, Water Utility Act and Water Users' Communities Act*

Organizational Chart:



Office of the Chief Forester Division

ADM Responsible: Diane Nicholls

Core Business/ Program Area Description/Critical Business Processes:

The Office of the Chief Forester Division (OCF) provides provincial leadership for forest stewardship. Caring for BC's forests from seed to product. The Chief Forester and Deputy Chief Forester are the statutory decision makers that set the Allowable Annual cuts for the Province of B.C.

The Policy and Intergovernmental Unit within the ADM's office leads and supports the OCF Division relations with other provincial and territorial governments, the federal government and international governments. The team leads the ministry's participation in the Canadian Council of Forest Ministers and collaborates across divisions and B.C. ministries on areas of shared inter-governmental interest.

The Climate Change and Integrated Planning Branch (CCIPB) provides strategic leadership for the ministry on climate change science, policy, and programs. The branch has responsibility for the delivery of the forest carbon initiative, in partnership with the Forest Enhancement Society of B.C. The branch leads the development of carbon management in the forest management regime of B.C., and works closely with other divisions, agencies and federal government departments.

The Forest Analysis and Inventory Branch (FAIB) collects and maintains the forest cover inventory for the province, and provides a wide array of data, information, analysis, and analytical expertise to support government policy development and decision making. The branch also provides forest resource information and analysis support to other ministries, federal government and external stakeholders.

The Forest Improvement and Research Management Branch (FIRM) has a three-part mandate:

- to manage B.C.'s forest genetic resources to enhance forest value, resilience and genetic conservation; to ensure B.C. forest seed supply and storage is robust and safe.
- to manage and coordinate the ministry's natural resources research program; and
- to provide contract services for Resource Stewardship and Office of the Chief Forester divisions.

Resource Practices Branch (RPB) oversees forest management in B.C. Silviculture, forest health practices and research, development, implementation, and continuous improvement of forest management and stewardship laws, policies and practices.

Innovation, Bioeconomy and Indigenous Opportunities Branch (IBIO) develops and encourages opportunities to improve the use of biomass that is residual from harvesting practices or milling practices into new biomass-based products. The branch is also expanding opportunities with Indigenous peoples for development of non-conventional forest products and their production.

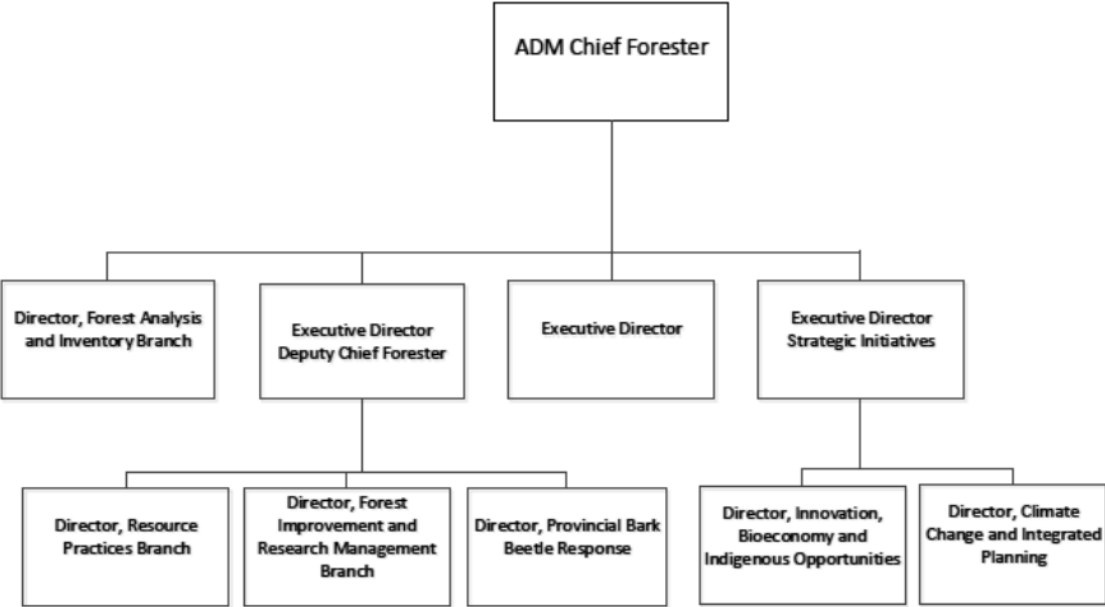
Budget: \$28,616M

Full Time Equivalents (FTEs): 233 (Average headcount from Sept 2019 to Aug 2020)

Related Legislation:

- *Forest and Range Practices Act*
- *Forest Act*
- Chief Forester’s Standard for Seed Use

Organizational Chart:



Integrated Resources Operations Division

ADM Responsible: Matt Austin

Core Business/ Program Area Description/Critical Business Processes:

IROD is comprised of six diverse provincial programs: Archaeology, Compliance and Enforcement, GeoBC, Heritage, Mountain Resorts and Recreation Sites and Trails. All six branches are organized based on "line of sight" program delivery; meaning, policy development through to implementation as opposed to policy being developed in a headquarters branch with delivery by regional operations, as is the case for many of the ministry's programs.

Archaeology Branch's mandate is to protect and conserve archaeological and First Nation's cultural sites in B.C. The key functions of the branch are permitting (archaeological studies and alteration of protected sites) and inventory (maintaining a database of known, protected archaeological sites and distributing this information to assist in site protection and conservation).

Compliance and Enforcement Branch (CEB) provides enforcement support to a wide variety of programs across the ministry by upholding over 50 pieces of legislation. The branch works within the prosecutorial, administrative and restorative justice systems and undertakes focused inspections in targeted areas; as well as, investigations. The objectives of CEB are public safety, protecting resources, ensuring Crown revenue, protecting authorized use and maintaining social license. In recent years, CEB has been increasingly involved in guardian programs involving First Nations.

GeoBC provides services and tools that allow the B.C. government, partner agencies, and citizens to create, access, and use provincial geographic information. Geographic information is critical for the effective delivery of government programs and initiatives including emergency response and management services, natural resource stewardship and conservation efforts, economic development activities, and First Nations negotiations.

Heritage Branch leads the administration of B.C.'s historic places, paleontological resources, and geographical names which includes, the management of the BC Register of Historic Places and the BC Geographical Names office. The branch is also responsible for a number of significant heritage properties owned by the Province (e.g., Barkerville, Fort Steele and Emily Carr House).

Mountain Resorts Branch (MRB) provides a one window approach for resort development and community ski area administration. MRB seeks to ensure that the establishment and ongoing operation of all-season resorts and community ski areas provides economic, social, recreation and tourism benefits to the Province and the local communities.

Recreation Sites and Trails BC manages over 1,350 recreation sites and 800 trails (including rail trails). The program also contributes to management of recreation on the wider provincial land base and collaborates with sector partners to protect present and future recreation resources on Crown lands.

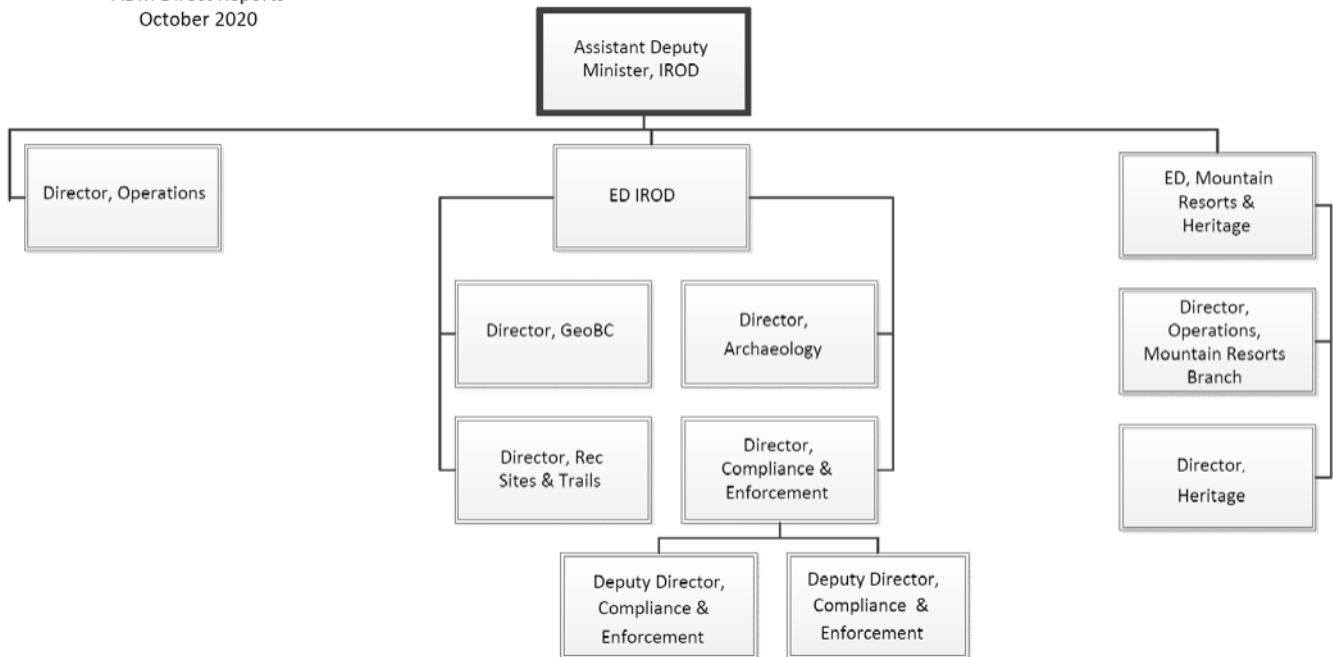
Budget: \$34,791M

Full Time Equivalents (FTEs): 317 Average Headcount for September 2019 - August 2020

Related Legislation: *Forest Act, Forest and Range Practices Act, Great Bear Rainforest Act, Heritage Conservation Act, Land Act, Ministry of Lands, Parks and Housing Act, Off Road Vehicle Act, Resort Timber Administration Act, Water Sustainability Act, Wildfire Act*

Organizational Chart:

Integrated Resource Operations Division
ADM Direct Reports
October 2020



Rural Opportunities, Tenures and Engineering Division

ADM Responsible: Sarah Fraser

Core Business/ Program Area Description/Critical Business Processes:

The Rural Opportunities, Tenures and Engineering Division (ROTE) has a diverse portfolio including strategic and operational policies that relate to a wide range of core business for the ministry, including forest tenure and land policy, oversight of the Province's resource road network, and supporting rural development through targeted community investments.

ROTE is comprised of seven branches (Engineering; Forest Tenures; Regional Economic Operations; Forest Worker Safety; Rural Policy and Programs; Lands, Crown Land Opportunities and Restoration).

- The Lands Branch is responsible for *Land Act*, the data custodian for the Crown Land Registry as well as strategic and operational policies, pricing and tenure relating to authorizing the use of Crown land.
- The Crown Land Opportunities and Restoration Branch authorizes the disposition of complex high value Crown land parcels and remediates contaminated sites on Crown land that have become the responsibility of the Province.
- Rural Policy & Programs and Regional Economic Operations together comprise the Rural Development Unit, which implements programs to create short-term employment for forestry contractors and invest in economic infrastructure and recovery; leads rural policy; and provides on-the-ground community transition and economic development services, all to support vibrant rural economies.
- The Engineering Branch is responsible for the Province's resource road network and bridge inspections ensuring safe access, protection of the environment, and public safety.
- The Forest Tenures branch provides access to forest resource opportunities by maintaining effective and efficient forest tenures systems, timber mark issuance and registry systems, tenure administrative processes, and business support systems.
- Through the Resource Worker Safety Management Program and Safety Accord Forest Enterprise Safe Certification, Rote supports the Forest Industry in safe practices and standards.

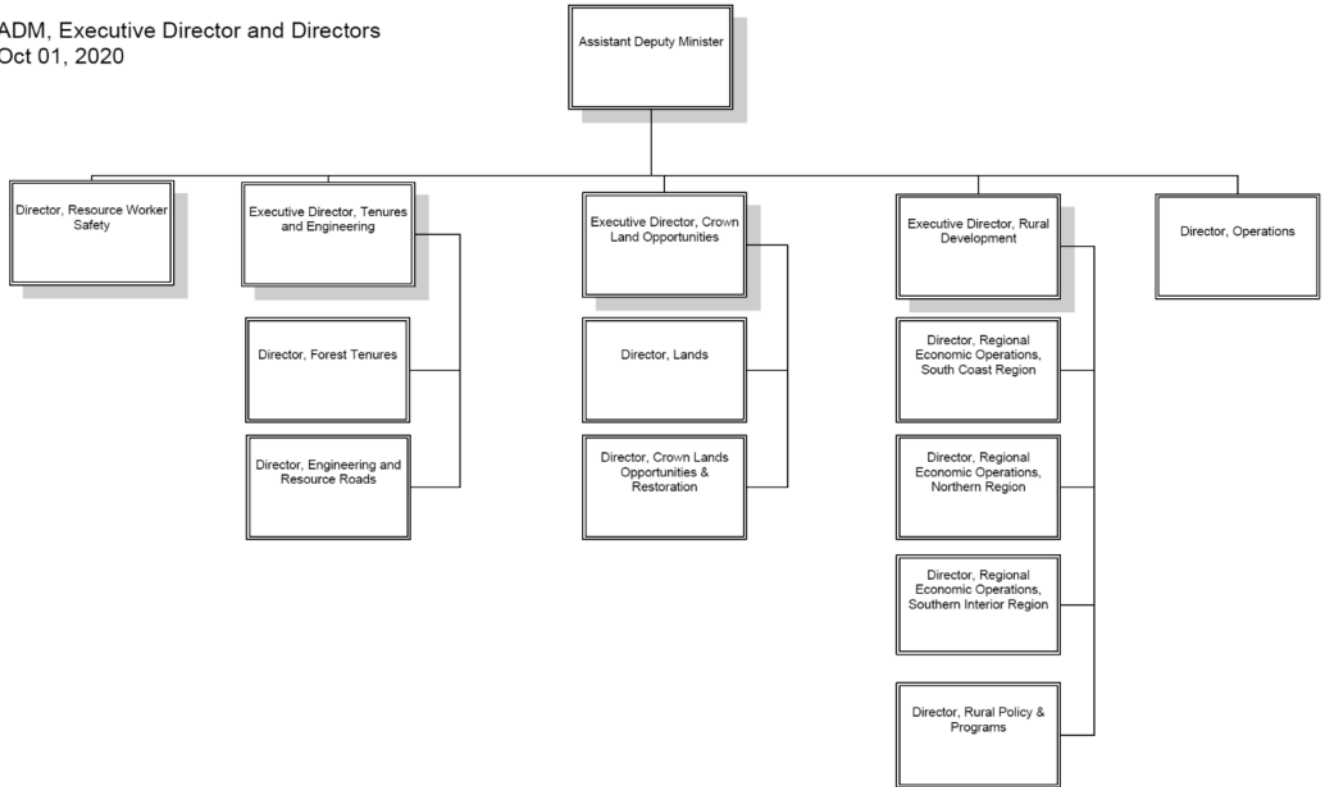
Budget: \$63,902M

Full Time Equivalents (FTEs): 144 (Average headcount from Sept 2019 to Aug 2020)

Related Legislation: *Forest Act, Forest Practices Code of BC Act, Forest Services Providers Protection, Forest Revitalization Act, Forest Range Practices Act, Private Managed Forest Land Act, Forest Practices Code of BC Act, Ministry of Lands Parks and Housing Act, Land Act, Land Title Act, Land Title and Survey Authority Act, Land Title Inquiry Act, Land Transfer Form Act, Land Survey Act, University Endowment Lands Act, Tugboat Lien Act, Soldiers Act, Boundary Act, Off Road Vehicle Act, Land Surveyors Act, Land Survey Act, Greenbelt Act, Woodworkers Lien Act, Land (Spouse Protection) Act*

Organizational Chart:

ADM, Executive Director and Directors
Oct 01, 2020



Coast Area, Regional Operations

ADM Responsible: Craig Sutherland

Core Business/ Program Area Description/Critical Business Processes:

The Coast Area is part of Regional Operations which is made up of the North, South and Coast Areas. Regional Operations collectively delivers the authorizations, administration, monitoring, reporting, stewardship management, research, treatment, protection, and other operational activities in relation to forests, lands, ecosystems, fish and wildlife, range and water resources. This includes management of species at risk; hunting, angling, and trapping; watershed restoration; habitat and ecosystem management; aquaculture (fish farms, shellfish, aquatic plants); marine planning; regional dam and dike safety and regulation; regional drought and flood management; geomatic services, Crown land sales; forest service road and bridge management; timber pricing; First Nations consultation; and land use initiatives. Lastly, Regional Operations provides client assistance with access to natural resource authorizations through regional, branch and FrontCounter BC offices. The Coast Area is also responsible for delivery of BC Timber Sales mandate in 3 business areas: Chinook, Strait of Georgia and Seaward/Tlasta.

A major part of the Coast Area's core business is processing tenures and authorizations including over 13,000 water licences, 12,000+ Crown land tenures, and a further 600+ applications in process; approximately 90% of the provincial timber exports, and 350+ cutting permits producing over 15 million cubic meters of timber annually.

The ADM of the Coast Area is accountable for regional operations in the South Coast Region which encompasses the lower mainland as far east as Chilliwack and north to Powell River and Whistler, and the West Coast Region which encompasses Vancouver Island, Haida Gwaii and a large portion of the mid-coast of BC including the Great Bear Rainforest. The Coast Area encompasses the traditional territories of approximately 113 First Nations, representing close to 50% of all First Nations in BC. On behalf of the BC Government, the Coast Area will continue to lead the development and implementation of ecosystem based management in the Great Bear Rainforest; an area covering 6.4 million hectares of the coast from the north of Vancouver Island to the Alaska Panhandle, and is home to 26 First Nations.

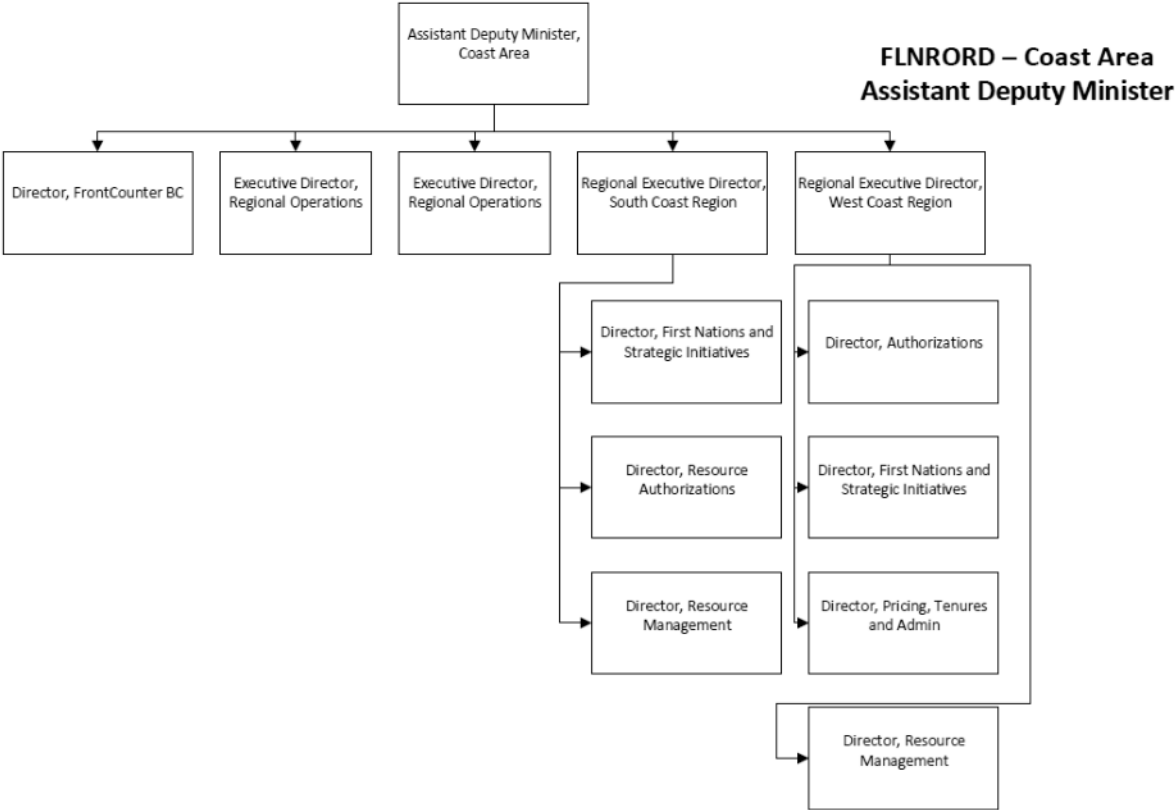
Budget: Government

Full Time Equivalents (FTEs): 646 (Average headcount from Sept 2019 to Aug 2020)

Related Legislation:

<https://www.bclaws.ca/civix/document/id/amr/amr/426317988>

Organizational Chart:



South Area, Regional Operations

ADM Responsible: Paul Rasmussen

Core Business/ Program Area Description/Critical Business Processes:

The South Area is part of Regional Operations comprising of three areas; North, South and Coast. Regional Operations collectively delivers the authorizations, administration, monitoring, reporting, stewardship, research, treatment, protection, and other operational activities (e.g. economic stimulus programs) in relation to forests, lands, ecosystems, fish and wildlife, rangeland and water resources.

A major part of the South Area's core business is processing tenures and authorizations including over 32,000 water licenses and a further 1,000+ applications in process, 878 Range tenures, 293 grazing leases, 12,500 Crown land tenures, and a further 400 applications in process; and 900 cutting permits producing over 16 million cu. million cubic meters of timber annually with \$398 M in Stumpage revenues. The mining sector is also a very important economic driver of the economy of South Area (see below).

Sector*	% of Sector in South Area	South Area related Sales and Expenditures (\$M)	# South Area Jobs as Direct Employment	South Area related Direct Payments to the Crown (\$M)
Mining	76% of mining production value	\$2,000	9,000	\$250

*Statistics for 2019.

The South Area Regional Operations Division has primary accountabilities for:

- Access to and management of land and resources in British Columbia.
- Licensing, permitting, administration, monitoring, reporting, stewardship management, research, treatment, protection and other operational activities in relation to forests, lands, fish, wildlife, invasive species, rangeland, water, soil, mining resources and recreation.
- Species at risk, hunting, angling, trapping, and watershed restoration.
- Ecosystem restoration, wildfire recovery and wildfire risk reduction.
- Habitat and ecosystem management.
- Aquaculture, marine planning, regional dam and dike safety and regulation, regional drought and flood management.
- First Nations consultation and resource development agreements, land use initiatives within regions.
- Operation of regional offices providing client access to natural resource authorizations (Front Counter BC), geographic information and Crown land sales.
- Support community resilience (eg. Fire, floods, grow rural economies)
- First Nations Co-management tables
- Leadership on Natural Resource Sector Coordination (Regional Management Committees)

The ADM of South Area is accountable for the provincial scope of Range Branch in addition to the operations of the Thompson-Okanagan, Cariboo, and Kootenay Boundary Natural Resource Regions. The ADM South Area is also responsible for delivery of BC Timber Sales mandate in 3 business areas: Kamloops, Cariboo-Chilchotin and Kootenay.

The South Area covers two time zones, several mountain ranges and a geographic area of 250,000 square kilometers, has an estimated 682,000 people residing within the area boundary, and approximately 87 First Nations Bands and tribal councils located within the three regions.

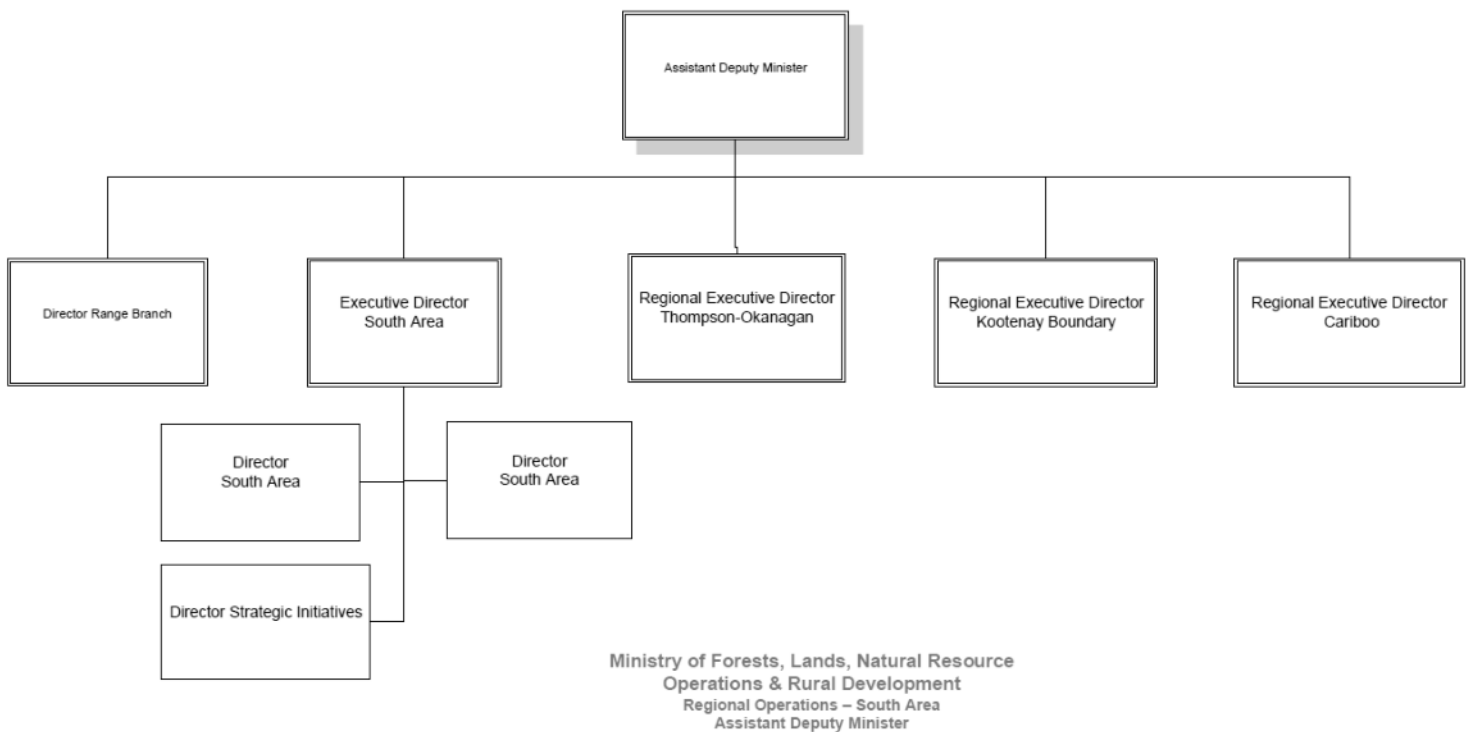
Budget: Government

Full Time Equivalents (FTEs): 879 (Average headcount from Sept 2019 to Aug 2020)

Related Legislation:

<https://www.bclaws.ca/civix/document/id/amr/amr/426317988>

Organizational Chart:



North Area, Regional Operations

ADM Responsible: Eamon O'Donoghue

Core Business/ Program Area Description/Critical Business Processes:

The North Area is a large and diverse geographic area spanning the northern 65% of the province. The Area is subdivided into Northeast, Omineca and Skeena regions. A significant portion of the Area is remote wilderness with ~160,000 people living in rural communities. Sixty-three First Nations are located within North Area; all actively engaged with the province on a spectrum of reconciliation agreements from shared interests to Treaty. North Area is the backbone of the province's economy driven by forestry, oil and natural gas, and mining:

Sector*	% of Sector in North Area	North Area related Sales and Expenditures (\$M)	# North Area Jobs as Direct Employment	North Area related Direct Payments to the Crown (\$M)
Forestry	55% of interior timber annual allowable cut	\$4,200	9,500	\$300
Oil & Gas	100% of current drilling and 95+% of facilities and pipelines	\$5,700	3,300	\$600
Mining	23% of mining production value ¹	\$2,000	4,000	\$15 ²
TOTAL:		\$11,900	16,800	\$915

*Statistics for 2019.

¹ North Area also has 68% of provincial mineral exploration expenditures totalling \$225M in 2019.

² Provincial mineral tax based on sector profitability.

The North Area Regional Operations Division has primary accountabilities for:

- Access to and management of land and resources in British Columbia.
- Licensing, permitting, administration, monitoring, reporting, stewardship management, research, treatment, protection and other operational activities in relation to forests, lands, fish, wildlife, invasive species, rangeland, water, soil, mining resources and recreation.
- Species at risk, hunting, angling and trapping, watershed restoration.
- Habitat and ecosystem management.
- Aquaculture, marine planning, regional dam and dike safety and regulation, regional drought and flood management.
- First Nations consultation and resource development agreements, land use initiatives within regions.
- Forest service road and bridge management.
- Timber pricing and delivery of BC timber sales.
- Operation of regional offices providing client access to natural resource authorizations (Front Counter BC), geographic information and Crown land sales.
- Support and resource authorizations for major projects and LNG-related activities.

Budget: Government

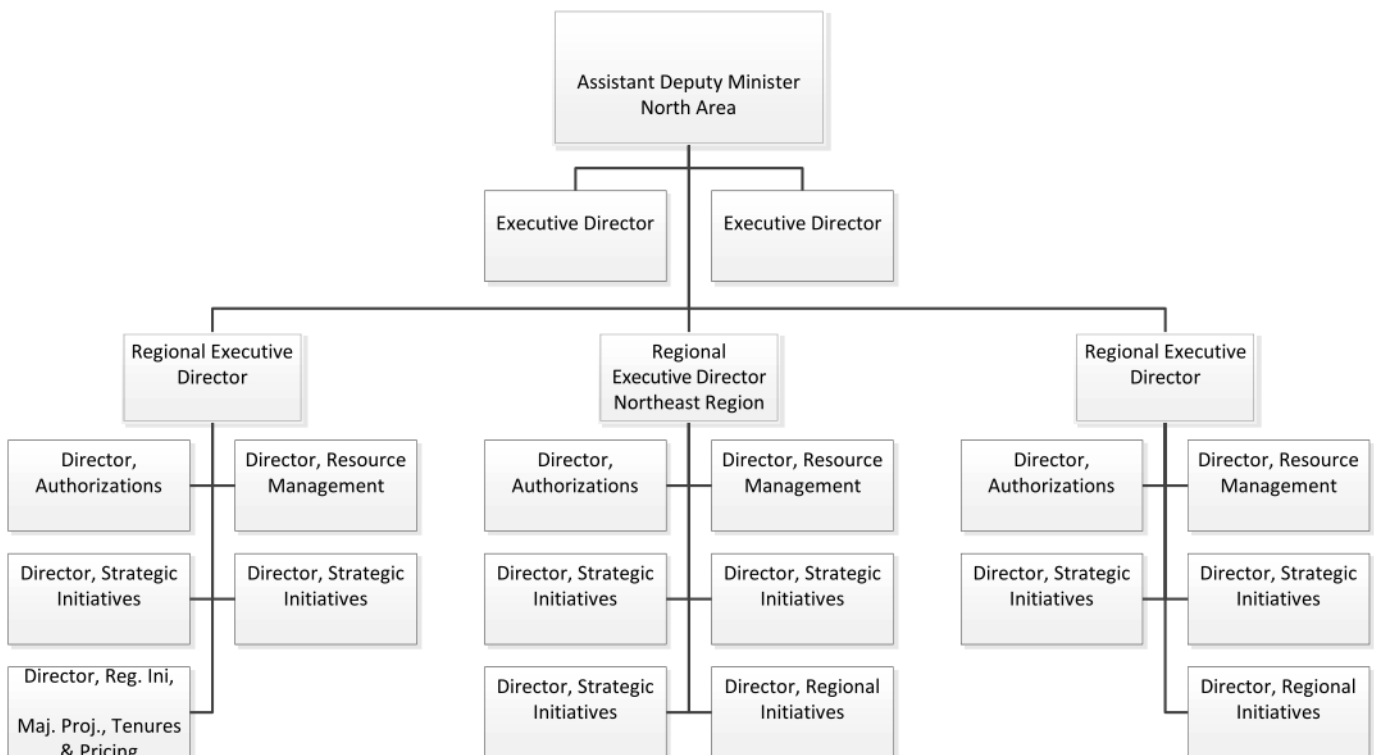
Full Time Equivalents (FTEs): 646 (Average headcount from Sept 2019 to Aug 2020)

Related Legislation:

<https://www.bclaws.ca/civix/document/id/amr/amr/426317988>

Organizational Chart:

Regional Operations – North Area Assistant Deputy
Minister's Office October 2020



BC Timber Sales

ADM Responsible: Associate Deputy Minister: Rick Manwaring

Core Business/ Program Area Description/Critical Business Processes:

BC Timber Sales (BCTS) is a program within the Ministry to support BC's timber Market Pricing System (MPS). BCTS operates under a self-funding Special Account within the *Forst Act* that defines the activities on which it can earn revenues and expend funds.

To determine the market value for timber, the Province¹ requires approximately 20% of the allowable annual cut (AAC) to be sold by BCTS in open, competitive auctions. The winning bids from these auction sales are then used to establish the market value for the other timber harvested. This system is sometimes called a "transaction evidence pricing" system and BC's main defense against trade action by other countries.

The program is essential to supporting the entire forest sector, is a key job creator, and plays a role in growing our economy. BCTS ensures First Nation and non-First Nation communities alike can benefit from environmentally responsible management and remain resilient through changing economic and environmental conditions. The program has one goal and three business objectives as follows:

Goal:

To provide credible representative price and cost benchmark data for the MPS through auctions of timber harvested from public land in British Columbia.

Objectives:

1. Sell the full BCTS apportionment over the business cycle, consistent with safe practices, reconciliation with Indigenous peoples, and sustainable forest management.
2. Generate direct net revenue and indirect revenue for the Province over the business cycle.
3. Pursue continuous improvement within BCTS, across government, and with third party partners and customers.

In 2019 BCTS operations were integrated with Regional Operations.

Since inception in 2003 BCTS has:

- Sold over 194M cubic metres of Crown timber supporting the MPS;
- Earned \$1.6 billion in direct net revenue and over \$442M in indirect revenue for the Province;

¹ the Minister of Forest, Lands, Natural Resource Operations and Rural Development

- Input over \$2 billion into rural economies through service contracts and purchases;
- Supported over 7,500 direct jobs and about 10,000 indirect jobs per year;
- Steadily increased our business relationships with First Nations (30 agreements generating over \$25M) and supported capacity building with Indigenous communities;
- Reforested areas harvested through the program by planting over 699M trees; and
- Grown over 1 billion seedlings for planting by BCTS, Forests For Tomorrow and the Forest Carbon Initiative.

In addition, 100% of BCTS Crown timber sold through the program is certified under Sustainable Forest Management standards supporting sound forest management; it is also SAFE Companies certified in support of improved forest worker safety.

Operational Business Area Offices:

Babine	Kootenay	Seaward-tlasta
Cariboo Chilcotin	Okanagan Columbia	Skeena
Chinook	Peace-Liard	Strait of Georgia
Kamloops	Prince George	Stuart Nechako

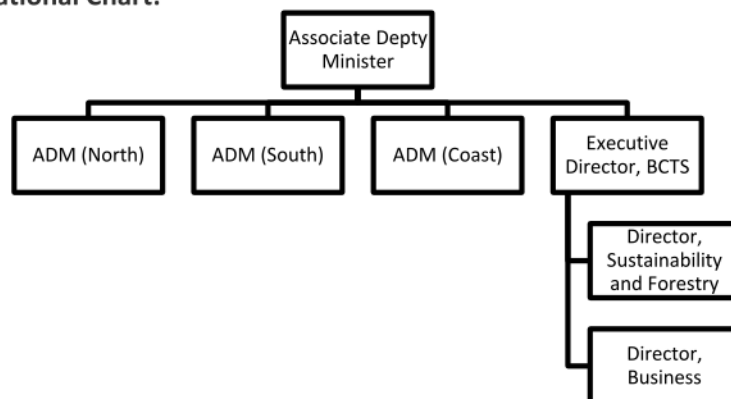
Budget (2020/21):

Gross Revenue	\$361M
Capitalised Expenses	(\$218M)
Net Revenue	\$143M

Full Time Equivalents (FTEs): 650 (87 in Headquarters and 563 in Regional Operations) Average headcount from Sept 2019 to Aug 2020)

Related Legislation: Section 109 Forest Act

Organizational Chart:



BC Wildfire Service (BCWS)

ADM Responsible: Associate Deputy Minister: Rick Manwaring

Core Business/Program Area Description/Critical Business Processes:

BC Wildfire Service (BCWS) has been providing wildfire response services for the province of British Columbia for over 100 years. Over that span of time the organization has evolved to a staff of approximately 1800 during wildfire season, generally April to October. While wildfire response continues to be the mandate of BCWS, its mandate has been broadened to consider all four pillars of emergency management – prevention mitigation, preparedness, response and recovery. As land management in BC has become more complex – greater resource values, community values, ecosystem values and a changing view of wildfire's role, the agency responsible for wildfire management has had to evolve its approaches.

Program Structure:

- 2 Headquarters (Victoria & Kamloops)
- 6 Fire Centres
- 32 Zones
- 55 Fire Attack Bases
- 2 Equipment Depots (Chilliwack & Prince George) and 6 mobile camps
- 17 Air Tanker Bases

Budget:

The BC Wildfire Service is delivered through two Votes:

- Ministry Operations Vote – Fire Preparedness Sub-Vote: Advice/Reco
 - The sub-vote provides for fire preparedness activities, including fire prevention, fire operations, strategic initiatives, corporate wildfire services, wildfire risk and litigation, research and innovation, partnerships and strategic engagement, Geographic Information Systems, and organizational development. Costs may be recovered from special accounts, ministries, other entities within government, other levels of government, agencies, organizations, and individuals for activities described in this sub-vote.
- Fire Management Vote: Advice/Recom
 - This sub-vote provides for authorized expenditures under the *Wildfire Act*, including direct fire control, abatement of public safety risks as a result of fire control, abatement of public safety risks on Crown land as a result of fire, rehabilitation of land damaged by fire control, rehabilitation of Crown land damaged by fire, abatement of fire hazard risks on Crown land, compensation to the owner of private land and any tenant of private land for damage caused to the private land by the government in carrying out the fire control, and fire prevention and fire preparedness.
 - Costs may be recovered from special accounts, ministries, Crown corporations, other governments, agencies, organizations, and individuals for activities described within this sub-vote.
 - This vote has statutory authority to spend in excess of the voted appropriation, as required

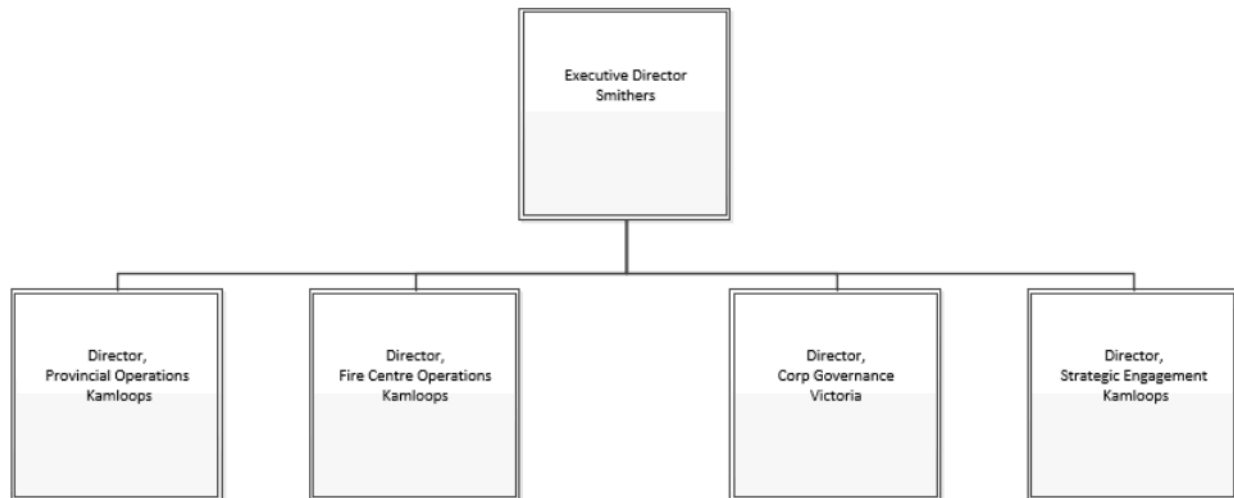
Full Time Equivalents (FTEs):

- Approx. 300 Full-time FTE's.
- Auxiliary staff can range from 1200 – 1600 during peak wildfire seasons.

Related Legislation:

- *Wildfire Act* and Regulation: Which define the legal responsibilities and obligations to which everyone in British Columbia is subject. When the BC Wildfire Service places bans or restriction in an area, the *Wildfire Act* and Regulation makes them enforceable.

Organizational Chart:



Corporate Services for the Natural Resource Ministries

ADM Responsible: Trish Dohan (FLNR) and Wes Boyd (AGRI, EMPR, ENV, MIRR)

Core Business/Program Area Description/Critical Business Processes:

Corporate Services for the Natural Resource Ministries (CSNR) is a unique corporate services organization providing services for approximately 6,200 natural resource ministry employees in over 150 locations throughout the province. We serve the following five natural resource ministries:

- Forests, Lands, Natural Resource Operations and Rural Development;
- Agriculture;
- Energy, Mines and Petroleum Resources;
- Environment and Climate Change Strategy; and
- Indigenous Relations and Reconciliation.

CSNR's services are as follows:

Client Services

- Finance – Budget, forecast and financial analysis/reporting and support; expenditure, revenue and recovery processing and reporting for FLNRORD and ENV;
- Fleet and Assets – Planning, analysis, reporting, maintenance and procurement;
- Facilities – Workspace accommodation, project and issue management; and
- Business Continuity and Security – Planning, response and recovery assistance for business disruptions and physical security issues.

Financial Services

- Financial planning and reporting;
- Financial operations, accounting and systems;
- Financial policy, compliance and procurement; and
- Revenue management.

Strategic Human Resources

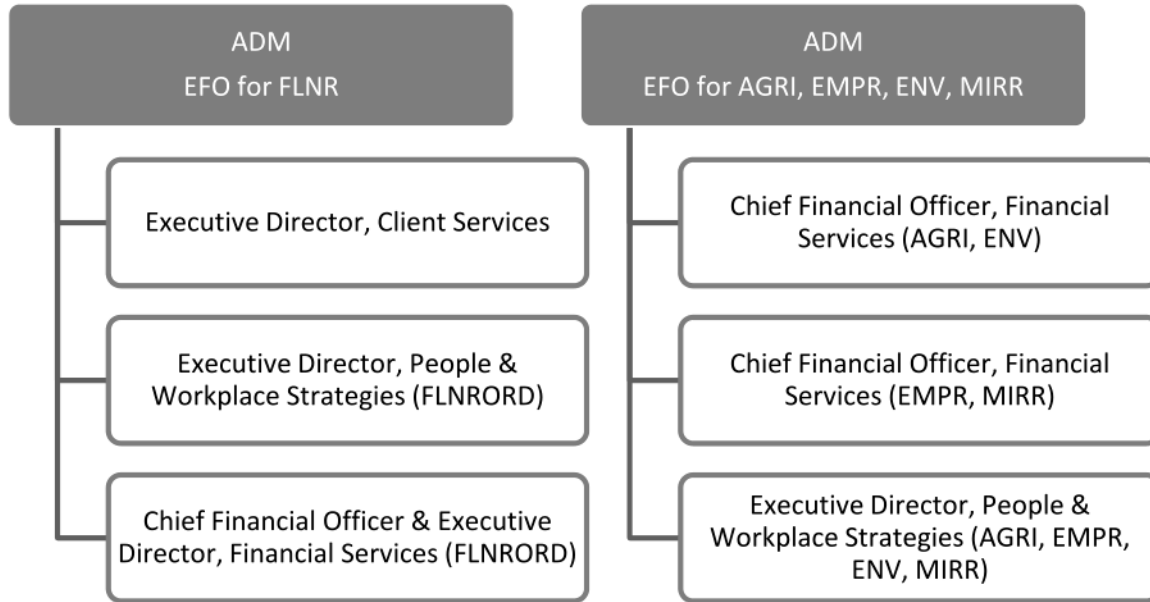
- Workforce Planning – Identify, plan and develop ministry-specific people priorities to meet our ministries' business goals. Examples include ministry workforce plans, succession plans, and recruitment and retention strategies. This also includes workforce analytics and reporting;
- Organizational Effectiveness – Provide tailored support and strategies to address workforce issues, improve employee engagement and enhance business results. Examples include leadership development, staffing strategies, team building, change management, recognition, assessment tools; and
- Corporate HR Initiatives – Provide strategic advice and support for ministry-level implementation of corporate HR initiatives that are active across the BC Public Service. Examples include the Work Environment Survey, special employment programs, and diversity and inclusion actions.

