Table of Contents

Guide to Volumes **Tab 1**

Organizational Information & Immediate Decisions **Tab 2**

Immediate Accommodation, Equipment and Support ..... A
Staffing ..... B
Structure of Government and Swearing-In C
Budget Preparation ..... D
Immediate Appointments ..... E
Facilities and Equipment ..... F
Cabinet Confidences; ..... G

Reference Information to Guide Decisions **Tab 3**

Lieutenant Governor and Election Transition Conventions ..... A
Immediate Appointments ..... B
Guide to Organizational Structure and Appointing Cabinet and Committees C
- Appendix 1: Previous Orders and References 1
- Appendix 2: Sample Documents 2
- Appendix 3: Legislation 3
- Appendix 4: Cabinet Committees, Members and Parliamentary Secretaries 4
- Appendix 5: Guide to Ceremony to Swear In the Premier and Executive Council 5

Advice to Ministers on Responsibilities and Conduct ..... D
- Appendix 1: Sample Letter on Mandate and Code of Conduct 1
- Appendix 2: Standards of Conduct 2
- Appendix 3: Members' Conflict of Interest Disclosure Form and Excerpt 3
- Appendix 4: Guide to Gifts and Personal Benefits 4
- Appendix 5: Use of Personal Email Accounts for Public Business 5
- Appendix 6: Are you Lobbying? 6
- Appendix 7: Ministers' Salaries, Benefits & Expenses 7

Statutory Officers of the Legislature ..... E
Statutory Decision-Makers ..... F
Central Agencies of Government ..... G
Deputy Minister Committee Structure ..... H
Records Management: FOI Framework and Processes I
Cabinet and Committee Decision Making Processes and Annual Planning Cycle ..... J
Legislative Process ..... K

Advice to Premier

GUIDE TO VOLUMES – 2020

This six-volume set of materials is advice from the Public Service to the Premier Designate and transition team following the 2020 provincial general election. The objective of the materials is to assist the Premier and transition team in creating an orderly transition to the next mandate of government, and the materials have been organized to support immediate needs and decisions.

These materials include information about specific portfolios and responsibilities but are not intended to replace detailed briefing binders prepared for new ministers by their respective ministries. They **do not** represent legal advice, which can be obtained from the Ministry of Attorney General.

The organization of the volumes is illustrated in the attached consolidated table of contents and diagram, and is summarized below.

Volume One – "Advice to Premier Designate"— contains two main sections to assist with administrative and logistical decisions. First, there is an overview of immediate decisions on staffing, government structure, swearing-in of Cabinet, budget preparation, immediate appointments, and facilities and equipment. Second, there is a detailed guide on government structure, including Ministers' responsibilities and conduct and information on various agencies and officers of government; there is also information respecting core processes of government including Cabinet decision-making and the legislative process. Several elements of the second set of materials will be conveyed to each ministry for inclusion in each Minister's orientation binder.

Volume Two – "Major Decisions, Issues and Commitments"— includes substantive issues for the new government: some requiring decision and some for consideration and planning. Included are issues with major cross-government fiscal, legal and/or policy implications; significant issues/opportunities and issues requiring decisions within 30, 60 and 90 days, collated by ministry; an analysis of implementation of the governing party's campaign platform; and key dates/events and priority issues for upcoming Cabinet meetings.

Volume Three – "Economic and Fiscal Overview"— includes an economic overview; a review of current and five-year fiscal outlooks, including COVID-19 spending measures; information about the budget development process; the Province's fiscal history; and an inter-provincial perspective on trends and fiscal balances/projections.

Volume Four – "Ministry and Crown Agency Profiles and Issues"— includes a profile (summary of the mandate, key programs, budget, organizational structure, FTEs, executive members) for each ministry and the Crown agencies for which it is responsible. Please note: Volume Four consists of four binders arranged alphabetically by current ministry name.

Volume Five – "Crown and Public Agency Governance and Appointments"— includes an overview of the system of Crown Agency governance, accountabilities, reporting requirements, annual business cycle and appointments to Crown and public agencies.

Volume Six – "Implementation and Human Resources"— includes human resource and facility information to assist the Chief of Staff in developing recommendations on Premier's and Ministers' Office staffing and office accommodations; human resource information to assist the Deputy Minister to the Premier in determining staffing arrangements for the Office of the Premier and developing recommendations regarding the composition of the senior executive of the Public Service; and information on records management.

Guide to *Advice to Premier* Volumes

You are here

Volume 1: Advice to Premier Designate

Guide to Volumes

Organizational Information & Immediate Decisions
- Immediate Accommodation, Equipment and Support
- Staffing
- Structure of Government and Swearing-In
- Budget Preparation
- Immediate Appointments
- Facilities and Equipment

Cabinet Confidences; Advice/Recommentations

Reference Information to Guide Decisions
- Lieutenant Governor and Election Transition Conventions
- Immediate Appointments
- Advice to Ministers on Responsibilities and Conduct
- Statutory Officers of the Legislature
- Statutory Decision-Makers
- Central Agencies of Government
- Records Management
- Cabinet and Committee Decision-Making Processes and Annual Planning Cycle
- Legislative Process

Volume 2: Major Issues, Decisions and Commitments

Status Updates
- COVID-19
- Economic Recovery Implementation and Program Update

Major Corporate Issues

Issues and Opportunities and 30/60/90 Day Issues for Decision

Platform Commitments and Analysis

Key Dates and Events

Priority Items for Cabinet and Treasury Board Agendas

Volume 3: Economic and Fiscal Overview

Economic Overview

Current Fiscal Outlook

5 Year Economic and Fiscal Outlook

Budget Development

Fiscal History & Outlook

Inter-Provincial Perspective

Volume 4: Ministry and Crown Agency Profiles

4A: PREM – CITZ · Office of the Premier/ Intergovernmental Relations to Citizens' Services

4B: EDUC – FIN · Education to Finance

4C: FLNR – MMHA · Forests, Lands and Natural Resource Operations to Mental Health and Addictions

4D: MAH – TRAN · Municipal Affairs and Housing to Transportation and Infrastructure

Volume 5: Crown and Public Agency Governance and Appointments

About the Crown Agencies and Board Resourcing Office

Strategic Engagement with Public Sector Organizations

Overview of the Crown Agency Governance System

Governance Framework

Crown Agency Board Appointments, Guidelines and Remuneration

Volume 6: Implementation & Human Resources

Chief of Staff

Deputy Minister to the Premier General

Advice to Premier Designate - 2020
Table of Contents - Consolidated

Volume 1 - Advice to Premier Designate

Guide to Volumes **Tab 1**

Organizational Information & Immediate Decisions **Tab 2**

Immediate Accommodation, Equipment and Support ..... A
Staffing ..... B
Structure of Government and Swearing-In C
Budget Preparation ..... D
Immediate Appointments ..... E
Facilities and Equipment ..... F
Cabinet Confidences; Advice/Recommentations ..... G

Reference Information to Guide Decisions **Tab 3**

Lieutenant Governor and Election Transition Conventions ..... A
Immediate Appointments ..... B
Guide to Organizational Structure and Appointing Cabinet and Committees C
- Appendix 1: Previous Orders and References 1
- Appendix 2: Sample Documents 2
- Appendix 3: Legislation 3
- Appendix 4: Cabinet Committees, Members and Parliamentary Secretaries 4
- Appendix 5: Guide to Ceremony to Swear In the Premier and Executive Council 5

Advice to Ministers on Responsibilities and Conduct ..... D
- Appendix 1: Sample Letter on Mandate and Code of Conduct 1
- Appendix 2: Standards of Conduct 2
- Appendix 3: Members' Conflict of Interest Disclosure Form and Excerpt 3
- Appendix 4: Guide to Gifts and Personal Benefits 4
- Appendix 5: Use of Personal Email Accounts for Public Business 5
- Appendix 6: Are you Lobbying? 6
- Appendix 7: Ministers' Salaries, Benefits & Expenses 7

Statutory Officers of the Legislature ..... E
Statutory Decision-Makers ..... F
Central Agencies of Government ..... G
Deputy Minister Committee Structure ..... H
Records Management: FOI Framework and Processes I
Cabinet and Committee Decision Making Processes and Annual Planning Cycle ..... J
Legislative Process ..... K