Budget: Advice/Reco

Full Time Equivalents (FTEs): 344 (Average headcount from Sept 2019 to Aug 2020)

Related Legislation: N/A

Organizational Chart:



Page 057 of 380 to/à Page 058 of 380

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Cabinet Confidences; Advice/Recommendations; Government Financial Information

Page 059 of 380

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Advice/Recommendations; Government Financial Information; Cabinet Confidences

Page 060 of 380 to/à Page 061 of 380

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Page 062 of 380

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Advice/Recommendations; Government Financial Information

Page 063 of 380 to/à Page 064 of 380

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Advice/Recommendations

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: Budget Update

- Budget 2020 was released in February 2020, before the COVID-19 pandemic.
- The ministry received targeted budget increases to the Fire Management Vote and funding to the New Forest Economy initiative supporting the renewal of the forestry sector.
- The ministry's base budget increases were partially offset by a Cabinet Confidences; Advice/Recommendations; Intergovernmental Communications
- The ministry received an additional \$100.3M in COVID Economic Recovery Funding in September 2020 to proceed with 5 major economic recovery initiatives.

Background:

- The ministry's budget increased \$28.580M to \$843.968M in Budget 2020, an increase of 3.5% over the restated 2019/20 estimates (Table 1). This includes:
 - \$35.178M addition to the Fire management Vote.
 - \$5.05M increase in BCTS expenses.
 - \$3.695M increase to fund the New Forest Economy initiative.
 - Other increases to budget for Sustainable Service Mandate and previous budget lifts to Wildlife Management and Land Use Planning.
- The ministry was required to reduce the Ministry Operations Vote by \$Government in 2020/21. This reduction does not include any lifts received as part of Budget 2020.

Table 1 – Overall Ministry Budget	2019/20 Restated Estimates	2020/21 Estimates
Vote - Ministry Operations	500,784	489,126
Vote - Fire Management	101,122	136,310
BC Timber Sales Special Account	213,462	218,512
Crown Land Special Account	20	20
Forest Stand Management Fund	-	-
Total 2020 Plan	815,388	843,968
Year-to-Year Change in 2020/21		28,580
Percent Change		3.5%

Issue/Opportunity:

- The ministry has continued to deliver new programs with new funding while reprioritizing financial resources internally to meet the new, lower ministry operations budget this year.

Advice/Recommendations

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

The State of B.C.'s Forest Sector: Competitiveness, timber supply and revitalization

Background:

- Forestry has contributed to B.C.'s economic development for decades; it provides for many direct, indirect and induced jobs in rural B.C., and in suburban and urban areas like Metro Vancouver.
- Most forestry activity in B.C. occurs on Crown land; however much of this land is within the traditional territory of one or more Indigenous Nations, most of which have assumed but unproven rights and title, or treaty, to the land and its resources including timber.
- B.C.'s forest industry competes globally for wood product market share: lumber, pulp and paper are B.C.'s most prevalent products, followed to a lesser extent with logs, engineered wood (e.g. plywood, structural beams) and pellets. Innovation into new wood fiber-based products is at the market test stage, for new products in bioplastics (e.g. vehicle components) and biochemicals (e.g. paints, cosmetics).
- B.C. is considered an average cost (Interior B.C.) to high cost (coastal B.C.) jurisdiction to produce logs and manufacture, based on numerous variables, including:
 - *Slow Growing*: Native tree species in our climate create high quality wood products because they grow slowly. Compared to other jurisdictions where trees can put on one meter or more a year, B.C.'s trees are in centimeters.
 - *Barriers to Entry*: Most of B.C.'s forested land base is publicly owned, and areas designated for timber harvesting are typically all contractually issued in a mix of short to long term agreements, some being essentially guaranteed to existing operators in perpetuity (replaceable without competition, compensable if revoked). It can be difficult to access fiber. BC Timber Sales (BCTS), a provincial program, does market a portion of timber supply to provide market access for manufacturers while gathering market data for timber pricing purposes.
 - *Land Ownership*: Use of public resources entails resource rent known as stumpage (a material contribution to government revenue), a series of authorizations for activities, and the legal requirement to consult with Indigenous Nations who hold rights and title to the area planned for harvest
 - *Vast Geography*: B.C.'s varied ecosystems, mountain ranges and water bodies creates for more challenging operating conditions than other jurisdictions – logs may have to travel by water, truck and rail just to get to a mill
 - *Trade Dependent*: Being a small, open economy, wood producers' prevalent market is the U.S., with China, Japan and Korea being important offshore trade partners. Small market presence exists in countries like Vietnam and India. For the past 40 years, Canada has had a complicated trade softwood lumber relationship with the U.S. which has included quota-based or tariff-based market access, with multiple rounds of litigation.
- The Crown forest land timber supply is designated into management units. These units are the basis for analyzing timber inventories and issuing allowable harvest levels (allowable annual cuts, or AAC) to those who hold timber harvesting contractual rights. For 2020, the aggregated AAC on the Coast is 15.045 million cubic meters (Mm³) and is 48.22 Mm³ in the Interior.
- The provincial AAC has decreased over the past few decades for two primary reasons: (1) parks,

protected and conserved areas (including for old growth trees), or area-based forest tenure like Community Forests, which are not included in the aggregate AAC, and (2) stand disturbance events like large scale wildfire and forest pest damage salvage operations (mountain pine beetle, and others to lesser extent) mostly impacting the Interior, shifting industry into green timber.

- With a shrinking timber supply, the forest industry has sought to become more efficient. This has led to consolidation in the number and extent of manufacturing facilities operating, and a controlling interest in the timber supply (forest tenure agreements) needed to furnish these facilities. This rationalization has disproportionately impacted some rural communities, which is likely to continue as the short and mid-term timber supply sags further and young forests grow for future use. Important to note, some communities have prospered regardless of a shrinking local forest sector where other industries have prevailed (e.g. Tofino).

Issue/Opportunity:

- Revitalizing the forest sector has been a policy and program focus for the many years as the sector has realigned its overcapacity with changing timber supply and public interest.
- Forests, forestry and wood products are increasingly being understood as a carbon friendly sector that can substitute heavier emitting sectors and create durable and aesthetic consumer and commercial products.
- In the past few years, changes made have been incremental and largely have not materially changed the forest sector (e.g. log export policy changes).

Advice/Recommendations

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: Forest and Range Practices Act

- The *Forest and Range Practices Act* (FRPA) is BC's preeminent forest and range stewardship legislation. FRPA is closely tied to the *Forest Act* and other key provincial laws, such as the *Wildfire Act* and the *Land Act*, to create a sustainable and resilient forest and range management framework for BC.
- Sustainable forest and range management (SFM) in BC is foundational to our international marketing reputation and our efforts to address issues such as habitat and wildlife management, wildfire, flood, and climate change-related impacts. SFM underpins the relationships critical to natural resource-based communities, businesses, the public, resource-use stakeholders, tourism, the ranching and forest industries and the province's relationship with its Indigenous nations.

Background:

- The *Forest and Range Practices Act* framework (FRPA) is often referred to as a 'results-based model' that is supported by three "pillars" (objectives set by government, planning & practice requirements, and compliance & enforcement) and two "foundations" (professional reliance and effectiveness evaluations).
- FRPA sets out a range of expectations detailing how provincial forest and range land is developed and managed; from setting objectives, planning and reforestation requirements, and basic environmental standards during forestry operations, to oversight functions including compliance and enforcement, the role of the Forest Practices Board, and the Minister's Forest and Range Practices Advisory Council.
- FRPA is widely known for the 11 broad provincial objectives (values) defined to be addressed by forest licensees in their forest stewardship plans (FSPs): These 11 values include; soils, visual quality, timber, forage and plant communities, water, fish, wildlife, biodiversity, recreation resources, and cultural heritage resources.
- As with any new legislation, FRPA has undergone numerous reviews, audits and special reports since its inception. It has been widely held by forest practitioners, the natural resource sector, government agencies, the public and indigenous communities alike, that changes would be required to modernize and improve the Act.
- The Ministry of Forests, Lands, Natural Resource Operations and Rural Development embarked upon amending FRPA in early 2018 and will continue to improve this legislation and its related regulations with government's support.

Issue/Opportunity:

- The ministry has prepared a multi-phased, multi-year legislative initiative to improve the FRPA framework that began with amendments to FRPA passed in the *Forest and Range Practices Act Amendment Act, 2019* ("Bill 21"). Advice/Recommendations

Advice/Recommendations

- A 30-day decision note has been prepared to support the decision to advance.
- Further amendments to FRPA are under consideration, providing support for specific

management initiatives for old-growth, wildlife and species habitat, and for road-related liability and environmental management.

- An information-note will be prepared outlining a potential next phase of amendments to FRPA.
- FRPA will be a prominent statute in the alignment of BC's laws as required by the 2019 *Declaration on the Rights of Indigenous Peoples Act of BC* and is already the focus of many of BC's First Nations for creative ways to advance reconciliation.
 - Advice/Recommendations

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- STUMPAGE 101 - Introduction to the BC Market Pricing Stumpage System.

Background:

- Stumpage is the fee charged when government sells the right to harvest timber to a licensee; it is not a tax.
- The BC Market Pricing Stumpage System (MPS) is designed to ensure government receives fair market value for the trees it sells.
- To determine what is fair market value, BC Timber Sales (BCTS) auctions off roughly 20% of the provincial AAC (target of 20%).
- The bid values from the 20% are used to price the remaining timber.
- Licensees pay the Province cash and services for the trees they purchase.
- Services the licensees provide include silviculture, forest management, and road building.
 - These are activities traditionally completed by the landowner.
- Stumpage is calculated as follows:
 - The value of the trees (standing in the bush) minus the value of the services provided by the licensees.
- Regression analysis (statistical technique) of the BCTS auctions allows for the development of an equation to Estimate the Winning Bid (EWB) which is the value of the trees standing in the forest.
- The EWB equation has 3 types of variables:
 - Variables which describe the quality of the trees like *Volume per Tree*.
 - Variables which describe the difficulty of harvesting the stand of trees like *Slope*.
 - Variables which describe the market condition like the *Price of Lumber*.
- The EWB equation is updated annually.
 - July 1 for the Interior
 - Dec 15 for the Coast
- The values used in the quality and harvesting difficulty variables are determined by the stumpage appraisal which includes a timber cruise in most circumstances.
- The values used in the EWB market variables are updated each quarter based on the latest information.
- Tenure Obligation Adjustments (TOAs) are the value of the services the licensees provide government; and TOAs are updated annually with the EWB equation.
 - TOAs are mostly mandatory licence requirements.

Issue/Opportunity:

Responsiveness of MPS to Changes in Market Conditions (commonly referred to a Stumpage Lags).

- MPS is a balance between predictability and responsiveness.
- For the past 18 months, critics have requested that stumpage should be more responsive to changes in lumber prices.

- Timber Pricing Branch explored the option this Fall to increase the responsiveness of MPS and go to monthly updates instead of quarterly.
 - The Council of Forest Industries (COFI) and the Interior Lumber Manufacturers' Association (ILMA) both opposed.

Current Interior Stumpage

- Lumber prices reached record levels in the late Summer / early Fall.
 - Stumpage was relatively low during this time period due to the stumpage lag.
 - Lumber companies like West Fraser, Canfor and Interfor posted record profits in the 3rd quarter partially due to the high lumber prices in North America.
 - Stumpage in January will increase significantly as a result of the prices received by the sawmills from August through October.
- > Currently stumpage in the interior is on average \$18.13/ m³ in the Interior.
 Advice/Recommendations; Government Financial Information

Other notes related to stumpage:

- Coast Appraisal Manual Update
- Interior Appraisal Manual Update
- January 1, 2021 Interior Stumpage Rates

Page 072 of 380 to/à Page 073 of 380

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Business Information; Advice/Recommendations; Government Financial Information

Page 074 of 380

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Business Information; Advice/Recommendations

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: Cost Driver Process

- A Cost Driver process was initiated in 2020 in response to a severe and sharp decline in lumber and pulp prices over February to March 2020.
- The Cost Driver process was tasked with identifying recommendations on actions that would reduce the cost of delivering logs to sawmills to improve competitiveness of BC sawmills.
- Advice/Recommendations
- A steering Committee comprised of selected Chief Executive Officers of BC forest companies, senior executives of the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR) along with Council of Forest Industries (COFI) CEO and the Interior Lumber Manufacturers Association was established to guide the process.
- A stretch target of \$30 per cubic meter was established to signal the objective of the process was to identify significant not incremental changes.
- Advice/Recommendations

Background:

- In early 2020 BC's forest sector experienced a sharp decline in lumber prices, which fell from US\$468 per thousand board feet in late February, 2020 to US\$254 per thousand board feet by April 1, 2020 causing sawmills to curtail or close operations throughout BC.
- The goal of the process was to focus on identifying operational efficiencies that would significantly lower delivered log costs to mills and improve the competitiveness of BC mills.
- The process was designed to be a grass roots process capturing the knowledge and creativity of the individuals operating on the ground in all areas of the province.
- A final list of 37 individual actions were identified and broken into 3 working groups – Timber Cruising, Timber Scaling and Cutting Permit Authority.
- The Provincial Forestry Forum which is comprised of the industry leads of the North and South Interior and Coast Operational Issues Forums, and senior executive of FLNR was tasked to support the review of the identified cost reduction measures by the three working groups.
- Work plans were developed for each of the working groups and meetings were held over late spring to fall of 2020.
- The working groups developed estimates of the potential size of the cost reduction per cubic meter for each of the 37 activities, which would be used in the cost benefit analysis review.

Issue/Opportunity:

- In general the 37 recommendations did not identify actions that would significantly reduce costs.
- The value of the benefits in the majority of cases were measured in cents per cubic meter, were regionally focused and did not apply to significant volumes.
- In many cases the actions identified shifted costs to government rather than generating

actual efficiencies of operation.

- Overall the Cost Driver Process did not achieve the objective of reducing delivered log costs able to improve the competitiveness of BC's sawmills.
- The recent price spike in lumber although it has improved the profitability of many mills it has not reduced the need to improve the efficiency of the forest sector in order to stabilize employment able to support families and communities across the province.
- Discussion are currently being held with COFI, and the ILMA in order to develop a focused examination of competitiveness factors of the overall supply chain not limited to delivered wood costs alone.
- The results of the Cost Drive Process indicated in general BC has efficient logging practices, which means if we are going to be able to identifying opportunities to improve our competitiveness we will need to explore the overall supply chain from forest to market, not just delivered wood costs to the mill.

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: Mass Timber

Background:

- With the reduced mid-term timber supply in B.C. as a result of the Mountain Pine Beetle epidemic, B.C. Government is committed to transitioning the forestry sector to high-value production, over high-volume.
- In 2019, B.C. government announced its intention to encourage the increased use of mass timber products in its capital construction program. Work has been ongoing to identify the options to promote mass timber construction and identify information and research needs.
- In June 2020, Premier John Horgan appointed Ravi Kahlon, Parliamentary Secretary for Forests, Lands, Natural Resource Operations and Rural Development, to lead the expansion and use of mass timber in B.C. buildings.
- The Forest Policy and Indigenous Relations Division has been identified as the ministry lead from Ministry of Forests, Lands, Natural Resource Operations and Rural Development. The division's leadership team has met with Jeff Vasey, Assistant Deputy Minister of Mass Timber Implementation, Ministry of Municipal Affairs and Housing, to identify areas where FLNRORD can contribute.

Issue/Opportunity:

- Mass timber buildings are where the primary load-bearing structure is made of solid or engineered wood. Mass timber construction uses solid wood panels for wall, floor, and roof construction.
- Mass timber products include glue-laminated timber (GLT), cross-laminated timber (CLT), nail-laminated timber (NLT), and dowel-laminated timber (DLT). CLT is the most dominant mass timber product, which is made of at least three layers of softwood lumber boards pressed together crosswise.
- Mass timber has several advantages over other building materials. These include lower carbon footprint, cost effectiveness (faster and easier to build, requires less on-site labour, and weighs one-fifth of comparable concrete buildings), aesthetic value, and utilization of waste wood that would otherwise have been discarded or used as hog fuel.
- According to Forest Economic Advisor, industrial access mats currently account for 70% of the CLT demand in North America, and construction accounts for the remaining 30%. Both applications have plenty of room for growth.
- In North America, mass timber capacity grew 53% in 2019, while the consumption of mass timber in construction grew by 110%. Both capacity and consumption are expected to show strong growth in the next 15-25 years.
- Mass timber construction generally replaces non-wood materials such as concrete and steel, leading to increased demand for softwood lumber.
- The main challenge to growing mass timber construction is to educate architects, builders, specifiers and other key influencers in the industry on the benefits of mass timber and how to work with the material.
- Approximately 75% of North American's CLT construction capacity is in the US Pacific Northwest and B.C.
- B.C., as the leader in mass timber, has made changes to the Building Code to allow 12-storey tall wood buildings, up from the previous limit of six stories. Thirteen communities in BC have signed on to be early adopters of tall wood buildings using mass timber technology. These communities

represented 35% of housing starts in BC in 2018.

- With the mountain pine beetle damage in the North, most of the capacity in B.C. is currently in Southern Interior. It is believed that lumber producers can benefit from expansion into the mass timber market by taking advantage of their integrated lumber production and existing client base. Given that mass timber generally replaces non-wood construction, this can lead to more demand for their lumber products as well. The current main BC mass timber producers are listed below.
 - StructureCraft, headquartered in Abbotsford, primary producer of DLT
 - Kalesnikoff in Castlegar, CLT and GLT
 - Structurlam in Penticton, CLT, glulam plus and GLT
 - Galloway Lumber in Galloway, CLT
 - International Timberframes in Golden, DLT
- Advice/Recommendations

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: Old Growth / Land Use Policy

- A new provincial land use policy to set the foundation and guide the implementation the old growth report recommendations in a manner that also supports other governments objectives for economic development, reconciliation, climate change and conservation across Crown lands.

Background:

- BC has a long history of responding to conservation needs including building a world-class protected area system and creating conservation management within resource development areas to ensure sustainable resource practices. BC was the first jurisdiction to reach the current national target of 17% protected lands and inland waters, and other effective conservation measures and now sits at about 20%. In addition, more than 30 % of the land base has conservation management integrated with resource use for sustainable development.
- Historical decisions and processes did not generally incorporate Indigenous values and participation or consider a changing landscape due to climate change.
- Over the last several years, new conservation and protection pressures have emerged that require structured and consistent decisions and responses. New pressures include:
 1. Federal targets of 17% by 2020, 25% by 2025 and 30% by 2030 (BC supported the 17% target and is currently at about 20%).
 2. 22 million hectares of species at risk critical habitat identified by the federal government.
 3. Indigenous proposals of new Indigenous Protected and Conserved Areas (IPCAs) of 14 million hectares with federal funding targeting 7 million hectares.
 4. Environmental non-government organizations lobbying for 50% protection across Crown lands.
 5. Recent initiatives that include new protection measures such as the old growth strategic review and land use planning.
- Intergovernmental Communications
- In late 2019, a team from the Ministry of Forests, Lands, Natural Resource Operations, and Rural Development, and the Ministry of Environment and Climate Change Strategy developed an approach to address these issues. This included direction to begin developing a new land policy that would govern BC's approach to conservation and protection now and into the future as follows:
 - Modernize approaches for managing conservation lands, parks and protected areas.
 - Address reconciliation, climate change and the economy.
 - Clarify assessment, engagement and decision-making processes for considering new protection.

- Recognize the need for stability for industry and investment decisions.
- Ensure processes for all governments to bring fair value and resources to the table.
- A new BC land use policy will be fundamental to guiding the approach for developing a new old growth strategy and the 14 recommendations provided by the independent panel in their report *A New Future for Old Forests*.
- Advice/Recommendations; Intergovernmental Communications

- Advice/Recommendations; Intergovernmental Communications

- A new land use policy approach will provide more clarity how the provincial government will respond to conservation initiatives. It will increase public understanding and awareness of what BC has accomplished so far to build increased public trust. It will become a basis by which the province can work with other governments (including the federal government) on conservation initiatives in a manner that respects BC's interests

Issue/Opportunity:

- Without a new approach, the current *ad hoc* approach continues, and there is lack of clarity on how government responds or positions to new conservation pressures from the federal government, from Indigenous governments interested in new protected areas, and from non-government environmental organizations seeking new protection measures.
- Government direction will be needed on the scope and scale of a new land use policy related to the broader systems of land designations such as the existing parks and protected areas system or the agricultural land reserve system.
- No resources exist for the land use policy and old growth work. They are new initiatives that were assigned to the Resource Stewardship Division but lack dedicated resources.
- A new governance model for land use policy will be needed to collate, coordinate and resolve broad stewardship policies as the policy will have multi-ministry impacts across the natural resource ministries.
- Advice/Recommendations; Intergovernmental Communications; Government Financial Information

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Aquaculture program delivery and issues (finfish, shellfish and aquatic plants)

Background:

- Aquaculture permitting is multi-jurisdictional. Under a BC-Canada Memorandum of Understanding, the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR), Fisheries and Oceans Canada (DFO), and Transport Canada have a harmonized review process, and synchronize the agencies' respective decisions.
- There are multiple provincial agencies with aquaculture accountabilities. FLNR is responsible for issuing Crown land tenures under the provincial *Land Act* for the use of Crown land, and issues licences under the provincial *Fish and Seafood Act* for the collection of wild aquatic plants (seaweed) and the culture of aquatic plants. The Ministry of Agriculture is the provincial lead for aquaculture sector development and strategic policy, and interacts with Canada, primarily DFO, on strategic aquaculture issues. The Ministry of Environment and Climate Change Strategy is the regulator for matters relating to waste management, and issues discharge permits for upland hatcheries and seafood processing plants.
- Federally, DFO issues federal aquaculture licenses that pertain to the site operations including species and environmental impacts arising from culture activities. Transport Canada issues approvals for the construction and decommissioning of structures placed in navigable waterways.
- Farmed salmon is BC's most valuable agricultural export (approximately \$800 million). The aquaculture sector is an important employer in coastal, rural communities.
- Many First Nations have aquaculture related businesses. First Nations' views on aquaculture are diverse.

Issue/Opportunity:

- Salmon aquaculture, particularly open-net pen fish farms, is highly controversial and attracts heightened attention from First Nations, ENGOs and the public. BC Government commitments regarding the future of salmon aquaculture in BC, and in the Broughton Archipelago in particular, require shifts and alignment in finfish industry operations and are leading to a significant increase in provincial *Land Act* applications.
- As a result of progress made in the Broughton area with both industry and First Nations, there is a growing desire from some First Nations, industry and ENGOs to replicate the process in the Discovery Islands region just south of the Broughton where there are 22 finfish aquaculture sites held by 5 companies. DFO is currently reviewing federal aquaculture licenses in this area for renewal by December 18, 2020 and has committed to a consultation process with First Nations. DFO is under growing pressure in the Discovery Islands area due to a recent federal announcement related to the 2009 Commission of Inquiry into the Decline of Sockeye Salmon in the Fraser River (the 'Cohen Commission'); ENGOs, and some First Nations disagree with DFO's assessment that fish farms pose a minor risk to wild salmon.
- Aquatic plant culture is an emerging industry. Cascadia Seaweed Corporation is leading the development of the sector and pressuring government to produce authorizations quicker. Many applications are being submitted in collaboration with First Nations up and down the BC coast. Applications have gone from 4 in 2019 to 20 in 2020.

- The shellfish sector comprises approximately 500 farms with concentration in Baynes Sound. The sector has been severely impacted by the COVID-19 Pandemic due to its dependency on restaurant businesses and is struggling to secure seed and to address aging infrastructure and associated marine debris/pollution issues.
- Advice/Recommendations; Intergovernmental Communications

Challenges impacting BC's ability to issue timely authorizations

1. First Nations Engagement & Consultation

- There is a lack of accommodation tools for *Land Act* tenures. When accommodation is triggered, the extent of accommodation owed is often beyond the authority of delegated decision makers to provide without pursuing a government mandate.
- Significant policy change has occurred for salmon aquaculture to reflect provincial commitments to UNDRIP; however, implementation in a statutory decision-making context is not clear, especially with respect to the requirement for fish farm operators to have agreements in place with First Nations by 2022. Advice/Recommendations
Advice/Recommendations
- In contrast to the finfish industry, which is consolidated in a handful of larger companies who have capacity to reach out to First Nations, most shellfish tenure holders are small businesses struggling to make ends meet. They do not have capacity to engage with First Nations, who typically have significant interests, and thus all First Nation engagement is done by ministry staff (i.e. no proponent information sharing/ involvement).

2. Poor Social Licence

- Significant compliance issues exist in the shellfish industry (e.g. marine debris, derelict and dangerous equipment on beaches).
- New applications for shellfish sites receive significant opposition from the public. Advice/
Advice/Recommendations; Intergovernmental Communications

3. Public Controversy and Litigation

- Finfish has the attention of ENGOs, First Nations, and the public. The high level of scrutiny leads to frequent policy changes, judicial review and slower decision timelines.

4. Resourcing

- Aquaculture applications are complex due to First Nations interest, high levels of public and user group engagement, and the multi-jurisdictional environment. Advice/Recommendations
Advice/Recommendations
- Aquaculture activity is primarily in FLNR's Coast Area, the complex operating environment includes 74% of BC MLAs and MPs, 74% of BC population, 46% of local governments, and 50% of BC First Nations.
- Since 2010, the aquaculture team has not had the resourcing levels to accomplish the work; backlog has steadily grown as a result. Spikes in applications along with the existing backlog continue to exacerbate the workload/resourcing imbalance.
- Timely access to legal and consultation support on complex files is key in moving applications to decision in an expeditious manner.

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: Big Bar Landslide G2G2G Coordinated Response

Background:

- The Ministry has played a critical role in addressing the Big Bar Landslide into the Fraser River west of Clinton BC, impacting fish migration, that occurred November 2018 and was discovered June 23, 2019.
- The Provincial Government and Fisheries and Oceans Canada mobilized resources to respond to the resulting damage also affecting First Nations communities, concerned with fish management and desire to be engaged and participate in decisions to respond to the fish migration emergency.
- The primary concern was limitations on natural fish migration due to the increased water velocities created by the slide material in the narrow canyon channel. Some populations of salmon including the Early Stuart sockeye were already threatened and risked being extirpated if unable to migrate past the slide.
- An Incident Command System (ICS) organization was established in June 2019 with the goal to restore natural fish passage. Agencies and parties forming a Unified Command structure under ICS, and leading the G2G2G response included Fisheries and Oceans Canada (DFO), the Canadian Coast Guard (CCG), the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) and the British Columbia Wildfire Service (BCWS), Emergency Management BC (EMBC), the Fraser River Aboriginal Fisheries Secretariat (FRAFS), the Upper Fraser Fisheries Conservation Alliance (UFFCA), and the local First Nation community. Biologists, rock scalers, hydrologists, and fishing crews all worked along side one another.
- During the summer/fall response phase over 60,000 fish were transported by helicopter over the landslide; however, the number of salmon that successfully reached their spawning streams was low.
- The team returned to the site in January 2020 with a contract being awarded by Public Services and Procurement Canada to Peter Kiewit Sons ULC on December 31, 2019 for winter rock remediation, when water levels were at their lowest flows. Winter works consisted of:
 - construction of overland access along the west bank of the Fraser River to the landslide area to provide access for heavy equipment to manipulate rock in-channel,
 - in-channel blasting of any centre channel rocks exposed by low water levels,
 - drilling and blasting the bedrock on the east side of the channel, referred to as the east toe to wide the river;
 - creating a work platform on the west side to facilitate contingency plans for fish capture and transfer techniques; and,
 - Building a 'nature-like fishway' along the west bank out of large boulders to allow fish passage under certain flows.
- While natural fish passage was partially restored as a result of this tremendous effort through localised rock manipulation and the declining water levels, the objective of restoring natural fish passage through seasonal high-flow situations, when critical migration occurs, remains.
- During the 2020 migration, which was halted in the lower Fraser near Mission by record high flows corresponding with migration timing, DFO/PSPC contracted Whooshh Innovations to install and operate a hydraulic fish pump. The Whooshh enjoyed only limited success (1527 fish); however, flows soon dropped and migration resumed, resulting in 160,000 fish passing the slide on their own.
- These activities were re-evaluated recently, and it was determined there is a need for a permanent solution with the construction of a concrete fish way to maximize the opportunity of all salmon runs

to navigate past this natural barrier, along their migration routes to their spawning beds as far North as Ft St James.

- The Province has a key role to play with future construction works to support any associated activities within our jurisdiction.

DISCUSSION:

The Fraser River is one of the largest salmon producers in the world. Valued at \$46 million in 2017, the BC commercial salmon industry supported more than 5,000 full-time jobs in harvesting and processing in 2016. The Recreational salmon fishery in British Columbia is worth approximately \$324 million annually. More than 150 First Nations communities throughout BC rely on access to Fraser salmon as a resource for food, social, and ceremonial purposes. Chinook salmon is the key food source for the endangered Southern Resident Killer Whale. On average over 75% of Fraser sockeye, 85% of early spring Chinook stocks, and some portion of pink, Coho and of steelhead migrate past the landslide area.

The blockage will have lasting impacts on the stability and long-term sustainability of Fraser salmon and steelhead stocks in BC. If these populations are unable to spawn each season the result will be the absence of returning salmon runs in the Fraser River in to future that will have a lasting impact on all fisheries and the environment. Given the value and importance of the salmon resource to all sectors it is imperative that all necessary resources continue to support passage. If fish passage past the barrier is not re-established there are likely to be negative ecological impacts and significant cultural and economic losses for each of the salmon brood returns for the foreseeable future.

The Province of BC, Federal Government and First Nations are working together in a G2G2G partnership and have developed a plan to address the short and potential long-term impacts resulting from this landslide.

ISSUE/OPPORTUNITY:

Based on a comprehensive analysis of options to improve natural fish passage, the following outlines the approach taken this year.

The proposed next steps are a phased approach for short term and forward-thinking contingency and funding plans on the immediate needs for the following phases:

Advice/Recommendations

Cabinet Confidences; Advice/Recommendations

Attachment: Big Bar Appendix 1 Work Update October 2020

BIG BAR LANDSLIDE UPDATE

OCTOBER 16, 2020



FIRST NATIONS AND DFO RELEASE 20,000 EARLY STUART SOCKEYE FRY FROM 2019

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Page 086 of 380 to/à Page 087 of 380

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CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Erosion of the timber volume allocated to BC Timber Sales (BCTS), and its associated operating areas¹, to meet other government objectives undermines Government's ability to support the Market Pricing System (MPS).

Background:

- BCTS is a semi-autonomous and self-financing arm of the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR).
- BCTS maintains an active presence in 33 communities across the province through its 12 Business Areas and plays a critical role in supporting the provincial forest sector and the economy of BC.
- BCTS puts over \$150 million directly into rural economies each year, and its activities support approximately 8,000 direct and 11,000 indirect well-paying jobs in rural communities.
- Founded in 2003, the mandate of BCTS is to provide credible and representative price and cost benchmark data for the MPS through the auction of Crown timber.
- As a main defense against trade action under the softwood lumber dispute (SLD) with the United States, British Columbia continues to exhibit that the MPS is a global benchmark in market-based timber pricing.
- Data from BCTS auctions provides representative (location, terrain, access, timber type) comparisons used by the MPS equation to set the price for most other Crown timber in the Province.
- World-leading experts in auction theory² determined that 20% of the total Allowable Annual Cut (AAC), for both Coast and Interior, should be allocated to BCTS to support the statistical integrity of the MPS.
- A 2019 analysis by BCTS shows that:
 - BCTS is currently apportioned³ only 18.2%⁴ of Crown volume provincially.
 - BCTS apportionment within each of the three Natural Resources Areas (NRAs) is under 20% (Coast 15%, North 19%, South 19%).
 - BCTS apportionment is under 20% in 8 of its 12 Business Areas.

¹ The specific land base, as per section 81.1 of the *Forest Act*, ensuring that BCTS generates adequate cost and price information and data respecting the harvest of representative timber from Crown land through the planning, development and auction of the authority to harvest timber in BCTS operating areas is a government objective.

² Susan Athey, Peter Cramton, Allan Ingraham, Auction-Based Timber Pricing and Complementary Market Reforms in British Columbia, 5 March 2002.

³ The FLNRORD Minister allocates or "apportions" AAC to BCTS and different forms of Forest Act tenures following AAC determinations by the Chief Forester.

⁴ Includes estimated impact from the pending apportionment decision for the new (2017) Pacific TSA AAC of 803,300 m3.

Issue/Opportunity:

- BC Timber Sales' (BCTS) share of the provincial timber supply is being eroded due to the re-allocation of volume apportioned to BCTS, or its associated operating areas, to fulfill other government objectives such as:
 - the provision of forest tenures to First Nations and communities; and
 - volume and land base reductions resulting from a variety of new land base and forest management decisions like habitat protection or old growth retention.

Advice/Recommendations; Intergovernmental Communications

- While, BCTS will continue to collaborate with all agencies to explore opportunities to support broader government objectives and lasting reconciliation⁵, as BCTS' share of provincial timber supply is near the lower levels of adequacy, the Province's ability to support a robust healthy forest sector and providing direct and indirect contributions to rural economies, BCTS' share to the total provincial AAC cannot be further eroded.
- To this end, the volume apportioned to BCTS and its operating areas should no longer be specifically targeted or utilized to meet other government interests at the expense of the Government's timber pricing and trade mandate and role.

Advice/Recommendations

⁵ including exploration of new revenue sharing mechanisms

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

Development of a new governance model to coordinate land use decisions under a new land use policy

Background:

- The new government will need to consider the development of a new land use policy (refer to Corporate Issue Note Land Use Policy and Old Growth).
- A new land use policy approach will provide more clarity on how the provincial government will respond to conservation initiatives. It will increase public understanding and awareness of what BC has accomplished so far to build increased public trust. It will become a basis by which the province can work with other governments (including the federal government) on conservation initiatives in a manner that respects BC's interests
- There are multiple initiatives currently underway and in development that will require land use decisions and consideration for economic, conservation, and reconciliation. For example, the following priority initiatives will require government decision within the first year.
 - Old growth Strategic Review and expectation for increased protection of old growth.
 - Increasing protection for species at risk (caribou)
 - Indigenous proposals of new Indigenous Protected and Conserved Areas (IPCAs) of 14 million hectares with federal funding targeting 7 million hectares.
 - Environmental non-government organizations lobbying for 50% protection across Crown lands.
 - Federal targets of 17% by 2020, 25% by 2025 and 30% by 2030 (BC supported the 17% target and is currently at about 20%).
- Each of these initiatives will have impacts across multiple ministries, sectors and stakeholders. There is currently no formalized coordination within government to manage these initiatives and other emerging pressures on crown land.
- Some of these initiatives will require government direction and coordination within the first 30 days (e.g. Old Growth).

Issue/Opportunity:

- There is a need for a new governance model to support the implementation of a new land use policy to guide land use decision. A unified and overarching governance model would provide the following:
 - Serves as a focal point to support government in the development of a new land use policy and to then set land use targets, objectives and responsibilities that help ensure all government priorities can be met.
 - Create a framework that ensures consistency and purpose for stewardship initiatives across all ministries.
 - Coordinates involvement from across ministries to create clear and consistent provincial interests and objectives.
 - Meets the Honour of the Crown by coordinating unified engagement with Indigenous

Nations on land use policy development.

- Provides direction and context for land use planning tables to address multiple pressures and interests.
- Provides structure and analysis for land use decisions that require weighing trade-offs against broader goals and objectives.
- A new unit could be formed to report to the Deputy Minister's Committee for Natural Resources and ultimately serve as a Secretariat for the Environment and Land Use Cabinet Committee (ELUC).
- FLNR, ENV and EMPR are developing a presentation on this issue for the Premier's Office.

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: FLNR role in Pandemic Response – 2020

Background: Beyond Ministry business continuity responsibilities during the pandemic, FLNRO also responded to provide direct support to the provinces fight against Covid. This included the following activities:

- Developed and led the US/BC land border checkpoint program in coordination with Canada Border Services to ensure returning citizens were in compliance with Provincial Health Orders.
- Established, led inspection programs for Agriculture and Forestry camps for compliance with Provincial Industrial Camp Orders.
- Led and continue to deliver Emergency Management Air Branch aviation services to support Ministry of Health and others business needs in communities across BC in the absence of commercial air services.

Issues:

US/BC Land Border and YVR Checkpoints

- FLNR Natural Resource Officers and MOE Conservation Officers were deployed to all 17 US/BC land border crossings between April and July 2020. 80,000 travellers entered BC through this land and air border checkpoint compliance program during this time.

Forestry Industrial Work Camp Covid Inspection Program (Tree Planting)

- FLNR inspectors visited all tree planting camps in BC in 2020, enabling the largest tree plant in the province's history to go ahead safely (300 million seedlings).
- 289 tree planting and industrial forestry camps were inspected to ensure incoming forestry workers were safe and camps were compliant with Provincial Health Orders.

Agriculture Industrial Work Camp Covid Inspection Program (Fruit Pickers and Farm Workers)

- FLNRORD developed and led the Industrial Camp Covid Inspection Program for temporary and foreign worker camps for Agriculture.
- 677 inspections on 450 farms were delivered by FLNR, AGRI and MOE inspectors in 2020 to ensure incoming farm workers were safe and farms were compliant with Provincial Health Orders.

Outcomes:

- All staff involved in Covid inspections activities remained healthy and Covid free.
- No forestry or agriculture industrial camps experienced Covid outbreaks in 2020.
- FLNRO staff from all corners of BC were involved in this significant effort to help keep BC safe.

Lessons learned from 2020, including our recent deployment of wildland fire fighters to the US has helped FLNR position to deliver core and critical services in the ongoing pandemic in 2021. The absence of a significant flood and/or wildfire season in 2020 enabled our Ministry to mobilize a considerable effort in support of governments fight against Covid.

Advice/Recommendations

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Permitting and authorization services on Crown land.

Background:

- As the Province's land manager, the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR) is responsible for making decisions around land use in BC.
- FLNR takes an integrated approach in considering all land use interests and works to balance sustainable economic development, environmental protection, societal needs, and the reconciliation of Indigenous rights.
- The Ministry is the primary contact for the forest industry, the public, stakeholders, and Indigenous Nations to engage with the provincial government on most natural resource matters.
- FLNR is responsible for approximately 70% of all resource permit requests for land use in the province, grouped into the following six categories: Fish and Wildlife, Forests, Crown land, Mines, Parks, and Water.
- This percentage represents a large number of applications. In the past two fiscal years, FLNR received 31,919 permit applications in these six categories, and in the same time period, a decision was reached on 29,535 of these authorizations.
- In addition to a large volume, permitting and authorizations decision-making in the Natural Resource Sector has become increasingly complex over the past decade. Natural resource permitting is unique in the sense that it often involves authorizing exclusive uses of public land that can have a negative impact on others.
- As part of the permitting process, the Ministry performs the Crown's obligation to consult, and where applicable accommodate, Indigenous First Nations whose rights may be affected by decisions on Crown land.
- Statutory decision-makers must balance multiple interests and natural resource values for each application. Advice/Recommendations
- Advice/Recommendations
- The range of complexity, as well as the relative ease of permit issuance, varies widely between the many authorizations issued by FLNR, and there is great variability in processing times depending on the authorization type and land use request.
- BC industry sectors, such as housing and infrastructure construction, transportation, tourism, and aquaculture rely on Crown land permitting. Some industry organizations have raised concerns about delays in obtaining Crown land permits.

Issue/Opportunity:

- The influence of the 2014 Supreme Court of Canada (SCC) Williams Decision, along with the recent Declaration Act, have significantly increased permit processing times and have been a contributing factor in the creation of a backlog for some authorization categories, especially Crown lands and Water.
- Also, as the population and economy have grown, so has the demand on permitting services.
- Clients, stakeholders, and citizens seeking permits can have expectations on timelines that are

sometimes not aligned with the reconciliation and legal requirements of the Ministry.

- Many First Nations view all proposed activity in their territory as a Government to Government proposal, including benefit agreement development with both government and industry.
- FLNRORD has worked hard to build capacity in the integrated consultation model and build local relationships with First Nations that enable permitting to continue to be completed, however, a backlog of decisions is growing in some authorization categories.
- In an ongoing effort to improve performance, the Ministry continues to put significant energy and resources into streamlining, automation, training, policy work, and greater risk-taking, to evolve and improve the permitting model. Several key examples of this work include:
 - FrontCounter BC, the primary access point for natural resource authorizations, continues to improve service delivery for the public. This includes developing and promoting new and contactless options for the public to access permitting services;
 - Continuing multi-year efforts to significantly improve Crown land permitting efficiency and timeliness;
 - Building on recent successes in improving processing times for fish and wildlife permits, and working with the BC Cattleman's Association to improve how Range permitting is delivered;
 - In collaboration with First Nations, and working with the Federal government and industry, developing a new approach to delivering aquaculture tenures (e.g. work done in the Broughton Archipelago) that balances economic development with the protection of marine ecosystems;
 - Improving Archaeological permitting timelines;
 - Working closely with the Ministry of Energy Mines and Petroleum Resources, and in partnership with their related Associations, to improve joint processes, conduct coordinated consultations with First Nations, and enhance application guidance and process consistency across BC, to improve timelines for obtaining necessary Mines Act permits supporting mineral exploration, stone, sand and gravel operations and placer mining;
 - Responding to wait-time concerns brought by the residential construction industry, which require permitting under the Water Sustainability Act, and adding more staff in that program to support economic development;
 - Streamlining the application and decision-making process on groundwater permitting to be more responsive to groundwater users;
 - Continued streamlining of the cutting permit process, and the supporting IT systems, for authorizations to harvest timber on Crown land;
 - In collaboration with the forest industry, implementing a new requirement to document consultation on proposed roads and cut blocks on a Forest Operations Map, in order to expedite forest harvesting authorizations.
- To be truly effective at this work, it's been demonstrated that a long term investment with staff on the ground is needed, in the communities, developing meaningful relationships for a shared approach with First Nations on land and resource management, and consulting in a holistic and coordinated manner, with ample tools to accommodate interests.
- The permitting and authorizations process in FLNR is complex, and has noted challenges in some cases meeting expectations, but it is working, as thousands of durable decisions are being made across all categories each year which help to generate economic activity for communities across B.C.

30/60/90 DAY DECISION NOTE

Issue:

- Continue licensee, First Nation and Local Government engagement on Lakes TSA apportionment.
- Decision required in 30 days.

Background:

- Apportionment required to align past allowable annual cut (AAC) of 1.65 million m³ per year to the November 21, 2019 AAC of 970,000 m³ per year. Tenure commitments currently exceed the 2019 AAC.
- First Nation consultation initiated in December of 2019. Licensee and local governments (Village of Burns Lake and Regional District representatives) engagement initiated in December of 2019.
- Proportionate reduction (align forest licences to the new reduced AAC) is a likely outcome of an apportionment decision. Uptick in lumber prices and associated increase in harvesting will risk impacting stewardship values until commitments are reconciled with the AAC.
- Apportionment decision protracted in 2019 to provide CSFN (Carrier Sekani First Nations) an opportunity to engage. Under the spirit and intent of CSFN Pathways Agreement, the province entered in collaborative decision-making process.
- Staff concluded technical engagement with CSFN in August of 2020. Resulted in a collaboratively developed apportionment scenarios for the Lakes TSA.

Sensitivities:

- Advice/Recommendations; Intergovernmental Communications
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Decision required:

- Advice/Recommendations

30/60/90 DAY DECISION NOTE

Issue:

- Forestry Negotiations Mandate with seven Carrier Sekani First Nations in the Omineca Region
- Decision required in 30 days

Background:

- In 2019, the previous government entered into a precedential 5-year reconciliation agreement with seven Carrier Sekani First Nations (CSFN) called Pathways Forward 2.0 ("Pathways").
- Pathways enables further negotiations aimed at addressing aboriginal rights and title through a proposed Comprehensive Reconciliation Agreement which is under negotiation through MIRR.
- A key focus of current Pathways negotiations is focused on forestry.
- A draft "Term Sheet" has been developed with the support of a contracted mediator regarding potential forest tenure transfers from major licensees. The Term Sheet proposes a negotiation approach that would address First Nations interests in forest tenure in a manner linked to other forestry commitments that are not yet mandated in Pathways, including:
 - Forest revenue sharing;
 - Land use planning, and;
 - Joint decision-making for forestry.

Decision required:

- Advice/Recommendations
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-

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- The Mackenzie TSA Coalition is developing recommendations to provide to the Premier.
- Decision required in 30 to 60 days

Background:

- The Mackenzie TSA (Timber Supply Area) Coalition is a local stakeholder driven initiative focused on increasing forest sector competitiveness and sustainable future opportunities.
- The Coalition launched in January 2020 following a call to action issued by the Premier in April 2019.
- The Coalition is led by Conifex Timber CEO Ken Shields in partnership with the Mayor of Mackenzie, Joan Atkinson. Participants include other forest industry participants, labour leaders and local Indigenous Nations. The province participates only to support the Coalition in its deliberations with analysis, guidance and advice as warranted.
- The Mackenzie TSA is one of the higher cost areas in B.C.'s interior to operate due to long travel distances to move timber to market and lower value timber (e.g. dead and dying from forest pests)
- After several months of discussions, the Coalition is preparing to deliver ten recommendations for change to the Minister and Premier.
- The Coalition has focused on timber pricing policy and harvest sustainability policies which are problematic for several reasons. Most are advisable not to action due to provincial precedent setting nature, social or trade implications.
- Advice/Recommendations
- Advice/Recommendations

Issue/Opportunity:

- Advice/Recommendations

Page 099 of 380

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Advice/Recommendations; Intergovernmental Communications

30/60/90 DAY DECISION NOTE

Issue:

- Tahltan Wildlife Accord and Land Use Planning
- Decision required in 30 days

Background:

- A Shared Prosperity Agreement (SPA) has been developed with Tahltan Central Government (TCG), focused on gaining Tahltan support for world class mining, in a mineral rich area of British Columbia – where 55% of all mineral exploration in the province occurs. It is also an international hunting destination and one of the only remaining areas in B.C. where there is a general open season for mountain goat, moose and caribou. A Wildlife Accord and Land use Planning are key deliverables of the SPA.
- Immediately before the election call, the Province negotiated a draft Wildlife Accord with TCG outlining significant investments in wildlife inventory and commitments to joint decision-making, including allocations. The Accord did not get signed due to the election call. The draft Accord is supported by Provincial staff but is testing government's boundaries as it relates to joint decision making and has the potential to result in hunting regulations that will be unfavorable to resident hunters in BC.
- Advice/Recommendations; Intergovernmental Communications
- TCG have restricted access to recreational hunters in their territory since August 2020, as part of their response to COVID-19. However, gates have recently been unlocked and hunters have not been denied access.
- Advice/Recommendations; Intergovernmental Communications

Decisions required:

- Advice/Recommendations
-
-
- Decision required in 30 days.

30/60/90 DAY DECISION NOTE

Issue:

- Wet'suwet'en Water Governance
- Decision required in 30 days

Background:

- On May 14, 2020 a Memorandum of Understanding was signed by Canada, the Province, and the Wet'suwet'en Hereditary Chiefs and identified 'water planning and governance' as a priority commitment.
- Advice/Recommendations; Intergovernmental Communications
-

Decision required:

- Advice/Recommendations

30/60/90 DAY DECISION NOTE

Issue:

- Extend the 'Namgis Forest Fund Agreement that is set to expire on December 2, 2020.
- Decision required in 30 days.

Background:

- The 'Namgis First Nation Forestry Fund Agreement (FFA) is due to expire on December 2, 2020. The FFA offers incremental revenue sharing for the timber harvested on identified treaty settlement offer lands (offered lands) located in Western Forest Products Inc.'s (Western) Tree Farm Licences (TFL) 37 and 6.
 - At the time of the FFA negotiation, achievement of a treaty was anticipated within 18 months. The FFA provides annual payments to 'Namgis based upon actual harvest levels on the offered lands, to a capped maximum, with most of the revenue flowing on the effective date of the treaty.
 - Advice/Recommendations; Intergovernmental Communications
 - Advice/Recommendations; Intergovernmental Communications
 - Advice/Recommendations; Intergovernmental Communications
 - 'Namgis is not active in treaty negotiations and wishes to negotiate a comprehensive forestry reconciliation agreement.
 - An extension of the FFA will provide the time to negotiate a new agreement that is consistent with non-treaty revenue sharing, without negatively impacting Western's operations and the partnership with 'Namgis.
 - 'Namgis has been in compliance with the covenants and obligations of the FFA which support forestry operations on north Vancouver Island.
 - Cabinet Confidences; Advice/Recommendations
- The FFA itself has not yet been extended to that date. Once the new government is in place, the FFA's termination date will be set to March 31, 2021. A further extension is required to provide the necessary time for the province and 'Namgis to negotiate a different benefits package consistent with non-treaty approaches (i.e., not tied to a per m³ payment on the actual harvest off the offered lands).

Decision required:

Advice/Recommendations; Intergovernmental Communications

Advice/Recommendations; Intergovernmental Communications; Government Financial Information

- Decision required in 30 days.

30/60/90 DAY DECISION NOTE

Issue:

- Mandate to provide woodlot opportunities to Intergovernmental to support Incremental Treaty Agreement negotiations.
- Decision required in 30 days.

Background:

- The Ministry of Indigenous Relations and Reconciliation (MIRR) is actively working with the Intergovernmental Communications on an Incremental Treaty Agreement (ITA). An ITA is a legally binding pre-treaty agreement negotiated by the Province and First Nation at a treaty negotiation table. ITAs build trust among the parties, create incentives to reach further milestones and provide increased certainty over land and resources.
- Intergovernmental Communications
- MIRR has indicated that the woodlot proposal is critical to a positive response to Intergovernmental long-standing request for a meaningful ITA.
- Intergovernmental Communications
-
- A commitment with regards to this volume to support ITA negotiations between MIRR and Intergovernmental requires consideration of the other interest across the GBR South TSA.
- A mandate is required from the Minister prior to committing this AAC to support ITA discussions between MIRR and the Kwiakah.

Decision required:

- Advice/Recommendations; Intergovernmental Communications
- Timing of the decision is important to allow MIRR to advance the ITA discussions.
- Decision required in 30 days.

30 DAY DECISION NOTE

Issue: Interior Appraisal Manual Market Pricing November Update delayed due to Interregnum.

Background:

- The Interior Appraisal Manual (IAM) is a public document that contains the policies and procedures used to determine stumpage rates in B.C.
- Under section 105 of the Forest Act, these policies and procedures have statutory status.
- Usually, on November 1st each year, the IAM is amended to update the average sawlog stumpage rate tables used by small tenures and other miscellaneous salvage operations.
- Due to interregnum, it is proposed this amendment becomes effective Dec 15, 2020.
- The Minister will receive a Decision Note with attached Memorandum for signing on or before the intended effective date of Dec 15, 2020.

Decision required:

- The following are the key changes recommended:
Advice/Recommendations

30/60/90 DAY DECISION NOTE

Issue:

- Coast-wide Implementation of the Variable Fee in Lieu of Manufacture
- Decision required in 30 days

Background:

- A variable FIL is scheduled to come in to effect in December 2020.
- In July 2019, as part of the Coast Revitalization Initiative, all new Coastal BC Timber Sales (BCTS) licenses were subject to a new variable FIL.
- Coast-wide implementation of the new variable FIL was scheduled for July 2020 but was deferred due to the COVID-19 pandemic and deteriorating log market conditions.
- A FIL is charged on all provincial jurisdiction logs that are permitted for export.
- On the Coast, logs exempted under the surplus test have a FIL that is based on a percentage of the log value, reflected in the species and grade specific domestic log values from the Vancouver Log Market (VLM).
- The new variable FIL has a minimum (10%) and maximum (35%) of the log value. The percentage is based on the economics of the cutting permit; higher value stands will have a higher FIL and lower value stands a smaller FIL.
- The new Coast-wide variable FIL is scheduled to come into effect in combination with the Coast Market Pricing System (MPS) update.
- The policy for BCTS and all other tenures on the Coast requires symmetry to maintain the integrity of the MPS.

Decision required:

- Confirm implementation of the new variable fee in lieu policy for all Coastal tenures.
 - Confirmation of the decision will ensure full implementation of the variable FIL policy on the Coast and is required to maintain integrity of the MPS.

30/60/90 DAY DECISION NOTE

Issue:

- Coast Market Pricing System Stumpage Update.
- Decision required in 30 days

Background:

- The Coast Appraisal Manual is a public document that contains the policies and procedures used to determine stumpage rates for the Coast Area of British Columbia.
- The pricing methodology used to determine stumpage rates is called the Market Pricing System (MPS) and is based on auctioned BCTS data.
- The Coast Appraisal Manual is updated annually on December 15th to identify a new equation and include the previous year's auction data.
- Advice/Recommendations
-
- The Minister is the decision maker and approves the Coast Appraisal Manual update as per section 105 of the *Forest Act*.

Decision required:

- The decision is for the Minister to approve the recommended Coast Appraisal Manual update to allow implementation of the new equation and adjustments for the new policies by December 1st.
- The following are the key components proposed for the December 15th Coast Appraisal Manual update:
 - Advice/Recommendations
- Implementation of the December 15th Coast MPS Update is planned to apply to all existing cutting authorities and they will all be reappraised to the new policy. This is often referred to as a "Cold Turkey update" and has the benefit of bringing all cutting authorities (existing and new) in alignment with the new policies.
- The alternative would be to only apply the update to new cutting authorities issued on or after December 15th, 2020. This is referred to as a "Bleed-in update" and results in existing and new cutting authorities being assessed differently with regards to the new equation and policies.

30/60/90 DAY DECISION NOTE

Issue:

- Advice/Recommendations
- Decision required in 30 days.

Background:

- The IFE is a notional contingencies allocation to fund priority engagements, agreements and strategic initiatives with Indigenous Nations and organizations. Ministry of Indigenous Relations and Reconciliation (MIRR) is responsible for managing the IFE in coordination with the Ministry of Environment, the Ministry of Energy, Mines and Petroleum Resources, and the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR).
- IFE provides funding to First Nations to support Natural Resource Ministry's reconciliation and economic initiatives.
- Cabinet Confidences; Advice/Recommendations
Each responsible Minister is required to approve any new funding initiatives.
- Total FLNR funding under IFE - Government including:
 - Strategic Forestry Envelope (SFE) - Government
 - Collaborative Stewardship Framework - Government
 - Engagement Initiatives - Government
 - Reconciliation Agreements - Government
 - First Nations Organizations - Financial Information

Decision required:

- Advice/Recommendations
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Page 109 of 380

Withheld pursuant to/removed as

Advice/Recommendations

30/60/90 DAY DECISION NOTE

Issue:

- Contribution Agreement with Canada for BC to access Forest Sector Safety Measures (FSSM) Program fund.
- Decision required in 30 days.

Background:

- On July 10, 2020, Canada's Minister of Natural Resources announced the federal government's intent to provide up to \$30 million to offset additional costs associated with COVID-19 safety measures for small and medium enterprises in the forest sector, including tree-planting operations.
- On September 10, Canada informed BC Minister of Forests, Lands, Natural Resource Operations and Rural Development (FLNR) that the notional allocation for B.C. was \$9.3 million. BC confirmed its interest in participating in the Forest Sector Safety Measures (FSSM) Program prior to the election call on September 21.
- For BC to receive this funding, a Contribution Agreement between BC and the Government of Canada is required. Canada is targeting completion of the final draft of the Contribution Agreement by mid-November and final signatures for the Agreement by the end of November.
- Canada expects the provinces and territories to deliver the funding to eligible small- and medium-sized forestry companies to help them defray incremental costs associated with COVID-19 safety measures. Each province and territory can define the scope of the FSSMF program to suit their needs.
- The BC program will first target forestry activities that have followed the Provincial Health Order for Industrial Camps. If there are remaining funds from the BC allocation, the program will be extended to tree nurseries, seed orchards, tree seed centers, and manufacturing facilities of value-added forestry products.
- The Province maybe eligible to retain a portion of this funding to address the extra COVID-19 related safety costs incurred in tree planting operations managed by FLNR. For the federal funding retained by the Province, Canada would like to know how the Province plan to re-invest it to support the forest sector in BC.

Decision required:

1. Cabinet Confidences; Advice/Recommendations
- 2.

30/60/90 DAY DECISION NOTE

Issue:

- Transfer ~~Government~~ funding to FESBC and communication of successful projects from FESBC's Intake 7 call for proposals.
- PO / DM has approved this transfer as projects must be completed by March 31, 2021.

Background:

- FESBC has been allocated ~~Government~~ of COVID-19 economic recovery funding to support new projects in this fiscal year; funding has not yet been transferred to FESBC.
- On September 28, FESBC initiated their Intake 7 Call for Proposals for projects that would increase utilization of wood fibre normally left as waste or projects to rehabilitate low value or damaged forests.
- The Intake process has been completed and the FESBC Board has decided on the successful projects.
- This decision will enable the new Minister to announce successful candidates and approved projects once they are confirmed.

Decision required:

- Timing for announcing the new projects if such announcement is desired.

30/60/90 DAY DECISION NOTE

Issue:

Cabinet Confidences; Advice/Recommendations

Background:

- Amendments to FRPA have been widely and publicly consulted upon by the Ministry of Forests, Lands, Natural Resource Operations and Rural Development, beginning in fall 2018.
- Cabinet Confidences; Advice/Recommendations

Advice/Recommendations

Cabinet Confidences; Advice/Recommendations

Cabinet Confidences; Advice/Recommendations

- There has been intensive engagement with the forest sector, stakeholders and all of BC's 203 First Nations on the direction and content of the legislative amendments.
- Five (5) regional pilot projects are underway across BC with regional First Nations and stakeholders, beginning in fall 2019 to initiate the transition to a new planning regime for the forest sector.
- The amendments are understood and generally supported by the forest industry. Provincial First Nations are generally supportive but continue to request greater alignment of forestry legislation overall with the *Declaration Act*.

Decisions required:

- Cabinet Confidences; Advice/Recommendations
-

30/60/90 DAY DECISION NOTE

Issue:

- Regulatory Amendments to the *Wildlife Act* necessary to enable predator management activities for caribou recovery and other wildlife management activities.
- Decision required in 30 days

Background:

- Section 27 of the Wildlife Act prohibits using motor vehicles and aircraft (e.g. helicopter) for hunting, transporting hunters and game, and herding or harassing wildlife. These prohibitions capture hunting, animal population monitoring (e.g. aerial surveys) and animal relocation activities. Section 27 also prohibits discharging a firearm or wounding or killing wildlife from a motor vehicle or motorboat. However, Regional Managers (RM) may issue permits that allow persons to do these things that are prohibited under the Act, but only to the extent authorized by regulation (under the Permit Regulation).
- Advice/Recommendations; Legal Information

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- The most immediate need for the amendments to the Permit Regulation is to support the annual wolf cull, which is part of managing the critically endangered Southern Mountain caribou; the cull is set to begin in December and continue in winter 2021.
- Caribou are a species at risk and their management has been of considerable focus by the Province, Canada and First Nations, including legal action; a bilateral agreement between the Province and Canada (the Conservation Agreement for Southern Mountain signed in February 2020, and the multilateral Caribou Recovery Partnership Agreement between the Province, Canada, the West Moberly First Nation and Sahtu First Nation in relation to the Central Group herds, also signed February 2020. Through these agreements BC has committed to delivering predator management, population monitoring and animal relocation for the maternity pen as key actions for caribou recovery. Canada has provided funding for some of these activities. Advice/Recommendations; Intergovernmental Communications

- On July 2, 2020, the Province received notice of a petition filed by Pacific Wild Alliance challenging RMs' authority to issue permits authorizing aerial hunting on the basis that the regulations do not prescribe conditions to guide the

decision-making process, as required by the Act, but instead allow RMs alone to determine the preconditions for issuing the permit (section 3(1)(c) of the Permit Regulation). The petition is not yet scheduled for hearing, but will likely be heard sometime in January / February 2021

- Proceeding with the regulatory amendment before the Pacific Wild hearing date (Jan / Feb 2020) may result in the court declining its jurisdiction to hear the petitioner's challenge. If amendments are not completed before the Pacific Wild hearing, and the court finds in the province's favour, it will still be necessary to complete regulatory amendments to authorize predator management, population monitoring and animal relocation for the maternity pen.
- It is possible that Pacific Wild and the court will view the adoption of regulatory amendments immediately before the hearing as the province attempting to correct an error before the court could hear the matter. This risk can be mitigated by explaining to the court the discovery of 1988 decision as the basis for the amendment related to all helicopter use under section 27 of the *Wildlife Act*.
- The necessary regulatory amendments include setting the preconditions that must be met for an RM to issue a permit that exempts persons from the prohibitions set out in section 27 of the *Wildlife Act*.
- Regulatory amendments are needed regardless of the current petition from Pacific Wild. Without regulatory amendment, the province will not be able to use contracted helicopter services to support caribou recovery measures such as population monitoring, animal relocation for maternity penning, and predator management. The regulatory amendments are also needed to support other wildlife management activities (e.g. aerial surveys, animal relocation, health assessments) for other important species (moose, elk, mountain goat). There is no other effective way to conduct these types of wildlife management and caribou recovery activities other than by using contracted helicopters.

Decision required:

- Advice/Recommendations

-

:

- Cabinet Confidences; Advice/Recommendations

30/60/90 DAY DECISION NOTE

Issue:

- Together for Wildlife (T4W) budget decision to implement priority wildlife and habitat stewardship projects and *Wildlife Act* amendments.
- Decision required in 30 days.

Background:

Budget

- In August 2020, the Province announced the Together for Wildlife (T4W) strategy, to improve wildlife stewardship and habitat conservation in BC. The Strategy includes commitments to advance reconciliation and *Wildlife Act* review and amendments.
- To support delivery of this strategy, \$10M annually was committed on an on-going basis. Approximately \$8.5M is committed this fiscal year.
- A Minister's Wildlife Advisory Council (MWAC) was announced in August 2020 to advise on implementation of the Strategy. The MWAC's first meeting occurred in September 2020. MWAC is expected to advise on funding priorities for wildlife and habitat stewardship; however, the interregnum has paused staff involvement with the MWAC's discussions.
- Regional operations have identified funding priorities, however, with additional resources announced for COVID-19 Stimulus there are concerns that regional staff do not have the capacity to delivery projects funded by COVID-19 Stimulus as well as new T4W projects this year.
- Advice/Recommendations: Government Financial Information

Wildlife Act

- *Wildlife Act* amendments, to support reconciliation in the short term, were proposed and consultation was completed late in 2019.
- The amendments address the four policy goals:
 - Affirm that the nothing in the Act should be interpreted to negatively impact Aboriginal or Treaty rights;
 - Affirm that First Nations have priority access to harvest wildlife under Aboriginal right before other harvest opportunities;
 - Affirm that wildlife and habitat decision makers may consider Indigenous knowledge in decisions; and
 - Enable the Minister to enter into Agreements with First Nations on Sheltering, which is the practice of a First Nation allowing harvest on its traditional territory by members of another First Nation.
- Advice/Recommendations: Intergovernmental Communications

Advice/Recommendations; Intergovernmental Communications

- Government committed to share a consultation draft of the amendments with representatives of the BC – First Nations Wildlife and Habitat Forum – a non-representative, technical body which co-developed the policy intentions paper and parts of the T4W - and the First Nations Leadership Council.

Advice/Recommendations; Intergovernmental Communications

Decisions required:

Advice/Recommendations

- Decision required in 30 days.

30/60/90 DAY DECISION NOTE

Issue:

- Site C Clean Energy Project
- Decision required in 30 to 90 days

Background:

- BC Hydro is constructing the Site C Clean Energy Project (Site C). The project, which includes the dam, powerhouse, spillway, and reservoir (the works), is authorized by two water licenses.
- The office of the Comptroller of Water Rights in Water Management Branch (Resource Stewardship Division) is responsible for decision making regarding the works authorized under the water licenses. Schedule A of the water licenses establishes a Vegetation and Wildlife Technical Committee (VWTC) to provide input on monitoring, mitigation, and compensation projects.
- The Dam Safety Officer also provides oversight to ensure compliance with the Dam Safety Regulation.
- The key milestones of diversion of the Peace River around the dam site was completed on September 30, 2020 with the opening of the diversion tunnels. Berms across the river were also been completed on October 3, 2020.
- Over the next 60 days (December to January), coffer dams will be well under construction and further key steps will include dewatering of the area between the coffer dams and salvage of any fish which may have been trapped in that area.
- Reservoir clearing will continue throughout this period.
- The project often attracts media attention from citizens concerned over the safety of the project, environmental and social implications, and costs.
 - There is a technical advisory team, consisting of global experts in the construction of dams appointed by BC Hydro, that provides input to BC Hydro regarding dam design considerations to address concerns. Additionally, there is an Independent Engineer and Independent Environmental Monitor (IEM) who ensure there is appropriate oversight of the construction to ensure compliance and identify any areas of concern.
 - The VWTC and the IEM provide input regarding monitoring, mitigation, and compensation for the project.
 - River access is an area of concern raised by some in the area. The feasibility of a boat ramp downstream was studied and determined not to be cost effective. Although this has been communicated to the community it is brought forward periodically.
 - Questions regarding project costs are reviewed by BC Hydro and the Ministry of Energy and Petroleum Resources.

Decision required:

Advice/Recommendations

- Statutory decisions for the project are made under the *Water Sustainability Act* by the Comptroller of water Rights, designated Engineer, and Dam Safety Officer.
- Water Management Branch will continue to exercise due diligence to ensure BC Hydro is fulfilling their obligations under the water licenses and that any safety concerns are considered and addressed as appropriate.

30/60/90 DAY DECISION NOTE

Issue:

- Implementation of the Section 11 and Partnership Agreements to support recovery of Southern Mountain Caribou (SMC).
- Decisions required in 30 – 90 days.

Background:

- On February 21, 2020 the Province signed a Section 11 Agreement with Environment Climate Change Canada (ECCC) and a Partnership Agreement with ECCC, West Moberly First Nations (WMFN) and Sauteau First Nations (SFN).
- Together the Partnership Agreement and the Section 11 Agreement were negotiated as an alternative to a unilateral habitat protection order under the federal *Species at Risk Act*, that may have resulted in an Allowable Annual Cut (AAC) Impact of up to 10 million m³.

Partnership Agreement

- The Partnership Agreement applies to the Central Group of SMC and sets out a “shared recovery objective” of immediately stabilizing and expeditiously growing the population of the Central Group to levels that are self-sustaining and support traditional aboriginal harvesting activities, consistent with existing Aboriginal and Treaty rights.
- To achieve the shared recovery objective, the Partnership Agreement sets out recovery measures, including over 700,000 hectares of habitat protections, habitat restoration, maternity penning, predator management and processes to support the development of new land use objectives.
- The habitat protections set out in the Partnership Agreement are expected to result in 284,000 m³ reduction in AAC. Compensation to tenure holders for the lost AAC is expected to be \$36.5M for forest tenures an additional \$6M for mining and mineral and a lower but undetermined sum for other Land Act tenures. Intergovernmental Communications
Intergovernmental Communications
- The development of new land use objectives may result in further constraints on fibre supply in the region. During the negotiation of the Partnership Agreement BC made it clear that new land use objectives could not cause further fibre supply impacts, however recent proposals from Canada and West Moberly First Nations would cause an additional 200,000 m³ or more reduction in fibre supply.

Section 11 Agreement

- The Section 11 Agreement applies to all herds of SMC and does not include any prescriptive habitat protections, but rather commits BC and Canada to incrementally increasing habitat for caribou as part of a collaborative herd planning process that will involve Indigenous Nations, local governments, industry and stakeholders.

- ECCC and conservation groups are likely to expect further habitat protections to be developed through the herd planning process set out in the Section 11 Agreement. As an example of this type of pressure, recent correspondence related to the development of harvest blocks in the Argonaut Creek watershed call for the stop of all harvesting activity in the watershed.
- The Argonaut Creek watershed is located within the range of the Columbia North herd of the 'Southern Group' of Southern Mountain Caribou (SMC). Its entire area is identified as Critical Habitat within the federal SMC Recovery Strategy. The watershed contains an estimated 440,000 m³ of harvestable volume in the short-midterm and contributes about 4,400 m³/year to harvesting levels in the Revelstoke TSA on a sustainable basis.
- BC Timber Sales' (BCTS) current plan is to develop and auction approximately 30,000 m³/year¹ over the next 10 years generating an estimated \$10,500,000 of direct stumpage revenue² and \$45,000,000 of total economic activity³. Associated TSLs would provide an ongoing source of potential wood supply for local mills (e.g. Downie Timber).
- Across all SMC herds there are substantial areas of caribou habitat that remain unprotected and available for development pressures similar to Argonaut Creek. BCTS has concluded that in their Southern business areas they have approximately 8,500ha of completed development and 2,000 of active harvest development in Core Caribou habitat and an additional 12,000ha in matrix habitat. As BCTS represents approximately 20% of the provincial harvest we can assume there are additional, substantial areas of development that we are unaware of.
- ECCC and conservation groups will continue to lobby for full protection of these areas which could result in AAC impacts consistent with the risk of a Federal Protection order under SARA (10 million m³.)
- Habitat and timber supply modeling analysis is currently underway to determine habitat requirements to support minimum sustainable caribou population objectives and the impacts on fibre supply. Habitat protection options will be presented to government before being presented to herd planning tables.
- Canada and BC are also collaborating on the analysis of the impacts of climate change the viability of recovery of extirpated caribou herds in the southern portion of BC. There are currently over 500,000 hectares of habitat protection in place for herds that are currently extirpated or functionally extirpated.
- Predator management has recently been proven as the most effective tool to immediately stabilize and recover caribou populations. Predator management has been underway in the Central group for over 6 years and has resulted in reversing caribou populations declines of 15% decline per year to 15% growth. While predator management is effective, it is controversial, and must be consistently applied for several years until further habitat protections can allow for the natural separation between caribou and wolves (which in some cases could take over 10 years).

¹ This represents 70% of BCTS total apportionment in the Revelstoke TSA (44,000 m³ per year)

² Applying TOC's average stumpage rate of \$35 per m³

³ Applying Economic Services Branch multiplier of \$150 per m³

Decisions required:

Funding for Partnership Agreement Tenure Compensation and Economic Impacts (30-60 days)

Cabinet Confidences; Advice/Recommendations

Partnership Agreement Habitat Protections (90 + days)

Advice/Recommendations

Section 11 Habitat Options for Herd Planning (30-60 days)

Advice/Recommendations

30/60/90 DAY DECISION NOTE

Issue:

Advice/Recommendations; Intergovernmental Communications

Background:

- BC's Minister of Environment and Climate Change Strategy met several times with Jonathan Wilkinson, Minister of Environment and Climate Change Canada, to discuss joint efforts toward improvements to SAR management.
- Transformation of Canada's approach to SAR is well underway and is publicly described in the *Pan-Canadian Approach to Transforming Species at Risk Conservation in Canada* (PCA-SAR). PCA-SAR was designed to implement:
 - More multi-species and ecosystem-based approaches; and
 - More targeted and collaborative federal/provincial/territorial/indigenous efforts and investment on shared priority places, species and threats.
- It is proving challenging for the federal government to fully adhere to a multi-species, place-based and prioritized approach, while striving to fulfill the legal obligations of SARA for each listed species. As such, the federal Minister of Environment and Climate Change Canada (ECCC) has a mandate to "... evaluate the effectiveness of the existing SARA and assess the need for modernization."

Advice/Recommendations; Intergovernmental Communications

Advice/Recommendations; Intergovernmental Communications

Decision required:

Advice/Recommendations

30/60/90 DAY DECISION NOTE

Issue:

- Several wildlife management program decisions are required which require consultation and may lead to regulatory changes
- Decision required in 30 to 60 days

Background:

- The *Wildlife Act*, and its regulations, ensure conservation and sustainable use of wildlife and safety for the public. The Wildlife and Habitat Branch leads the provincial wildlife program and oversees implementation and maintenance of the Act.
- The Minister responsible for the *Wildlife Act* has regulation making authorities for hunting and trapping seasons. Statutory authority is provided to the Director of Wildlife and Regional Managers for permitting, quota allocation (to guide outfitters for non-resident hunters), and the range of authorizations for the Limited Entry Hunt Regulations, among other things.
- Several operational and service improvements are planned for the hunting and trapping data and licensing system. In the near term, enhancements are underway to enable non-resident hunting license sales at vendors and through the Guide Outfitter Association of BC (GOABC).
- GOABC and other stakeholders have asked government for 20 years to increase accessibility of non-resident hunting license sales. The new system functionalities have been developed in consultation with stakeholders. A fall release was communicated through the development process.
- License vendors may request an increase to commission fees. Changing a commission fee requires a regulation amendment and is being considered as part of a broader revenue and fee review planned for 2021/2022.
- Improvements are also underway to increasing the collection and quality of trapping data to support wildlife management decisions. Currently trapping reporting may be mandatory in specific areas and when a fur is traded. The information collected is localized and insufficient and is not timely as some furs are sold years after a harvest occur.
- An in-cycle regulation change is also being proposed for the Central Interior population of Fisher, which was recently assessed as endangered in BC and red-listed by the BC Conservation Data Centre (CDC). It is inconsistent with Provincial Policy to hunt or trap a red-listed species and it is desirable to close the trapping season as soon as possible.
- Lastly, interim quota decision by the Director is required by Dec 15, 2020 to support guide outfitter's business planning for the next hunting season (2021). Interim quota decisions are based on population and harvest information (guide reports and compulsory inspection data).
- Interim quota decision is scheduled to be emailed to guides Dec 15 with opportunity for feedback through Regions. Final quota numbers are determined in the spring of 2021 when updated harvest information from the 2020 season and population survey information is available.

Decisions required:
Advice/Recommendations

30/60/90 DAY DECISION NOTE

Issue:

- Spotted Owl Management in BC and petition from Ecojustice to Environment Climate Change Canada demanding further habitat protections for Spotted Owls
- Decision required in 30 days

Background:

- The Spotted Owl *caurina* subspecies is listed as Endangered under the federal *Species at Risk Act* (SARA) and is listed in the Province under the *Forest and Range Practices Act* (FRPA). FLNR leads the management and recovery of the Spotted Owl in Canada.
- A recovery strategy, led by BC and developed by the Canadian Spotted Owl Recovery Team (CSORT), comprised of scientific experts from academia, federal and provincial governments, and forest industry, was adopted by the federal government in 2006; SARA-compliant identification of Northern Spotted Owl critical habitat has not been published.
- In April 2006, BC announced its commitments to protect Spotted Owls, initiate measures to augment the population through a captive breeding and release program and revise the 1997 Spotted Owl Management Plan (SOMP 1).
- In April 2007, BC initiated the Captive Breeding and Release Program and an Interagency Northern Spotted Owl Steering Committee to oversee all recovery actions. In May 2009, this committee approved the revised Spotted Owl Management Plan (SOMP 2).
- At present there are 3 known Spotted Owls in the wild and 28 captive bred Spotted Owls in the province.
- SOMP2 also includes the protection of 281,284 ha of Spotted Owl habitat legally protected under the Spotted Owl Habitat Plan. The 3 known wild spotted owls breed and forage within the established WHA's.
- In May 2019, Ecojustice on behalf of the Wilderness Committee, sent a letter to Minister McKenna demanding that Environment and Climate Change Canada (ECCC) identify Critical Habitat in a Habitat Action Plan as committed to in context of the 2006 recovery strategy.
- In October 2020, Ecojustice, again on behalf of the Wilderness committee, demanded through legal petition, that an emergency order be issued under Section 80 of the SARA for the protection of Spotted Owl in British Columbia. ECCC is presently working to address the petition.
- FLNR asserts that SOMP 2 protects habitat required to sustain the long-term population target (125 breeding pairs, or 250 mature Spotted Owls) in parks, Greater Vancouver watersheds, and Wildlife Habitat Areas (WHAs).

Decision required:

Advice/Recommendations

30/60/90 DAY DECISION NOTE

Issue:

- McLeod Lake Indian Band Caribou Recovery Agreement
- Decision required in 30 days

Background:

- The caribou recovery Partnership Agreement, which was ratified this past February, applies to caribou habitat located within McLeod Lake Indian Band (MLIB) traditional territory in the south peace region.
- Through the development of the Partnership Agreement, MLIB expressed concerns with the impact of the agreement on their treaty rights and on the fact that they were not included as signatory to the agreement.
- The Partnership Agreement includes commitments to establish protected areas and develop land use objectives, both of which will require consultation with other First Nations including MLIB.
- MLIB's interests are broader than caribou and are more aligned with other wildlife specifically moose and are seeking an agreement with BC and Canada on caribou recovery similar to the Partnership Agreement.
- Currently MLIB and BC are parties to a government to government agreement that deals with consultation, accommodation, and land and resource management. However, there is currently no process defined within that agreement to deal with the conservation and recovery of caribou.
- MLIB, BC, and Canada have been meeting on a weekly basis since August 12, 2020 and the parties have notionally agreed to develop a section within the existing government to government agreement that:
 - Establishes a process for ongoing collaboration and engagement in caribou recovery, and
 - Defines an Indigenous Guardian Program that will participate in caribou recovery.
- The Caribou Program has allocated \$150, 000.00 to support these negotiations.
- It is believed that amending the existing government to government agreement to allow for provisions around caribou recovery and limited Canada involvement would be a superior outcome to negotiating an independent agreement on caribou recovery.

Decision required:

- Advice/Recommendations; Intergovernmental Communications

30/60/90 DAY DECISION
NOTE

Issue:

- Cabinet Confidences; Advice/Recommendations

- Decision required in 30 days

Background:

- The DDDA is set to be repealed on December 31, 2020.
- Advice/Recommendations; Government Financial Information

- The DDDA authorizes the operation of five autonomous diking districts: Fortune Creek Diking District (Township of Spallumcheen), Surrey and Colebrook Diking Districts (City of Surrey), Barnston Island Diking District (Metro Vancouver) and Coquitlam Diking Districts (City of Coquitlam).
- In 2003, the DDDA was amended to transfer the diking responsibilities and assets to local governments and included a sunset clause to repeal the Act on a prescribed date.
- Since then, the repeal date has been extended three times due to the complexity of the negotiations required to transfer the five diking district responsibilities to local governments on a consensual basis.
- While staff are making progress, more time is needed to complete ongoing transfer work and explore alternative dissolution options where a consensual transfer is not possible.
- The Province sent out notification letters to 26 First Nations on October 19, 2020 indicating they had 30 days to respond if there were any concerns in extending the Act. In addition, further engagement with Indigenous communities is required, particularly in relation to the Barnston Island dike, which was built on Katzie First Nation lands without agreements for right-of-way or compensation.
- Funds were established in 2015 to support upgrade work and incentivize a consensual transfer of the districts to local governments. Several cost sharing agreements are in place or being renewed between the Province and local governments.
- Advice/Recommendations; Government Financial Information

Decision required:

- Advice/Recommendations

Page 128 of 380 to/à Page 129 of 380

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Advice/Recommendations

30/60/90 DAY DECISION NOTE

Issue:

- **30-Day Decision Note:** Labour Relations – Successorship in the Forestry Sector.
- On September 20, 2020, the Minister of Labour announced government's intention to appoint an Industrial Inquiry Commission (IIC) under the *Labour Relations Code* (the Code) to undertake a focused engagement with stakeholders about contract tendering and successorship in the BC forest sector.
- The purpose of successorship is to protect workers' job security and benefits negotiated under their collective agreement.
- Given that the provincial election was called shortly after, an IIC has not yet been appointed.

Background:

- In 2019, government made changes to the Code that were supported by recommendations put forward by an independent review panel. This review was completed in 2018 by a committee of special advisers, including an employer and a labour representative, and included recommendations based on a thorough public consultation.
- Under longstanding provisions of the Code, a union's collective bargaining rights are transferred to a "successor" employer where there is a sale, transfer, or lease of a business. One of the key changes made to the Code in 2019 was to extend this "successorship" protection to contract retendering (as opposed to a sale, transfer, or lease of a business) in several sectors where workers have been historically vulnerable to contract retendering. The specific sectors include:
 - non-clinical health care services;
 - building cleaning services;
 - security services;
 - bus transportation services; and,
 - food services.
- The Code also allows new sectors to be added by regulation.
- In its report to government the review panel advised that successorship protections for the forestry sector needed further consultation and analysis. The Panel recommended an IIC be appointed to study the issue further.
- IICs can be appointed by the Minister of Labour under section 79 of the Code to secure labour relations stability and to promote conditions leading to the settlement of disputes. IICs work under a specific mandate (i.e., terms of reference) from the Minister.
Extending successorship in the forestry sector has been called for by the United Steelworkers (who represent workers in the sector). *Advice/Recommendations*
- The appointment of an IIC to engage further on forestry successorship can assist in:
 - Developing a better understanding of the complexities of contract tendering and retendering in the forest sector;
 - Determining where the sector may be experiencing challenges in this area with respect to successorship;
 - Consulting with interested stakeholders to determine their perspectives on the issue, the

- challenges and potential changes; and
- Identifying potential paths forward for government's consideration.
- Advice/Recommendations; Intergovernmental Communications

Decision required:

- A decision is required on whether the Ministry of Labour, in consultation with the Ministry of Forests, should proceed to identify an appropriate IIC panel (made up of one or more persons) and to develop terms of reference for the inquiry.

CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020

Table of Contents

A. Introduction

B. Cabinet Confidences

C. Cabinet Processes

1. Cabinet and Committee Decision-Making Processes
2. Legislative Process
3. Orders in Council
4. Budget Development Process and Current Year Information
5. Central Agencies of Government

D. Advice to Ministers

1. Advice to Ministers on Responsibilities and Conduct
 - a. Political Staff Standards of Conduct
 - b. Public Service Standards of Conduct
 - c. Conflict of Interest Disclosure Form
 - d. Guide to Gifts and Personal Benefits
 - e. Records Management Responsibilities of Ministers
 - f. Use of Personal Email Accounts
 - g. Are You Lobbying?
2. Ministers' Salaries, Benefits & Expenses

E. Statutory Officers of the Legislature

F. Statutory Decision-Makers

CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020

A. Introduction

Orientation for Ministers 2020

INTRODUCTION

The Orientation for Ministers briefing materials represent advice from the Public Service that provides an overview for ministers respecting their roles and accountabilities as members of the Executive Council.

The materials provide information about key entities and processes of government, including how Cabinet and its committees function; standards of conduct for ministers and other officials; financial management; information management and FOI; and the roles of statutory officers of the Legislature and statutory decision-makers.

Note that the information in these materials does **not** constitute legal advice.

For more information about the Cabinet and Committee process, see the Cabinet Operations intranet site at <http://gww.cabops.gov.bc.ca/>.

For more information respecting a minister's role as Member of the Legislative Assembly, including Assembly procedures and services; managing a constituency office; and remuneration and benefits, see the "Member's Guide to Policy and Resources" on the Legislative Assembly's website at <https://members.leg.bc.ca/>.

CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020

B. Cabinet Confidences; Advice/Recommendations

Page 136 of 380 to/à Page 155 of 380

Withheld pursuant to/removed as
Cabinet Confidences; Advice/Recommendations

C. Cabinet Processes

1. Cabinet and Committee Decision-Making Processes
2. Legislative Process
3. Orders in Council
4. Budget Development Process and Current Year Information
5. Central Agencies of Government

1. CABINET AND COMMITTEE DECISION-MAKING PROCESSES

Cabinet

Cabinet, or Executive Council, is established under section 9 of the *Constitution Act*. It is the ultimate decision-making body for government.

Functionally, Cabinet is a collective body of Ministers deciding significant government issues. Deliberations and decisions are focused on strategic priorities and substantive issues, as well as accepting or rejecting recommendations in relation to such matters. The legal powers of the executive are exercised by those with statutory authority to act (for example the Lieutenant Governor in Council or individual Ministers).

As a matter of course, significant decision or actions are first discussed and collectively agreed on by Cabinet. Cabinet determines and regulates its own procedures. Final decisions on Cabinet procedures rest with the Premier, as chair of Cabinet.

The frequency of meetings of Cabinet is determined according to the wishes of the Premier and according to the volume of material proposed for review. Cabinet's meeting schedule has been both weekly and bi-weekly.

Cabinet Committees

Cabinet could not operate effectively if all proposals were brought directly to the Cabinet table. Accordingly, Cabinet normally establishes committees to discuss and analyze proposals specific to certain sectors. Cabinet committees provide recommendations to Cabinet for review and approval. This helps focus recommendations to Cabinet on a narrower set of policy options and save time at the Cabinet table, while still allowing for a detailed discussion of the matter at the committee.

The Cabinet committee process is designed to move items efficiently and effectively and promote shared decision-making. Membership of all Cabinet committees is determined by the Premier. The Chair of Treasury Board is the Minister of Finance, as per section 3 (1)(a) of the *Financial Administration Act*. Minutes of all Cabinet committees are recommendations to Cabinet and are not final until approved by Cabinet.

Two committees, Treasury Board and the Environment and Land Use Committee (ELUC) are established in legislation and must be properly appointed if authorities under sections 3 and 4 of the *Financial Administration Act* and sections 2, 3 and 4 of the *Environment and Land Use Act*, respectively, are to be exercised. Additional committees may be established to meet general or specific needs.

Prior to the swearing-in of the new cabinet following the October 2020 election, there were 10 Cabinet committees supporting the Executive Council in its decision-making:

Priorities and Accountability

Ensures items moving through Cabinet and committees are government priorities and consistent with government's strategic plan and priorities. This committee considers items and issues that are potentially controversial and divisive; then discusses and determines how to best shape and present items for Cabinet's consideration. It also sets priorities for legislative drafting and assists Government Communications and Public Engagement in establishing key communication objectives for the year.

Treasury Board

Treasury Board is mandated by the *Financial Administration Act* as a committee of the Executive Council in matters relating to government's accounting policies and practices, management practices and systems and financial management and control. Treasury Board also evaluates the economy, efficiency and effectiveness of government programs and examines matters of government personnel management or other matters referred to it by the Executive Council. The majority of members of the Treasury Board must be members of the Executive Council. Treasury Board has prescribed powers under the Act to make regulations or issue directives.

Environment and Land Use Committee

The Environment and Land Use Committee is mandated by the *Environment and Land Use Act* to establish and recommend programs to foster increased public concern and awareness of the environment. It also considers the preservation and maintenance of the natural environment in the administration of land use and resource development and can make recommendations to the Lieutenant Governor in Council on matters relating to the environment and the development and use of land and other natural resources. The Committee may study any matter related to the environment or land use, prepare reports, and, if advisable, make recommendations to the Lieutenant Governor in Council. It has the power to hold a public inquiry, appoint technical committees and make regulations. The majority of members of the Environment and Land Use Committee must be members of the Executive Council.

Legislative Review Committee

Reviews draft legislation clause by clause to ensure it meets the policy intent and direction approved by Cabinet or one of its Committees. Items are scheduled for the Legislative Review Committee agenda once a Certificate of Readiness of the draft legislation has been signed by the responsible Minister or the Minister's designate. It is the final cabinet-level review of draft legislation before introduction in the House.

Cabinet Committee on Sustainable Shared Prosperity

Reviews proposals that contribute to the creation of a vibrant and environmentally sustainable economy in British Columbia.

Cabinet Committee on Social Initiatives

Reviews proposals for making life more affordable and tackling poverty and inequality.

Cabinet Committee on Reconciliation

Reviews proposals for advancing reconciliation with Indigenous peoples in BC such as the new fiscal relationship and the *Declaration on the Rights of Indigenous Peoples Act*.

Cabinet Working Group on Child Care

Reviews proposals related to development and implementation of a universal child care system.

Cabinet Working Group on Mental Health and Addictions

Reviews proposals responding to the opioid crisis and delivering BC's Mental Health and Addictions Strategy.

Cabinet Working Group on Housing

Reviews proposals to develop cross-government solutions and strategies to meet government's objectives for affordable housing.

Annual Planning Cycles

The annual planning cycle of government is comprised of three distinct planning cycles: the Strategic Planning Process, the Budget Planning Process, and the Legislative Planning Process.

Strategic and Performance Planning

Historically, the Strategic Planning cycle begins in preparation for Cabinet's planning session. An analysis of the prior year's public accounts and annual reports is conducted to inform discussions. It is at this session that Cabinet determines the broad objectives and key deliverables for the upcoming year and direction for subsequent years. Decisions and direction are then used by ministries and Crown agencies on the development and annual updating of their individual three-year service plans. Once ministry service plans have been prepared, they are reviewed to ensure they are consistent with the strategic priorities of government as outlined in its strategic plan and to ensure corporate delivery of priorities. Crown agency service plans are reviewed by Crown agency boards. Both are approved by the minister responsible.