Volume 2 - Major Issues, Decisions and Commitments

Status Updates **Tab 1**

COVID-19 ..... A

Economic Recovery Implementation Program Update ..... B

Major Corporate Issues **Tab 2**

Issues and Opportunities and 30/60/90 Day Issues for Decision **Tab 3**

Premier's Office

Intergovernmental Relations ..... PO – IGR

Advanced Education, and Skills Training ..... AEST

Agriculture ..... AGRI

Attorney General ..... AG

Children and Family Development ..... CFD

Citizens' Services ..... CITZ

Education ..... EDUC

Energy, Mines and Petroleum Resources ..... EMPR

Finance ..... FIN

Government Communications and Public Engagement ..... FIN – GCPE

Public Sector Employers' Council ..... FIN – PSEC

Forests, Lands and Natural Resources ..... FLNR

Health ..... HLTH

Indigenous Relations and Reconciliation ..... IRR

Jobs, Economic Development and Competitiveness ..... JEDC

Labour ..... LBR

Mental Health and Addictions ..... MMHA

Municipal Affairs and Housing ..... MAH

Public Safety and Solicitor General ..... PSSG

Emergency Management BC ..... PSSG - EMBC

Social Development and Poverty Reduction ..... SDPR

Tourism, Arts and Culture ..... TAC

Transportation ..... TRAN

Platform Commitments and Analysis **Tab 4**

Key Dates and Events **Tab 5**

Volume 3 - Economic and Fiscal Overview

Economic Overview **Tab 1**

Introduction to BC's Economy (pre-COVID) ..... A

Current Fiscal Outlook **Tab 2**

First Quarterly Report update for 2020/21 ..... A

Cabinet Confidences ..... B

COVID-19 Spending Measures C

Cabinet Confidences

5 year Economic and Fiscal Outlook **Tab 3**

Cabinet Confidences ..... A

..... B

Budget Development **Tab 4**

Budget Development Process ..... A

Budget 2021 Timelines ..... B

Annual Financial Reporting Cycle C

Fiscal History & Outlook **Tab 5**

Summary Accounts Budgeting ..... A

Operating Overview 1998/99 – 2020/21 ..... B

Revenue Trends 1998/99 – 2020/21 C

Expense Trends 1998/99 – 2020/21 ..... D

Capital Trends 1998/99 – 2022/23 ..... E

Debt Trends 1998/99 – 2020/21 ..... F

Commercial Crown Corporations ..... G

Inter-Provincial Perspective **Tab 6**

Fiscal Balances/Projections ..... A

Trends in Provincial 2020 Budgets ..... B

Comparisons of Revenue & Expenditure, per Capita, 2020/21 C

Major Transfer Programs ..... D

Overview of British Columbia's Tax System ..... E

Comparison of Provincial Taxes by Province – Individuals & Families ..... F

Table A3 – Comparison of Provincial & Federal Taxes by Province – 2020

Competitiveness Issues – Taxation of Business ..... G

Table A2 – Interprovincial Comparisons of Tax Rates – 2020

Credit Ratings ..... H

Volume 4 - Ministry and Crown Profiles

Volume 4A: Ministry and Crown Profiles (Office of the Premier, Advanced Education, Skills and Training to Citizens' Services)

Office of the Premier **Tab 1**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Intergovernmental Relations **Tab 2**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Advanced Education, Skills and Training **Tab 3**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Agriculture **Tab 4**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Attorney General — Tab 5

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Children and Family Development — Tab 6

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Citizens' Services — Tab 7

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Volume 4B: Ministry and Crown Profiles (Education to Finance, including Government Communications and Public Engagement, Public Sector Employers' Council Secretariat and the Public Service Agency)

Education — **Tab 1**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Energy, Mines and Petroleum Resources — **Tab 2**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Environment — **Tab 3**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Finance — **Tab 4**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Government Communications and Public Engagement — Tab 5

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Public Sector Employers' Council Secretariat — Tab 6

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Public Service Agency — Tab 7

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Volume 4C: Ministry and Crown Profiles (Forests, Lands, Natural Resource Operations and Rural Development to Mental Health and Addictions)

Forests, Lands, Natural Resource Operations and Rural Development **Tab 1**

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Health **Tab 2**

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Indigenous Relations and Reconciliation **Tab 3**

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Jobs, Economic Development and Competitiveness **Tab 4**

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Labour — Tab 5

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Mental Health and Addictions — Tab 6

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Volume 4D: Ministry and Crown Profiles (Municipal Affairs and Housing to Transportation)

Municipal Affairs and Housing **Tab 1**

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Public Safety and Solicitor General **Tab 2**

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Emergency Management British Columbia **Tab 3**

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Social Development and Poverty Reduction **Tab 4**

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Tourism, Arts and Culture — Tab 5

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Transportation — Tab 6

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Volume 5 - Crown and Public Agency Governance and Appointments

About the Crown Agencies and Board Resourcing Office **TAB 1**

Strategic Engagement with Public Sector Organizations **TAB 2**

Overview of the Crown Agency Governance System **TAB 3**

Types of Public Sector Organizations and their Relationships with the Government ..... A
Crown Agency Registry ..... B

Governance Framework: Crown Corporation Governance Roles and Responsibilities **TAB 4**

British Columbia's Public Sector Governance Framework ..... A
Performance Planning and Reporting Cycle ..... B
Key Accountabilities for Ministers Responsible for Public Sector Organizations C
Key Accountabilities for Deputy Ministers Responsible for Public Sector Organizations C
Financial Reporting Requirements and Other Reporting Expectations ..... D
Information Requirements and Events Calendar for Service Delivery and Commercial Crowns: March 2020 – March 2021

Crown Agency Board Appointments, Guidelines, and Remuneration **TAB 5**

Process Guide to British Columbia Public Sector ..... A
Commitment to Diversity Statement ..... B
Appointments Expiry C
Governing in the Public Interest Modules ..... D
Best Practice Guidelines: Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations ..... E
Treasury Board Directive 1/20 Remuneration Guidelines for Appointees to Administrative Tribunals and Regulatory Boards ..... F
Treasury Board Directive 2/20 Remuneration Guidelines for Appointees to Ministry and Crown Agency Boards ..... G
Treasury Board Directive 2/20 Remuneration Classification List ..... H

Volume 6 - Implementation and Human Resources

Chief of Staff — Tab 1

Office of the Premier ..... A

Appointing New Political Staff ..... B
- Attachment of Offer of Employment for Political Staff
- Political Standards of Conduct

Premier's Office Staff Listing C

Ministers' Office Staff Overview ..... D
- Ministers and Staff Listing

Salary Schedule for Political Staff ..... E

Job Descriptions for Ministers' Office Staff ..... F

Support Services and Office Moves ..... G

Deputy Minister to the Premier — Tab 2

Public Service: ..... A
- Role of Deputy Ministers
- BC Public Service Overview
- HR Statistics and Demographics
- Corporate Plan: Where Ideas Work

Office of the Deputy Minister to the Premier, Cabinet Secretary and Head of the Public Service ..... B
- Office of the Deputy Minister to the Premier Staff
- Deputy Minister to the Premier Office Budget

Deputy Ministers Committee Structure C

Executive Compensation: ..... D
- Executive Appointments
- Executive Recruitment Process Chart
- Attachments to Offer of Employment for Executives
- Excluded Employees – Performance Based In-Range Movement

Deputy Minister Performance ..... E
- BC Public Service Leadership Expectations

Executive Performance and Succession ..... F

Deputy Minister and Associate Deputy Minister Listing ..... G
- Appointment Letters and Orders in Council

Executive Lists: ..... H
- Assistant Deputy Ministers (ADMs)
- Acting ADMs / ADM Vacancies
- Executives not appointed by OIC
- Executive Leads

General — Tab 3

Records Management ..... A

Severance: ..... B

- Employment Law and Severance Contact
- Severance Policy – Order in Council Appointees
- Employment and Severance FAQs for OIC Appointees
- Excluded Employee – Immediate Termination – Sample Letter
- Re-employment and Repayment Requirements
- BC Public Service Agency Workforce Restructuring Services Practices Guideline
- Severance Calculations for:
  - Political Staff
  - Office of the Deputy Minister to the Premier
  - Deputy Ministers and Associate Deputy Ministers
  - Government Communications and Public Engagement

Immediate Accommodation, Equipment and Support for Transition

Office space in Victoria and Vancouver will be available to the transition team immediately and coordinated by the Real Property Division (RPD), Ministry of Citizens' Services (CITZ). Arrangements for access for both locations will be made through CITZ's Deputy Minister's Office.