The strategic plan and the ministry service plans are tabled in February, as required under sections 12 and 13 of the *Budget Transparency and Accountability Act* and released simultaneously with the budget. The strategic plan provides guidance and direction to the development of ministry plans and corporate initiatives and is directly linked to the budget. The plan is monitored and reported on annually to ensure accountability for delivery and in preparation for the next planning session.

Budget Cycle

Typically, the budget review process begins in the Fall, and involves Treasury Board reviewing ministry requests for additional resources, for new initiatives or to manage funding pressures. Instructions to ministries on government priorities for the coming years and how ministry requests are to be presented (e.g. whether there are any identified thematic envelopes) are normally issued in the summer months. Treasury Board decisions are made in December using the latest economic and fiscal forecasts. In January, there may be minor adjustments made as budget economic and revenue forecasts are finalized. As a matter of budget confidentiality, there are no Cabinet minutes pertaining to budgetary decisions.

It is important to note that, as per section 6(1)(c) of the *Financial Administration Act*, tax policy decisions are the purview of the Minister of Finance and held in strict confidence. As far as implementing tax policy decisions is concerned, that often requires legislation or regulations and the ultimate decision-maker would then be the Legislature or whoever was empowered to make the regulations (generally Cabinet and the Lieutenant Governor in Council). The Minister of Finance, as Chair of Treasury Board, remains in regular communication with the Premier throughout the budget process to ensure decisions are consistent with government priorities.

Legislation Cycle

Each year, Cabinet reviews and approves a list of legislative proposals. Policy changes must be considered by Cabinet before any legislative drafting begins.

If a legislative proposal is approved, the ministry will be asked to develop a formal “Request for Legislation” (RFL). The policy proposed by the RFL will be reviewed by an appropriate Cabinet committee, which will make recommendations to Cabinet. If approved, the ministry will receive written notice confirming they should begin working with legislative counsel to draft legislation. The material should be provided to the drafters as soon as possible, ideally several months before the legislation is scheduled to be introduced. The ministry should ensure that it provides full policy support to legislative drafters. Ministers are responsible for monitoring and ensuring progress in the development of their legislation.

Draft legislation is submitted for review to the Legislative Review Committee to ensure the draft is in accordance with approved policy and priorities. Approved drafts are finalized and prepared for introduction into the House. The timing of introduction is managed by the House Leader.

Orders in Council (OICs) and Regulations

Cabinet also reviews and approves other statutory instruments, such as Orders in Council and regulations, which are made under the authority of a particular Act. An Order in Council may be used to:

- Bring legislation into effect;
- Create or make changes to a regulation; or
- Make or rescind an appointment to a senior position in the public service (e.g. Deputy Minister) and to various agencies, boards and commissions.

The Minister and the ministry are responsible for ensuring that Orders in Council are brought forward well in advance of critical expiry dates and other time pressures.

The Crown Agencies and Board Resourcing Office (CABRO) presents recommendations to Cabinet concerning appointments of heads/ chairs or members of various agencies, boards and commissions. The Minister and the ministry are responsible for ensuring that Orders in Council are brought forward well in advance of critical expiry dates and other time pressures.

For further reference

The following hyperlink is to the government’s Strategic Plan for 2020 (pre-COVID):

https://www.bcbudget.gov.bc.ca/2020/pdf/2020_Strategic_Plan.pdf

TREASURY BOARD

Treasury Board is a committee of the Executive Council whose powers, functions and duties are established in section 4 of the Financial Administration Act (FAA), which authorizes Treasury Board to make decisions regarding:

- government accounting policies and practices;
- management practices and systems;
- financial management and control;
- evaluation of government programs as to economy, efficiency and effectiveness;
- government personnel management; and
- other matters referred to it by the Executive Council.

Treasury Board may also make regulations or issue directives to control or limit expenditures or set conditions for any expenditures.

Treasury Board Staff works on behalf of Treasury Board to coordinate with ministries, Crown corporations and agencies to prepare the Province's three-year fiscal plan, and to monitor the management practices and risks and opportunities affecting the operating and debt targets set out in the budget and three-year fiscal plan.

Although Treasury Board is assigned responsibilities under the FAA, it is the primary responsibility of each minister under the general direction of Treasury Board and the Minister of Finance to ensure that the financial affairs of the ministry are properly administered. In addition, ministers may be designated as being responsible for one or more Crown corporations and agencies (including the school districts, universities, colleges, and health organizations, or SUCH sector) whose financial affairs may be subject to Treasury Board regulations, directives and policies, and whose Boards are accountable for ensuring that appropriate financial administration is in place.

The Chair of Treasury Board is the Minister of Finance. The balance of the Treasury Board has been comprised of both Cabinet ministers and Members of the Legislative Assembly. A Cabinet Minister is appointed as Vice-Chair.

TREASURY BOARD STAFF

Treasury Board Staff (TBS) supports the Board and the Minister of Finance by:

- acting as a secretariat for Treasury Board including coordinating and managing Treasury Board meetings throughout the year;
- reviewing and analysing ministry proposals and providing recommendations to Treasury Board which includes assessment of:

- the cost effectiveness and use of financial resources;
 - alignment with government priorities and policy approvals;
 - the feasibility of implementation plans and use of key performance indicators;
 - the legal and accounting treatment and risks and other applicable policies (e.g. procurement policies);
 - previous decisions and precedence that could be set; and,
 - other relevant factors including confirming that Gender Based Analysis+ (GBA+), the *B.C. Declaration on the Rights of Indigenous Peoples Act*, and consultations with appropriate stakeholders have been considered as part of the proposal.
- preparing the government's annual Budget and Three-Year Fiscal Plan, Estimates, economic forecasts, Quarterly Reports/forecasts and the Financial and Economic Review;
 - managing the budget development process and monitoring, forecasting and recommending corrective action related to government revenue, expenditures, capital and debt, and risks and opportunities related to the three-year fiscal plan;
 - evaluating and reviewing commercial Crown corporation initiatives, performance measures, investments, budgets, performance management and related financial issues; and
 - supporting the development, implementation and management of government's ten-year capital plan consistent with the corporate strategic priorities of government.

Advice/Recommendations

Page 164 of 380 to/à Page 167 of 380

Withheld pursuant to/removed as

Cabinet Confidences

2. LEGISLATIVE PROCESS

Cabinet Operations, Legislative Counsel and ministry staff support the development of government's legislative agenda aligned with the priorities set by government.

This document describes the process used to set priorities in developing the legislative agenda. It is provided for information purposes only.

Often the demand for legislation outstrips the capacity for development and debate. Tight coordination of the approval and development process ensures that the finite resources are directed to government's highest legislative priorities.

Under the direction of the Cabinet Secretary, and according to the priorities determined by Cabinet and the House Leader, Cabinet Operations coordinates the legislative processes as described below. Tax related budget legislation follows a different process and is described in the Budget Legislation section below.

Setting the Legislative Agenda

Legislative Proposals

Cabinet Operations tracks legislative proposals for upcoming and future legislative sessions. A legislative proposal consists of a short, plain-language description of what the proposed legislation or amendment to existing legislation would do. An estimate of the magnitude of the legislative drafting effort (major/minor/moderate) associated with each proposal is also made. Legislative proposals are used to set priorities for legislative development and allow an early check-in with Cabinet and its advisors before ministries or Legislative Counsel invest in the development of Requests for Legislation.

Benefits of development of legislative proposals include:

- Allowing early notice to prepare legislative agenda items (especially important for major initiatives that may require multi-year development);
- Allowing more optimal timelines for required policy work, consultations and Cabinet and Treasury Board approvals;
- Optimizing planning and resource allocation of finite policy and legislative drafting resources; and
- Providing increased opportunities for strategic coordination and scheduling of Bill Introduction and announcement.

Cabinet Approval of Legislative Plans

Cabinet Operations consults the Cabinet Secretary, Chief of Staff's Office and House Leader's Office to prioritize legislative priorities for upcoming legislative sessions and tracks proposals identified for future

consideration. Priorities are established according to key policy goals of Cabinet, legal and fiscal imperatives. Deputy Ministers are asked to confirm that the legislative proposals associated with their ministry represent the key items required to meet government's priorities. Cabinet is then presented with a proposed corporate priority list for its next legislative session. Legislative Counsel's drafting capacity and available House time are taken into consideration by Cabinet when determining approval of the priority list.

Cabinet's decisions respecting the Legislative Agenda are communicated to Ministers by way of a Cabinet Record of Decision (ROD). Together these decisions comprise Government's Legislative Agenda.

In practical terms, the ROD indicates which items proposed by a ministry are approved to move towards the development of a Request for Legislation (RFL). The ROD may also explicitly indicate which items are not approved or are deferred to a future year.

Cabinet Operations facilitates the preparation of legislative priorities for review by Cabinet, tracks Cabinet's decisions and the assignment of relative priorities. Following the distribution of RODs, approved items are monitored closely, and progress reports are provided to Cabinet.

Development of Legislation

Policy Review and Approval

Policy options should be fully considered and clear policy direction obtained through the regular Cabinet decision-making process before an RFL is submitted for approval. The onus is on the sponsoring Minister to ensure appropriate and timely review (including cross-ministry and Treasury Board approvals) to resolve policy and fiscal issues at the earliest opportunity and ensure progress of the legislative agenda is not delayed. The Ministry is also responsible for addressing any unanticipated policy issues that may emerge during the drafting process.

Cabinet Operations provides information and support to ministries throughout this process and, along with other agencies, coordinates required approvals. Ministries are responsible for ensuring the proposed legislation complies with relevant statutes and agreements. Depending on the purpose and scope of the legislation, examples may include:

- the *Community Charter, Local Government Act or Local Government Grants Act*;
- the *Declaration on the Rights of Indigenous Peoples Act*;
- First Nations with treaties;
- the *Freedom of Information and Protection of Privacy Act*;
- the Canada-United States-Mexico Agreement (CUSMA);
- Canadian Free Trade Agreement;
- the Trade, Investment and Labour Mobility Agreement (TILMA);

- the New West Partnership Trade Agreement; and
- the Public Service Agency, Public Sector Employers' Council Secretariat.

Request for Legislation (RFL)

Ministers are responsible for the timely development and submission of RFLs for all items approved to proceed as communicated in Cabinet's decision respecting the upcoming legislative agenda. The purpose of the RFL is to describe the proposed legislation in sufficient detail for full understanding of the context of the proposal, the problem the legislation is intended to address, and how the legislation is expected to resolve the problem. The RFL also provides detailed drafting instructions to Legislative Counsel.

Ministry staff consult with their solicitor in advance of submitting the RFL to ensure any potential legal issues or conflict of interest that could directly or indirectly affect the initiative are identified.

The RFL is comprised of the following parts:

- Main Body – provides the overview and context, presenting the case for legislation, relevant background details, policy choices and articulates how the proposed legislation will achieve policy objectives;
- Appendix A – Legislative Counsel Comments: legal advice to Cabinet respecting the proposed legislation;
- Appendix B – Treasury Board Staff Comments: assessment of the financial implications, including total cost or benefit to government for implementation of the proposed legislation;
- Appendix C – 3 Column Document: detailed item-by-item breakdown defining the problem, describing the proposed changes and why the proposed approach was chosen; and
- Appendix D – Drafting Instructions: specific details for Legislative Counsel respecting the drafting of the legislative provisions.

Committee Review of RFLs

Cabinet Committees are charged with reviewing the majority of RFLs and making recommendations to Cabinet respecting approvals. Only RFLs most salient to government's key priorities are reviewed by Cabinet or the Priorities and Accountability Committee directly. Approvals are communicated to ministers by way of a Cabinet ROD. This ROD constitutes "approval to draft" legislation and engage Legislative Counsel and other resources as necessary.

Drafting Legislation

Ministers are responsible for monitoring and ensuring progress of their approved legislative items. Ministries are expected to provide full policy support to the drafting process and should be proactive in confirming policy direction or approvals or, where warranted, seek further direction in a timely manner. Legislation drafting teams are led by a ministry Instructing Officer who is responsible for delivery of the

ministry's legislation. Ideally, Instructing Officers should have ready access to ministry decision-makers and keep them well informed respecting development status of the legislative initiative.

Other members of the drafting team include additional policy staff, the ministry's advising solicitor and Legislative Counsel drafters.

Cabinet Operations monitors and tracks the progress of legislation and schedules draft legislation for presentation to the Legislative Review Committee.

Legislative Review Committee Approval

The Legislative Review Committee (LRC) reviews final draft legislation on a clause-by-clause basis to ensure the draft legislation reflects Cabinet's policy intent. All consultations, including Treasury Board review, need to be completed prior to LRC review. LRC is the last Cabinet-level review of legislation before it is introduced in the House.

Once approved by LRC, Legislative Counsel packages the draft legislation for Introduction. The packaging of Bills is directed by the House Leader.

Introduction of Legislation in the House

The timing of Introduction of legislation is directed by the House Leader. Close communication between the House Leader's Office, Cabinet Operations and the Chief of Legislative Counsel is essential to ensuring Bills are ready in accordance with House Leader's schedule for Introduction. Ministries receive information about the timing of introduction from their Minister's Office, who receives the information from the House Leader's Office. Timely communication with the relevant Minister is important to ensure that the Minister's House briefing materials can be prepared by Ministry staff to meet the scheduled introduction date.

Budget Legislation

The Budget legislation (traditionally the *Budget Measures Implementation Act* (BMIA)) is a key part of the provincial government's annual budget package and is a collection of legislative initiatives necessary to implement the budget. This legislation – which may contain both tax and non-tax measures – is part of the Ministry of Finance's budget process and does not follow the regular legislative review process.

What is the *Budget Measures Implementation Act*?

The *Budget Measures Implementation Act* (BMIA) is traditionally tabled on budget day by the Minister of Finance. The bill is composed of initiatives that are necessary to implement the budget or that affect the presentation of the Estimates. The BMIA is typically made up of two parts: tax measures and non-tax measures.

Tax initiatives in the BMIA generally include measures that:

- change tax policy (e.g. changes in tax rates or changes to the tax base including expansions or

contractions such as tax credits, exemptions or refunds);

- change fundamental aspects of a tax scheme; and
- respond to time sensitive or critical issues (e.g. adverse court decisions).

Note: A budget measure to create a new tax would normally be contained in a stand-alone Act separate from the BMIA, but would generally follow the same process as that described below for tax measures contained in the BMIA.

Non-tax initiatives in the BMIA generally include measures that:

- create or eliminate a Special Fund / Special Account / Financing Transaction;
- convert a Vote or a Special Account to a Crown corporation;
- convert a Crown corporation to a new Vote or to be a part of an existing vote;
- provide legislative support required for introduction of a new program that is included in the budget; and
- anything else that affects the Estimates presentation or other aspects of the budget.

Budget Measure Requests

Ministry non-tax budget submissions are submitted by ministries via a Budget Measure Request (modeled after the Request for Legislation). They are reviewed by the Fiscal Planning and Estimates Branch (FPE) of Treasury Board Staff, Ministry of Finance, before being submitted to and vetted by the Deputy Minister of Finance. Ordinarily, only those initiatives considered necessary to the implementation of the budget move beyond this stage. Final approval of budget legislation rests with the Minister of Finance.

Tax-related budget issues are handled internally in the Tax Policy Branch in the Ministry of Finance and do not require a formal budget measure request. These issues are presented by the Branch to the Deputy Minister of Finance and Minister of Finance. The Minister of Finance makes final tax decisions and determines with the Premier how and when to consult Cabinet and others, as part of the decision-making process. The benefits of this inclusive approach have to be weighed against the risks associated with the sensitivity of tax policy information.

All proposals accepted for the budget bill are then forwarded to Legislative Counsel for drafting of legislation. Legislative drafting teams made up of Ministry of Finance staff, sponsoring ministry officials (where applicable), legal counsel and legislative counsel are created to transform the budget measure request into legal text.

Neither tax nor non-tax budget amendments are normally reviewed by the Legislative Review Committee. However, the Premier or Minister of Finance may request that the committee review pieces of significance.

Further details of the Budget legislative process, based on the annual budget cycle for a February Budget, are below.

Stages in the Budget Legislative Process

The following stages of the Budget legislative process are based on the annual budget cycle for a February Budget.

Initiative Identification / Policy Development / Decisions

Tax Measures: August/September to December/January

- *Issue Identification*

Tax policy issues are identified in a variety of ways, including direction from the Minister to examine particular issues; requests from stakeholders; and issues flagged by provincial tax administrators/tax appeals and/or tax policy experts.

The analysis of some tax issues will involve knowledge of highly confidential taxpayer information (for example, knowledge of tax liabilities of particular corporations). The use and disclosure of this information is the subject of taxpayer confidentiality provisions in tax acts. In other cases, advance knowledge of proposed or final tax policy decisions may confer unfair benefits to individuals and businesses able to take advantage of the knowledge. In either situation, if information is handled incorrectly there will be calls for the Minister of Finance to resign.

As a result, and as is the case in other provinces, the approval process for tax decisions is somewhat different than the process used for approval of other policy decisions.

- *Minister of Finance Briefings for Decision*

An extensive series of staff briefings to review and consider Revenue Binder Notes for decision generally occurs between October and December.

To facilitate legislative drafting prior to Budget Day, most final decisions are made by mid-December (and earlier, if possible). The Minister of Finance makes final tax decisions and determines with the Premier if, how and when to consult Cabinet and others.

Non-Tax Measures: October - December

- Potential issues that may require legislation / regulation changes are identified throughout the fall. As with tax measures, issues may be identified in a number of ways, including internal Ministry of Finance analysis, requests from other ministries, or as a result of the annual Budget Consultation.
- A Budget Measure Request (BMR) package is completed for each measure put forward. This package includes a briefing note signed by the minister responsible and drafting instructions.
- Final submissions are compiled for review by the Deputy Minister of Finance and the Minister of

Finance for decision. Ministry contacts will be informed of decisions on which proposals have been tentatively accepted into the budget process, and therefore will be moving on to the drafting stage.

Drafting Stage / Signoff / Tabling

Tax Measures: October– February

- Immediately following final decisions being made, a legislation drafting team is assigned to each tax-related budget measure. Drafting teams are responsible for ensuring that the government's policy objectives are accurately and fully reflected in the draft legislation.
- The final tax legislation is reviewed by the Deputy Minister of Finance and the Minister of Finance and a signed Certificate of Readiness is prepared.
- Tax-related budget measures are not reviewed by the Legislative Review Committee.

Non-Tax Measures: January - February

- In early January, a legislation drafting team is assigned to each budget measure selected for inclusion in the bill. Drafting teams are responsible for ensuring that the government's policy objectives are accurately and fully reflected in the draft legislation.
- Measures may be reviewed by the Legislative Review Committee. The sponsoring Minister would ordinarily attend the Legislative Review Committee for this review (ministry staff may attend to deal with technical questions).

Debate of Budget Legislation

Tax Measures: Post Budget

- Budget legislation goes through the same stages of debate as regular legislation.
- The Tax Policy Branch prepares speaking notes and briefing materials regarding the tax measures for each stage of the budget bill's debate (first reading, second reading, committee (section notes), and third reading).
- Staff from the Tax Policy Branch provide support for the Minister of Finance during the committee debates of the tax aspects of the budget bill.

Non-Tax Measures: Post Budget

- Budget legislation goes through the same stages of debate as regular legislation.
- The Fiscal Planning and Estimates Branch (FPE) coordinates the preparation of speaking notes and briefing material for each stage of the budget bill's debate (first reading, second reading,

committee, third reading). These will be based on the information provided in the Budget Measure Request.

- Ministries will be expected to prepare section notes for the committee stage of debates. A template will be provided to ministries to ensure the consistency of section notes.
- A ministry representative may be called upon to provide support during the committee debates of the budget bill.
- The Minister of Finance may also request that the sponsoring Minister respond to questions regarding the sections of the budget bill corresponding to their requested budget measure.

3. ORDERS IN COUNCIL

Orders in Council (OICs) are instruments by which the Province implements a variety of staffing, administrative and regulatory changes. They require approval by Cabinet before being advanced to the Lieutenant Governor for signature and enactment. There is a corporate, cross-government process for developing and scheduling OIC materials for review by Cabinet.

Current Process

Working with ministries, Cabinet Operations schedules OICs for Cabinet review and reviews each OIC for completeness. Ministries submit an information package and “tagged” OIC (see next section on Legal Advice on OICs) to Cabinet Operations. The information package describes why the OIC is needed, timing considerations, engagement with Indigenous Nations, stakeholder feedback and fiscal matters. Cabinet Operations then prepares an OIC summary document for each Cabinet meeting of the OICs scheduled for review and distributes this summary with other Cabinet meeting materials. Deputy Ministers are responsible to ensure their minister is briefed and prepared to speak to their respective OICs at Cabinet.

If approved by Cabinet, each OIC is provided by Cabinet Operations to the Presiding Member of the Executive Council for signature, and then in turn to the Order in Council Office, which obtains the signature of the Lieutenant Governor (LG), or in the LG’s absence, the Administrator (Chief Justice of the B.C. Court of Appeal). **The moment the LG’s signature is affixed, the OIC becomes law.** The OIC is then posted on Queen’s Printer’s BC Laws website.

Cabinet may also defer or decide not to approve an OIC and in some cases Ministers may decide to withdraw an OIC prior to a Cabinet meeting. OICs that are withdrawn or deferred can be rescheduled once any follow-up is completed. OICs that are not approved by Cabinet do not advance further.

Legal Advice on OICs

Legislative Counsel in the Ministry of Attorney General draft OICs on instructions from policy and legal staff in the sponsoring ministry and review background materials and authorizing statutes. Legislative Counsel also prepare a brief legal opinion of the content and statutory authority of each OIC and append the legal opinion to the OIC as a “tag”. There are three colours of tags:

- Green - no identified legal risks or issues.
- Yellow - timing sensitivities, or some legal risks or issues exist if the OIC is approved.
- Red - represents a strong legal caution as the risks or legalities are significant to the point that Legislative Counsel does not recommend the OIC proceed. If a “red-tagged” OIC proceeds to Cabinet for consideration, the sponsoring ministry may be asked to provide a Cabinet submission explaining the issue and decision in detail.

Corridor Orders

Corridor Orders are OICs that are processed and approved without going to Cabinet for deliberation. Approval is provided by the Premier on behalf of Cabinet. Corridor orders are only used in exceptional circumstances where there would be significant consequences from waiting until the next Cabinet meeting. All corridor orders are reported for information to Cabinet at its next meeting.

Premier's Prerogative

There are certain OICs that are based solely on the Premier's prerogative and are processed as corridor orders. Traditionally, these are *Constitution Act* OICs which involve creating or changing members of Executive Council and the organization of the government, including Cabinet committees and ministry responsibilities. They can also include staffing and appointments to the public service, ministers' offices and the Government Communications and Public Engagement. Approval is provided on behalf of the Premier by either the Chief of Staff, or the Cabinet Secretary, depending on the nature of the appointment.

Proclamations

A proclamation is recognition by the provincial government of events or occasions held by groups on their own behalf or for the general public. During the last few years Cabinet has, by OIC, delegated its approval for proclamations to the Attorney General. Through this delegation the Attorney General has authority to approve and sign provincial proclamations on behalf of Cabinet. Approval of proclamations is required each year or time an event or occasion occurs. Types of events or occasions suitable for proclamations are those that are: apolitical; observe milestones, recognize achievements or direct attention to a worthy cause; and would not be considered offensive or frivolous by the public. Each year, the Order in Council Office receives hundreds of requests from individuals, organizations as well as from within government, requesting a provincial proclamation to mark a special day or event. Individuals or groups can submit requests, including draft wording for the proclamation, to the Order in Council office located in the Ministry of the Attorney General. Such requests should be received at least six weeks before the event or occasion.

OIC Responsibility Table

Participants, and their roles, in the Order in Council development, review and approval process include:

Organization	Role(s)
Office of the Premier	<ul style="list-style-type: none"> Approves OICs to be signed outside of the Cabinet process (corridor Orders.)
Cabinet Operations	<ul style="list-style-type: none"> Prepares OIC Summary report for Cabinet binder Supports the Cabinet Secretary to brief the Premier Receives, quality assures and summarizes OICs and associated documents ready for Cabinet review Administers the review and approval processes at Cabinet level (maintains schedules, facilitates review, acquires signatures, maintains files, etc.) Provides Cabinet-approved OICs to Order in Council Office
Ministries	<ul style="list-style-type: none"> Maintains inventory of required OICs and renewals Issues instructions to Legislative Counsel to create an OIC Obtains DM approval on OIC and associated materials Briefs minister and acquires ministerial sign off Provides final OIC and associated materials to Cabinet Operations
Legislative Counsel	<ul style="list-style-type: none"> Reviews legal context, drafts and “tags” the OIC, providing legal advice. OICs are “tagged” green, yellow or red.
Order in Council Office	<ul style="list-style-type: none"> Receives OICs as approved by Cabinet Acquires signature of Lieutenant Governor/ Administrator Uploads completed OICs to BC Laws for publication
Crown Agencies and Board Resourcing Office	<ul style="list-style-type: none"> Maintains inventory of agency, board and commission appointments, vacancies Maintains a candidate list Assesses candidates and provides recommendations on their suitability Briefs relevant minister, Deputy Minister of Government Communications and Public Engagement Prepares CABRO OIC Summary report for Cabinet binder Provides Cabinet-approved OICs to Order in Council Office

Attachment 1 – Example of OIC Summary Document for Cabinet

ORDERS IN COUNCIL

Cabinet Summary

Month XX, 2020

		FOR DECISION	
	MIN	PURPOSE OF ORDER	STATUTE
		Non-CABRO Appointments	
1.	AG O1234	Appoints Jane Doe of Nanaimo as a Justice of the Peace in and for the Province of British Columbia. The Chief Judge of the Provincial Court of BC has requested this appointment.	<i>Provincial Court Act</i> , R.S.B.C. 1996, s. 30 Approval requested at Cabinet's earliest convenience
		FOR DECISION	
	MIN	PURPOSE OF ORDER	STATUTE
2.	FIN O5678	Approves the remission of property transfer taxes paid in the amount of \$10,000 to Jane Doe. Remission of transfer taxes paid is requested on the basis of great injustice. The Ministry of Finance supports this order.	<i>Financial Administration Act</i> , R.S.B.C. 1996, s. 19 Approval requested at Cabinet's earliest convenience
3.	IRR O3456	Approves the transfer of a 10 hectare parcel of land to Canada for the settlement of a specific claim in accordance with the associated First Nations settlement agreement. This order affects the constituency of XYZ.	<i>Land Act</i> , R.S.B.C. 1996, s. 15 (5) and 31 Approval requested at Cabinet's earliest convenience

4.	AG +0 Reg Count R4567	Approves the request by the District of ABC to be added to the Bylaw Notice Enforcement Regulation effective July 30, 2021. This allows them to participate in an efficient system for issuing notices and resolving matters for minor bylaw infractions (e.g. parking tickets or dog licenses). MLAs XXX and XXX support this order.	<i>Local Government Bylaw Notice Enforcement Act,</i> S.B.C. 2003, s. 29 Approval required by July 30, 2021
FOR INFORMATION ONLY - CORRIDOR ORDERS			
	MIN	PURPOSE OF ORDER	STATUTE
5.	PREM 456	Appoints Jane Doe as Administrative Coordinator in the Office of the Minister of XYZ. - Signed by the Administrator on January 16, 2020	<i>Public Service Act,</i> R.S.B.C. 1996, s. 15
6	PREM 457	Appoints John Doe as Communications Manager with Government Communications and Public Engagement. - Signed by the Lieutenant Governor on February 1, 2020	<i>Public Service Act,</i> R.S.B.C. 1996, s. 15
FOR INFORMATION ONLY - PROCLAMATIONS			
	MIN	PURPOSE OF ORDER	STATUTE
7.	AG	Proclaims January 29 to February 4, 2020 as "Proclamation Week" in the Province of British Columbia. - Signed by the Administrator on January 9, 2020	Prerogative

Attachment 2 – OIC Information Template Currently Used by Ministries

Order in Council Cabinet Summary Information

This Template Last Updated: March 6, 2020

Ministry:

Date

Cliff #:

OIC Log #:

Prepared:

The information below will enable Cabinet Ministers to have a clear and complete picture of the decision points, shifts in policy, risks, implications, outstanding issues and timing sensitivities related to the Order in Council and that all necessary consultations have been completed. The ministry is responsible for ensuring the information below will enable an informed decision by Cabinet.

All sections must be completed unless non-CABRO appointment.

1. Type of OIC	<input type="checkbox"/> Non-CABRO* appointment – <u>Complete Sections 1 to 5 only</u> <input type="checkbox"/> Not a regulation <input type="checkbox"/> Regulation - provide Regulatory Count: ____
* Crown Agency Board Resourcing Office	
2. Timing Requirements for Cabinet review and approval	

<p>a) Select all that apply. Include rationale.</p>	<p><input type="checkbox"/> No Timing Requirements/At Cabinet's earliest convenience</p> <p><input type="checkbox"/> RUSH - Cabinet approval is requested / required by _____ because:</p> <p>(Check all that apply)</p> <p><input type="checkbox"/> Legal requirement - Per Legislative Counsel's comments, the OIC must be made/deposited by the date specified.</p> <p><input type="checkbox"/> Advance Notice - In order to give stakeholders sufficient time to adapt to the proposed change, the ministry would like to provide _____ amount of lead time between when the OIC is approved and when it takes legal effect.</p> <p><input type="checkbox"/> Media requirement. A public announcement is planned.</p> <p><input type="checkbox"/> Other _____</p>
<p>b) Why is the OIC required now and what are the consequences if not approved now?</p>	<ul style="list-style-type: none"> • •
<p>c) Should this OIC be held after approval?</p>	<p><input type="checkbox"/> NO - Process normally</p> <p><input type="checkbox"/> RUSH - Process by __DD/MMM/YYYY. Please explain why. _____</p> <p><input type="checkbox"/> YES - Hold until __DD/MMM/YYYY. Please explain why. _____</p>
<p>3. Communication</p>	
<p>What, (if any), is the current communication plan?</p>	<ul style="list-style-type: none"> • • <p>REMINDER: A copy of this OIC Summary Information document signed by the Deputy Minister is to be submitted to Nammi Poorooshasb, ADM, Strategic Communications Division, GCPE.</p>

4. Authorizing Act and section number(s)	
5. Purpose, Content and Context (OIC “Essence”)	•
a) In plain language, please explain what this OIC does? What problem it solves? What is the effect?	•
b) Are there gender and diversity implications that should be considered? Guidance for Gender Based Analysis Plus (GBA+) in Cabinet and Treasury Board Submissions. Click here for more information	<input type="checkbox"/> NO - If no, please explain why there are no implications <hr/> <input type="checkbox"/> YES - If yes, what were the findings? <hr/>
c) Is this OIC in response to direction from Cabinet or one of its Committees or Working Groups?	<input type="checkbox"/> NO <input type="checkbox"/> YES - If yes, provide committee & meeting date: <hr/>
d) Who requested this change? Stakeholder, Cabinet direction, legal requirement, Ministry staff? And why?	•
6. Fiscal Management Considerations	•
a) Is Treasury Board review required?	<input type="checkbox"/> NO - if no, why not? <hr/> <input type="checkbox"/> YES - If yes, provide date of approval: <hr/>

b) Who at Treasury Board Staff reviewed this information and what comments did they provide?	<ul style="list-style-type: none"> [Name of analyst]
c) Is there a cost to Government to implement this OIC?	<input type="checkbox"/> NO <input type="checkbox"/> YES - If yes, provide amount, percentage increase or decrease, and description of cost: <hr/>
d) Is there a Fine, Fee or Administrative Penalty? For more guidance: Click here	<input type="checkbox"/> NO <input type="checkbox"/> YES - If yes, provide date of Treasury Board approval <hr/>
7. Business and Economic Implications	
a) Has your Ministry submitted/will it be submitting the Business and Economic Implications Form to JEDC?	<input type="checkbox"/> YES, submission date: <hr/> <input type="checkbox"/> NO - If no, please explain why not <hr/>
Briefly summarize the findings of the assessment. Guidance for the Business and Economic Implications Framework in Cabinet Submissions. Click here for more information	<ul style="list-style-type: none">
8. Indigenous Peoples	

<p>a) Does this OIC advance Government's commitment to reconciliation?</p> <p>For more guidance: Click here for more information</p>	<p><input type="checkbox"/> NO - If no, please explain</p> <p>_____</p> <p><input type="checkbox"/> YES - If yes, please indicate how</p> <p>_____</p>
<p>b) Have the Indigenous Peoples and Indigenous organizations who may be impacted by this OIC been engaged?</p>	<p><input type="checkbox"/> NO - If no, please explain why not</p> <p>_____</p> <p><input type="checkbox"/> YES - If yes, what views were expressed?</p> <p>_____</p>
<p>c) Does this OIC potentially affect Indigenous Peoples' rights and title?</p>	<p><input type="checkbox"/> NO</p> <p><input type="checkbox"/> YES - If this OIC has the potential to adversely affect rights protected under s. 35 of the <i>Constitution Act, 1982</i> (Aboriginal rights and title, treaty rights), attach opinion from the Indigenous Legal Relations, Solicitors Unit, as to the sufficiency of the consultation process undertaken. (Contacts at the ILR: Geraldine Hutchings and Paul Yearwood).</p>
<p>d) Does this OIC potentially affect Indigenous Peoples' treaty rights?</p> <p>If a regulation may/will impact a treaty nation, notification and/or consultation should take place in accordance with the treaty.</p> <p>First Nations with treaties. Click here for more information.</p>	<p><input type="checkbox"/> NO</p> <p><input type="checkbox"/> YES - If this OIC has the potential to affect treaty rights, indicate whether the advising solicitor from the Indigenous Legal Relations, Solicitors Unit, is satisfied he consultation process undertaken is sufficient. (Contacts at the ILR: Geraldine Hutchings and Paul Yearwood).</p>

<p>9. Stakeholder and Affected Party Consultations</p> <p>Who is impacted and when were they consulted? List stakeholders and indicate consultation dates and support or concerns raised. Stakeholders may include local governments, external stakeholders, and Government ministries, Crowns & agencies.</p>	<ul style="list-style-type: none"> •
<p>10. Application & government MLA support</p> <p>MLA support is required if the OIC affects specific electoral districts that are represented by a Government MLA. MLA support is not required if the OIC applies province wide, or to an electoral district represented by a non-government MLA. Please complete MLA consultations before submitting the OIC to Cabinet Operations.</p>	<p><input type="checkbox"/> This OIC applies to all electoral districts.</p> <p><input type="checkbox"/> This OIC applies only to the following electoral districts:</p> <p>_____</p> <p>If this OIC applies only to specific electoral districts, do you have written confirmation that Government MLAs from affected electoral districts support this OIC</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO - If no, please explain:</p> <p>_____</p>
<p>11. Confidence & Supply Agreement (CASA)</p> <p>Is Consultation with the BC Green Party Caucus required?</p> <p>Confidence and Supply Agreement Consultation Guide. Click here for more information.</p>	<p><input type="checkbox"/> NO</p> <p><input type="checkbox"/> YES - If yes, has the consultation occurred/been scheduled and what was/is the date: _____</p> <p>If consultation has taken place, what was the outcome?</p>

<p>12. Trade Obligations</p> <p>The Trade Policy and Negotiations Branch at JEDC has been consulted and confirms:</p> <p>[select applicable box]</p>	<p><input type="checkbox"/> Trade is not affected</p> <p><input type="checkbox"/> The OIC may affect international or domestic trade obligations, and:</p> <p style="margin-left: 40px;"><input type="checkbox"/> Required notifications have been made and any comments received are:</p> <hr style="width: 40%; margin-left: 40px;"/> <p style="margin-left: 40px;"><input type="checkbox"/> Required notifications have not been made because:</p> <hr style="width: 40%; margin-left: 40px;"/>

Additional Details

Deputy Minister

Date Signed

Contact Name:

Title:

Phone Number:

Alternate Contact Name:

Title:

Phone Number:

Prepared By:

Phone Number:

Attached Appendices:

- ☐ Distribution Form
- ☐ Regulatory Impact Checklist Exemption Form
- ☐ Regulatory Impact Checklist and Regulatory Count Form
- ☐ Map(s)
- ☐ Other:

4. BUDGET DEVELOPMENT PROCESS

The *Budget Transparency and Accountability Act* (BTAA) requires government table a budget on or before the fourth Tuesday of February, or in election years, on or before March 23, or within 120 days of a in the appointment of the Premier (whichever date is later).

General Budget Development Timelines

Budgeting is a cyclical process, with management and reporting on the current fiscal year happening concurrently with future year budget planning. ^{Cabinet Confidences}

Cabinet Confidences

Page 190 of 380 to/à Page 192 of 380

Withheld pursuant to/removed as

Cabinet Confidences

- In 2020/21, supplementary estimates were passed to create two new Contingencies votes (Vote 52 Contingencies for Pandemic Response and Economic Recovery and Vote 53 for Federal and Provincial Pandemic measures) to provide government with additional spending appropriation to respond to COVID-19. Cabinet Confidences

Cabinet Confidences

BUDGET PREPARATION 2021

Cabinet Confidences

CURRENT FISCAL YEAR: BUDGET MANAGEMENT & PRESSURES

Cabinet Confidences

Ministry budgets as per the Budget and Fiscal Plan for 2020/21 – 2022/23 are shown below:

(\$ millions)	Updated Forecast 2019/20 ¹	Budget Estimate 2020/21	Plan 2021/22	Plan 2022/23
Office of the Premier	11	11	11	11
Advanced Education, Skills and Training	2,330	2,366	2,372	2,374
Agriculture	98	95	96	96
Attorney General	611	652	654	662
Children and Family Development	2,068	2,228	2,255	2,259
Citizens' Services	561	552	554	554
Education	6,577	6,697	6,758	6,765
Energy, Mines and Petroleum Resources	180	114	92	92
Environment and Climate Change Strategy	247	245	247	246
Finance	1,160	838	883	975
Forests, Lands, Natural Resource Operations and Rural Development	950	844	856	850
Health	20,846	22,190	23,130	23,875
Indigenous Relations and Reconciliation	108	97	108	108
Jobs, Economic Development and Competitiveness	97	93	94	94
Labour	16	17	17	17
Mental Health and Addictions	10	10	10	10
Municipal Affairs and Housing	828	650	842	812
Public Safety and Solicitor General	932	852	857	863
Social Development and Poverty Reduction	3,568	3,683	3,750	3,798
Tourism, Arts and Culture	164	161	161	161
Transportation and Infrastructure	914	929	932	932
Total ministries and Office of the Premier	42,276	43,324	44,679	45,554

Contingencies

The Minister of Finance is responsible for managing Contingencies vote(s) that support government in managing uncertain or volatile costs within the fiscal plan. Cabinet Confidences
Cabinet Confidences

In 2020/21, there are three Contingencies Votes as shown in the following table.

Vote Name and Number	Description	2020/21 Appropriation	Current Forecast/ Allocation
Vote 45 Contingencies (All Ministries) and New Program Vote*	Cabinet Confidences		
Vote 52 Contingencies (All Ministries): Pandemic Response and Economic Recovery			
Vote 53 Contingencies (All Ministries): Federal and Provincial Pandemic			

Cabinet Confidences

Statutory Authority Pressures

A statutory appropriation is an authority to spend out of the Consolidated Revenue Fund through legislation and not a *Supply Act* (i.e. voted appropriation). The general rationale for statutory appropriations is to authorize spending for public policy reasons (e.g., required for immediate health and safety or protection of property such as fighting wildfires or the provision of emergency services in response to natural disasters) for situations that are unpredictable or and difficult to budget for. Cabinet Confidences

Cabinet Confidences

Special Accounts also have statutory authority to make expenditures above the amounts published in the Estimates. A special account is an account in the general fund of the consolidated revenue fund where the authority to spend money from the account is located in an Act other than the *Supply Act*. Legislation specifies the dedicated revenue sources and eligible expenditures/specific purposes for each special account. Cabinet Confidences

Cabinet Confidences

5. CENTRAL AGENCIES OF GOVERNMENT

BC Public Service Agency

The BC Public Service Agency (BCPSA) was formed in April 2003 as a central agency to provide a consolidated human resource management service to the BC Public Service. The organization is responsible for leading a strategic government-wide human resource agenda and supporting the operational business needs of government ministries and agencies through providing human resource management policies, frameworks and guidelines, and a variety of human resource services, products, and programs.

The BC Public Service is one of the largest employers in the province, serving all communities across B.C. The BCPSA is mandated to support this workforce by providing human resources services such as hiring, payroll, labour relations, occupational health and safety, learning and development, workforce planning, and employee engagement supports. The BCPSA also leads corporate human resource strategy and the development of a corporate plan for the BC Public Service that supports a “one-employer” approach to ensure government continues to have the skilled professional public service needed to meet the evolving needs of British Columbians.

As a central agency, the BCPSA most recently fell within the responsibility of the Minister of Finance as the minister responsible for the *Public Service Act*. The Deputy Minister (or Head of the BCPSA) reports to the Minister. Like all deputy ministers, the Head of the BCPSA also has a reporting relationship to the Deputy Minister to the Premier, who is the Head of the BC Public Service. The BCPSA is accountable to government ministries and agencies through its relationship with ministry executives.

Crown Agencies and Board Resourcing Office

The Crown Agencies and Board Resourcing Office (CABRO) is responsible for Public Sector Organization (PSOs) governance support. CABRO provides oversight of and support regarding Crown governance and corporate accountability in relation to public sector organizations.

CABRO co-ordinates the legislated performance, planning and reporting annual cycle for Crown Corporations under the *Budget Transparency and Accountability Act*, oversees the recruitment and recommendation of candidates for appointments to Crown corporations, agencies, boards and commissions and provides public sector governance advice and training for appointees. CABRO is the secretariat for the Appointment Orders Cabinet Committee, issues cross government drafting instructions for appointments and coordinates the Order in Council board appointments for Cabinet agendas.

Governance support includes:

- overseeing appointments to 264 public sector organizations – which encompasses nearly 2,000 appointees, with a firm commitment to reflecting the Province’s diversity in Provincial appointments (see diversity statement below);

- overseeing the delivery of mandate letters, service plans and annual service plan reports for PSOs;
- provision of guidance on the creation and dissolution of public sector organizations;
- conducting analysis, establishing best practices, providing advice and recommendations on governance issues;
- providing training on governance, public sector transparency, strategic Government priorities, performance planning and reporting; and
- maintaining and updating the Government's Crown Agency Registry and Shareholder's Expectations Manual for British Columbia Crown Agencies.

CABRO supports government's commitment to diversity in board appointments by ensuring:

- To support strong boards that reflect the diversity of our province, women, visible minorities, Indigenous Peoples, persons with disabilities, persons of diverse sexual orientation, gender identity or expression (LGBTQ2S+), and others who may contribute to diversity in public sector board appointments are encouraged to put their names forward for appointments.
- Consideration will be given to individuals with a broad range of backgrounds in community, labour and business environments. The selection process will recognize lived experience and volunteer roles as well as paid employment and academic achievements.

CABRO is headed by a Senior Executive Lead and is within the mandate of the Ministry of Finance.

Government Communications and Public Engagement

The primary role of Government Communications and Public Engagement (GCPE) is to inform the public about government programs, services, policies and priorities.

GCPE is staffed by professionals with experience and education in government and/or corporate communications, media relations, public relations, marketing, social media and digital content. Employees provide a variety of services and expertise, and work closely with other provincial, federal and municipal government representatives, media, industries, associations, interest groups, and the general public.

Through traditional communications practices and, increasingly, through direct engagement and online services, we provide:

- Communications Services
- Corporate Online Services
- Social Media
- Citizen Engagement

- Marketing Services
- Graphic Design Services
- Emergency Communications
- Ministry Communications Offices
- Media Relations
- Writing & Editorial Services
- Event Planning
- Media Monitoring

GCPE is headed by a Deputy Minister and is part of the mandate of the Ministry of Finance. Communications Directors are embedded within each of the individual ministries but report centrally through GCPE. The priority for the ministry-based communication teams is proactive strategic planning and delivering quality, services and products.

Intergovernmental Relations Secretariat

The Intergovernmental Relations Secretariat (IGRS) provides strategic advice and support to the Premier for meetings with the Prime Minister, other Premiers, U.S. leaders, heads of states and governments, and foreign dignitaries. IGRS gathers intelligence on pertinent issues and interests, participates in intergovernmental negotiations in advance of meetings, ensures that B.C.'s interests are represented in defining the agendas, and creates strategic alliances, as required, to influence the direction of policies or programs that affect the province.

The Secretariat is also responsible for the Francophone Affairs Program which is governed by a federal-provincial cooperation agreement on services in French. Collaboration between the B.C. government and the federal government supports ministries, Crown corporations and municipalities in their investments and efforts to ensure access and delivery of French language services.