Victoria – 545 Superior Street (Capital Park 2 building)

The Capital Park 2 building, located at 545 Superior Street behind the Legislature in downtown Victoria, has been identified as the optimum location for immediate accommodation for the transition team. The building has a secure entrance and is available 24/7.

1200m2 of space is available on the 3rd floor at Capital Park 2, comprised of:

- 7 enclosed offices/37 open workstations
- 10 quiet rooms
- 6 privacy rooms
- 3 enclosed, furnished meeting rooms with polycom phones and LCD display screens
    - Room 3303: Government Financial Information
    - Room 3056:
    - Room 3037:
- 1 open meeting area, with display screen
- 1 open collaboration space
- Kitchen/break area with microwaves, dishwasher and fridge
- 27 Phones – 1 provided in each enclosed space, and one in reception area
- Wired data networks as well as secure WiFi
- 2 Multi-Function Device (MFD) units for printing and copying (1 colour, 1 black & white). Printing fobs for the MFDs will be made available
- Basic office supplies such as pens, paper, note pads, post-it notes, copier paper, toner cartridges, binders, staplers, paper punch, flipchart paper, etc
- 15 parking spaces are available in adjacent Q-lot. Parking passes will be made available
- Close proximity to dedicated "Telepresence" room located at 617 Government Street
- Accommodates up to 70 staff during COVID-19
- Appropriate distancing signage and hand sanitizers will be installed

Figure A: Site Plan with Capital Park 2

Capital Park 2 is shown as building #14

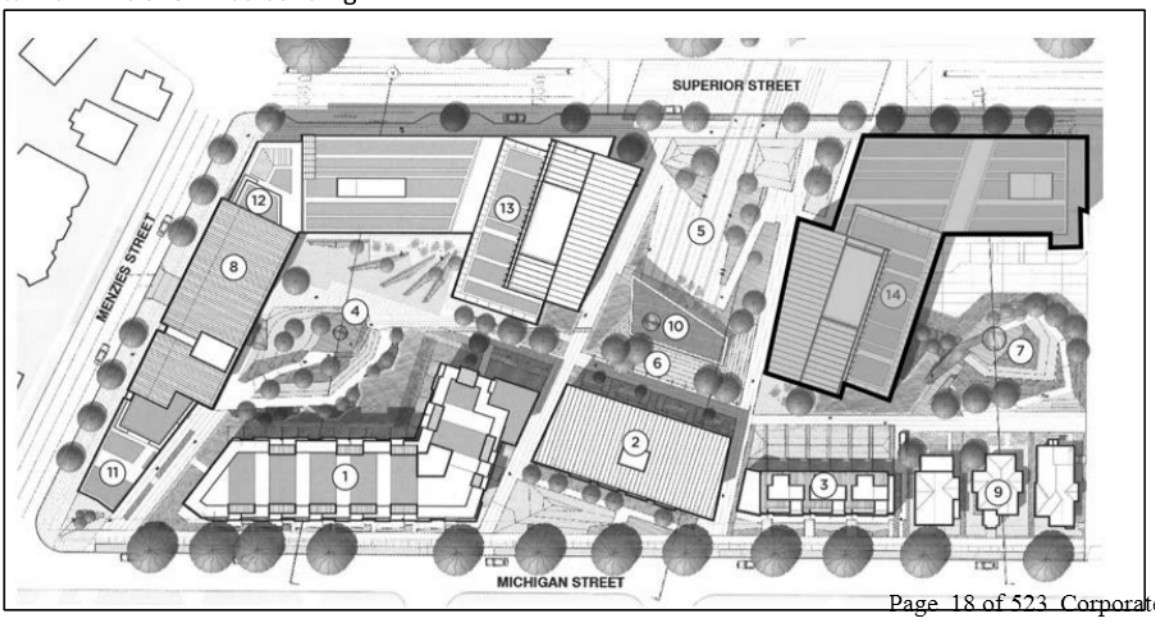


Figure B: Map of building location in Victoria, and proximity to Q-Lot and Telepresence room