The Office of Protocol is a division within IGRS that leads and coordinates ceremonial, protocol, honours and diplomatic activities, and manages and administers the *Provincial Symbols and Honours Act* which establishes the Order of BC and the Medal of Good Citizenship. It is also responsible for relations with the Consular corps.

IGRS is headed by a Deputy Minister and is within the mandate of the Office of the Premier.

Public Sector Employers' Council Secretariat

The Public Sector Employers' Council Secretariat is created under the *Public Sector Employers Act* and reports directly to the Minister of Finance as the Minister Responsible for the Act.

Secretariat Mandate:

The Public Sector Employers' Council Secretariat is the central agency supporting government on all

issues related to public sector collective bargaining, non-union compensation, appointee remuneration, and pension plans.

Labour Relations — provides strategic advice and the development of bargaining mandates, and implements those mandates and strategies through employers' associations by coordinating employers across the provincial public sector, including health, K-12 public schools, Crown corporations, community social services, post-secondary institutions (colleges, institutes, teaching universities) and research universities, as well as the core Public Service.

Non-Union Compensation — works with public sector employers to establish and implement compensation policies and plans for non-union employees such as managers and executives (including CEOs). PSEC Secretariat is responsible for coordinating the two annual statutory disclosures of executive compensation for 123 public sector employers.

Public Sector Pension Plans — represents government in its role as a partner under the *Public Sector Pension Plans Act* and the joint trust arrangements established for the four major public sector pension plans. This includes working with other partners to the pension plans to achieve the goals of the plans in a sustainable manner, monitoring government's risk exposure and providing policy advice to both government and public sector employers.

Board Appointee Remuneration — supports Treasury Board by chairing and providing secretariat support to the Appointee Remuneration Committee established pursuant to the by Treasury Board Directives that set remuneration guidelines for government appointees to Crown agency boards and administrative tribunals.

The Public Sector Employers' Council Secretariat is created under the *Public Sector Employers Act* and led by a President and CEO who reports directly to the Minister of Finance as the Minister Responsible for the Act.

Legal Services Branch

The Legal Services Branch's mandate is to deliver legal services to the Government of British Columbia in accordance with the *Attorney General Act*. The Branch provides comprehensive legal and legislative services to government including alternate dispute resolution services; acting for government in civil suits and tribunal proceedings; drafting all government bills and regulations; and preparing the Revised Statutes of British Columbia.

The Branch is a centralized government service, consisting of lawyers, paralegals and administrative staff. Lawyers in the Branch provide legal and legislative services to the Provincial government. The Branch was recently reorganized to consist of five legal group practices (Central Services Group, Litigation Group, Natural Resource, Transportation and Indigenous Legal Group, Justice, Health, and Revenue Group and the Vancouver Group), and the Office of Legislative Counsel and Director's Counsel. More information is available at L@w Matters at <http://www.legalservices.gov.bc.ca/>.

Central Agencies in Support of Cabinet

Cabinet Operations

Cabinet Operations is a non-partisan office that facilitates government decision-making and is the secretariat for Cabinet and its Committees. To fulfil this role, Cabinet Operations acts as the bridge between elected officials and the Public Service, moving information, material and decisions between the two groups. Specific activities include, but are not limited to:

- Providing independent, strategic advice to the Cabinet Secretary on the development of Cabinet agendas.
- Managing the government's strategic policy and legislative processes, including regulations and Orders in Council.
- Liaising with ministries to schedule submissions for review by Cabinet and its Committees and providing advice on appropriate format and content.
- Preparation, scheduling and logistics around all Cabinet and Cabinet Committee meetings (with the exception of Treasury Board).
- Preparation and distribution of Cabinet and Committee materials to members.
- Preparation and distribution of Cabinet and Committee meeting minutes to members and appropriate ministries.
- Office of record for Cabinet and Cabinet Committee meeting documents and decisions.
- Cabinet Operations is also responsible for providing advice and support to ensure continuity of core government operations related to Cabinet during government transition.

Cabinet Operations is headed by a Deputy Cabinet Secretary who reports directly to the Deputy Premier/Cabinet Secretary in the Office of the Premier.

Treasury Board Staff

Treasury Board Staff (TBS) develops, manages, and produces the Budget and Fiscal Plan, the 10-year Corporate Capital Plan, the Estimates, Quarterly Reports, the Financial and Economic Review, and other related documents.

TBS provides financial management advice to support well-informed decisions by Treasury Board and the Minister of Finance, including advice on economic performance, and management of ministry and agency spending, capital plans and spending, revenue and debt. TBS is responsible for developing the economic forecast as well as the 3-year fiscal plan. TBS also develops revenue and spending forecasts and plans; and makes recommendations to Treasury Board and government on expenditure management and related strategies as needed to keep the fiscal plan on track throughout the year.

TBS supports the operations of Treasury Board meetings throughout the year and advises the Board on budgetary requests and spending management issues brought forward by ministries and other government agencies.

TBS is headed by a Deputy Minister who is also the Secretary to Treasury Board.

D. Advice to Ministers

1. Advice to Ministers on Responsibilities and Conduct
 - a. Political Staff Standards of Conduct
 - b. Public Service Standards of Conduct
 - c. Conflict of Interest Disclosure Form
 - d. Guide to Gifts and Personal Benefits
 - e. Records Management Responsibilities of Ministers
 - f. Use of Personal Email Accounts
 - g. Are You Lobbying?
2. Ministers' Salaries, Benefits & Expenses

1. ADVICE TO MINISTERS ON RESPONSIBILITIES AND CONDUCT

Introduction

This section sets out the roles and responsibilities of Ministers and outlines some of the key considerations in standards of conduct for Ministers. It discusses conflict of interest, freedom of information and privacy, lobbying, judiciary matters and legal advice and administrative matters. The information is intended to act as a guide to help ministers in conducting their business and in supporting the Premier in managing the business of government.

Roles and Responsibilities

The Transition Process

Following an election, the Premier will be faced with a significant number of decisions. Some of the more important tasks are:

- determine the size of Cabinet;
- determine the scope of different ministerial portfolios;
- select members of Cabinet;
- prepare mandate letters for each Minister;
- prepare an action plan to implement the policy platform; and
- develop an approach to the public service including key appointments.

In this case, the Premier and their team will have already considered many of these issues during the preparatory process leading up to the election. However, some of the tasks - like selecting Cabinet members - can take place only after the election is over.

Many Ministers will be new to political life. Some of the early tasks they face will include:

- establishing a working relationship with other Cabinet members as well as with the Premier;
- understanding the role and structure of Cabinet and its committees;
- setting up their own office;
- getting to know key public servants, including the Deputy Minister and Assistant Deputy Ministers;
- reviewing the briefing documents prepared by the public service; and
- making an assessment of the status of programs and policies in place.

The accomplishment of these tasks depends on having clear understanding of the roles, powers, and limitations of the various actors in the Westminster political system. The following notes provide a quick overview of some of the crucial "building blocks" of the Westminster system.

The Role of the Premier

The role of the Premier is to provide overall political leadership to the government. As head of government, the Premier has both a political role and an administrative one. Political priorities do not always correspond to administrative resources and constraints. As a result, most governments are organized to provide separate but coordinated streams of advice to the Premier.

The political stream of advice normally comes from the Chief of Staff, Office of the Premier, while the administrative (non-partisan) advice comes from the Deputy Minister to the Premier. Both are deliberately located in the Office of the West Annex in order to keep coordination and cooperation to a maximum.

One way of summarizing the difference is that the Chief of Staff and their team are politically driven and administratively sensitive, while the Deputy Minister to the Premier and their team are administratively driven and politically sensitive.

Below is a general description of each office.

The Office of the Premier: Chief of Staff

- is politically driven;
- is the Premier's personal support or service centre;
- is headed by a close personal and political aide to the Premier;
- assists the Premier in their political roles – as the leader of the government and as a member of the legislature;
- plays a lead role in setting the government's agenda;
- determines whether a policy meets the needs and wishes of the government's external constituencies, i.e. its political soundness; and
- develops a strategy and programs to ensure government policy is adequately communicated.

The Office of the Premier: Deputy Minister to the Premier

- is strategically driven, to meet the public policy program set out by Premier and Cabinet;
- is headed by the Deputy Minister to the Premier, who is also the Head of the BC Public Service and the Cabinet Secretary;
- is responsible for managing the decision-making process of Cabinet and ensuring implementation;

- advises on soundness of proposed policy, legislation and expenditures;
- advises the Premier on issues of government organization and structure; and
- advises the Premier on senior full-time appointments to the public service and its agencies.

The Role of the Minister

Cabinet Ministers are accountable to the Premier and to the Legislative Assembly for the exercise of two fundamental responsibilities:

1. individual performance related to their portfolio responsibilities within the government; and
2. the collective performance of the government.

A useful aid to achieving this is a mandate letter to each Cabinet Minister specific to their portfolio from the Premier outlining the main issues the Premier wants the Minister to focus on.

The mandate letter would normally include:

- the Premier's expectations for Cabinet Ministers' conduct;
- priority areas for the Cabinet Minister's specific portfolios;
- issues to focus on within specific timeframes;
- responsibilities within the portfolios; and
- any immediate action that, in the Premier's view, must be taken in the portfolio.

Individual Responsibility and Accountability

Ministers are:

- sworn to carry out the powers, duties and functions of their portfolios;
- responsible for the policies, programs, and administration of their Ministries;
- a source of policy and program initiatives;
- vested with ministerial powers, duties and functions through various acts (officials have the required knowledge to advise Ministers on the nature and extent of such powers, obligations and constraints);
- individually responsible to the Legislative Assembly for:
 - their own actions;
 - the policies and practices of their Ministry, including the actions of all officials under their management and direction; and
 - the policies and practices of any non-ministerial bodies, such as agencies, boards and

commissions within the Minister's portfolio.

Collective Responsibility

Ministers are:

- appointed by the Premier and serve at the Premier's pleasure;
- expected to participate fully in Cabinet decision making, including appropriate Cabinet committees;
- expected to defend the government's actions and policies; and
- solemnly obliged to uphold the rule of Cabinet confidentiality.

Participation in Cabinet Decision Making

The Cabinet is the forum in which Ministers reach a consensus and coordinate their views and decisions on issues. It is chaired by the Premier and supported by the Secretary to the Cabinet and their staff. It provides a strategic direction and sets priorities for the government, in addition to addressing specific program and policy issues.

Cabinet decision making will also involve Cabinet Committees and, if established, Working Groups, as determined by the Premier. Working Groups are typically very focused Committees of Cabinet and have equal decision-making powers as other Committees of Cabinet. Committees and Working Groups receive and evaluate submissions and make recommendations to Cabinet, which makes the final decision on the issue.

Consensus

- Cabinet works through a process of presentation, discussion and consensus in order to reach decisions.
- Through discussion and debate by Cabinet, and following any final thoughts expressed by Ministers, the Premier will sum up the consensus among the Cabinet members.
- The Secretary to the Cabinet Committee, typically the Deputy Cabinet Secretary, then records the decision and communicates it to appropriate Deputy Ministers for implementation.

Consultation

- Policy and legislation proposals are brought to Cabinet through a formal process and set out in documents called Cabinet Submissions. Cabinet Operations establishes a common format for submissions, and routes the submission to the appropriate Cabinet Committee.
- Meetings are not the forum to verbally introduce new policy issues for decision.
- Consultations among relevant Ministers (or among their ministries) often precedes the submission of a proposal to Cabinet.
- Cabinet focuses on the need to resolve differing points of view, or to confirm the course a Minister proposes to follow.

- Officials are expected to ensure that other ministries are informed in advance so that their Ministers can be prepared for Cabinet discussions.

The Public Service

This section discusses the distinct but complementary roles of public servants and exempt staff in supporting Ministers in performing duties related to their portfolio responsibilities.

The BC Public Service is non-political and non-partisan and is expected to serve the politically elected government of the day to the best of its ability. Its three main roles include:

- Providing policy advice and functional expertise to Ministers;
- Implementing government policy and programs; and
- Delivering government services to citizens.

Public Service versus Political Positions/Roles

There is a distinction between public service employees and employees considered to have political affiliation.

BC Public Service employees are appointed under the *Public Service Act* and are governed by its provisions. Public service employees are expected to be non-political and non-partisan.

Staff in Ministers' Offices, including ministerial assistants, executive assistants, administrative co-ordinators and support staff, are appointed by Order in Council (OIC) under section 15 of the *Public Service Act*, which excludes them as public service employees. Their terms and conditions of employment are established by OIC and they are designated as appointees. As such, application of the merit requirement does not apply in their hiring, nor must they remain non-political/non-partisan in their working roles. However, ministers' office staff must inform themselves about the standards of conduct that apply to them, as well as the standards for public service employees, and their actions must respect the non-partisanship and impartiality of public service employees. (See attached *Standards of Conduct* documents.)

Ministers and Deputy Ministers

For both Ministers and Deputy Ministers to be successful in their respective roles, a good working relationship, based on trust and mutual understanding, is critical. Each Deputy Minister must be well versed in their Minister's priorities and work styles; conversely, in developing a relationship with their Deputy, each new minister should remember that Deputy Ministers are:

- professional, non-partisan public servants who are expected to serve and advise their Ministers with integrity, expertise, and frankness;
- accountable to the Minister, the Premier, and the Cabinet Secretary;
- the official entry point/channel through which the Minister should typically access the public service and its employees; and
- governed by the *Standards of Conduct* for public service employees.

Ministers are also bound by ethical standards, including those outlined in the *Members' Conflict of Interest Act*; however, there are several differences between the provisions of this Act and the *Standards of Conduct* for public service employees. These differences include scope, the non-partisan emphasis of the latter, and mechanisms for addressing potential conflicts/issues as they arise.

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. A conflict of interest exists if the Member exercises an official power or performs an official duty or function and at the same time knows that in the performance of the duty or function there is the opportunity to further their private interest. A private interest does not include an interest that applies to the general public or affects a Member as a broad class of people.

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. 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.

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 must consider not only whether the Member is in receipt of a benefit amounting to a private interest, but also whether in all of the circumstances a reasonably well informed person could perceive that this private interest could affect the exercise or performance of an official power, duty or function.

The Act includes the following prohibitions:

- A general prohibition against **conflicts of interest**
- A prohibition against using **insider information**
- A prohibition against using one's **influence** inappropriately
- A prohibition against accepting **extra benefits**.

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 their spouse. Separate disclosure forms are required if the Member has any minor children, and if the Member, their spouse or minor child has a controlled private corporation.

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. It is filed with the Clerk of the House and is 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

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

The 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 Cabinet Secretary or the Secretary to Treasury Board 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. (See attached Conflict of Interest Disclosure Form.)

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 and Treasury Board, and the nature of the conflict. The conflicts identified are only reported to the Commissioner AFTER the matter on which the conflict was identified, becomes public.

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 Public Disclosure Statement.

The Office 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.

See the attached *Guide to Gifts and Personal Benefits*. It is also available at <https://coibc.ca/resources-for-members/>

For further information contact the Conflict of Interest Commissioner, Victoria Gray, Q.C., at:

Telephone: (250) 356-0750

Email: conflictofinterest@coibc.ca

Web site: www.coibc.ca

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* (FOIPPA), 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; and
- Educate the public about their access and privacy rights and the relevant laws.

Disclosure

FOIPPA 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. Consideration and coordination of ministry responses to requests to disclose information are supported by the central Corporate Information and Records Management Office.

There are 12 exceptions to the requirement to disclose. Some exceptions are mandatory while others are discretionary and/or require a test to be met. Among the most important exceptions 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;
- 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. Information Access Operations staff are familiar with the Office of the Information and Privacy Commissioner case law and will work with ministry staff to respond to any requests.

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.

Ministers' calendars are proactively disclosed each month and published on Open Information 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, see the attached *Use of Personal Email Accounts*. This document explains the implications under the FOIPPA for use of personal email accounts for work purposes by employees of public bodies.

For further information contact Michael McEvoy, the Information Privacy Commissioner at:

Telephone: (250) 387-5629

E-mail: info@oipc.bc.ca

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

Lobbyists and Lobbying

The Office of the Registrar of Lobbyists (“ORL”) is responsible for monitoring compliance with British Columbia’s *Lobbyists Registration Act* (“LRA”) and the associated regulations. The underlying objective of the LRA is to ensure transparency of legitimate lobbying activities so that members of the public are made aware of who is attempting to influence government decisions. Lobbyists are required by the LRA, to register. This is done by filing a return with the Registrar for Lobbyists.

The LRA regulates lobbying in British Columbia. “Lobbyists” are persons who, on behalf of their employers or clients, communicate with public office holders in an attempt to influence their decisions. The LRA promotes transparency in the lobbying process by requiring lobbyists to declare details of their lobbying effort, including on whose behalf they are lobbying, who they are targeting, on what subject matter and toward what outcome. All of this information is available for the public to view, free, at any time.

Under the Act, lobbying is broadly defined. It includes individuals who are paid to lobby (“consultant lobbyists”), or whose duties as an employee include lobbying as a significant component. The act of lobbying includes communicating with an office holder to influence the development of legislation, regulations, policy and the awarding of contracts or conferral of benefits. In relation to a consultant lobbyist, it can include simply trying to arrange a meeting between office holder and any other person.

Ministers may choose to meet with lobbyists whether they are registered or not. While it is the lobbyist’s duty to comply with the Act and ensure appropriate registration, problems may be avoided by asking or having staff ask about registration of any person who might be considered to be “lobbying”. For a guide on how to determine if someone is lobbying the attached *Are You Lobbying?*

The Information and Privacy Commissioner for the Province of B.C. is also the registrar of lobbyists. For further information contact Michael McEvoy at the Office of Registrar for Lobbyists at:

Telephone: (250) 387-2686

Email: info@bcorl.ca

Web site: <http://www.lobbyistsregistrar.bc.ca>

Judiciary/Matters before the Courts

Ministers should 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 Attorney General); and
- Police officers or law enforcement agencies (without prior consultation with the Ministry of Attorney General) 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 chief law officer. Legal advice to Ministers and their ministries must be obtained from or through Ministry of Attorney General 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 Attorney General 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 Attorney General.

A Minister may be eligible for indemnity coverage under the Excluded Employees (Legal Proceedings) Indemnity Regulation if, as a result of the performance of their 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 they are 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 their 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.

Administrative Matters

Within the Ministry of Finance is the Ministers' Office Support Services (MOSS) group. MOSS provides Ministers with guidance and support on administrative matters. Their intranet site at <http://gww.fin.gov.bc.ca/gws/camss/moss/> provides Minister's Offices with information related to financial, human resources, information systems and other administrative policies and procedures on the following subjects:

- Accounts Payable

- Budget Information
- Information Technology (IT)
- Facilities
- Freedom of Information
- Payroll
- Records Management
- Human Resources
- Telecommunications
- Travel
- Vehicles

Standards of Conduct for Political Staff

“Political staff” are persons appointed under section 15(1)(a) of the Public Service Act who report through to the Chief of Staff to the Premier or provide support to a Minister, and who are not assigned job duties of a primarily administrative, technical or communications nature. Most appointees working in the Office of the Premier and supporting Minister’s Offices are political staff (e.g., Ministerial Assistants and Executive Assistants). Appointees to Government Communications and Public Engagement are not political staff.

Political staff will exhibit the highest standards of conduct. Their conduct must instill confidence and trust and not bring the Province of British Columbia into disrepute.

The requirement to comply with these standards of conduct is a condition of employment. Political staff who fail to comply with these standards may be subject to disciplinary action up to and including dismissal.

The Standards of Conduct for Political Staff closely resemble the Standards of Conduct applicable to employees of the BC Public Service. However, the Standards of Conduct for Political Staff recognize the unique partisan role performed by political staff and provide guidance on how political staff may exercise their partisan duties while also respecting the non-partisan role of employees in the BC Public Service.

Role of Political Staff

Political staff are generally employed to help Ministers on matters where the non-political and political work of Government overlap and where it would be inappropriate for permanent public servants to become involved. Political staff serve as advisors and assistants who share the ruling party’s political commitment, and who can complement the professional, expert and non-partisan advice and support of the permanent public service.

Political staff should ask the manager to whom they report, or the Chief of Staff to the Premier, if they have any questions regarding their role and responsibilities.

Loyalty

Political staff have a duty of loyalty to the government as their employer. They must act honestly and in good faith and place the interests of the employer ahead of their own private interests. The duty committed to in the Political Staff Oath requires political staff to serve the government of the day to the best of their ability.

Confidentiality

Confidential information, in any form, that political staff receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Political staff with care or control of personal or sensitive information, electronic media, or devices must handle and dispose of these appropriately. Staff who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing, releasing, or transmitting it.

The proper handling and protection of confidential information is applicable both within and outside of government and continues to apply after the employment relationship ends.

Confidential information that political staff receive through their employment must not be used for the purpose of furthering any private interest, or as a means of making personal gains. (See the Conflicts of Interest section below for details.)

Public Comments

Political staff may comment on public issues but must not engage in any activity or speak publicly where this could be perceived as an official act or representation (unless authorized to do so). Staff must not use their position in government to lend weight to the public expression of their personal opinions.

Service to the Public

Political staff must provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Staff must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.

Workplace Behaviour

Political staff are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the Human Rights Code. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, gender identity or expression, age, political belief and conviction of a criminal or summary offence unrelated to the individual's employment.

Further, the conduct of political staff in the workplace must meet acceptable social standards and must contribute to a positive work environment. Bullying or any other inappropriate conduct compromising the integrity of the Province of BC will not be tolerated.

All political staff may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes attempted and threatened use of force.

Political staff must report any incident of violence. Any staff who become aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately. Staff must report a safety hazard or unsafe condition or act in accordance with the provisions of the WorkSafeBC Occupational Health and Safety Regulation.

Political staff must conduct themselves professionally, be fit for duty, and be free from impairment (e.g., from alcohol or drugs).

Interactions with the Permanent Public Service

In meeting their responsibility to respect the non-partisanship of ministry staff, political staff have an obligation to inform themselves about the appropriate parameters of conduct set out in the Standards of Conduct for Public Service Employees, and to actively assess their own conduct and any requests they make to ministry employees in light of these parameters.

To the extent possible, relations between political staff and ministry staff should be conducted through the Deputy Minister's Office. The Deputy Minister's Office should be informed about any significant contact between political staff and ministry employees. Ministers, Deputy Ministers, the Chief of Staff to the Premier, and other managers to whom political staff may report should be vigilant in ensuring the appropriate parameters of interaction between political staff and ministry staff are observed.

Political staff may ask ministry employees for information, transmit the Minister's instructions, or be informed of decisions in order to address communications and strategic issues. However, they do not have a direct role in ministry operations and have no legal basis for exercising the delegated authority of Ministers. Nor may political staff give direction to ministry employees on the discharge of their responsibilities.

Examples of appropriate and inappropriate conduct include, but are not limited to, the following:

Appropriate Conduct	Inappropriate Conduct
<ul style="list-style-type: none"> ▶ Convey to ministry employees the Minister's view of issues and direction on work priorities; ▶ Request ministry employees prepare information and analyses; ▶ Hold meetings with ministry employees to discuss advice being prepared for the Minister. 	<ul style="list-style-type: none"> ▶ Ask a ministry employee to do anything inconsistent with their obligations under the Standards of Conduct; ▶ Authorize the expenditure of public funds, have responsibility for budgets, or have any involvement in the award of external contracts; ▶ Exercise any power in relation to the management of employees within their ministry (except in relation to other political staff), including but not limited to playing any role in human resource decisions affecting a public service employee; ▶ Suppress or supplant advice prepared for the Minister by ministry employees (although they may comment on such advice); or substitute advice for that of ministry employees.

Conflicts of Interest

A conflict of interest occurs when a political staff member's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the staff member's duties or responsibilities in such a way that:

- the staff member's ability to act in the public interest could be impaired; or
- the staff member's actions or conduct could undermine or compromise:
 - the public's confidence in the staff member's ability to discharge work responsibilities; or
 - the trust that the public places in the Province of BC.

While the government recognizes the right of political staff to be involved in activities as citizens of the community, conflict must not exist between their private interests and the discharge of their employment duties. Upon appointment, political staff must arrange their private affairs in a manner that will prevent conflicts of interest, or the perception of conflicts of interest, from arising.

Political staff who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their manager or the Chief of Staff to the Premier. Examples of conflicts of interest include, but are not limited to, the following:

- A staff member uses government property or equipment or their position, office, or government affiliation to pursue personal interests or the interests of another organization;
- A staff member is in a situation where they are under obligation to a person who might benefit from or seek to gain special consideration or favour;
- A staff member, in the performance of official duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the staff member, or a relative or friend, has an interest, financial or otherwise;
- A staff member benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of their employment;
- A staff member benefits from, or is reasonably perceived by the public to have benefited from, a government transaction over which they can influence decisions (e.g., investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments);
- A staff member accepts from an individual, corporation, or organization, directly or indirectly, a personal gift or benefit that arises out of their employment with the Province of BC, other than:
 - the exchange of hospitality between persons doing business together;

- tokens exchanged as part of protocol;
- the normal presentation of gifts to persons participating in public functions; or
- the normal exchange of gifts between friends; or
- A staff member accepts gifts, donations, or free services for work-related leisure activities other than in situations outlined above.

The following four criteria, when taken together, are intended to guide the judgment of political staff who are considering the acceptance of a gift:

- The benefit is of nominal value;
- The exchange creates no obligation;
- Reciprocation is easy; and
- It occurs infrequently.

Political staff will not solicit a gift, benefit, or service on behalf of themselves or other employees.

Conflict of Interest Guidelines for Political Staff

Guidelines have been established to assist political staff, their managers and the Chief of Staff to the Premier in managing conflict of interest issues. Please see the MyHR section of the BC Government website for more information.

Allegations of Wrongdoing

Political staff have a duty to report any situation relevant to their employment that they believe contravenes the law, misuses public funds or assets, or represents a danger to public health and safety or a significant danger to the environment. Staff can expect such matters to be treated in confidence, unless disclosure of information is authorized or required by law (e.g., the Freedom of Information and Protection of Privacy Act). Staff will not be subject to discipline or reprisal for bringing forward, in good faith, allegations of wrongdoing in accordance with this policy statement.

Political staff must report their allegations or concerns in writing to the manager to whom they report or the Chief of Staff to the Premier, who will acknowledge receipt of the submission and have the matter reviewed and responded to in writing within 30 days of receiving the staff member's submission. Where an allegation involves the staff member's manager, the employee must forward the allegation to the Chief of Staff to the Premier. Where an allegation involves the Chief of Staff to the Premier, the allegation must be forwarded to the Deputy Minister to the Premier.

In addition to these reporting requirements, it is expected political staff will also report to the Comptroller General any irregularities related to the expenditure of public funds as outlined in Section 33.2 of the Financial Administration Act.

Where a political staff member believes that the matter requires a resolution and it has not been reasonably resolved by their employer, they may then refer the allegation to the appropriate authority.

If the staff member decides to pursue the matter further, then:

- Allegations of criminal activity are to be referred to the police in accordance with the Procedure for Reporting Employee Misconduct in Non-Emergency Situations to the Police;
- Allegations of a misuse of public funds are to be referred to the Auditor General;
- Allegations of a danger to public health must be brought to the attention of health authorities; and
- Allegations of a significant danger to the environment must be brought to the attention of the Deputy Minister, Ministry of Environment and Climate Change Strategy.

Employees may also report wrongdoing under the Public Interest Disclosure Act to their supervisor, Chief of Staff to the Premier, designated officer or the Ombudsperson. Employees can find information about

what types of wrongdoing may be reported under PIDA and the process for reporting in the HR Policy on Public Interest Disclosure, and the Managing Public Interest Disclosure Procedures for Political Staff.

Employees who are unsure about whether their concerns could be considered under PIDA can seek advice from their supervisor, designated officer or the Ombudsperson.

An employee reporting a wrongdoing under the Public Interest Disclosure Act to the Ombudsperson is not required to report the same wrongdoing to their employer unless the Ombudsperson does not investigate or does not refer their disclosure. Reporting a wrongdoing to the Ombudsperson does not affect an employee's obligations to cooperate in any investigation into the subject matter of the wrongdoing.

Legal Proceedings

Political staff must not sign affidavits relating to facts that have come to their knowledge in the course of their employment duties for use in court proceedings unless the affidavit has been prepared by a lawyer acting for government in that proceeding or unless it has been approved by a ministry solicitor in the Legal Services Branch, Ministry of Attorney General. Political staff are obliged to cooperate with lawyers defending the Crown's interest during legal proceedings.

A written opinion prepared on behalf of government by any legal counsel is privileged and is, therefore, not to be released without prior approval of the Legal Services Branch.

Working Relationships

Political staff involved in a personal relationship outside work that compromises objectivity, or the perception of objectivity, should avoid being placed in a direct reporting relationship to one another. For example, staff who are direct relatives or who permanently reside together may not be employed in situations where:

- A reporting relationship exists where one staff member has influence, input, or decision-making power over the other's performance evaluation, salary, premiums, special permissions, conditions of work, and similar matters; or
- The working relationship affords an opportunity for collusion between the two staff members that would have a detrimental effect on the employer's interest.

The above restriction on working relationships may be waived provided that the Chief of Staff to the Premier is satisfied that sufficient safeguards are in place to ensure that the employer's interests are not compromised.

Human Resource Decisions

Political staff are to disqualify themselves as participants in human resource decisions when their objectivity would be compromised for any reason or a benefit or perceived benefit could accrue to them.

For example, staff are not to participate in staffing actions involving direct relatives or persons living in the same household.

Outside Remunerative and Volunteer Work

Political staff may hold jobs outside government, carry on a business, receive remuneration from public funds for activities outside their position, and engage in volunteer activities provided it does not:

- Interfere with the performance of their employment duties;
- Bring the government into disrepute;
- Represent a conflict of interest or create the reasonable perception of a conflict of interest;
- Appear to be an official act or to represent government opinion or policy;

- Involve the unauthorized use of work time or government premises, services, equipment, or supplies; or
- Gain an advantage that is derived from their employment with the Province of BC.

Political staff who are appointed as directors or officers of Crown corporations are not to receive any additional remuneration beyond the reimbursement of appropriate travel expenses except as approved by the Lieutenant Governor in Council.

Responsibilities

Chief of Staff to the Premier and Deputy Chief of Staff to the Premier

- Advise managers of political staff of the required standards of conduct and the consequences of non-compliance, including providing comprehensive orientation to new managers of political staff regarding the Standards of Conduct for Political Staff;
- Provide timely advice and direction to managers of political staff and political staff respecting the application of this policy statement, including guidance on an appropriate employer response to transgressions of this policy;
- Coordinate the development of awareness, training, and communication programs in support of this policy;
- Seek out advice as required on issues that are complex or cannot easily be resolved (e.g., advice from legal counsel, or the Head of the BC Public Service Agency);
- Where a political staff member has no other direct manager to whom they report, the Chief of Staff to the Premier or Deputy Chief of Staff to the Premier assumes the responsibilities assigned below to managers of political staff; and
- Establish procedures for providing advice and managing investigations of serious wrongdoing under the Public Interest Disclosure Act and reporting annually.

Managers of Political Staff

- Provide comprehensive orientation to new political staff regarding the Standards of Conduct for Political Staff;
- Advise political staff of the required standards of conduct and the consequences of non-compliance;
- Promote a work environment that is free of discrimination;
- Respond to reports of bullying, breaches of the Standards of Conduct for Political Staff, and wrongdoing, or refer them to the next level of manager not involved in the manner;
- Deal with breaches of this policy in a timely manner, taking the appropriate action based upon the facts and circumstances, and conferring with the Chief of Staff to the Premier as appropriate;
- Waive the provision on working relationships under the circumstances indicated;
- Delegate authority and responsibility, where applicable, to apply this policy within their organization; and
- Provide advice to and receive disclosures from political staff under the Public Interest Disclosure Act.

Political Staff

- Fulfill their assigned duties and responsibilities, regardless of the party or persons in power and regardless of their personal opinions;
- Disclose and resolve conflicts of interest or potential conflict of interest situations in which they find themselves;
- Maintain appropriate workplace behaviour;
- Report incidents of bullying, breaches of the Standards of Conduct for Political Staff, and wrongdoing.
- Avoid engaging in discriminatory conduct or comment; and,

- Check with their manager or Chief of Staff to the Premier when they are uncertain about any aspect of this policy.

STANDARDS OF CONDUCT



Contents

Introduction	3
Loyalty	3
Confidentiality	3
Public Comments	4
Political Activity	4
Service to the Public	4
Workplace Behaviour	4
Conflicts of Interest	5
Allegations of Wrongdoing	6
Legal Proceedings	7
Working Relationships	8
Human Resource Decisions	8
Outside Remunerative and Volunteer Work	8
Responsibilities	9

This policy statement applies to all persons and organizations covered by the Public Service Act. The policy statement supports the core policy objective that “public service employees exhibit the highest standards of conduct.”

Employees will exhibit the highest standards of conduct. Their conduct must instill confidence and trust and not bring the BC Public Service into disrepute. The honesty and integrity of the BC Public Service demands the impartiality of employees in the conduct of their duties.

The requirement to comply with these standards of conduct is a condition of employment. Employees who fail to comply with these standards may be subject to disciplinary action up to and including dismissal.

Loyalty

Public service employees have a duty of loyalty to the government as their employer. They must act honestly and in good faith and place the interests of the employer ahead of their own private interests. The duty committed to in the Oath of Employment requires BC Public Service employees to serve the government of the day to the best of their ability.

Confidentiality

Confidential information, in any form, that employees receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Employees with care or control of personal or sensitive information, electronic media, or devices must handle and dispose of these appropriately. Employees who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing, releasing, or transmitting it.

The proper handling and protection of confidential information is applicable both within and outside of government and continues to apply after the employment relationship ends.

Confidential information that employees receive through their employment must not be used by an employee for the purpose of furthering any private interest, or as a means of making personal gains. (See the Conflicts of Interest section of this policy statement for details.)

Public Comments

BC Public Service employees may comment on public issues but must not engage in any activity or speak publicly where this could be perceived as an official act or representation (unless authorized to do so).

Employees must not jeopardize the perception of impartiality in the performance of their duties through making public comments or entering into public debate regarding ministry policies. BC Public Service employees must not use their position in government to lend weight to the public expression of their personal opinions.

Political Activity

BC Public Service employees may participate in political activities including membership in a political party, supporting a candidate for elected office, or seeking elected office. Employees' political activities, however, must be clearly separated from activities related to their employment.

If engaging in political activities, employees must remain impartial and retain the perception of impartiality in relation to their duties and responsibilities. Employees must not engage in political activities during working hours or use government facilities, equipment, or resources in support of these activities.

Partisan politics are not to be introduced into the workplace; however, informal private discussions among co-workers are acceptable.

Service to the Public

BC Public Service employees must provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Employees must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.

Workplace Behaviour

Employees are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the Human Rights Code. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, gender identity or expression, age, political belief or conviction of a criminal or summary offence unrelated to the individual's employment.

Further, the conduct of BC Public Service employees in the workplace must meet acceptable social standards and must contribute to a positive work environment. Bullying or any other inappropriate conduct compromising the integrity of the BC Public Service will not be tolerated.

All employees may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes an attempt or threatened use of force.

Employees must report any incident of violence. Any employee who becomes aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately.

Employees must report a safety hazard or unsafe condition or act in accordance with the provisions of the WorkSafeBC Occupational Health and Safety Regulations.

Employees must conduct themselves professionally, be fit for duty, and be free from impairment (for example: from alcohol or drugs).

Conflicts of Interest

A conflict of interest occurs when an employee's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the employee's duties or responsibilities in such a way that:

- the employee's ability to act in the public interest could be impaired; or
- the employee's actions or conduct could undermine or compromise:
 - the public's confidence in the employee's ability to discharge work responsibilities; or
 - the trust that the public places in the BC Public Service.

While the government recognizes the right of BC Public Service employees to be involved in activities as citizens of the community, conflict must not exist between employees' private interests and the discharge of their BC Public Service duties. Upon appointment to the BC Public Service, employees must arrange their private affairs in a manner that will prevent conflicts of interest, or the perception of conflicts of interest, from arising. Employees who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their supervisor, manager, or ethics advisor. Examples of conflicts of interest include, but are not limited to, the following:

- An employee uses government property or equipment or the employee's position, office, or government affiliation to pursue personal interests or the interests of another organization;
- An employee is in a situation where the employee is under obligation to a person who might benefit from or seek to gain special consideration or favour;

- An employee, in the performance of official duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the employee, or a relative or friend of the employee, has an interest, financial or otherwise;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of the employee's employment;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, a government transaction over which the employee can influence decisions (for example, investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments);
- An employee accepts from an individual, corporation, or organization, directly or indirectly, a personal gift or benefit that arises out of employment in the BC Public Service, other than:
 - the exchange of hospitality between persons doing business together;
 - tokens exchanged as part of protocol;
 - the normal presentation of gifts to persons participating in public functions; or
 - the normal exchange of gifts between friends; or
- An employee accepts gifts, donations, or free services for work-related leisure activities other than in situations outlined above.

The following four criteria, when taken together, are intended to guide the judgment of employees who are considering the acceptance of a gift:

- The benefit is of nominal value;
- The exchange creates no obligation;
- Reciprocation is easy; and
- It occurs infrequently.

Employees will not solicit a gift, benefit, or service on behalf of themselves or other employees.

Conflict of Interest Guidelines

To assist employees, managers, ethics advisors and deputy ministers in managing conflict of interest issues, the BC Public Service has established guidelines, tools and other resources. Please see the MyHR section of the BC Government website for more information.

Allegations of Wrongdoing

Employees have a duty to report any situation relevant to the BC Public Service that they believe contravenes the law, misuses public funds or assets, or represents a danger to public health and safety or a significant danger to the environment. Employees can expect such matters to be treated in confidence, unless disclosure of information is authorized or required

by law (for example, the Freedom of Information and Protection of Privacy Act). Employees will not be subject to discipline or reprisal for bringing forward to a Deputy Minister, in good faith, allegations of wrongdoing in accordance with this policy statement.

Employees must report their allegations or concerns as follows:

- Members of the BCGEU must report in accordance with Article 32.13;
- PEA members must report in accordance with Article 36.12; or
- Other employees must report in writing to their Deputy Minister or other executive member of the ministry, who will acknowledge receipt of the submission and have the matter reviewed and responded to in writing within 30 days of receiving the employee's submission. Where an allegation involves a Deputy Minister, the employee must forward the allegation to the Deputy Minister to the Premier.

These reporting requirements are in addition to an employee's obligation to report to the Comptroller General as outlined in Section 33.2 of the Financial Administration Act. Where an employee believes that the matter requires a resolution and it has not been reasonably resolved by the ministry, the employee may then refer the allegation to the appropriate authority.

If the employee decides to pursue the matter further then:

- Allegations of criminal activity are to be referred to the police in accordance with the Procedure for Reporting Employee Misconduct in Non-Emergency Situations to the Police (please see the MyHR section of the BC Government website for more information);
- Allegations of a misuse of public funds are to be referred to the Auditor General;
- Allegations of a danger to public health must be brought to the attention of health authorities; and
- Allegations of a significant danger to the environment must be brought to the attention of the Deputy Minister, Ministry of Environment.

Employees may also report wrongdoing under the Public Interest Disclosure Act to their supervisor, ministry designated officer, Agency designated officer or the Ombudsperson. Employees can find information about what types of wrongdoing may be reported under the Act and the process for reporting in the HR Policy on Public Interest Disclosure and the Procedures for Managing Disclosures. Please see the MyHR section of the BC Government website for more information.

Employees who are unsure about whether their concerns could be considered under the Public Interest Disclosure Act can seek advice from a supervisor, a designated officer or the Ombudsperson.

An employee reporting a wrongdoing under the Public Interest Disclosure Act to the Ombudsperson is not required to report the same wrongdoing to their employer unless the

Ombudsperson does not investigate or does not refer their disclosure. Reporting a wrongdoing to the Ombudsperson does not affect an employee's obligations to co-operate in any investigation into the subject matter of the wrongdoing

Legal Proceedings

Employees must not sign affidavits relating to facts that have come to their knowledge in the course of their duties for use in court proceedings unless the affidavit has been prepared by a lawyer acting for government in that proceeding or unless it has been approved by a ministry solicitor in the Legal Services Branch, Ministry of Attorney General. In the case of affidavits required for use in arbitrations or other proceedings related to employee relations, the Labour Relations Branch of the BC Public Service Agency will obtain any necessary approvals. Employees are obliged to cooperate with lawyers defending the Crown's interest during legal proceedings.

A written opinion prepared on behalf of government by any legal counsel is privileged and is, therefore, not to be released without prior approval of the Legal Services branch.

Working Relationships

Employees involved in a personal relationship outside work which compromises objectivity, or the perception of objectivity, should avoid being placed in a direct reporting relationship to one another.

For example, employees who are direct relatives or who permanently reside together may not be employed in situations where:

- A reporting relationship exists where one employee has influence, input, or decision-making power over the other employee's performance evaluation, salary, premiums, special permissions, conditions of work, and similar matters; or
- The working relationship affords an opportunity for collusion between the two employees that would have a detrimental effect on the Employer's interest.

The above restriction on working relationships may be waived provided that the Deputy Minister is satisfied that sufficient safeguards are in place to ensure that the Employer's interests are not compromised.

Human Resource Decisions

Employees are to disqualify themselves as participants in human resource decisions when their objectivity would be compromised for any reason or a benefit or perceived benefit could accrue to them.

For example, employees are not to participate in staffing actions involving direct relatives or persons living in the same household.

Outside Remunerative and Volunteer Work

Employees may hold jobs outside government, carry on a business, receive remuneration from public funds for activities outside their position, or engage in volunteer activities provided it does not:

- interfere with the performance of their duties as a BC Public Service employee;
- bring the government into disrepute;
- represent a conflict of interest or create the reasonable perception of a conflict of interest;
- appear to be an official act or to represent government opinion or policy;
- involve the unauthorized use of work time or government premises, services, equipment, or supplies; or
- gain an advantage that is derived from their employment with the BC Public Service.

Employees who are appointed as directors or officers of Crown corporations are not to receive any additional remuneration beyond the reimbursement of appropriate travel expenses except as approved by the Lieutenant Governor in Council.

Responsibilities

Agency Head

- Provide timely advice to managers, ethics advisors and deputy ministers respecting the application of this policy statement including guidance on an appropriate employer response to transgressions of the policy statement;
- Coordinate the development of awareness, training, and communication programs in support of this policy statement; and,
- Establish procedures for managing investigations of serious wrongdoing under the Public Interest Disclosure Act and reporting annually.

Deputy Ministers

- Advise employees of the required standards of conduct and the consequences of non-compliance;
- Designate a senior staff member in their organization as ethics advisor for matters related to the standards of conduct;
- Promote a work environment that is free of discrimination;
- Deal with breaches of this policy statement in a timely manner, taking the appropriate action based upon the facts and circumstances;
- Seek out guidance and advice from the Agency Head on issues that are complex and/or cannot be easily resolved;
- Waive the provision on working relationships under the circumstances indicated; and
- Delegate authority and responsibility, where applicable, to apply this policy

- statement within their organization; and,
- Designate a ministry designated officer for the purposes of providing advice to employees and receiving disclosures from employees under the Public Interest Disclosure Act. The designated officer may be the ministry ethics advisor or another senior official.

Ethics Advisors

- Provide advice on standards of conduct issues to employees and managers in their organization, including in regards to assessing and addressing possible conflicts of interest;
- Seek out guidance and advice from the BC Public Service Agency on issues that are complex and/or cannot be easily resolved;
- Determine whether an issue requires consideration and/or decision by the deputy minister and provide briefings to the deputy as necessary;
- Document any advice provided and/or decisions made; and
- Participate as ministry representative in working with the Corporate Ethics Lead to ensure a consistent and coordinated approach to ethics management across the public service.

Ministry Designated Officers

- Receive disclosures and provide advice to employees under the Public Interest Disclosure Act.
- Transfer disclosures to the Agency Designated Officer in a timely manner.

Line Managers

- Provide comprehensive orientation to new employees related to the Standards of Conduct;
- Advise staff on standards of conduct issues, including in regards to assessing and addressing possible conflicts of interest;
- Respond to reports of bullying, breaches of the Standards of Conduct, and wrongdoing, or refer them to the next level of excluded manager not involved in the matter;
- Engage the ministry-designated ethics advisor and seek advice from the BC Public Service Agency as may be appropriate in the circumstances;
- Document any advice provided and/or decisions made;
- Contribute to a work environment that is free of discrimination;
- Provide advice to and receive disclosures from employees under the Public Interest Disclosure Act; and,
- Transfer disclosures to the Agency Designated Officer in a timely manner.

Employees

- Objectively and loyally fulfill their assigned duties and responsibilities, regardless of the party or persons in power and regardless of their personal opinions;

- Disclose and cooperate with the employer to resolve conflicts of interest or potential conflict of interest situations in which they find themselves;
- Maintain appropriate workplace behavior;
- Report incidents of bullying, breaches of the Standards of Conduct and wrongdoing.
- Avoid engaging in discriminatory conduct or comment; and
- Check with their supervisor or manager when they are uncertain about any aspect of this policy statement.

This document has been
checked for accessibility.



Conflict of Interest Disclosure

I, _____, withdrew from the
(Committee Member Name)

discussion of _____
(Topic / Description)

at _____ on _____ as I have a conflict
(Committee) (Date)

due to _____.
(General nature of the conflict, e.g. personal reasons)

(Signature of person making the disclosure)

Received by: _____ on _____
(Signature of Cabinet Committee Secretary) (Date)

Excerpt from the *Members' Conflict of Interest Act*

An excerpt from the *Members' Conflict of Interest Act* is noted below. **Section 10 (1)** outlines the responsibility of the committee member.

Procedure on conflict of interest¹

10 (1) A member who has reasonable grounds to believe that he or she has a conflict of interest in a matter that is before the Legislative Assembly or the Executive Council, or a committee of either of them, must, if present at a meeting considering the matter,

- (a) disclose the general nature of the conflict of interest, and
- (b) withdraw from the meeting without voting or participating in the consideration of the matter.

(2) If a member has complied with subsection (1), the Clerk of the Legislative Assembly or secretary of the meeting must record

- (a) the disclosure,
- (b) the general nature of the conflict of interest disclosed, and
- (c) the withdrawal of the member from the meeting.

(3) The Clerk of the Legislative Assembly or secretary of the meeting must file the information recorded under subsection (2) with the commissioner,

- (a) in the case of a meeting of the Legislative Assembly or a committee of the Legislative Assembly, as soon as practicable, and
- (b) in the case of a meeting of the Executive Council or a committee of the Executive Council, as soon as practicable after the Executive Council's decision on the matter which has been the subject of the disclosure is made public.

(4) The commissioner must keep all information filed under subsection (3) in a central record kept for that purpose and must

- (a) make the central record available for inspection by any person without charge during normal business hours, and
- (b) on request by any person provide a copy of the record or portion of it on payment of a reasonable copying charge.

¹ *Members' Conflict of Interest Act*, [RSBC 1996] CHAPTER 287,

http://www.qp.gov.bc.ca/statreg/stat/M/96287_01.htm

RECORDS MANAGEMENT RESPONSIBILITIES OF MINISTERS

Government information created and held by BC's Cabinet ministers and their staff is a valuable public asset. The appropriate creation and maintenance of government information supports openness and transparency, facilitates effective decision making, provides evidence of government policies, programs and decisions, and contributes to the historical record for future generations.

Information is considered "Government information" if it is created or received by ministers and their staff *as ministers of the Crown*. Government information comes in many forms and includes books, documents, maps, drawings, photographs, letters, vouchers, papers and any other thing on which information is recorded or stored by any means whether graphic, electronic, mechanical or otherwise. Government information does not include MLA records or personal records.

"Transitory information" is information of temporary usefulness that is only needed for a limited period of time to complete a routine action, enter into a digital system, or prepare an official record. Transitory information does not have ongoing value for supporting or documenting the work of the Minister's Office, and therefore does not need to be maintained as part of the official records of the office. Note that it is the content and use of a record that determines its value, not its form (e.g. an email may be transitory or official.)

Next Steps

Like the rest of government, Ministers' Offices must adhere to legislative and policy requirements regarding information management, freedom of information, and privacy.

Shortly after taking office, Ministers and their staff should:

1. Familiarize themselves with the following:
 - a. [Appropriate Use Policy](#)
 - b. [Managing Government Information Policy \(MGIP\)](#)
 - c. [CRO Directive and Guidelines on Documenting Government Decisions](#) (also known as "Duty to Document"). A decision must be documented if it describes the evolution of government programs, protection of legal or financial rights or obligations and/or facilitates accountability
2. Develop procedures within their office for keeping government information separate from non-government information, including establishing the practice of using government accounts to conduct government business. More information can be found in Attachment A - [Government Records Service Guide to Managing Minister's Office Records](#).
3. Work closely with their Deputy Minister's Office to clarify what records will be held in the Minister's Office. While practices may vary somewhat among offices, the following are best practices: For most records received by or sent from a Minister's Office, the Office of Primary Responsibility (OPR) is the Deputy Minister's Office (i.e. most records are sent to the Deputy Minister's Office for retention, when no longer needed by the Minister's Office).

4. Develop practices around the regular deletion of transitory information. It is good practice for all offices to regularly dispose of transitory information when it is no longer useful, as this makes it easier to identify and manage the official records. Transitory information can and should be disposed of when it is no longer of value (e.g. deleted from an individual's email account). For further guidance see the Transitory Records Guide.

Summary

The Corporate Information and Records Management Office (CIRMO) is available to assist with Records Management and Freedom of Information questions. They offer dedicated, in-person training for Ministers and their staff and will be in touch in the early days of the administration to schedule a session. If you have questions in the meantime, please do not hesitate to reach out (contact information below).

Attachment(s): A – Government Records Service Guide to Managing Minister's Office Records

Contact: Kerry Pridmore, Assistant Deputy Minister
Corporate Information & Records Management, Ministry of Citizens' Services
778-698-1591



Managing Minister's Office Records

Overview

Government information created and held by British Columbia's cabinet ministers and their staff is a valuable public asset. The appropriate creation and maintenance of government information supports openness and transparency, facilitates effective decision making, provides evidence of government policies, programs and decisions, and contributes to the historical record for future generations.

Like the rest of government, ministers' offices are subject to statutory and policy requirements regarding information management, freedom of information, and privacy. They are also subject to the government-wide directive on appropriate use of information and information technology resources ("[Appropriate Use Policy](#)") and the Chief Records Officer Directive on [Documenting Government Decisions](#) (CRO 01-2019). Minister's Office employees must also adhere to their Oath and to the Standards of Conduct.

A minister's office typically has three categories of records:

- **Non-government Records** that relate to the private life and personal interests of the minister and staff.
- **Member of Legislative Assembly (MLA) Records**, which are the political and constituency records generated by ministers in their capacity as members of the Legislative Assembly.

Personal and MLA records should be managed separately from government records, in order to protect privacy and avoid having to separate them later on (it is unlikely that an incoming minister and staff would have access to the personal and MLA records of their predecessors).

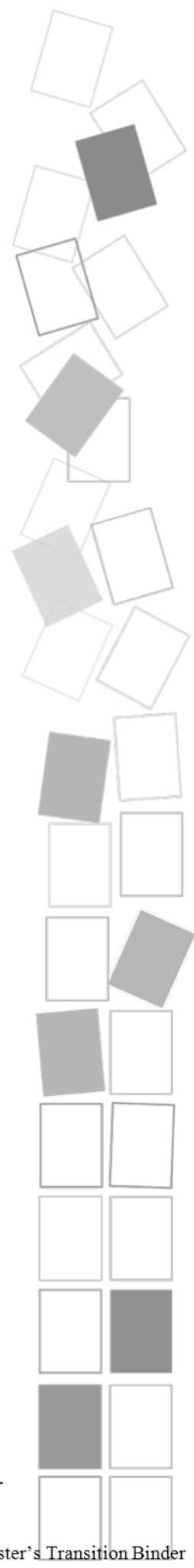
- **Government information** that is created or received by ministers and their staff as ministers of the Crown. These include both official and transitory records and are subject to the [Information Management Act \(IMA\)](#) and the [Freedom of Information and Protection of Privacy Act \(FOIPPA\)](#).

Official Records

Given the level of responsibility of a minister's office, official records must be maintained in an appropriate recordkeeping system. This includes the master or file copies of records that document decisions, decision-making processes, and substantive activities of the office.

A government body should document a decision where a record would serve one or more of the following purposes:

- Informing the government body or others about the evolution of the government body's programs, policies or enactments;
- Protecting the legal or financial rights or obligations of the government body, the Crown, or any person, group of persons, government or organization that is directly and materially affected by the decision;
- Facilitating the government body's accountability for its decisions, including through internal or external evaluation, audit or review.



RECORDS MANAGEMENT GUIDE

For more information on how to identify decisions that should be documented, see the Chief Records Officer [Guidelines on Documenting Government Decisions](#). Minister's office records now are increasingly digital (e.g. electronic messages and documents) and are maintained in many locations by multiple responsible bodies. Records are typically received from many offices, acted upon by the minister's office, and then routed to other offices for action and/or retention.

While practices may vary somewhat among offices, the following are best practices: **For most records received by or sent from a minister's office, the Office of Primary Responsibility (OPR) is the deputy minister's office** (i.e. with such exceptions as listed below, most records are sent to the deputy minister's office for retention, when no longer needed by the minister's office).

The deputy minister's office is able to provide continuity and appropriate public service administration of the records of successive ministers. In some cases, certain minister's office records are best maintained along with other related records within the appropriate functional area.

- **Cabinet records go to Cabinet Operations.**
- **Expense records go to the Ministry of Finance.**
- **Other types of records** (e.g. approved decision notes) may go to the **relevant ministry program area OPR** for the subject matter.

Recordkeeping Requirements for Official Records

Since ministers' office records are maintained by a variety of responsibility centres, it is important to maintain documentation of where specific types of records are routed. Best practice is to maintain this documentation within the deputy minister's office.

Appendix A provides an overview of the basic routing and documentation requirements, which are:

- **Identify the offices responsible for maintaining official records received from the minister's office.** See the records' location and types list at the end of Appendix A for an example of an easy way to track designated responsibility centres for various types of records.
- **Ensure that offices identified as responsibility centres are aware of their role.** Offices receiving the master "file copies" of minister's office records need to be aware that they are responsible for maintaining the records for the required length of time, in a secure, accessible manner. (Under current information schedules, official records of minister's offices must be retained at least 10 years). See the [Recordkeeping Systems](#) guide for more information on appropriate recordkeeping systems and practices.
- Keep Government Records separate from the records related to their personal affairs, caucus or political party work, constituency business, or Legislative Assembly business. This will avoid potential confusion should an FOI request be made for the government information
- **When a freedom of information (FOI) request or litigation search occurs, use the above documentation to provide relevant information about where the requested records are held.**

Transitory Information

Transitory information is information of temporary usefulness that is only needed a limited period of time to complete a routine action, enter into a digital system, or prepare an official record. This information does not have ongoing value for supporting or documenting the work of the minister's office, and therefore does not need to be maintained as part of the official records of the office.

Note that it is the content and use of a record that determines its value, not its form (e.g. an email may be transitory or official.)

It is good practice for all offices to regularly dispose of transitory information when it is no longer useful. This makes it easier to identify and manage the official records. Transitory information can and should be disposed of when it is no longer of value (e.g. deleted from an individual's email account).

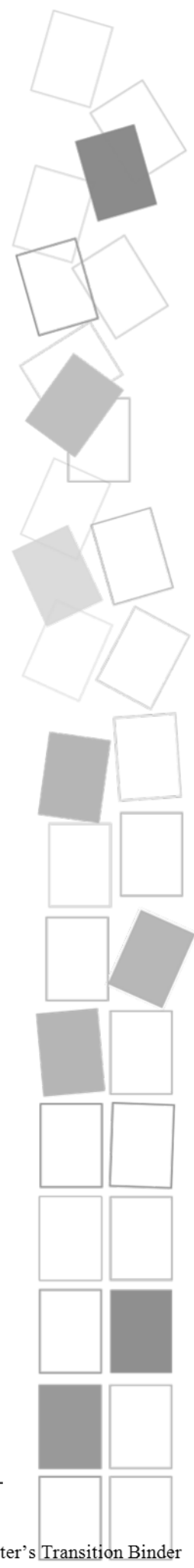
For further guidance see the [Transitory Records Guide](#). See **Appendix B** below for scenarios regarding transitory information and official records of minister's offices.

Freedom of Information and Protection of Privacy

Government records within a minister's office are subject to *the Freedom of Information and Protection of Privacy Act (FOIPPA)* and must be searched in response to an FOI request. Designated FOI contacts for ministers' offices are located within the deputy ministers' office. Ministers' offices are also subject to government-wide privacy policies.

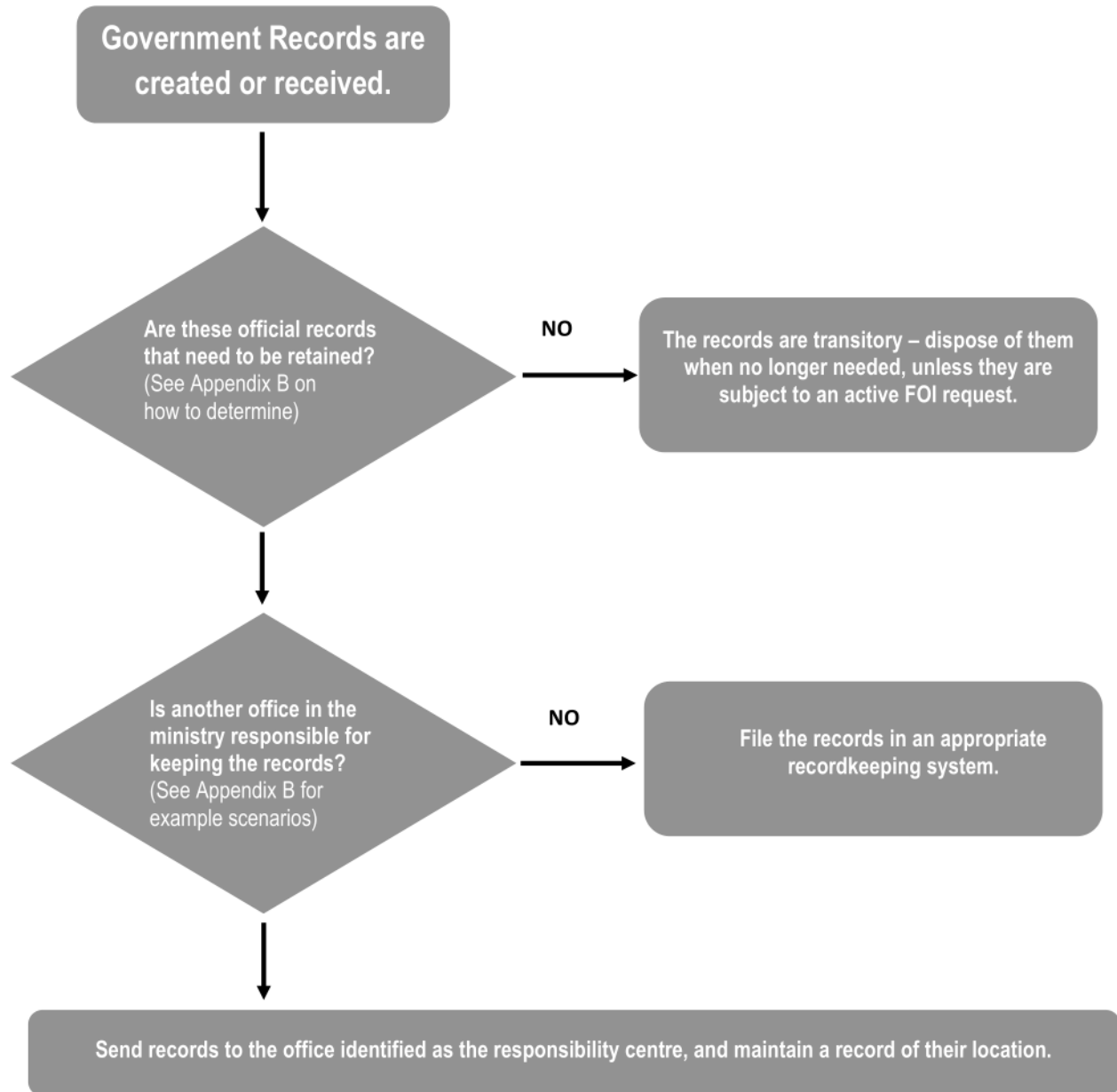
If the minister's office receives a freedom of information or litigation search request, ALL relevant records must be provided, including transitory information. Transitory information that is subject to such requests must be retained pending completion of the applicable FOI response process and review period or the applicable litigation activities (contact Information Access Operations and Legal Services Branch, respectively, for guidance on particular cases).

Where a single record (e.g. an email thread) contains information related to an MLA's personal affairs, caucus or political party work, constituency business, or Legislative Assembly business, and that information is inseparable from and integrated into a government record (e.g. in a single email thread or on the same page of a notebook), the entire record is subject to FOIPPA and must be treated as responsive to an FOI request.



APPENDIX A

Ministers' Office Records Processes



RECORDS MANAGEMENT GUIDE

APPENDIX B

Scenarios Regarding Transitory Information and Official Records

The following scenarios illustrate the variety of functions performed by a minister's office (MO) and the types of records it receives and creates. These scenarios assume that many of the official records for a minister's office will typically be filed and saved by the deputy minister's office (DMO) or other appropriate responsibility centre. Under this practice, residual copies remaining in the minister's office are transitory and may be disposed of when no longer needed.

Scenario 1 – Speeches and Presentations

The minister has been asked to speak about a new ministry initiative at a conference at UNBC. The MO works with the ministry program area on the speech/presentation.

Function/Process	Records are
Event planning correspondence (email strings around choices of hotel, flights, government vehicle use)	<u>Transitory</u> <ul style="list-style-type: none">• Dispose of when no longer useful.
Official invitations and itinerary (e.g. purpose for minister's attendance, background on the event, venue, dates)	<u>Official records</u> <ul style="list-style-type: none">• Retain records in MO or DMO.• Any attachments need to be removed from calendar entry and filed separately.
Minister's speech or presentation (e.g. text, audio-video)	<u>Official Records</u> <ul style="list-style-type: none">• Government Communications and Public Engagement (GCPE) retains the official record of the minister's speech or presentation.• Official copies of presentation material may be retained by the originating program area if they are of continuing value to that program. <u>Transitory</u> <ul style="list-style-type: none">• Residual copies may be retained by the MO or DMO for reference purposes until no longer useful.

RECORDS MANAGEMENT GUIDE

Scenario 2 – Travel Planning and Expenses

The minister is travelling to Ottawa to attend an annual meeting of Federal/Provincial/Territorial ministers.

Function/Process	Records are
Travel planning correspondence (Email strings relating to choice of flights, airport transports, car rentals, hotels etc.)	<u>Transitory</u> <ul style="list-style-type: none"> Dispose of when no longer useful.
Travel and meeting itineraries (e.g. purpose of trip, planned meetings, dates, venues, attendees)	<u>Official records</u> <ul style="list-style-type: none"> Retain records in either MO or DMO. If the official records are retained in the DMO, then residual MO copies are transitory.
Invitation logged in Outlook calendar	<u>Official records</u> <ul style="list-style-type: none"> MO will save a pdf of the calendar each month. These records will be retained in MO or DMO.
Meeting-related records prepared by ministry (e.g. briefing notes, handouts, slides)	<u>Transitory</u> (residual MO copies) <ul style="list-style-type: none"> Official records are retained in DMO and/or other appropriate responsibility centre. MO copies should be disposed of when no longer needed.
Meeting related records received before or at meeting (agenda, minutes, notes, content provided by other attendees)	<u>Official records</u> <ul style="list-style-type: none"> Retain records in either MO or DMO. If the official records are retained in the DMO, then residual MO copies are transitory.
Travel expenses for Minister and accompanying staff (e.g. transportation and accommodation costs, per diem, receipts)	<u>Official records</u> <ul style="list-style-type: none"> Travel vouchers and receipts are sent to Ministry of Finance. Residual MO copies are transitory.
Presentations or speeches by Minister	<ul style="list-style-type: none"> See Speeches and Presentations scenario.

RECORDS MANAGEMENT GUIDE

Scenario 3 – House briefing materials

Ministry program areas have been asked to provide the Minister with material for the budget estimates debate in the House.

Function/Process	Records are
Briefing materials and questions (e.g. hardcopy binders, documents attached in CLIFF)	<u>Transitory</u> (residual MO copies) <ul style="list-style-type: none">• Official records are retained in the DMO or other relevant responsibility centre.• Copies in MO should be disposed of when no longer useful.
Correspondence relating to direction on preparation of budget estimates	<u>Transitory</u> (residual MO copies) <ul style="list-style-type: none">• Official records are retained in the DMO.

Scenario 4 – Non-Cabinet Committees/Meetings

The minister is attending a meeting with key stakeholders about progress to date on a ministry-sponsored project.

Function/Process	Records are
Meeting invitation in Outlook Calendar	<u>Official records</u> <ul style="list-style-type: none">• The MO will save a PDF calendar each month for filing.• These records will be retained in the MO or DMO.
Meeting preparation (includes background/briefing materials and reports developed by the ministry, content prepared for meeting stakeholders)	<u>Transitory</u> (residual MO copies) <ul style="list-style-type: none">• Official records are retained in the DMO or other appropriate responsibility centre.• Minister's office copies should be disposed of when no longer useful.
Meeting records (includes agenda, records received from stakeholders, agenda, minutes, notes)	<u>Official records</u> <ul style="list-style-type: none">• These records will be retained in the MO or DMO. If the official records are retained in the DMO, then residual MO copies are transitory.

RECORDS MANAGEMENT GUIDE

Scenario 5 – Unfiled Minister’s Office E-Mail

Due to volume, MO personnel have accumulated e-mail that has not been disposed of over time as clearly transitory or filed in other systems (e.g. EDRMS Content Manager).

Function/Process	Records are
Accumulation of email messages in Outlook folders	<p><u>Official records</u></p> <ul style="list-style-type: none">• MO retains these records until they have been either filed in another office system or transferred to the DMO (e.g. when the minister transfers to another portfolio).• MO personnel should continue to dispose of transitory messages (per the Transitory Records Guide) consistent with policy direction, except those identified in FOI and litigation searches, and to remove or dispose of any MLA or personal messages.• DMO will ultimately assume responsibility for these e-mail accumulations.

Additional Information

Contact your [Records Team](#) or check out the [Records Management website](#).



OFFICE OF THE
INFORMATION & PRIVACY
COMMISSIONER
for British Columbia

Protecting privacy. Promoting transparency.

USE OF PERSONAL EMAIL ACCOUNTS FOR PUBLIC BUSINESS

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Page 247 of 380 to/à Page 249 of 380

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Are you a lobbyist in BC?

In BC, the *Lobbyists Transparency Act* (LTA) is enforced by the Registrar of Lobbyists. Lobbyists are paid by their employers or clients to communicate with BC public office holders in an attempt to influence government decisions. The LTA requires lobbyists to declare details of their lobbying efforts in an online registry.

To find out if you should register as a lobbyist in BC, visit lobbyistsregistrar.bc.ca.

This document is for information purposes only and does not constitute a decision or finding by the Registrar of Lobbyists for British Columbia or his or her delegates. This guidance does not affect the powers, duties or functions of the Registrar of Lobbyists, or his or her delegates, regarding any investigation or other matter under the Lobbyists Transparency Act, respecting which the Registrar and his or her delegates will keep an open mind. Responsibility for compliance with the Lobbyists Transparency Act remains with each client, lobbyist and public office holder.



ARE YOU PLANNING TO
COMMUNICATE WITH:

- an MLA or their staff;
- a minister or their staff;
- an officer or employee of the BC government or a Provincial entity;
- a person appointed to any office or body by/with approval of a minister or Cabinet;
- an officer, director or employee of any government corporation as defined in the *Financial Administration Act*?

AND



ARE YOU TRYING TO
INFLUENCE OR
ARRANGE:

- legislation, regulations, or legislative proposal, regulation or Bill;
- any program, policy, directive, or guideline;
- a contract, grant, or financial benefit;
- a decision to transfer from the Province any business, enterprise, or institution that provides goods or services;
- a decision to have the private sector instead of the Province provide goods and services to the Province or a provincial entity;
- a meeting with a BC public office holder for lobbying purposes?

AND



ARE YOU LOBBYING ON
BEHALF OF
A CLIENT?



DOES YOUR ORGANIZATION
HAVE AT LEAST ONE PERSON WHO
LOBBIES ON YOUR BEHALF?*

* The 100 Hour Threshold has been removed.
See "Guidance for Organizations" for details.

THEN

THEN



YOU ARE A
CONSULTANT LOBBYIST

YOU ARE AN
IN-HOUSE LOBBYIST

2. MINISTERS' SALARIES, BENEFITS & EXPENSES

Pursuant to the *Members' Remuneration and Pensions Act*, each Member of the Legislative Assembly (MLA) receives basic compensation, with an additional salary if they hold a ministerial or parliamentary position. Information on Members' compensation is reported publicly on the Legislative Assembly website and annually in the provincial Public Accounts.

Members who hold ministerial or parliamentary office receive an additional salary that corresponds to a percentage of their basic compensation. If a Member holds two or more positions for which an additional salary is granted, the Member will receive only the higher amount.

The following table outlines the amount paid with respect to service in any of the listed positions. The amount is paid in addition to the basic compensation on the bi-weekly payroll and is fully taxable.

Please note that only salaries related to Ministers or parliamentary positions are listed in this Appendix. For MLA-specific information, including pension and other benefits, constituency travel, etc. please see the Legislative Assembly of BC Members' Guide to Policy and Resources at: <https://members.leg.bc.ca/home/remuneration-benefits/>.

Further information about Ministers' travel/vehicle expenses policies can be found on the website for Ministers' Office Support Services in the Ministry of Finance: <http://gww.fin.gov.bc.ca/gws/camss/moss>.


Position	% of Basic Compensation	Additional Salary (annual)	(bi-weekly)
	100 %	\$111,024.19	\$ 4,258.46
Premier	90 %	\$ 99,921.77	\$ 3,832.62
Minister	50 %	\$ 55,512.10	\$ 2,129.23
Minister of State	35 %	\$ 38,858.47	\$ 1,490.46
Speaker	50 %	\$ 55,512.10	\$ 2,129.23
Deputy Speaker	35 %	\$ 38,858.47	\$ 1,490.46
Assistant Deputy Speaker	35 %	\$ 38,858.47	\$ 1,490.46
Government Whip	20 %	\$ 22,204.84	\$ 851.69
Deputy Government Whip	15 %	\$ 16,653.63	\$ 638.77

Government Caucus Chair	20 %	\$ 22,204.84	\$ 851.69
Deputy Chair, Committee of the Whole	20 %	\$ 22,204.84	\$ 851.69
Parliamentary Secretary	15 %	\$ 16,653.63	\$ 638.77
Leader of the Official Opposition	50 %	\$ 55,512.10	\$ 2,129.23
Official Opposition House Leader	20 %	\$ 22,204.84	\$ 851.69
Official Opposition Whip	20 %	\$ 22,204.84	\$ 851.69
Official Opposition Deputy Whip	15 %	\$ 16,653.63	\$ 638.77
Official Opposition Caucus Chair	20 %	\$ 22,204.84	\$ 851.69
Leader of the Third Party	25 %	\$ 27,756.05	\$ 1,064.62
Third Party House Leader	10 %	\$ 11,102.42	\$ 425.85
Third Party Whip	10 %	\$ 11,102.42	\$ 425.85
Third Party Caucus Chair	10 %	\$ 11,102.42	\$ 425.85
Chair, Select Standing or Special Committee	15 %	\$ 16,653.63	\$ 638.77
Deputy Chair, Select Standing or Special Committee	10 %	\$ 11,102.42	\$ 425.85

See stand alone document

- D_ Guide to Gifts and Personal Benefits

E. Statutory Officers of the Legislature



GUIDE TO GIFTS AND PERSONAL BENEFITS

COIBC

OFFICE OF THE CONFLICT OF INTEREST
COMMISSIONER

JUNE 2020

Page 255 of 380 Minister's Transition Binder

Page 256 of 380 to/à Page 269 of 380

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COIBC

OFFICE OF THE CONFLICT OF INTEREST
COMMISSIONER

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Victoria BC V8V 1X4

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www.coibc.ca

Page 271 of 380 to/à Page 280 of 380

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Information and Privacy Commissioner and Registrar of Lobbyists

Michael McEvoy

Authority

Freedom of Information and Protection of Privacy Act, Ministry of Citizens' Services

Lobbyists Registration Act, Ministry of Attorney General

Profile

This position is unique amongst the BC statutory officers in that it encompasses two sets of responsibilities. Under the *Freedom of Information and Protection of Privacy Act* ("FOIPPA") and the *Personal Information Protection Act* ("PIPA"), the Office of the Information and Privacy Commissioner is to review public bodies' decisions respecting access to information and protection of privacy, and to comment on information and privacy implications of government legislation and program.

Under the *Lobbyists Registration Act* ("LRA"), the Office of the Registrar of Lobbyists manages the publicly-accessible lobbyists registry and enforces compliance with the LRA.

Term

Six years.

Term Expiry

March 30, 2024.

Budget and Staff

For 2019/20, the Office of the Information and Privacy Commissioner's budget was \$6.7 million. There are approximately 40 employees.

Remuneration, Pension and Expenses

The salary of the Commissioner is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Lieutenant Governor in Council may apply the Public Sector Pension Plan to the Commissioner.

Mandate

Under FOIPPA, 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 and/or data matching schemes;
- conduct research into anything affecting access and privacy rights; and
- educate and inform the public about their access and privacy rights and the relevant laws.

The Commissioner's jurisdiction extends to approximately 2,900 public bodies, including the core provincial government, provincial agencies, boards and commissions, and local governments. A full list of public bodies is set out in Schedule 2 of FOIPPA.

Under the Lobbyists Registration Act ("LRA"), the mandate of the Office of the Registrar of Lobbyists is to:

- Promote awareness among lobbyists of registration requirements;
- Promote awareness among the public of the existence of the lobbyists registry;
- Manage registrations submitted to the lobbyists registry; and
- Monitor and enforce compliance with the LRA.

Members' Conflict of Interest Commissioner

Victoria Gray, QC

Authority

Members' Conflict of Interest Act, Ministry of Attorney General

Profile

The Commissioner has three primary roles:

- to provide confidential advice to Members about their obligations under the Act;
- to oversee the disclosure process, including meeting with each Member at least annually to review the disclosure of the Member's financial interests;
- to respond to allegation that a Member has contravened the Act, and conduct an Inquiry if warranted.

Term

The Commissioner is appointed for a five-year term and may be reappointed for a further term or terms.

Term Expiry

January 5, 2025.

Budget and Staff

For 2019/20, the budget for the Office of the Conflict of Interest Commissioner was \$718,000. The office has five staff, three of whom are part-time.

Remuneration, Pension and Expenses

The salary of the Commissioner is specified in the appointment by the Lieutenant Governor in Council and is set at \$226,800 for 2020, with an annual cost of living adjustment of 2% per year. This initial salary is equal to 75% of the salary of the Chief Judge of the Provincial Court. The legislation does not provide for reimbursement for travelling and out of pocket expenses, nor does it provide for application of the Public Sector Pension Plan to the Commissioner. However, the Order in Council provides that all of the benefits received by the Auditor General may be received by the Conflict of Interest Commissioner and the Auditor General receives reimbursement for travelling, out of pocket expenses and that the Public Sector Pension Plan applies.

Mandate

The Commissioner performs three separate but related roles:

First, the Commissioner acts as an advisor to Members of the Legislative Assembly so the Members know what their obligations are and that the steps they have taken or propose to take will fulfill those obligations.

Second, the Commissioner meets with each Member at least annually to review the disclosure of the Member's interests and general obligations imposed by the Act.

Third, the Commissioner will undertake investigations and make inquiries into alleged contraventions of the *Members' Conflict of Interest Act* or section 25 of the *Constitution Act*. The Commissioner may provide written opinions on application by any individual Member, the Executive Council, the Legislative Assembly, or by a member of the public and may at the request of the Lieutenant Governor in Council, or of the Legislative Assembly undertake such special assignments as the Commissioner considers appropriate.

Merit Commissioner

Maureen Baird, QC

Authority

Public Service Act, Ministry of Finance

Profile

The Merit Commissioner provides oversight and insight into the conduct of merit-based hiring in the BC Public Service.

Term

The Commissioner is appointed for three years and may be reappointed for a further three years.

Term Expiry

January 13, 2023.

Budget and Staff

For 2019/20 the Office of the Merit Commissioner's budget was \$1.365 million. There are 4 full-time and two part-time employees.

Remuneration, Pension and Expenses

The salary of the Commissioner is specified in the appointment by the Lieutenant Governor in Council and is set at \$610 for each full day of work up to a maximum of \$79,910 in a calendar year. The legislation provides for reimbursement for travelling and out of pocket expenses. The legislation does not mention a pension plan.

Mandate

The Commissioner has responsibility for oversight which includes examining the extent to which the merit principle is being applied to public service hiring and promotions, whether there is compliance with the *Public Service Act* and related policies and, if not, what remedies exist to address non-compliance. Responsibility for oversight ensures decision-makers are provided with an independent assessment of appointment practices, policies, and results.

Ombudsperson

Jay Chalke, QC

Authority

Ombudsperson Act, Ministry of Attorney General

Public Interest Disclosure Act, Ministry of Attorney General

Profile

The Ombudsperson generally oversees the administrative actions of provincial and local government authorities. Thorough, impartial and independent investigations of complaints are conducted and possible resolutions of complaints are presented.

Term

The Ombudsperson is appointed for six years and may be reappointed for additional 6-year terms.

Term Expiry

July 1, 2021.

Budget and Staff

For 2019/20 the budget for the Office of the Ombudsperson was \$8.873 million. There are approximately 61 FTEs.

Remuneration, Pension and Expenses

The salary of the Ombudsperson is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Sector Pension Plan applies to the Ombudsperson.

Mandate

The office oversees more than 1,500 provincial, regional and local public sector organizations.

Under the *Ombudsperson Act*, the office:

- Assesses and responds to enquiries and complaints from the public;
- Conducts thorough, impartial and independent investigations;
- Resolves complaints and recommends improvements to policies, procedures and practices;
- Educates citizens and public organizations about how to be fair in the delivery of services; and
- Reports publicly to bring attention to issues that impact the public.

Under BC's new whistleblower protection law (the *Public Interest Disclosure Act*) the Office investigates allegations of wrongdoing and reprisal brought forward by current and former provincial government employees.

Police Complaint Commissioner

Clayton Pecknold

Authority

Police Act, Ministry of Attorney General

Profile

The Office of the Police Complaint Commissioner (OPCC) is a civilian, independent office of the Legislature which oversees and monitors complaints and investigations involving municipal police in British Columbia and is responsible for the administration of discipline and proceedings under the *Police Act*.

Term

The Police Complaint Commissioner is appointed for five years and may be appointed for a second term of up to five years as specified in the reappointment.

Term Expiry

February 14, 2024.

Budget and Staff

For 2019/20 the budget for the Office of the Police Complaint Commissioner was \$3.822 million. There are 20 employees in addition to the Commissioner.

Remuneration, Pension and Expenses

The salary of the Commissioner is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Sector Pension Plan applies to the Commissioner.

Mandate

The Office of the Police Complaint Commissioner (the OPCC) performs an active oversight function by determining the admissibility of complaints received from the public, initiating investigations and, when appropriate, referring matters for adjudicative review. The OPCC ensures that investigations by police agencies under the *Police Act* are thorough and professional and are undertaken with impartiality and fairness to all parties involved. The OPCC maintains records of all police complaints and *Police Act* investigations involving municipal police officers and the investigation outcomes. The office compiles statistical information and reports regularly to the public about these complaints and investigations.

The Police Complaint Commissioner (the Commissioner) is responsible for advising, informing and assisting all parties involved in the complaint process; this includes complainants, police officers, Discipline Authorities, police boards and adjudicators appointed under the *Police Act*.

Representative for Children and Youth

Dr. Jennifer Charlesworth

Authority

Representative for Children and Youth Act, Ministry of Attorney General

Profile

The Representative's role is to:

- Advocate on behalf of children, youth and young adults to improve their understanding of and access to designated services;
- Monitor, review, audit and publicly report on designated services for children and youth;
- Conduct independent reviews and investigations into the critical injuries or deaths of children receiving reviewable services.

Term

The representative is appointed for 5 years and may be reappointed for a further five years.

Term Expiry

September 30, 2023.

Budget and Staff

For 2019/20 the budget for the Office of the Representative for Children and Youth was \$9.75 million. There are approximately 61 FTEs.

Remuneration, Pension and Expenses

The salary of the Representative is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Sector Pension Plan applies to the Representative.

Mandate

The mandate of the Representative for Children and Youth is to improve services and outcomes for children in B.C. through advocacy, accountability and review.

Advocacy: The Representative advocates on behalf of children and youth to ensure services meet their needs. The Representative also advocates for improvements to the system of services for children, youth and their families. It is the responsibility of the Representative to initiate reviews and investigate

government agencies that provide services to children in B.C.

Accountability: The Representative independently reviews and investigates deaths and critical injuries of children and youth receiving services, with an emphasis on preventing children and youth from being harmed in any way. The Representative also has the power to release reports that are independent of government approval and that uniquely focus on the child welfare system.

Review: The Representative holds the system of care to account by conducting independent audits, and monitoring and reviewing government services. The Representative has the power to investigate a child's critical injury or death.

F. Statutory Decision-Makers

STATUTORY DECISION-MAKERS

Introduction

The resolution of disputes involving government laws and how they are applied is called administrative law.

Statutory decision-makers (SDMs), also frequently referred to as “administrative law decision-makers”, are a critical component of the civil justice system. SDMs make hundreds of decisions in individual circumstances about:

- licences, permits and benefits;
- compliance with regulations; and
- conduct of members of self-governing professions.

Many SDMs also have the authority to impose penalties.

The courts could not make all these decisions, nor would it be an appropriate use of resources for them to do so.

SDMs do not possess the same level of independence as the judiciary, and may be mandated to implement government policies. But like the courts, SDMs must make their decisions fairly and in accordance with the law. For this reason, and also because these decisions can have significant impacts on the affected individuals and businesses, it is important that the affected persons not only understand *why* a particular decision was made, but can also accept the decision as fairly made, even if they do not agree with the outcome.

Statutory/Administrative Decision-making Bodies and Government

There are many types of statutory decision-making bodies in BC including:

- tribunals;
- boards;
- agencies; and
- commissions.

In addition, there are regulatory branches of government that administer policy, programs, and enforcement in areas such as liquor control and licensing, gaming, the financial services industry, and residential tenancies. Employees of these offices are also decision-makers subject to the rule of law, including the rules of procedural fairness described below.

The number of administrative decision-making bodies in British Columbia varies over time, as the executive branch of government chooses to expand or contract the scope of its statutory delegation of authority. For a list of administrative decision-making bodies, see the BC Directory of Administrative Tribunals & Agencies at <https://www.adminlawbc.ca/tribunals>.

Most decision-making bodies report to the Legislature, and thus the public, through a government ministry. For example, the Property Assessment Appeal Board, which deals with parties who wish to appeal their property assessments, reports to the legislature through the Ministry of Attorney General. The responsible Minister and ministry are called the decision-making body's "host ministry".

A decision-making body is governed by:

- its enabling legislation (Act and Regulations);
- in BC, the *Administrative Tribunals Act*, a procedural statute of general application for specified decision-making bodies;
- rules enacted by the decision-making body in accordance with its enabling legislation; and
- the common-law requirements of procedural fairness.

Procedural fairness refers to the principles that govern the processes to be followed by administrative decision-makers. They have been described as "fair play in action". There are four fundamental principles:

- a person has the right to be heard before a decision affecting their interests is made;
- a person has the right to an impartial decision-maker;
- the person who hears the issue must decide it; and
- the decision-maker must provide reasons for the decision.

Decisions of SDMs may be subject to review, appeal, or reconsideration, and ultimately will always be subject to judicial review by the courts.

Independence of Decision-making Bodies and Decision-makers

SDMs are expected to ensure that they are not improperly influenced in their decision-making by other members of the body, the government, or external sources. Both decision-making bodies and individual members must have the independence within their statutory framework to decide each case on the basis of the relevant evidence and on its merits. In order to protect independence, there must be safeguards against various institutional pressures, including those resulting from the relationship with a decision-making body's host ministry.

[Source material excerpted from: *BC Administrative Decision-maker's Manual*, B.C. Council of Administrative Tribunals, May 1, 2016]

2020 BC NDP Platform: Working for You

The following is a high level summary of each platform commitment noting the Ministry currently responsible, the level of policy development required and fiscal and legislative implications. Significant and material issues have also been noted. Ministry executives are available for briefings on any of the commitments. Financial implications for commitments are available from the Ministry of Finance. Financial implications noted below have been provided by the ministry currently responsible for the commitment's implementation. In the majority of instances, these numbers will need to be validated through the Treasury Board process. Commentary in this table is based on the current structure of government. Cost estimates are rounded to the nearest million.

[illegible]

Advice/Recommendations

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Last Updated:20/11/05

1

» [Related Briefing Note](#)

2.	<p>Protect more of BC's old-growth forests</p> <p>Page: 29</p> <p><i>In collaboration with Indigenous leaders, labour, industry, and environmental groups, implement recommendations of the Old Growth Strategic Review to protect further old-growth stands – in addition to the 353,000 hectares protected in September 2020.</i></p> <p>Ad ›</p> <p>Estimated Operating: Advice</p> <p>Estimated Capital: TBC</p>	FLNR	Advice/Recommendations
----	---	------	------------------------

A strong future for resource workers & communities			
3.	More logs for job creators Page: 42 <i>Dedicate a specific portion of the annual allowable cut towards higher value producers who can demonstrate their ability to create new jobs for workers in BC</i> ^{Adv} Estimated Operating: TBC Estimated Capital: TBC	FLNR	Advice/Recommendations

2020 BC NDP Platform: Working for You

4.	Plant more trees Page: 42 <i>Continue to make significant investments in forest health, wildfire protection, silviculture, and revitalizing our forests.</i> Estimated Operating: Advice/ Estimated Capital: Advic	FLNR	Advice/Recommendations
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See stand alone documents

- FLNR Ministry Service Plan
- Annual Service Plan Report

**Ministry of
Forests, Lands, Natural
Resource Operations
and Rural Development**

**2020/21 – 2022/23
SERVICE PLAN**

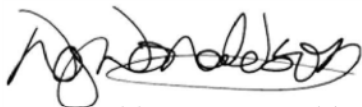
February 2020



Minister Accountability Statement



The *Ministry of Forests, Lands, Natural Resource Operations and Rural Development 2020/21 - 2022/23 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

A handwritten signature in black ink, appearing to read 'Doug Donaldson'.

Honourable Doug Donaldson
Minister of Forests, Lands, Natural Resource Operations and Rural
Development

February 5, 2020

Table of Contents

Minister Accountability Statement	2
Purpose of the Ministry	4
Strategic Direction	4
Performance Planning	6
Resource Summary	12
Forest Practices Board Resource Summary	14
Appendix A: Crowns, Agencies, Boards and Commissions.....	15

Purpose of the Ministry

The Ministry of Forests, Lands, Natural Resource Operations and Rural Development (the Ministry) is the Province's agency responsible for land and resource management in British Columbia, including the protection of the Province's archaeological and heritage resources. Operating on a provincial land base of over 94 million hectares, the Ministry ensures the sustainable management of forest, wildlife, water and other land-based resources, and works with Indigenous and rural communities to strengthen and diversify their economies. The Ministry is also responsible for wildfire management and facilitates public access to a wide range of recreational activities such as hunting, fishing, and access to B.C.'s wilderness and backcountry. The Ministry is working to address climate change by enhancing the role of forests and forest products as carbon sinks, and by preparing and responding to the impacts of climate change already underway. By providing services British Columbians can count on, a commitment to sustainable natural resource management, and through the advancement of new transformational initiatives, the Ministry supports activities that provide environmental, economic, cultural and social benefits to all British Columbians. This work directly contributes to the achievement of the Province's goals of reconciliation, clean growth and a strong, sustainable economy.

The Ministry oversees policy development, operational management and implementation, and administers all or part of over 58 statutes and associated regulations.

Strategic Direction

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Ministries are actively working to provide quality, cost-effective services to British Columbia families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Business and Economic Implications Framework to budgeting and policy development, Ministries will ensure that equity is reflected in budgets, policies and programs.

Additional key initiatives underpinning lasting prosperity in 2020/21 and beyond are the implementation of:

- A Framework for Improving British Columbians' Standard of Living which will provide the foundation for quality economic growth in our province and a pathway to a more inclusive and prosperous society,
- The *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation, and
- The *CleanBC* plan, putting B.C. on the path to a cleaner, better future – with a low carbon economy that creates opportunities while protecting our clean air, land and water.

The Economic Forecast Council (EFC) expects B.C.'s real GDP to grow by 2.4 per cent in 2020 and 2.3 per cent in 2021. Meanwhile for Canada, the EFC projects national real GDP growth of 1.7 per cent in 2020 and 1.8 per cent in 2021. As such, B.C.'s economic growth is expected to outperform Canada's in the coming years. Risks to B.C.'s economic outlook include ongoing uncertainty regarding global trade policies and weak global economic activity, as well as lower commodity prices and slower domestic economic growth. Meanwhile, LNG development in the province is expected to have a positive impact on B.C.'s economy.

This 2020/21 service plan outlines how the Ministry of Forests, Lands, Natural Resource Operations and Rural Development will support the government's priorities, including selected action items identified in the July 2017 Minister's Mandate Letter. Over the previous fiscal year, the Ministry of Forests, Lands, Natural Resource Operations and Rural Development made progress on these and other key priorities by:

- Launching a regionally driven renewal of B.C.'s Interior forest sector and engaging with communities throughout the Interior on ways to develop a competitive, sustainable future for forest companies, workers and communities;
- Implementing policy changes to limit waste and drive fibre utilization and manufacturing through the Coast Forest Sector Revitalization Initiative;
- Introducing the Forest Employment Program, part of a new series of measures introduced by government to support B.C. forest workers and contractors impacted by mill closures and shift reductions in the B.C. Interior;
- Establishing the \$5 million Coastal Logging Equipment Support Trust to support forestry contractors, their families, and communities on the Coast;
- Investing in forest carbon projects across the province in support of CleanBC, through the Forest Carbon Initiative;
- Enacting legislative amendments to the Forest and Range Practices Act that improve the forest stewardship planning framework to make it more inclusive and responsive;
- Completing comprehensive discussions with Indigenous communities, a wide range of stakeholder groups and the public to build a draft Together for Wildlife Strategy to improve wildlife stewardship;
- Collaborating with Indigenous governments, communities and stakeholders to modernize land-use planning, building on an area-based approach which has resulted in agreements to partner on preparation of three land-use plans for Sechelt, Fort St. John and the Nicola Watershed;
- Holding 16 public engagement sessions involving more than 5,000 people about the challenges, opportunities and plans for caribou recovery across the province;
- Launching the Steelhead Action Plan in partnership with the Government of Canada to protect and restore Steelhead populations in the Thompson and Chilcotin watersheds;
- Partnering with Indigenous communities and the Government of Canada to successfully address the emergency need at the Big Bar landslide to transport fish past the barrier in order to reach spawning grounds, while also implementing short and long term solutions to enable natural fish passage on the Fraser River;
- Launching an Old Growth Strategic Review to inform decisions on new approaches to old growth forest management in British Columbia; and
- Implementing phase one of changes to the Heritage Conservation Act in May 2019, and pursuing additional opportunities to facilitate and enhance the protection and conservation of heritage in British Columbia.

The following performance plan outlines how the Ministry of Forests, Lands, Natural Resource Operations and Rural Development will continue to track progress on key mandate letter commitments and other emerging government priorities.

Performance Planning

Goal 1: Economic Benefits for all British Columbians with Strong, Resilient Rural Communities

This goal addresses the Ministry's role in creating conditions that support a vibrant and healthy provincial economy through the forest sector, and promoting community resilience to ensure support through economic disruption and natural hazard events.

Objective 1.1¹: Work with rural communities to strengthen local economies and build resilience to economic disruption

Key Strategies:

- Support British Columbia forest workers and contractors impacted by mill closures and curtailments in the B.C. Interior through implementation of the Forest Employment Program, creating employment opportunities and reducing job losses in many B.C. communities;
- Provide rapid response to economic disruption events through enhanced on-the-ground supports and services to B.C.'s rural communities, workers and families;
- Work across government to include considerations of Indigenous and rural communities in the development of provincial policies, programs and services, and ensure economic opportunities are explored and advanced;
- Implement the Community Support Grants Program to enable communities in the B.C. Interior impacted by a permanent or indefinite mill closure or shift reduction to augment community transition services and support impacted workers and businesses.

Performance Measure	2019/20 Baseline	2020/21 Target	2021/22 Target	2022/23 Target
1.1 Cumulative percent of Forest Employment Program budget spent ¹	20% (\$3 million)	80% (\$12 million cumulative)	100% (\$15 million cumulative)	n/a ²

¹ Data Source: Rural Opportunities, Tenures, and Engineering Division

² Forest Employment Program is implemented over the fiscal years 2019/20, 2020/21, and 2021/22.

Linking Performance Measure to Objective:

The Province announced \$69 million to support forestry workers and contractors impacted by mill closures and curtailments in the B.C. Interior. As part of this, the Ministry developed and is administering the Forest Employment Program (FEP). The objective of FEP is to create short-term employment opportunities for contractors and workers in the B.C. Interior who have been affected by indefinite and permanent closures in the forest sector.

This new performance measure for 2020/21 reports on the amount spent of the total \$15 million budget using a cumulative percentage. It tracks the dollars spent by the program (based on budget allocations received on a fiscal year basis), ensuring that all funds are allocated. Eighty percent of the

¹ The numbering of objectives under Goal 1 has changed from the 2019/20-2021/22 Service Plan.

funds are expected to be spent by the end of fiscal year 2020/21, increasing to a cumulative total of 100% spent in 2021/22. This performance measure demonstrates the Ministry's commitment to ensuring that the allocated funds are spent in support of B.C.'s impacted workers and communities.

This new measure replaces performance measure 1.3 in the 2019/20-2021/22 Service Plan, which reported the percentage of eligible communities applying for Rural Dividend funding.

Objective 1.2 Revitalize B.C. forests and the forest sector

Key Strategies:

- Implement the Interior Forest Sector Renewal through policy, regulatory and legislative changes that benefit communities and First Nations, maintain a competitive forest industry, and ensure excellence in stewardship;
- Continue with the delivery of Coast Forest Sector Revitalization through implementation of policy and program changes that will limit waste and drive fibre utilization and manufacturing in B.C.;
- Invest in reforestation activities that rehabilitate and restore forests by improving utilization, increasing density, and expanding fertilization;
- Work with other Ministries and Crown Agencies to promote the use of B.C. wood and mass timber in domestic and international markets to diversify economic opportunities;
- Facilitate the growth of B.C.'s bio-economy through key partnerships that advance new and innovative forest product facilities such as engineered wood, supporting forest revitalization and the Province's CleanBC plan;
- Support the federal government and represent B.C.'s interests in Canada-U.S. litigation on the softwood lumber dispute;
- Continue to modernize B.C.'s forest stewardship planning framework through the transformation of *FRPA* to advance reconciliation with First Nations and help address local issues.

Performance Measure	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.2 Annual timber volume sold through BC Timber Sales ^{1, 2}	11.8Mm ³	11.3Mm ³	11.0Mm ³	11.2Mm ³

¹ Data Source: BC Timber Sales Cengea Resources System

² This performance measure was numbered 1.1 in the 2019/20-2021/22 FLNRORD Service Plan.

Linking Performance Measure to Objective:

Timber supply is being impacted by recent and ongoing events, including record-breaking wildfire seasons, the mountain pine beetle infestation, and species at risk such as caribou and goshawks. Despite these challenges, the Ministry is committed to achieving its targets over the next three years. This measure indicates that BC Timber Sales (BCTS) is effective in supporting the Market Pricing System, and meeting its objectives to sell its apportionment and generate net revenue. In doing so, BCTS supports thousands of well-paying jobs, industry sustainability and thriving rural communities

– Indigenous and non-Indigenous – that enables residents to achieve their desired objectives for themselves and for future generations.

Objective 1.3: Improve community resilience through proactive and collaborative natural hazard management

Key Strategies:

- Reduce risk and increase community resiliency through implementation of the Government's Action Plan: Responding to Wildfire and Flood Risks in response to Addressing the New Normal: 21st Century Disaster Management in British Columbia;
- Deliver funding through the Community Resiliency Investment (CRI) program to support work in treating the wildland-urban interface through delivery of FireSmart activities, and strengthen capacity of local emergency authorities and Indigenous communities to prepare and respond to wildfire events;
- Support the development of the Provincial Disaster Recovery Framework to improve recovery policies and strategies, and proactively coordinate recovery activity across government agencies, Indigenous peoples and other partners;
- Implement a provincial risk reduction strategy to reduce wildfire risk through targeted wildfire management activities in high wildfire risk landscapes;
- Develop a new drought management strategy in collaboration with other Ministries, stakeholders, and Indigenous peoples that will help British Columbians better prepare for future drought and climate change impacts;
- Work with Indigenous peoples, stakeholders and local governments to develop and implement a flood risk strategy to ensure the Province is continually adapting and improving its flood management and governance approach.

Performance Measure	2018/19 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.3 Number of higher risk Indigenous and non-Indigenous communities ¹ actively engaged in wildfire risk reduction activities ^{2, 3}	0%	20%	40%	50%	60%

¹ Higher risk communities include: First Nations reserve areas, treaty settlement lands, municipalities and unincorporated areas within regional districts that are located within a Wildland Urban Interface risk class 1 or 2 area or have a locally approved plan that has identified high or extreme threat areas.

² Data Source: BC Wildfire Service

³ This performance measure was numbered 1.2 in the 2019/20-2021/22 FLNRORD Service Plan.

Linking Performance Measure to Objective:

This measure tracks the number of higher risk Indigenous and non-Indigenous communities that are actively involved in wildfire risk reduction activities aligned with FireSmart disciplines, including vegetation management. These activities address wildfire risk near public and private infrastructure through preventative activities that reduce the negative impacts of wildfires to communities.

Goal 2: Partnerships that Support Reconciliation with Indigenous Peoples

Furthering Government's commitment to work toward true and lasting reconciliation, the Ministry is taking action to increase opportunities for collaboration in the stewardship and economic development of B.C.'s land, natural and cultural resources.

Objective 2.1: Strengthen partnerships and increase engagement with Indigenous peoples in the management of B.C.'s natural resources and land base

Key Strategies:

- Implement the *Declaration on the Rights of Indigenous Peoples Act* in alignment with the Ministry of Indigenous Relations and Reconciliation, and other Ministries;
- Advance the First Nations Forest Strategy to include Indigenous peoples as a full and active partner in the forest sector and support economic development of Indigenous communities;
- Explore greater opportunities to promote partnerships through program-level operations and government-to-government mandates;
- Partner with Indigenous governments and engage stakeholders and communities to identify and set land-use objectives through modernized land-use planning, ensuring sustainable natural resource management reflects shared social, cultural, economic and environmental values;
- Review recommendations from the Old Growth Panel Report and develop a strategy for improving old growth stewardship.

Performance Measures	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.1a Number of policies that have been reviewed in cooperation and consultation with Indigenous communities ¹	15	20	20	20
2.1b Number of programs or policies modified in response to cooperation and consultation with Indigenous communities ²	5	10	10	20

^{1,2} Data Source: Indigenous Relations Branch

Linking Performance Measure to Objective:

This measure highlights the Ministry's commitment to ongoing cooperation and consultation with Indigenous communities in the development of policies and programs to ensure that Ministry operations reflect shared values and objectives. Examples of policies and programs include those that fall under the following areas: *Forest and Range Practices Act*, Coast Forest Sector Revitalization Initiative, wildfire management, modernized land-use planning, Cumulative Effects Framework, Collaborative Stewardship Framework, and an improved wildlife management strategy.

Goal 3: Sustainable Natural Resource Management

The Ministry is committed to delivering its stewardship responsibilities in the best interest of the citizens of British Columbia.

Objective 3.1: Improve wildlife management and support the recovery of species at risk

Key Strategies:

- Together with Indigenous Peoples, rural communities, wildlife organizations, natural resource development industry stakeholders and the public, finalize and implement the Together for Wildlife Strategy to improve wildlife management and habitat conservation in B.C.;
- Apply new and existing tools that reflect Indigenous values to recover priority species at risk, and provide certainty to affected natural resource users;
- Finalize and deliver the Provincial Caribou Recovery Program with the Ministry of Environment and Climate Change Strategy, through habitat restoration and protection, maternity penning, captive breeding, predator management, research, monitoring, and enforcement actions;
- Report on the condition of key stewardship values through cumulative effects value assessments, the Forest and Range Evaluation Program, and integrated monitoring.

Performance Measure	2019/20 Baseline	2020/21 Target	2021/22 Target	2022/23 Target
3.1 Wildlife habitat conserved, restored or enhanced through Ministry management activities. ¹	TBD ²	5% increase from 2019/20 Baseline	10% increase from 2019/20 Baseline	10% increase from 2019/20 Baseline

¹ Data Source: Resource Stewardship Division

² A baseline will be established as of March 31, 2020, informing future targets for this performance measure.

Linking Performance Measure to Objective:

Furthering its commitment to improve wildlife management and habitat conservation, the Ministry is introducing a new performance measure for 2020/21 to demonstrate the result of efforts taken to support wildlife populations and help recover species at risk. The Ministry identifies opportunities to manage and protect Crown land to improve the health of the provincial land base. These efforts result in improved habitat for wildlife and fish, while also realizing additional co-benefits including the restoration of forests impacted by wildfire and pests, and increased carbon sequestration. This measure highlights the effectiveness of Ministry management activity to enhance, conserve and restore wildlife habitat.

Objective 3.2: Expand and strengthen climate change mitigation and adaptation activities

Key Strategies:

- Develop a new Ministry climate action strategy that will outline the steps the Ministry will take to prepare for the impacts of climate change on B.C.'s natural resources;

- Demonstrate the potential of forests as a natural climate solution by investing in a portfolio of forest management activities that reduce emissions and increase carbon sequestration;
- Coordinate with government's CleanBC plan and Climate Ready BC strategy.

Performance Measure	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.2 Greenhouse gas emissions reduced or sequestered through FCI activities ^{1,2}	2.5	3.2	2.7	N/A ³

¹ Data Source: Climate Change and Integrated Planning Branch

² Emission reductions and sequestration resulting from FCI activities delivered in the current fiscal year are measured in units of MtCO₂e (Millions Tonnes Carbon Dioxide Equivalent) and are modeled up to the year 2050 (cumulative).

³ The Low Carbon Economy Leadership Fund funding currently ends March 31, 2022.

Linking Performance Measure to Objective:

The Intergovernmental Panel on Climate Change recognizes that land management, including forest management, is critical to addressing climate change and its impacts. With that in mind, the Province launched the Forest Carbon Initiative (FCI) in 2017, supported by the federal Low Carbon Economy Leadership Fund (LCELF). The FCI is investing in fertilization, reforestation, tree improvement, and road rehabilitation to increase carbon sequestration, and is encouraging better use of wood fibre to reduce the burning of woody biomass in slash piles. By 2022, the Province will have planted at least 70 million trees through FCI activities. This performance measure projects the amount of greenhouse gas emissions reduced or sequestered by 2050 for each year of the FCI. Projections are updated annually to reflect changes in program delivery as well as methodological improvements.

Resource Summary

Core Business Area	2019/20 Restated Estimates ¹	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Operating Expenses (\$000)				
Integrated Resource Operations	36,955	34,791	35,340	35,348
Resource Stewardship	104,775	100,735	102,338	102,576
Office of the Chief Forester	27,787	28,616	30,829	30,964
Rural Opportunities, Tenures and Engineering	65,440	63,902	64,302	63,874
Forest Policy and Indigenous Relations	9,414	9,087	10,199	10,203
Fire Preparedness	46,453	42,806	43,343	43,348
Regional Operations	149,488	150,086	152,824	152,861
Executive and Support Services	60,472	59,103	59,922	59,923
Fire Management	101,122	136,310	136,310	136,310
BC Timber Sales Account	213,462	218,512	220,563	214,547
Crown Land Special Account	20	20	20	20
Total	815,388	843,968	855,990	849,974
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services	32,182	37,343	24,848	24,761
Fire Management	525	525	525	525
BC Timber Sales Account	48,689	50,629	48,859	46,486
Total	81,396	88,497	74,232	71,772
Other Financing Transactions (\$000)				
BC Timber Sales Account Disbursements	108,923	104,302	103,121	96,982
Crown Land Administration Disbursements	6,382	6,382	6,382	6,382
Crown Land Administration Receipts	0	0	0	0
Tourism Development Disbursements	600	600	600	600

Core Business Area	2019/20 Restated Estimates¹	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Habitat Conservation Trust Disbursements	6,500	6,500	6,500	6,500
Habitat Conservation Trust Receipts	(6,500)	(6,500)	(6,500)	(6,500)
Net Cash Requirements	115,905	111,284	110,103	103,964
Total Receipts	(6,500)	(6,500)	(6,500)	(6,500)
Total Disbursements	122,405	117,784	116,603	110,464
Total Net Cash Requirements (Source)	115,905	111,284	110,103	103,964

¹ For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Forest Practices Board Resource Summary

The Forest Practices Board independently monitors and reviews forest and range practices in B.C.'s public forests and rangelands. The Board audits both tenure holders and government ministries for compliance with forest and range practices legislation, carries out special investigations and issues reports as appropriate, investigates concerns and complaints from the public, and participates in appeals to the [Forest Appeals Commission](#). It informs both the B.C. public and the international marketplace of forest and range licensees' performance in carrying out sound practices and complying with legal requirements.

The Board's mandate is provided by the *Forest and Range Practices Act* and the *Wildfire Act*. While the Board operates independently from the Ministry of Forests, Lands, Natural Resource Operations and Rural Development, its budget vote is the responsibility of the Minister. The Board reports its accomplishments and priorities through an annual report found at: www.bcfpb.ca.

Forest Practices Board	2019/20 Restated Estimates ¹	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Operating Expenses (\$000)				
Total	3,862	3,861	3,861	3,861

¹ For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Appendix A: Crowns, Agencies, Boards and Commissions

The following organizations are responsible to, or associated with, the Ministry of Forests, Lands, Natural Resource Operations and Rural Development and fall within the Province of British Columbia's government reporting entity:

Creston Valley Wildlife Management Authority

The Creston Valley Wildlife Management Authority manages the conservation of wildlife, particularly waterfowl, in the Creston Valley.

Forest Appeals Commission

The Forest Appeals Commission is an independent tribunal granted authority under the *Forest and Range Practices Act* to hear appeals from decisions made under a variety of statutes administered by the Ministry.

Forest Enhancement Society of British Columbia

The Forest Enhancement Society of British Columbia (FESBC) supports the Ministry by identifying, funding, advocating for and advancing environmental and resource stewardship of B.C.'s forests.

Forest Practices Board

British Columbia's Forest Practices Board provides independent oversight of compliance with the *Forest and Range Practices Act* and the *Wildfire Act*.

Muskwa-Kechika Advisory Board

The Muskwa-Kechika Advisory Board advises government on natural resource management in the Muskwa-Kechika Management Area.

**Ministry of
Forests, Lands, Natural
Resource Operations
and Rural Development**

**2019/20
Annual Service Plan Report**



For more information on the British Columbia Ministry of Forests, Lands, Natural Resource Operations and Rural Development contact:

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Ministry of Forests, Lands, Natural Resource Operations and Rural Development

Minister's Accountability Statement



The Ministry of Forests, Lands, Natural Resource Operations and Rural Development *2019/20 Annual Service Plan Report* compares the Ministry's actual results to the expected results identified in the *2019/20 – 2021/22 Service Plan* created in February 2019. I am accountable for those results as reported.

A handwritten signature in black ink, appearing to read 'Doug Donaldson'. The signature is stylized with loops and flourishes.

Honourable Doug Donaldson
Minister of Forests, Lands, Natural Resource Operations and Rural Development
June 26, 2020

Table of Contents

Minister's Accountability Statement	3
Letter from the Minister.....	5
Purpose of the Annual Service Plan Report.....	7
Purpose of the Ministry.....	7
Strategic Direction	7
Operating Environment.....	7
Report on Performance: Goals, Objectives, Measures and Targets.....	9
Financial Report.....	16
Discussion of Results.....	16
Financial Summary	17
Forest Practices Board Financial Report.....	19
Appendix A: Agencies, Boards, Commissions and Tribunals.....	20

Letter from the Minister

The 2019/20 Annual Service Plan Report concludes a historic and unprecedented year for our Ministry, and the Province of B.C. 2019/20 marked progress towards many important priorities.

In the fall of 2019, the Government of B.C. enacted the *Declaration on the Rights of Indigenous Peoples Act* that sets out a process to bring provincial laws into harmony with the United Nations Declaration on the Rights of Indigenous Peoples and which the Truth and Reconciliation Commission confirms as the framework for reconciliation. This new legislation, the first of its kind in Canada, aims to create a path forward that respects the human rights of Indigenous peoples while introducing better transparency and predictability in the work we do together.

B.C.'s forest sector is a primary employer in many parts of the province. This past year the forest industry faced economic challenges which impacted many communities and families. In 2019 the Ministry took a number of steps to help address these challenges, and support B.C. families and communities. The Premier appointed MLA Ravi Kahlon as the Ministry's Parliamentary Secretary to work with industry, First Nations, and communities on short and medium-term solutions. Policy changes were implemented to limit waste, drive fibre utilization and manufacturing, and ensure that more raw logs are processed in B.C. Legislative amendments were made to the *Forest Act* to help support a vibrant and diverse forest sector, and ensure public forests are managed in the best interest of all British Columbians. The Ministry allocated approximately \$3 million in funding through the Forest Employment Program to create short-term employment opportunities for contractors and workers impacted by mill closures and curtailments in B.C.'s Interior. In March, \$5 million was invested to support forestry contractors and their families through the Coastal Logging Equipment Support Trust. In November, the Ministry led the third consecutive trade mission to Japan and China to promote British Columbia's innovative wood products to our two largest markets outside of North America.

Keeping British Columbians safe from wildfires and other natural hazards continues to be a top priority for the Ministry. After two consecutive years of record-breaking wildfire seasons in 2017 and 2018, the Province had a welcome reprieve in 2019 with below-average wildfire activity across the province. To keep British Columbians safe now and into the future, the Ministry worked with communities to reduce wildfire risk, delivering over \$18 million in funding through the Community Resiliency Initiative for wildfire risk reduction and FireSmart activities.

In 2019 the Ministry took concrete action to protect species at risk and wildlife in British Columbia, including the iconic Mountain Caribou. The Ministry facilitated community engagement with over 5,000 people on the recovery of Mountain Caribou. In February 2020, in collaboration with First Nations, B.C. Ministries and the Federal Government, a historic agreement was signed that strives to protect Southern Mountain Caribou in northeastern B.C., while considering the economic well-being of communities and stakeholders in the region.

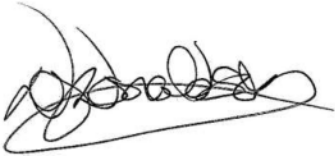
The Ministry continues to improve forest management and the forest stewardship planning framework to make it more inclusive and responsive by introducing changes to the *Forest and Range Practices Act*. Initial changes introduced in 2019 will support the health and sustainability

of B.C.'s forests and range lands, while strengthening public confidence in how these vital resources are managed.

This past year the Ministry continued to work towards modernizing land-use planning in order to sustainably manage B.C.'s ecosystems, rivers, lakes, watersheds, forests and old growth. In 2019 the Ministry collaborated with Indigenous governments, communities and stakeholders to deliver a shared vision for land management and stewardship. In 2019, agreements were made to partner on preparation of three land-use plans for Sechelt, Fort St. John and the Nicola Watershed.

Through the Forest Carbon Initiative (FCI) and the federal Low Carbon Economy Fund, the ministry was able to make significant investments in forest carbon projects, including silviculture treatments such as reforestation and fertilization, and improved utilization of waste. These activities support the Ministry's commitment to sustainable management of forest-based resources to generate healthy forests and mitigate climate change.

Finally, I would like to thank all the staff in the Ministry for their unwavering commitment and dedication to excellence in the delivery of services British Columbians count on.



Honourable Doug Donaldson
Minister of Forests, Lands, Natural Resource Operations and Rural Development
June 26, 2020

Purpose of the Annual Service Plan Report

The Annual Service Plan Report is designed to meet the requirements of the *Budget Transparency and Accountability Act* (BTAA), which sets out the legislative framework for planning, reporting and accountability for Government organizations. Under the BTAA, the Minister is required to report on the actual results of the Ministry's performance related to the forecasted targets documented in the previous year's Service Plan.

Purpose of the Ministry

The Ministry of Forests, Lands, Natural Resource Operations and Rural Development (the Ministry) is the Province's agency responsible for land and resource management in British Columbia, including the protection of the Province's archaeological and heritage resources. Operating on a provincial land base of over 94 million hectares, the Ministry ensures the sustainable management of forest, wildlife, water and other land-based resources, and works with Indigenous and rural communities to strengthen and diversify their economies. It is also responsible for wildfire management and facilitates public access to a wide range of recreational activities such as hunting, fishing, and access to B.C.'s wilderness and backcountry. By providing services British Columbians can count on, a commitment to sustainable natural resource management, and through the advancement of new transformational initiatives, the Ministry supports activities that provide environmental, economic, cultural and social benefits to all British Columbians. This work directly contributes to the achievement of the Province's goals of reconciliation, clean growth and a strong, sustainable economy.

The Ministry oversees policy development, operational management and implementation, and administers all or part of 58 statutes and associated regulations.

Strategic Direction

The strategic direction set by Government in 2017 and expanded upon in Minister Doug Donaldson's Mandate Letter shaped the 2019/20 Ministry of Forests, Lands, Natural Resource Operations and Rural Development Service Plan and the results reported in this Annual Report.

Operating Environment

The following describes the key internal and external factors which affected the Ministry's performance in 2019/20.

B.C.'s Forest Sector Economy. 2019 was a very challenging year for B.C.'s forest sector, the primary employer in many parts of the province. A shrinking timber supply, reduced market demand for B.C. lumber, ongoing trade disputes with the U.S. and an extended labour dispute led to several mill closures and curtailments, affecting rural communities across the province. Towards the end of the fiscal year, the economic impacts of the COVID-19 pandemic also began to emerge, posing unprecedented challenges to B.C. and around the world.

In response, Government acted by establishing funding and programs to support impacted communities, employers and workers. The Ministry played a key role in the development and

delivery of these new supports for forestry workers and communities in B.C.'s interior. Based on the Minister's mandate, the Ministry has advanced several initiatives involving forest policy, from starting to transform forest management through initial changes to the *Forest and Range Practices Act* to amending several policies to support domestic wood processing, particularly on the coast related to Coast Forest Sector Revitalization. The government is committed to supporting a globally competitive forest sector at the same time as ensuring strong forest stewardship.

Impacts of Climate Change. B.C.'s natural resource values are, and will continue to be, affected by the impacts of climate change. Wildfires, floods, landslides, droughts and pest outbreaks continue to affect the province's landscape and communities. While B.C. did not experience any significant wildfires or floods in 2019/20, the Ministry played a large role in partnership with Indigenous leaders and the Government of Canada to successfully address the emergency need at the Big Bar landslide to enable natural fish passage on the Fraser River. As well, the Ministry delivered additional funding to improve emergency preparedness and build local capacity and resources for natural disaster readiness, response and recovery.

The Ministry also supported the Province's CleanBC strategy by delivering the Forest Carbon Initiative (FCI), funding projects that improve carbon sequestration and reduce GHG emissions, and through work with the Forest Enhancement Society of British Columbia.

Natural Resource Management. Implementing B.C.'s new *Declaration on the Rights of Indigenous Peoples Act* and a growing social interest in the management of Crown land and resources point to the need for more collaborative approaches to resource management in the province.

The Ministry responded in several ways, including taking a renewed approach to land use planning, partnering with Indigenous governments and engaging with communities, local government, industry and other stakeholders to identify high-priority land use planning projects. These projects focus on urgent land-based management challenges and will support provincial priorities, including reconciliation and the economy.

The Economy. British Columbia's economy was strong in 2019 with real GDP growth of 2.8 per cent compared to the year before. Labour market conditions in B.C. remained tight, highlighted by the lowest unemployment rate in the country at 4.7 per cent, unchanged in rank and level from 2018. Employment increased by 2.6 per cent on the year. Average weekly wages grew by 2.5 per cent, registering a second consecutive year of positive real wage growth, with the annual consumer price index up 2.3 per cent. B.C. retail sales increased by 0.6 per cent in 2019, a more moderate pace compared to 2.0 per cent growth in 2018, as consumer spending was weighed down by more cautious overall consumer behaviour and declines in housing-related spending amid falling home sales year-over-year. Meanwhile, residential construction remained strong. Although the forestry sector faced significant challenges in 2019, LNG development provided some support for economic growth and job creation in the province. On the external front, global trade policy uncertainty, escalating trade tensions and commodity price declines weighed on B.C.'s export sector in 2019.

Report on Performance: Goals, Objectives, Measures and Targets

Goal 1: Economic Benefits for all British Columbians with Thriving and Resilient Rural Communities

This goal addresses the Ministry's role in creating conditions that support a vibrant and healthy provincial economy through the forest sector, and promoting community resilience to ensure support through economic disruption and natural hazard events.

Objective 1.1: Revitalize B.C. forests and the forest sector

Key Highlights

- Implemented policy changes to limit waste and drive fibre utilization and manufacturing through the Coast Forest Sector Revitalization Initiative;
- Launched a regionally-driven renewal of the forest sector in B.C.'s interior region, engaging with communities on ways to develop a competitive, sustainable future for forest companies, workers and communities;
- Enacted legislative amendments to the *Forest and Range Practices Act* that improve the forest stewardship planning framework to make it more inclusive and responsive;
- Participated in major forestry trade missions to Japan and China to encourage wood construction and promote British Columbia's innovative wood products;
- Continued to represent B.C.'s interests in the Canada-U.S. litigation on the softwood lumber dispute.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target ¹	2021/22 Target ¹
1.1 Annual timber volume sold by BC Timber Sales	11.4Mm ³	11.8Mm ³	10.1Mm ³	11.8Mm ³	11.8Mm ³

Data source: BC Timber Sales Cengea Resources System

¹ Targets for 2020/21 and 2021/22 have been revised in the *2020/21-2022/23 Service Plan*, published in February 2020.

Discussion of Results

Timber volume sold by BC Timber Sales (BCTS) supports rural economies and manufacturing sectors and workers, leading to strong, sustainable economies in communities throughout B.C.

This performance measure tracks the timber volume that BCTS sells through auction each year. Targets are set based on BCTS' annual apportionment, which is determined by the Minister in alignment with the Chief Forester's Allowable Annual Cut (AAC) for B.C. as a whole, and are re-evaluated annually considering a number of factors. Timber volume sold is a key performance output supporting BCTS' goal to provide credible representative price and cost benchmark data for the Market Pricing System through auctions of timber harvested from public land in British Columbia.

In 2019/20, BCTS achieved 86% of its target timber volume sold. This shortfall was primarily due to a lack of sufficiently developed timber inventory to adjust to the impacts of a rapid

downturn in market conditions, recovery of species at risk (e.g. Caribou, Goshawk), and reconciliation with Indigenous peoples. It is anticipated, however, that this shortfall will be recovered during the full five-year business cycle ending March 31, 2025, resulting in BCTS still selling 100% of its rationalized apportionment over the cycle. BCTS' operations continue to support the Ministry's Market Pricing System and B.C.'s forest sector economies. It also generated significant net revenue for the Province and maintained over 8,000 direct and 11,000 indirect jobs, contributing to rural economies, jobs and families in British Columbia.

Objective 1.2: Improve community resilience through proactive and collaborative natural hazard management

Key Highlights

- Worked with Indigenous communities and the Government of Canada to successfully address the emergency need at the Big Bar landslide to transport fish past the barrier in order to reach spawning grounds;
- Supported local governments and First Nations to undertake a variety of activities to increase community resiliency to wildfire by providing funding through the Community Resiliency Investment (CRI) FireSmart Community Funding and Supports stream.

Performance Measure(s)	2018/19 Baseline	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
1.2 Number of higher risk Indigenous and non-Indigenous communities actively engaged in wildfire risk reduction activities ¹	0%	20%	55%	40%	50%

Data source: BC Wildfire Service

¹ Higher risk communities include: First Nations reserve areas, treaty settlement lands, municipalities and unincorporated areas within regional districts that are located within a Wildland Urban Interface (WUI) risk class 1 or 2 area or have a locally approved plan that has identified high or extreme threat areas.

Discussion of Results

In the wake of the unprecedented 2017 and 2018 wildfire seasons, the B.C. government has invested heavily in wildfire prevention and preparedness initiatives to help keep British Columbians safe and protect the province's natural resources and infrastructure. Under the CRI program launched in September 2018, the [FireSmart](#) Community Funding and Supports stream provides funding for local governments and First Nations to mitigate wildfire risk to their communities through vegetation management, public education, community wildfire resiliency planning, development planning and grants to homeowners to undertake FireSmart activities. This holistic approach to community resiliency is particularly important in the wildland-urban interface, where urban development borders on grasslands and forested areas.

In 2019/20, participation in these activities was higher than anticipated with 100 higher risk Indigenous and non-Indigenous communities out of a total of 182 receiving funding. A risk analysis and threat assessment looked at changes to the provincial land base from the 2017 and 2018 wildfires, resulting in revisions to the number of communities and their risk ratings as wildfire threats and risks change over time. Some of the communities participated for the first

time or after a long hiatus. In addition, 36% of total communities in higher risk areas applied in both years of the CRI program. Since the program started, more than 200 grants have been allocated provincewide, amounting to more than \$18.6 million invested in wildfire risk reduction activities and FireSmart activities.

The successes of the CRI program support the implementation of the Government's Action Plan: Responding to Wildfire and Flood Risks in response to Addressing the New Normal: 21st Century Disaster Management in British Columbia through a comprehensive and coordinated approach to wildfire risk reduction efforts.

Objective 1.3: Work with rural communities to strengthen local economies and build resilience to economic disruption

Key Highlights

- Allocated approximately \$3 million in funding through the Forest Employment Program to create short-term employment opportunities for contractors and workers in B.C.'s Interior affected by indefinite and permanent closures in the forest sector;
- Delivered \$875,000 in short-term funding under the Community Support Grants Program to 11 communities impacted by permanent or indefinite mill closures;
- Provided \$13 million in one-time rural community development grants to support rural community resiliency and economic diversification;
- Worked with the Ministry of Labour to support the retirement bridging program for forestry workers.

Performance Measure(s)	2018/19 Baseline	2019/20 Target	2019/20 Actuals	2020/21 Target ³	2021/22 Target
1.3 Percentage of eligible communities applying for Rural Dividend funding ^{1,2}	68%	70%	75%	72%	74%

Data source: Rural Development, Lands, and Innovation Division

¹ Future targets are dependant on reactivation of Rural Dividend Program.

² As a result of subsequent program data refinement, the baseline for 2018/19 was corrected to 72%, and revised targets for fiscal 2019/20 are 74%, 76% for fiscal 2020/21, and 78% for fiscal 2021/22.

³ In the 2020/21-2022/22 Service Plan, this measure was removed and replaced with a new measure: Cumulative percent of Forest Employment Program budget spent.

Discussion of Results

The Rural Dividend Program was established to provide funding to assist rural communities with a population of 25,000 or less to reinvigorate and diversify their local economies. The Program focusses on engaging with applicants to support them in submitting applications for projects that contribute to the strength and sustainability of their communities. This measure tracks the efforts to increase the diversity of applicants and ensure that eligible communities across the province are taking advantage of opportunities to participate.

The target for this measure was exceeded due to outreach on the Program that was carried out by staff during the summer of 2019. Modifications to program eligibility were made, enabling

additional communities to apply to the fund, broadening the reach of the Program and raising the number of eligible communities. In 2019/20, 345 of 457 eligible communities applied (75%), which surpasses the target of 70%.

The Rural Dividend Program also conducted additional outreach to provide support for eligible Indigenous communities and organizations to access the Program. Outreach efforts focused on those who had not accessed the Program in past intakes.

In September 2019, Government made the decision to temporarily suspend the Rural Dividend Program and reallocated the funding to provide critical supports to forest workers and families impacted by mill closures and curtailments. As part of this, the Ministry developed and is administering the Forest Employment Program (FEP) to create short-term employment opportunities for contractors and workers in the B.C. Interior who have been affected by indefinite and permanent mill closures in the forest sector. As such, the Ministry replaced this performance measure in the 2020/21 Service Plan with a new measure that reports on the FEP.

Goal 2: Partnerships that Support Reconciliation with Indigenous Peoples

Objective 2.1: Strengthen partnerships and increase engagement with Indigenous peoples in the management of B.C.'s natural resources

Key Highlights

- Collaborated with Indigenous governments, communities and stakeholders to modernize land-use planning, building on an area-based approach which has resulted in agreements to partner on preparation of three land-use plans for Sechelt, Fort St. John and Nicola Watershed;
- Advanced staff education and learning opportunities to better align the Ministry's culture to support reconciliation with Indigenous peoples. Approximately 2,500 Ministry staff have completed in person or online training, attended presentations or participated in blanket exercises.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
2.1a The number of policies that have been reviewed in collaboration with Indigenous communities.	12	15	21	20	20
2.1b Number of programs or policies modified in response to collaboration with Indigenous communities.	0	5	7	10	10

Data source: First Nations Relations Branch

Discussion of Results

This measure highlights the Ministry's commitment to ongoing collaboration with Indigenous communities in the development of policies and programs to ensure that Ministry operations

reflect shared values and objectives. Policies and programs are varied and may include those that fall under the following areas: Forest and Range Practices Act, Coast Forest Sector Revitalization, wildfire management, modernized land-use planning, the [Cumulative Effects Framework](#), the Collaborative Stewardship Framework, and an improved wildlife management and conservation strategy.

Measure 2.1a tracks the Ministry's work to undertake reviews of significant natural resource programs and policies in collaboration with Indigenous people in order to make improvements. Targets are based on resourcing requirements, capacity of Indigenous communities and the Province, and Indigenous communities' engagement results to determine which programs and policies are relevant to review.

In 2019/20, 21 policies were reviewed with Indigenous communities related to timber pricing, forest bioeconomy, heritage conservation, fossil management and wildfire prevention. These reviews are intended to further strengthen partnerships with Indigenous peoples in the stewardship of natural resources and the natural resource economy.

The Ministry modified seven programs or policies related to the Indigenous Forest Bioeconomy Program, respectful treatment of ancestral remains, operation of some provincial heritage properties, *Heritage Conservation Act* permitting, and Wildfire Prevention programs.

By being open, transparent, and collaborative, the Ministry is improving its programs and policies and advancing Indigenous involvement in Ministry operations.

Goal 3: Sustainable Natural Resource Management

The Ministry is committed to delivering its stewardship responsibilities in the best interest of citizens of the Province.

Objective 3.1: Improve wildlife management and support the recovery of species at risk

Key Highlights

- Improved wildlife stewardship in the province through the completion of comprehensive discussions with Indigenous communities, a wide range of stakeholder groups and the public to build and launch the final draft [Together for Wildlife Strategy](#);
- Continued the implementation of the Provincial Caribou Recovery Program, including holding 16 public engagement sessions involving more than 5,000 people about the challenges, opportunities and plans for caribou recovery across the province;
- Took a significant step forward to support caribou recovery in B.C. through the signing of the Partnership Agreement and the Section 11 Agreement that together set out the approach that B.C. will take to engage with Indigenous Peoples, communities and stakeholders to implement immediate caribou recovery actions.

Performance Measure(s)	2019/20 Baseline ¹	2020/21 Target	2021/22 Target	2022/23 Target
3.1 Wildlife habitat conserved, restored or enhanced through Ministry management activities.	TBD ¹	5% increase from 2019/20 Baseline	10% increase from 2019/20 Baseline	10% increase from 2019/20 Baseline

Data Source: Resource Stewardship Division

¹ A baseline will be established in 2020.

Discussion of Results:

In 2019/20, the Ministry committed to developing a new performance measure to demonstrate its efforts towards improving wildlife management and habitat conservation to support wildlife populations and help recover species at risk. The Ministry fulfilled this commitment by developing and publishing a new performance measure in the 2020/21-2022/23 Service Plan.

During 2019/20 the Ministry developed the methodology and data system to accurately measure the area in British Columbia that is currently conserved, restored, or enhanced for the benefit of wildlife habitat. Significant investment was made last year into projects that are directly contributing to habitat conservation, restoration and enhancement. Spatial data to determine the number of hectares are in the process of being quality assured to establish a baseline which will serve as a benchmark for measuring future improvements. Tracking and reporting these investments on the landscape improves coordination across multiple business areas and partnerships conducting these activities and help to improve the long-term benefits of these investments for wildlife.

Objective 3.2: Expand and strengthen climate change mitigation and adaptation activities

Key Highlights

- Continued or initiated work on integrating climate change into the *Forest and Range Practices Act* update, day to day forest management activities, Land Use Planning, *Land Act* authorizations, the Cumulative Effects Framework, Together for Wildlife Strategy, *Water Sustainability Act* authorizations and other policy initiatives;
- Collaborated in cross-government preparations for a new BC Climate Preparedness and Adaptation Strategy, including through participation at an Indigenous Climate Change Engagement Forum with 150 Indigenous representatives;
- Through the Forest Carbon Initiative (FCI), approximately \$66 million was invested in projects to increase carbon sequestration and reduce GHG emissions in B.C.'s forests. This includes planting over 18 million trees in areas impacted by natural disturbances (e.g. wildfires, insects and other pathogens) and fertilizing more than 15,000 hectares of nutrient deficient forests to increase growth and sequester more carbon.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals ²	2020/21 Target ³	2021/22 Target
3.2 Greenhouse gas emissions reduced or sequestered through FCI activities ¹	0.7	3.4	1.6	3.6	3.0

Data source: Climate Change and Integrated Planning Branch

¹ Emission reductions and sequestration resulting from FCI activities completed in the current fiscal year are measured in units of MtCO₂e (Millions Tonnes Carbon Dioxide Equivalent) and are modeled up to the year 2050 (cumulative).

² Actuals are based on data and methods available at the time of publication and may be restated in future reports as more information becomes available and refinements are made to estimation methodology.

³ Targets for 2020/21 and 2021/22 have been revised in the 2020/21-2022/23 Service Plan to 3.2. and 2.7 respectively.

Discussion of Results

New to the Service Plan for 2019/20, this performance measure estimates greenhouse gas emissions (GHGs) reduced or sequestered through forest carbon projects funded through the Low Carbon Economy Leadership Fund and managed by the Ministry and the Forest Enhancement Society of B.C., including silviculture treatments such as reforestation and fertilization, and improved utilization of post-harvest fibre that would otherwise be burned. This measure highlights the Ministry's commitment to sustainable management of forest-based resources to generate healthy forests and mitigate climate change.

For the 2019/20, the estimated benefit of reduced or sequestered GHG emissions was lower than the target as a result of factoring in more accurate assumptions about site preparation activities such as salvage logging and burning activities needed prior to planting. Additionally, a lower volume of fibre utilization occurred than was originally forecast in the Ministry Service Plan.

The FCI program includes a range of project types with short, medium, and long-term carbon benefits. For example, in the case of silviculture projects such as rehabilitation, the GHG emissions are fully realized when the trees have matured. The long-term benefit of the FCI investments will continue to accrue after 2050.

Financial Report

Discussion of Results

The Ministry's operating budget for 2019/20 was \$822.796M. Through the course of the year, the Ministry obtained access to additional authorizations totalling \$135.42M. The breakdown of contingencies and other authorizations are as follows:

Ministry Operations:

- \$20.159M for the Big Bar Landslide Incident Response and Barrier Removal Project;
- \$13.161M for Community Grants;
- \$7.737M for compensation relating to Great Bear Rainforest;
- \$5.534M for operating and amortization costs of the Natural Resource Permitting Project;
- \$3.739M in costs associated with softwood lumber trade dispute;
- \$2.500M for Coastal Logging Equipment Support Trust;
- \$1.127M to support Sechelt First Nation Foundation Agreement;
- \$0.850M for Blueberry First Nation Litigation Mitigation;
- \$0.837M of Grizzly Bear Hunt Transitional Funding;
- (\$6.357M) of the Ministry's appropriation related to the Information, Innovation and Technology division was transferred to the Ministry of Environment and Climate Change Strategy; and
- (\$1.051M) of the Ministry's appropriation related to functions associated with recovery from wildfire and other provincial disasters was transferred to the Ministry of Public Safety and Solicitor General.

Fire Management:

- \$81.381M for fire suppression activities.

BC Timber Sales:

- \$5.840M increase to the Special Account authorization.

The Ministry's total expenditure of \$958.247M is a combination of base budget and other authorizations.

The Ministry's capital budget for 2019/20 was \$81.396M. Through the course of the year, the Ministry obtained access to additional authorizations totalling \$1.466M to build the Kluskus connector (Pan Crossing Forest Service Road).

The Ministry's total capital expenditure was \$68.999M which was primarily attributable to reprofiling Wildfire Facilities construction to the out years coupled with underspending in BC Timber Sales roads activity due to a decrease in demand for harvestable timber.

Financial Summary

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Integrated Resource Operations	36,955	0	36,955	44,298	7,343
Resource Stewardship	104,775	837	105,612	103,704	(1,908)
Office of the Chief Forester	20,981	0	20,981	18,505	(2,476)
Rural Opportunities, Tenures and Engineering	54,762	12,110	66,872	43,887	(22,985)
Timber Operations, Pricing and First Nations	17,949	7,737	25,686	31,658	5,972
Fire Preparedness	46,453	0	46,453	35,025	(11,428)
Regional Operations	149,488	22,137	171,625	181,543	9,918
Executive and Support Services	76,829	5,416	82,245	97,809	15,564
Sub-Total-Ministry Operations Vote	508,192	48,237	556,429	556,429	0
Fire Management	101,122	81,381	182,503	182,503	0
BC Timber Sales	213,462	5,840	219,302	219,302	0
Crown Land Special Account	20	(7)	13	13	0
Forest Stand Management Fund	0	0	0	0	0
Sub-Total – Other Appropriations	314,604	87,214	401,818	401,818	0
Sub-Total – All Appropriations	822,796	135,451	958,247	958,247	0
Adjustment of Prior Year Accrual ²	0	0	0	(5,426)	(5,426)
Total	822,796	135,451	958,247	952,821	(5,426)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Executive and Support Services	32,182	1,466	33,648	29,520	(4,128)
Fire Management	525	0	525	491	(34)
BC Timber Sales	48,689	0	48,689	38,988	(9,701)
Total	81,396	1,466	82,862	68,999	(13,863)

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Other Financing Transactions (\$000)					
BC Timber Sales Disbursements					
Receipts	0	0	0	0	0
Disbursements	108,923	0	108,923	94,253	(14,670)
Net Cash Requirements (Source)	108,923	0	108,923	94,253	(14,670)
Crown Land Administration					
Receipts	0	0	0	0	0
Disbursements	6,382	0	6,382	0	(6,382)
Net Cash Requirements (Source)	6,382	0	6,382	0	(6,382)
Crown Land Special Account					
Receipts	0	0	0	0	0
Disbursements	0	0	0	0	0
Net Cash Requirements (Source)	0	0	0	0	0
Tourism Development					
Receipts	0	0	0	0	0
Disbursements	600	0	600	0	(600)
Net Cash Requirements (Source)	600	0	600	0	(600)
Habitat Conservation Trust					
Receipts	(6,500)	0	(6,500)	(6,382)	118
Disbursements	6,500	0	6,500	6,382	(118)
Net Cash Requirements (Source)	0	0	0	0	0
Total Receipts	(6,500)	0	(6,500)	(6,382)	118
Total Disbursements	122,405	0	122,405	100,635	(21,770)
Total Net Cash Requirements (Source)	115,905	0	115,905	94,253	(21,652)

¹ “Other Authorizations” include Supplementary Estimates, Statutory Appropriations and Contingencies. Amounts in this column are not related to the “estimated amount” under sections 5(1) and 6(1) of the *Balanced Budget and Ministerial Accountability Act* for ministerial accountability for operating expenses under the Act. This column also includes reorganizations and transfers to other ministries.

² The Adjustment of Prior Year Accrual of (\$5.426) million is a reversal of accruals in the previous year

Forest Practices Board Financial Report

The Forest Practices Board spent 99.92% of its allocated budget in 2019/20. The Forest Practices Board independently monitors and reviews forest and range practices in B.C.'s public forests and rangelands. The Board audits both tenure holders and government ministries for compliance with forest and range practices legislation, carries out special investigations and issues reports as appropriate, investigates concerns and complaints from the public, and participates in appeals to the Forest Appeals Commission. It informs both the B.C. public and the international marketplace of forest and range licensees' performance in carrying out sound practices and complying with legal requirements.

The Board's mandate is provided by the *Forest and Range Practices Act* and the *Wildfire Act*. While the Board operates independently from the Ministry of Forests, Lands, Natural Resource Operations and Rural Development, its budget vote is the responsibility of the Minister. The Board reports its accomplishments and priorities through an annual report found at: www.bcfpb.ca.

Forest Practices Board Resource Summary Table

	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Total	3,862	0	3,862	3,859	(3)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Total	0	0	0	0	0

Appendix A: Agencies, Boards, Commissions and Tribunals

As of June 26 2020, the following organizations are responsible to, or associated with, the Minister of Forests, Lands, Natural Resource Operations and Rural Development and fall within the Province of British Columbia's government reporting entity:

Creston Valley Wildlife Management Authority

The Creston Valley Wildlife Management Authority manages the conservation of wildlife, particularly waterfowl, in the Creston Valley.

Forest Appeals Commission

The Forest Appeals Commission is an independent tribunal granted authority under the *Forest and Range Practices Act* to hear appeals from decisions made under a variety of statutes administered by the Ministry.

Forest Enhancement Society of British Columbia

The Forest Enhancement Society of British Columbia (FESBC) supports the Ministry by identifying, funding, advocating for and advancing environmental and resource stewardship of B.C.'s forests.

Forest Practices Board

British Columbia's Forest Practices Board provides independent oversight of compliance with the *Forest and Range Practices Act* and the *Wildfire Act*.

Muskwa-Kechika Advisory Board

The Muskwa-Kechika Advisory Board advises government on natural resource management in the Muskwa-Kechika Management Area.

Ministry of Forests, Lands, Natural Resource Operations and Rural Development
KEY STAKEHOLDERS

	Organization	Contact	Description	Key Issues
Professional regulator	Association of BC Forest Professionals	Christine Gelowitz, RPF Chief Executive Officer cgelowitz@abcfp.ca 250-298-2562 c. 250-920-8864 Mike Larock mlarock@abcfp.ca 604-331-2324	ABCFP is responsible for registering and regulating BC's professional foresters and forest technologists.	<ul style="list-style-type: none"> Professional reliance Climate change and role of forestry in mitigating impacts Species at risk Forest inventory and mid-term timber supply
Association	BC Cattlemen's Association	Kevin Boon, General Manager BcCattle@cattlemen.bc.ca Doublem@pris.ca 250-573-3611	Association representing most of the beef cattle industry in BC.	<ul style="list-style-type: none"> Treaty and non-treaty agreements Water Sustainability Act implementation Timber harvesting practices operational policy as it relates to Range tenures
Recreation Fish and Aquatic Habitat	BC Fishing Tourism (formerly BC Fishing Resorts & Outfitters Association)	Matt Jennings Marketing Manager matt@bcfishingtourism.com 250-374-6836	Association representing BC Sport tourism fishery.	<ul style="list-style-type: none"> Sector Economics and Growth

	Organization	Contact	Description	Key Issues
Forestry	BC Community Forest Association	Jennifer Gunter Executive Director jgunter@bccfa.ca 250-384-4110	Represents Community Forest Tenure holders across BC.	<ul style="list-style-type: none"> • Wildfire Risk reduction funding opportunities • Community Forest viability and growth • Forest policy
Forestry	BC Forest Safety Council	Robert Moonen Board Chair and CEO moonen@bcforestsafesafe.org w. 250-739-5163 c. 250-619-7220	The BCFSC works with forest sector employers, workers, unions, contractors and provincial government agencies to support industry in implementing changes necessary to eliminate fatalities and serious injuries in the forest sector.	<ul style="list-style-type: none"> • Safety of forestry workers • Logging truck driver fatigue • Faller safety • Promoting safety in all aspect of forestry operations
Forestry	BC Pulp and Paper Coalition	Bob Lindstrom Industry Rep Bob.lindstrom@shaw.ca 250-561-9856	Coastal pulp mills group.	<ul style="list-style-type: none"> • Fibre certainty for mills • Forest policy

	Organization	Contact	Description	Key Issues
Wildlife Fish and Aquatic Habitat	BC Wildlife Federation (BCWF)	<p>Bill Bosch President Personal Information 604-882-9988</p> <p>Jessie Zeman Director of Fish and Wildlife Restoration Program jessezeman@gmail.com 250-878-3799</p>	Focus on conserving and protecting BC wildlife and wild spaces.	<ul style="list-style-type: none"> • Fish Conservation • Conservation and Resident Hunting
Non-Profit	BC Wood	<p>Brian Hawrysh, CEO 1-877-422-9663 bhawrysh@bcwood.com</p>	A voice for value-added industry, bringing innovative ideas on how to strengthen BC's wood Culture	<ul style="list-style-type: none"> • Product and systems innovation opportunities to support the sector (including bioeconomy) • Advance First Nations opportunities in the value-added sector • Sounding board on provincial policy and programs when they have synergies with engineered wood products (industry engagement)

	Organization	Contact	Description	Key Issues
Non-Profit Forestry	Canadian Interagency Forest Fire Centre	Kim Connors Chair Kim.connors@ciffc.ca 204-784-2030 admin@ciffc.ca	Non-profit owned and operated by the federal, provincial and territorial wildland fire management agencies to coordinate resource sharing, mutual aid and information sharing.	<ul style="list-style-type: none"> • Interagency collaboration • Resource sharing
Forestry	Coast Forest Conservation Initiative	Jonathan Armstrong c/o Western Forest Products Personal	<p>Group of coastal forest licensees operating in the Great Bear Rainforest area.</p> <p>Jointly involved in the implementation and development of conservation and management plans based on the ecosystem of the region.</p>	<ul style="list-style-type: none"> • 2021 Great Bear Rainforest review • Operating areas
Forestry	Coastal First Nations	Paul Kariya Executive Director 604-696-9889	Alliance of 9 First Nations (Wuikinuxv, Heiltsuk, Kitasoo/Xaixais, Nuxalk, Gitga'at, Metlakatla, Old Massett, Skidegate, and Council of the Haida Nation) working together to protect the Coast and improve quality of life in their communities.	<ul style="list-style-type: none"> • Recently signed MOU implementation plan

	Organization	Contact	Description	Key Issues
Forestry, Species at Risk Recovery, Provincial Stewardship Strategies and Planning Resource Planning and Assessment	BC Council of Forest Industries (COFI)	Susan Yurkovich President and CEO yurkovich@cofi.org 604-891-1205 Archie MacDonald Macdonald@cofi.org 250 860 9663 / 250-215-2202	The Council of Forest Industries is a trade association representing forest companies operating in communities throughout the Interior of the province of British Columbia.	<ul style="list-style-type: none"> • Indigenous Protected and Conserved Areas • Old Growth • Species at Risk • Land Use Planning and Forest and Range Evaluation Program
Forestry	Federation of BC Woodlot Associations	Brian McNaughton General manager and rep. to Minister's Forest and Range Practices Advisory Council gen_manager@woodlot.bc.ca 250-398-7646 1-866-345-TREE (8733)	Represent the interests of woodlot licensees and woodlot owners throughout BC.	<ul style="list-style-type: none"> • BC Wildfire Service works with them on Crown Land Wildfire Risk Reduction and Community Resiliency Investment funding opportunities
Forestry	First Nations Forestry Council	Charlene Higgins CEO charlene@forestrycouncil.ca Personal Information	The First Nations Forestry Council is governed by a board, with representatives from the First Nations Summit, the Union of BC Indian Chiefs, and the BC Assembly of First Nations.	<ul style="list-style-type: none"> • FN forestry issues
Non-Profit Forestry	FP Innovations	Pierre Lapointe President and CEO Pierre.lapointe@fpinnovations.ca Personal Trevor Stuthridge trevor.stuthridge@fpinnovations.ca	FP Innovations is a not-for-profit R&D private organization which spans the pulp and paper industry, forest operations, wood products, and bio-sourced products.	<ul style="list-style-type: none"> • Supporting innovation in forestry

	Organization	Contact	Description	Key Issues
Non-Profit Water Management Resource Stewardship	Fraser Basin Council	David Marshall Executive Director dmarshall@fraserbasin.ca Personal	Provincial Non-Government Organization.	<ul style="list-style-type: none"> • Development of Flood Safety Strategies • Water Governance • Collaborative Action and Sustainability • Supporting Flood Management • Supporting Community Wildfire Roundtables in Southern BC
Fish and Aquatic Habitat	Freshwater Fisheries Society of BC	Andrew Wilson President Andrew.wilson@gofishbc.com 250-414-4201 Personal	Under an agreement signed between the Province and the Freshwater Fisheries Society of BC in 2015, 100% of the revenue generated from fishing licences directly benefits recreational fisheries.	<ul style="list-style-type: none"> • Freshwater Recreational Fishery
Wildlife and Habitat	Guide Outfitters Association of BC	Sean Olmstead President sean@prophetmuskwa.com 250-789-9494	Founders of the tourism industry and part of the outdoor heritage of BC.	<ul style="list-style-type: none"> • Conservation and Non-Resident Hunting

	Organization	Contact	Description	Key Issues
Wildlife and Habitat Species at Risk Recovery Fish and Aquatic Habitat	Habitat Conservation Trust Foundation (HCTF)	Dan Buffett CEO Dan.buffett@hctf.ca Personal (direct) 250-940-9780 (office) Shannon West Shannon.West@hctf.ca 250-940-9789	Funding of fish, wildlife and habitat-related initiatives.	<ul style="list-style-type: none"> • Species at Risk/Caribou • Fish and Wildlife Restoration Program • Conservation and Enhancement
Forestry	Independent Wood Processors Association of BC	Russ Cameron President camida@telus.net 604-943-2379 Warren Carter	A self-funded, province-wide organization with a membership of independently owned companies.	<ul style="list-style-type: none"> • Access to competitively awarded Crown Timber through BCTS auctions • Softwood Lumber Agreement and the exemption of member firms from US lumber duties
Association Forestry	Interior Logging Association	Todd Chamberlain, General Manager 250-503-2199 todd@interiorlogging.org	ILA represents independent loggers' interests throughout the interior.	<ul style="list-style-type: none"> • Sustainability of logging contractors • Safe logging practices • Contractor Sustainability review

	Organization	Contact	Description	Key Issues
Forestry Species at Risk Recovery	Interior Lumber Manufacturers Association	Dan Battistella President Dan.batistella@ilma.com 250-319-4119	The ILMA is the voice of independent and innovative lumber manufacturers in the southern interior of British Columbia.	<ul style="list-style-type: none"> • Right log to the right mill, securing access to appropriate species and grade of logs • Integrated Investment Planning (carbon initiatives, FES and FFT) • Contractor sustainability review • Forest Sector Competitiveness Agenda • Softwood Lumber and exemption of their products from duties

	Organization	Contact	Description	Key Issues
Statutory Corporation	Land Title and Survey Authority (LTSA)	Connie Fair President and CEO Connie.fair@ltsa.ca Personal	The Land Title and Survey Authority of British Columbia is responsible for administering the land title and survey systems in BC.	<ul style="list-style-type: none"> • FLNRORD's Lands Branch is responsible for the oversight of the Land Title and Survey Authority (LTSA), the <i>Land Title and Survey Authority Act</i> and land title and survey legislation which provide the framework for private property ownership in the province, in accordance with the Operating Agreement between the province and the LTSA.

	Organization	Contact	Description	Key Issues
Forestry	Northwest Loggers Association	John Nester Personal Information	Along with the traditional contractors, log haulers and associated industries, the NWLA has welcomed licensees, small sawmillers, log brokers & silviculture companies, and many First Nation Band Corporations. NWLA provides a strong united voice when talking to regulatory bodies, government officials and politicians.	<ul style="list-style-type: none"> • Sustainability of logging contractors • Safe logging practices • Contractor Sustainability Review • Skills training
Association	Private Forest Landowners Association	Megan Hanacek, CEO megan.hanacek@pfla.bc.ca 250-642-4300	The Private Forest Landowners Association is a non-profit organization dedicated to the responsible stewardship of B.C.'s private forest lands. Passionate about sustainable forest practices, PFLA members strive to balance environmental values, community interests and economic realities.	<ul style="list-style-type: none"> • BC Assessment land category that allows for managed forest land • Consultation as it regards to the <i>Private Managed Forest Land Act (PMFL Act)</i>
Labour	Public and Private Workers of Canada (PPWC)	Gary Fiege, President gfiege@ppwc.ca 250-715-8320	The Public and Private Workers of Canada (PPWC), formerly the Pulp, Paper and Woodworkers of Canada, currently represents thousands of workers across the province of British Columbia.. The PPWC is a progressive and democratic union committed to workers' rights, social justice, equality and environmental sustainability.	<ul style="list-style-type: none"> • Transfer of forest Tenure Agreements • Forest Revitalization • Contractor sustainability • Mill Closures

	Organization	Contact	Description	Key Issues
Forestry	Truck Loggers Association	Bob Brash Executive Director, TLA 604-684-4291 bob@tla.ca	Coastal and interior lobby group for logging contractors and small licensees.	<ul style="list-style-type: none"> • Forest policy • Contractor viability • Fibre certainty • Old growth policy
Labour	Unifor	Jon Hawkins, National Representative Personal	Unifor is Canada's largest private sector union, with more than 315,000 members across the country, working in every major sector of the Canadian economy.	<ul style="list-style-type: none"> • Transfer of forest Tenure Agreements • Forest Revitalization • Contractor sustainability • Mill Closures
Labour	United Steel Workers	Jeff Bromley, USW Wood Council Chair jbromley@usw.ca Office Direct Personal Cell (250) 426-9870	The USW is the largest private sector union in North America with more than 225,000 members in Canada and more than 850,000 members continent-wide. The USW is Canada's most diverse union, representing men and women working in every sector of the economy.	<ul style="list-style-type: none"> • Transfer of forest Tenure Agreements • Forest Revitalization • Contractor sustainability • Mill Closures

	Organization	Contact	Description	Key Issues
Forestry	Vancouver Island Association of Wood Producers	Terence W. Ryan President Personal Information 250-701-9995	Non-profit organization representing interests of independent, value-added wood products manufacturers and specialty sawmills on Vancouver Island. Provides a strong voice for its sector and supports its members' wood supply, financing, marketing, and representational needs.	<ul style="list-style-type: none"> Wood supply
Forestry	Western Forestry Contractors of BC	John Betts, Executive Director hotpulp@gmail.com admin@wsca.ca 250-229-4380 604-736-8660	Represents forestry contracting businesses operating in Western Canada.	<ul style="list-style-type: none"> BCWS works with this group a lot on contracting and training standards.
Non-profit Wildlife and Habitat	Wildlife Stewardship Council	John Henderson President wildlifestewardship@gmail.com w. Personal c. 250-205-0235	Non-profit with mission to be voice and advocate for wildlife and ecosystems.	<ul style="list-style-type: none"> Non-Resident Hunting and First Nation Co-Management

ADVICE TO MINISTER

<p>CONFIDENTIAL GCPE-FLNR ISSUE NOTE</p> <p>Ministry of Forests, Lands, Natural Resource Operations and Rural Development Date: Nov. 24, 2020 Minister Responsible: Hon. TBD</p>	<p>Old Growth Management</p>
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ADVICE AND RECOMMENDED RESPONSE:

Advice/Recommendations

Background:

On Sept. 11, 2020 government released the independent consultants' report on old growth management in B.C. The Province committed to following through on the recommendations in *A New Future for Old Forests*, written by Garry Merkel and Al Gorley after extensive consultation. As a first step, B.C. will immediately defer harvesting of old growth in nine areas totaling nearly 353,000 hectares.

Government is working on next steps, including planned government-to-government engagement with Indigenous communities, as well as consultation with industry, stakeholders, environmental advocates, local governments and the public. An economic analysis will ensure

ADVICE TO MINISTER

impacts for the economy, for resource industries, for workers and communities are evaluated and understood.

Concerns continue to be raised about areas not included in the deferral areas. These include ongoing protests since August to block a proposed Teal Cedar Products logging road into the Fairy Creek watershed near Port Renfrew.

Party Platforms

NDP:

- Protecting more of BC's old-growth forests: In collaboration with Indigenous leaders, labour, industry, and environmental groups, we will implement recommendations of the Old Growth Strategic Review to protect further old-growth stands – in addition to the 353,000 hectares we protected in September.

Liberals:

- Not specifically mentioned

Greens:

- Despite promising to do things differently, the NDP have not changed, in any substantial way, the status quo of forestry management in this province. Over the last 3.5 years, the cutting of old growth has continued as fast as it did under the BC Liberals, and they have failed to make any meaningful reforms to how forestry is managed, as we've continued to see local job losses and unsustainable forestry practices.
- Finally, we need to recognize the crucial importance of our forests to biodiversity and protect our remaining old growth forests forever. This means fully implementing the recommendations of the old growth review panel in partnership with First Nations and an immediate end to the logging of old growth forests in high risk ecosystems across the province, with the funding needed to back this up and create new opportunities for communities. We can't afford 4 more years of talk, "consultations" and little action. We need to move now to protect what we have left.
- Immediately move to fully implement the recommendations of the old growth review panel in partnership with First Nations. This includes:
 - An immediate end to the logging of old growth forests in high risk ecosystems across the province.
 - Enacting legislation that establishes conservation of ecosystem health and biodiversity of BC's forests as an overarching priority.
 - Establish funding mechanisms to support the preservation of our old growth forests.

Communications Contact:	Nova Pierson	250 208-2743
Program Area Contact:	Brian Bawtinheimer	250 888 0620
File Created:	Nov. 3, 2020	
File Updated:	Month. date, year	

ADVICE TO MINISTER

<p>CONFIDENTIAL GCPE-FLNR ISSUE NOTE</p> <p>Ministry of Forests, Lands, Natural Resource Operations and Rural Development Date: November 24, 2020 Minister Responsible: Hon. TBD</p>	<p>Lumber mill closures and impacts of COVID-19</p>
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ADVICE AND RECOMMENDED RESPONSE:

Advice/Recommendations

KEY FACTS REGARDING THE ISSUE:

Advice/Recommendations

Advice/Recommendations

Advice/Recommendations

ADVICE TO MINISTER

Advice/Recommendations

Additionally, in 2018/19, most major Interior forestry companies in British Columbia announced curtailments at their BC sawmills due to lower lumber prices, reduced demand, high log costs, softwood lumber border tariffs and issues in accessing timber. While forest companies had seen record high lumber prices (upwards of \$600 per thousand board feet) for the first half of 2018, by the fall of 2018, prices had declined to the \$300 per thousand board feet range.

On Sept. 17, 2019, the Province announced it was providing \$69 million to fund a new series of measures aimed at supporting British Columbia forest workers impacted by mill closures and shift reductions in several B.C. Interior communities. Those measures include:

- \$40 million to establish a new cost-shared, early-retirement bridging program for older forest workers;
- \$15 million to establish a new short-term forest employment program, focused on fire prevention and community resiliency projects;
- \$12 million for workers to access skills training, and for employer and community grants for training;
- \$2 million to establish a new job placement co-ordination office that will track the transition and employment of impacted forest workers on an individual basis; and
- Community support grants aimed at providing short-term assistance to communities more profoundly impacted by the closure of a major forest employer.

The \$69 million is not new funding, it is a reallocation of existing funds to support impacted forestry workers including \$25 million reallocated from the Rural Dividend Program.

Party platforms:

Liberals –

- General forestry commitments: Work with industry to modernize forest management practices and ensure B.C.'s forest industry is no longer the highest cost producer in North America.

Greens-

- We need to take back control of our forests from major corporations, ensuring forestry is meeting the needs of local communities, both economically and ecologically.

Communications Contact: Glen Plummer
Program Area Contact:

250 952-0559

ADVICE TO MINISTER

<p>CONFIDENTIAL GCPE-FLNR ISSUE NOTE</p> <p>Ministry of Forests, Lands, Natural Resource Operations and Rural Development Date: November 24, 2020 Minister Responsible: Hon. TBD</p>	<p>Stumpage – B.C.’s Market Pricing System</p>
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ADVICE AND RECOMMENDED RESPONSE:

Advice/Recommendations

KEY FACTS REGARDING THE ISSUE:

Industry stakeholders, media and members of the Opposition have repeatedly stated that B.C.’s current Market Pricing System (stumpage) makes B.C. forestry companies less competitive than other jurisdictions. They claim B.C.’s stumpage rates are too high and the existing quarterly rate adjustments mean B.C.’s stumpage rates are often not reflective of current market conditions.

On Dec. 15, 2020 the Province will make the annual estimated winning bid adjustment (EWB) for coastal stumpage rates. Stumpage will increase slightly with this update. This will be followed on Jan. 1, 2021 by the quarterly update.

Advice/Recommendations

ADVICE TO MINISTER

Advice/Recommendations

During the 2020 election campaign, the BC Liberal Party committed to implement a more efficient, effective and responsive market-pricing stumpage system to help keep the forestry industry competitive.

Background:

Forestry accounts for roughly 3% of B.C.'s GDP, according to Natural Resources Canada. However, in 2018/19, most major Interior forestry companies in British Columbia announced curtailments at their BC sawmills due to lower lumber prices, reduced demand, high log costs, softwood lumber border tariffs and issues in accessing timber. While forest companies had seen record high lumber prices (upwards of \$600 per thousand board feet) for the first half of 2018, by the fall of 2018, prices had declined to the \$300 per thousand board feet range.

Prices and demand are key factors in B.C.'s Market Pricing System (stumpage), with companies and individuals paying stumpage fees to cut logs on Crown land. A significant concern raised repeatedly by industry is the responsiveness of BC's market pricing system to changes in the market. Currently the market pricing system sets stumpage rates based on a three-month average with a two-month delay – January quarterly adjustment for the Interior is based on August through October lumber sales. The current market pricing system provides a balance between responsiveness and predictability allowing industry to better plan and prepare for pricing adjustments.

Party platforms:

Liberals:

- Implement a more efficient, effective and responsive market-pricing stumpage system to help keep our industry competitive.

Communications Contact: Glen Plummer
Program Area Contact: Allan Bennett
File Created: Nov. 09, 2020
File Updated: Month. date, year

250 952-0559
778 974-2407

ADVICE TO MINISTER

CONFIDENTIAL GCPE-FLNR ISSUE NOTE Ministry of Forests, Lands, Natural Resource Operations and Rural Development Date: November 24, 2020 Minister Responsible: Hon. TBD	Mass Timber
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ADVICE AND RECOMMENDED RESPONSE:

Advice/Recommendations

Background:

In April 2019, the Province announced its intention to encourage the increased use of mass timber in its capital construction programs, particularly in the development of the new St. Paul's Hospital and the replacement of the Royal BC Museum. In March 2020 Premier Horgan updated the mandate of Parliamentary Secretary Ravi Kahlon to include leading government efforts to increase the production and utilization of mass timber products. Sustainably harvested, low-carbon wood products like mass timber support the province's efforts to advance CleanBC, its strategy to combat the climate crisis and secure a better future for British Columbians. Mass timber buildings are cost-effective and can be one-fifth the weight of concrete buildings, while still meeting performance standards for safety, structural resilience and fire protection.

Party platforms

NDP:

- Enhance mass timber's potential as the construction material of the future: Mass timber's time has arrived – cleaner to produce than traditional lumber or concrete, it is the future of construction. We've already designated the new Royal BC Museum and parts of the new St. Paul's Hospital in Vancouver as mass timber buildings, and we'll continue to make it a priority for public buildings moving forward.

Liberals:

Expedited approach to certify mass timber products for structural construction. Support development of mass timber structural products.

Communications Contact: Nova Pierson
Program Area Contact: Melissa Sanderson
File Created: Month. date, year
File Updated: Month. date, year

250 208-2743
xxx xxx-xxxx

Page 354 of 380 to/à Page 357 of 380

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Advice/Recommendations

ADVICE TO MINISTER

<p>CONFIDENTIAL GCPE-FLNR ISSUE NOTE</p> <p>Ministry of Forests, Lands, Natural Resource Operations and Rural Development Date: Nov. 24, 2020 Minister Responsible: Hon. TBD</p>	<p>Caribou Recovery and Caribou Recovery Partnership Agreement</p>
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ADVICE AND RECOMMENDED RESPONSE:

Advice/Recommendations

KEY FACTS REGARDING THE ISSUE:

Caribou populations have dropped significantly in British Columbia in recent decades, due in part to habitat disturbance, predation, climate change and human activities on the landscape. The number of caribou in British Columbia has dropped over the last century from about 40,000 animals to about 15,000.

Southern mountain caribou populations now total fewer than 3,300 animals, while the population of the Central Group of southern mountain caribou (located in three population units in the Peace region) is about 290 animals and growing.

The decline of caribou populations in British Columbia is a complex problem that requires an inclusive process to stabilize populations and build a broadly supported Caribou Recovery Program. The provincial Caribou Recovery Program ensures that Indigenous nations, local governments, stakeholders and the natural resource sector can participate in the planning and implementation of caribou recovery measures.

ADVICE TO MINISTER

Advice/Recommendations; Intergovernmental Communications

Communications Contact:	Thomas Winterhoff, Sr. PAO, GCPE FLNR	778 679-5541
Program Area Contact:	Darcy Peel, director, Caribou Recovery Program	778 220-3449
File Created:	Nov. 6, 2020	
File Updated:	Month. date, year	

ADVICE TO MINISTER

<p>CONFIDENTIAL GCPE-FLNR ISSUE NOTE</p> <p>Ministry of Forests, Lands, Natural Resource Operations and Rural Development Date: Nov 24, 2020 Minister Responsible: Hon. TBD</p>	<p>Wildlife Issues</p>
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ADVICE AND RECOMMENDED RESPONSE:

Advice/Recommendations

Page 361 of 380

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Advice/Recommendations

ADVICE TO MINISTER

<p>CONFIDENTIAL GCPE-FLNR ISSUE NOTE</p> <p>Ministry of Forests, Lands, Natural Resource Operations and Rural Development Date: Nov. 24, 2020 Minister Responsible: Hon. TBD</p>	<p>Grazing Permits and Range Tenures</p>
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ADVICE AND RECOMMENDED RESPONSE:

Advice/Recommendations

Background:

In March 2020, MLA for Peace River North, Dan Davies, sent a letter to the Ministry expressing concern from some of his constituents of the Ministry's handling of ranching issues and grazing permits. The Peace District currently manages the largest Range program in the province consisting of 238 grazing licenses and 30 grazing leases that support a total of approximately 113,000 Animal Unit Months of grazing across the Peace and Fort Nelson Districts.

Advice/Recommendations

Advice/Recommendations

Communications Contact:	Tyler Hooper	250.213.8172
Program Area Contact:	Danielle Cuthbertson	250.371.3836
File Created:	10/26/2020	
File Updated:	10/28/2020	

ADVICE TO MINISTER

CONFIDENTIAL GCPE-FLNR ISSUE NOTE Ministry of Forests, Lands, Natural Resource Operations and Rural Development Date: November 24, 2020 Minister Responsible: Hon. TBD	Tenures and Access to Fibre Supply
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ADVICE AND RECOMMENDED RESPONSE:

Advice/Recommendations

KEY FACTS REGARDING THE ISSUE:

In 2017, government committed to revitalizing the Interior and Coastal forest sector and ensuring that British Columbians benefit from the resources of the province.

In spring 2018, government made changes to the Forest Act so that forest companies now need approval from government before they dispose of or transfer a tenure agreement to another party. This change ensures transfers are done in the public interest and that the transfer of the forest licence is not detrimental to the marketing of fibre in B.C.

In 2019, government made changes to the Manufactured Forest Products Regulation and the Coast-wide variable fee-in-lieu of manufacture.

The Manufactured Forest Products Regulation, introduced in 2003, defines the criteria that products must meet to be considered manufactured under the Forest Act. The amended regulation changes the maximum dimension of lumber to be considered a sawn-wood product from 17"x17" to 12"x12", requiring further domestic processing of lumber prior to being eligible for export.

ADVICE TO MINISTER

The new coast-wide variable fee-in-lieu of manufacture will come into force in Dec. 2020. It will replace the existing fee-in-lieu structure for the coast and will expand the practice that has been in place for BCTS sales advertised in the Coast Area since July 7, 2019. The new variable rate fee will be dependent on the economics of the individual stands for harvest, set for the term of the cutting permit to provide cost certainty to forest licence holders.

Background:

In the early 2000s, annual allowable cut (AAC) was increased to address mountain pine beetle. Following the AAC increase, companies made upgrades to existing mills and built new mills.

Advice/Recommendations

Communications Contact:	Glen Plummer	250 952-0559
Program Area Contact:	Sarah Fraser	778 698-7253
	Diane Nicholls	778 974-5840
File Created:	Nov. 24, 2020	
File Updated:	Month. date, year	

ADVICE TO MINISTER

<p>CONFIDENTIAL GCPE-FLNR ISSUE NOTE</p> <p>Ministry of Forests, Lands, Natural Resource Operations and Rural Development Date: Nov. 24, 2020 Minister Responsible: Hon. TBD</p>	<p>Wildfires and flooding</p>
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ADVICE AND RECOMMENDED RESPONSE:

Advice/Recommendations

KEY FACTS REGARDING THE ISSUE:

Wildfires:

The BC Wildfire Service's operations are directed by the Provincial Wildfire Coordination Centre and six regional fire centres. More than 1,700 BC Wildfire Service firefighters and support staff

ADVICE TO MINISTER

(including 400 permanent employees) were in place for the 2020 fire season. The Province also regularly calls on contractors to support efficient wildfire management in British Columbia. The Province's long-term contracted airtanker fleet was improved in 2020. The Province brings in additional contracted aircraft as needed during the fire season.

- The **Community Resiliency Investment (CRI) program**, launched in September 2018, provides \$60 million to help local governments and First Nations mitigate wildfire threats around their communities.
- The BC Wildfire Service and its partners continue to develop the **BC FireSmart program**, working with communities, stakeholders and interest groups.
- The B.C. government has invested \$238 million in the **Forest Enhancement Society of BC** to advance environmental and resource stewardship of the province's forests — including wildfire prevention and mitigation of wildfire impacts.
- One of the key themes of the Abbott-Chapman report on the 2017 wildfire and freshet seasons was the need to re-examine how the provincial government works with First Nations on wildfire issues. Significant progress has been made on that front.

Flooding:

In August 2020, the University of Waterloo's Intact Centre on Climate Adaptation's report on flood risk mitigation efforts in Canadian provinces gave provincial governments an average grade of "C" for flood preparedness, with B.C. getting a C+. The report mentioned: the need to update flood maps; the lack of regulations to prevent new developments in flood-risk areas; the need to assess and protect critical buildings such as hospitals and schools

Approvals for developments in flood hazard areas rests with local governments, though approving officers, building inspectors or other representatives. The Province provides standards for land use in flood hazard areas for local authorities and First Nations to follow.

Since 2016, the Province of BC has provided \$15.8 million through the National Disaster Mitigation Program (NDMP), Community Emergency Preparedness Fund (CEPF), and other grants to fund 91 floodplain mapping-related projects by First Nations, municipalities, regional districts, and regional collaborations.

B.C. is working with the Government of Canada and other provinces and territories to review the development of national flood plain mapping standards. The Province is currently initiating the development of a new BC Flood Risk Strategy, which is intended to provide more strategic direction for flood management in B.C.

Communications Contact:	Thomas Winterhoff, Sr. PAO, GCPE FLNR	778 679-5541
Program Area Contacts:	Jamie Jeffreys, Director of Partnerships & Strategic Engagement, BC Wildfire Service	250 312-7174
	Andrew Giles, Director, Disaster Mitigation, Emergency Management BC	778 974-4535

File Created:	Nov. 24, 2020
File Updated:	Month. date, year

Page 367 of 380 to/à Page 368 of 380

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Advice/Recommendations; Intergovernmental Communications

ADVICE TO MINISTER

<p>CONFIDENTIAL GCPE-FLNR ISSUE NOTE</p> <p>Ministry of Forests, Lands, Natural Resource Operations and Rural Development Date: November 24, 2020 Minister Responsible:TBD</p>	<p>Glyphosate use in forestry – FP Innovations review</p>
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ADVICE AND RECOMMENDED RESPONSE:

Advice/Recommendations

ADVICE TO MINISTER

Advice/Recommendations

KEY FACTS REGARDING THE ISSUE:

Some critics, such as “Stop the Spray BC” are opposed to the use of glyphosate (active

ADVICE TO MINISTER

ingredient: Round-up) as a herbicide in B.C.'s forests. On November 12, 2020, "Stop the Spray BC" and members of the B.C. Liberal and Green parties rallied outside the Ministry of Forests, Lands and Natural Resource Operations office in Prince George, B.C. They allege the use of glyphosate can:

- be harmful to humans;
- be harmful to moose and moose habitat;
- prevent the growth of functioning aspen for the duration of a rotation, meaning it won't grow back to what it's normal viability would have been under natural ecological succession;
- affect wildlife retention trees through 'spray-drift';
- impact temporary swamps, bogs, streams and wetlands (and permanent ones up to 200 square feed) that are oversprayed;

Further, they argue that the growth of aspen should be encouraged – not discouraged, claiming that deciduous trees reduce wildfire risk, diversify forests, create resiliency in the face of uncertain climatic realities, almost double the solar reflectivity of forest canopies, absorb significantly more moisture from precipitation events, and support exponentially more wildlife.

In spring 2019, in response to growing public concerns over the impacts of glyphosate use, the Office of the Chief Forester commissioned an independent FPInnovations review, on peer-reviewed science on glyphosate use to help inform future policy development and research needs. The review focused primarily in the context of B.C.'s current forest management value-set (e.g., biodiversity, First Nations, climate change, soil and water, etc.).

The review results found that environmental risks were low when glyphosate was used according to the label. Further analysis of deciduous stand components at free growing showed that Omineca deciduous components accounted for 15–21% of the stand density on sites that were previously treated with glyphosate. Data also show that, in the B.C. Interior, mixed deciduous stands have been increasing over time as a result of forest management activities. Further work on the amount and distribution of deciduous remaining in treated stands has been ongoing in 2020.

Some knowledge gaps were identified, including around residue persistence in plants that survive treatment and the subsequent implication on forage quality and chronic, low-level effects on wildlife that relies on this forage, such as moose. Work is ongoing in Omineca Region to research these issues and further updates are expected soon.

Background

The effects of glyphosate on human health have been extensively reviewed by international regulatory agencies, including Health Canada, with the conclusion generally being that exposure to glyphosate does not pose a carcinogenic or genotoxic risk to humans.

Glyphosate remains an important tool for establishing conifer or conifer–deciduous mixed stands and ensuring future timber supply. Glyphosate bans in other jurisdictions in Canada have resulted in significant struggles to meet silvicultural objectives on the land base, which highlights glyphosate's important role in maintaining conifer productivity.

Glyphosate used in forests is a small fraction compared to what is used in agriculture. BC

ADVICE TO MINISTER

Timber Sales and forest licensees, particularly in the north, use glyphosate, in select areas only and, overall, the use of the herbicide is decreasing:

Treatment hectares by the forest sector in B.C.:

- 2015: 18,745
- 2016: 11,064
- 2017: 13,167
- 2018: 13,025
- 2019: 3,130

**It should be noted that 3,130 hectares is about 0.003% of the province, about 0.01% of the timber harvesting land base and about 0.1% of the area with outstanding reforestation obligations on Crown land in B.C.

In the last five years, 50% of the glyphosate application was conducted in the Omineca Natural Resource Region.

Communications Contact:	Tyler Hooper	250 213-8172
Program Area Contact:	Julie MacDougall	250 880-0890
	Lorne Bedford	778 974-5670
	Neil Hughes	778 974-5671
File Created:	Nov. 17, 2020	

ADVICE TO MINISTER

<p>CONFIDENTIAL GCPE-FLNR ISSUE NOTE</p> <p>Ministry of Forests, Lands, Natural Resource Operations and Rural Development Date: November 24, 2020 Minister Responsible: Hon. TBD</p>	<p>Auditor General's Report on Forest Service Roads</p>
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ADVICE AND RECOMMENDED RESPONSE:

Advice/Recommendations

KEY FACTS REGARDING THE ISSUE:

An Auditor General report, focused upon Ministry data systems and policy, has concluded that the ministry did not manage safety and environmental risks on forest service roads in accordance with its policies. While not confirmed on the ground, Ministry data systems could not demonstrate complete necessary maintenance and repairs on roads and crossing structures such as bridges and major culverts. As well, information about the inventory of FSRs was inconsistent within in-development information systems in regards to both inspections and maintenance. Historically, FSRs were built, maintained and deactivated by the forest industry for log-haul purposes. However, FSRs are now more broadly used by the public and government has had to re-examine their mandate, with more focus upon access to rural communities and residences, and wilderness access for commercial and recreational purposes.

RECOMMENDATION 1: Develop and implement policy, procedures and practices designed to ensure that information on forest service roads, including those under road use permits, is complete, accurate and easily accessible to ministry staff, including BC Timber Sales staff. This includes location, length, the ministry entity responsible for administration, and the permit holder responsible for maintenance.

RESPONSE 1: We accept the recommendation to improve our FSR inventory information and ensure corporate consistency and accessibility. Engineering Branch has been leading the development and implementation of the Land Resource Management (LRM-OPS) data system for roll-out spring 2021, which will better-capture FSR management information.

ADVICE TO MINISTER

RECOMMENDATION 2: Develop and implement a plan to inspect and maintain bridges and major culverts on forest service roads in accordance with its policy.

RESPONSE 2: We understand and accept the intent of the recommendation and intend to address through review and revision of the Ministry's Bridge and Major Culvert policy, to clarify FSR bridges and major culvert inspection and maintenance planning, implementation and tracking. This will include refining the clarification and categorization of priority repairs and tracking completed repairs.

RECOMMENDATION 3: Review and reconcile the Engineering Manual and Engineering Program Funding Policy to provide consistent guidance for determining forest service road inspection frequency, scheduling maintenance work, and closing and deactivating roads.

RESPONSE 3: We accept the recommendation to provide consistent engineering guidance and are in the process of review and reconciliation of our Engineering Manual and Engineering Program Funding Policy. This will eliminate conflicting guidance for FSR inspection frequency, timing of maintenance works and deactivation.

RECOMMENDATION 4: Review existing or implement new policy, procedures and practices to enable natural resource districts to accurately and consistently track ministry inspections and maintenance on forest service roads.

RESPONSE 4: We accept this recommendation to ensure corporate consistency and accessibility related to tracking FSR inspections and maintenance. We will review and revise policy by Spring 2021 to address FSR inventory, risk assessment, inspections, maintenance activity, documentation and tracking through systems development and implementation.

RECOMMENDATION 5: Assess whether the natural resource districts are inspecting forest service roads as required by policy and take action to reconcile any gaps.

RESPONSE 5: We understand and accept the intent of the recommendation and as per Response 4 as it relates to FSR inspections, we are reviewing and expect to revise policy and practices (LRMOPS) associated with road inventory, risk assessment, inspections, maintenance activity, documentation and tracking to ensure consistency. We anticipate this will be in place by spring 2021, which will better enable Resource Districts to plan and track FSR inspections.

RECOMMENDATION 6: Take action to reconcile the discrepancy between policy requirements for maintaining forest service roads and the extent of maintenance that occurs, given resource allocations.

RESPONSE 6:

We understand and accept the intent of the recommendation and we will review current policy requirements for maintaining FSRs, prioritize maintenance in accordance with our revised Engineering Program Funding Policy criteria (Recommendation #3) and continue to seek appropriate levels of funding consistent with government priorities.

RECOMMENDATION 7: We recommend that BC Timber Sales develop and implement policy, procedures and practices that enable business areas to accurately and consistently track

ADVICE TO MINISTER

inspections and maintenance on forest service roads.

RESPONSE 7: BCTS accepts this recommendation. BCTS commits to improving the tracking of inspections and maintenance in its LRM system, to ensure corporate consistency. OAG recommendation relating to RUP holder information being readily available to BCTS is key to addressing this recommendation.

RECOMMENDATION 8: We recommend that BC Timber Sales assess whether it is inspecting and maintaining forest service roads as required by policy and take action to reconcile any gaps.

RESPONSE 8: BCTS accepts this recommendation. BCTS commits to taking action to address the recommendation. OAG recommendation relating to RUP holder information being readily available to BCTS is key to this assessment.

RECOMMENDATION 9: Develop and implement an approach to support the effective oversight of forest service roads under road use permits, including defining the roles and responsibilities of the natural resource districts, BC Timber Sales and the Compliance and Enforcement Branch in overseeing maintenance by road use permit holders.

RESPONSE 9: We understand and accept the intent of the recommendation. The Ministry intends to re-invigorate discussions between Engineering Branch, BCTS, Resource Districts and Compliance and Enforcement Branch to establish and clarify roles and responsibilities associated with RUP oversight and to review and revise legislation and policy, if required.

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Page 376 of 380

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Page 377 of 380 to/à Page 379 of 380

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Page 380 of 380

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