Figure C: Site map of Q-Lot (15 dedicated parking spaces highlighted in blue)

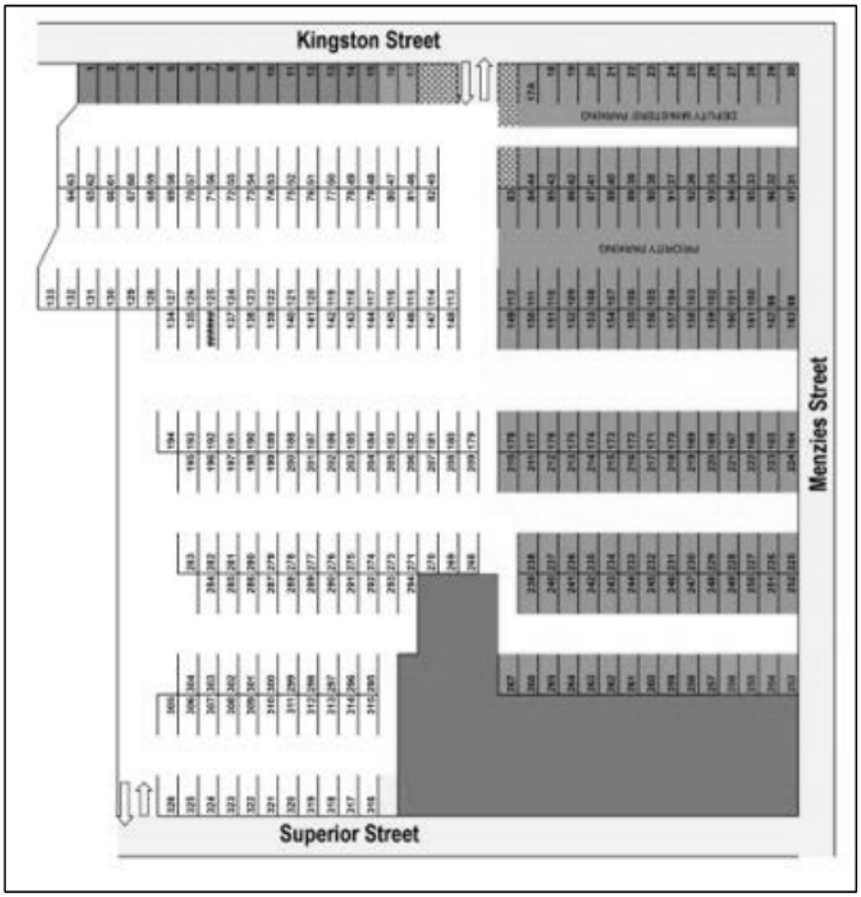


Figure D: Internal floorplan of Capital Park 2

This floorplan illustrates available seating. Normal capacity has been reduced to ensure physical distancing requirements are met.

Security Concern

Vancouver – 999 Canada Place

Suite 667, 6th Floor at 999 Canada Place is a secure drop-in suite used by government executives and has been identified as the optimum location in Vancouver for the transition team.

The building has a secure entrance and is available 24/7 with card access. Guests requiring access to the suite are able to enter the building during regular business hours until 6:00 pm and proceed to the 6th floor. Signage is posted at the entrance to the suite advising guests to ring the bell for assistance, where they will be admitted by the host.

234 m2 of space is available. Amenities include:

- 2 large meeting rooms, equipped with polycom phones and wall-mounted flat screen monitors
  - Meeting Room A: Government
  - Meeting Room B: Financial Information
- 5 small meeting rooms
  - Room C: Government
  - Room D: Financial Information
  - Room E:
  - Room F:
  - Room G:
- 1 drop in office with desk computers, monitors, keyboards
  - Office: Government Financial
- Support spaces such as a break room with fridge, waiting area, copier room and storage room
- Security camera and intercom, and intercom with monitor
- Multi-Function Device (MFD) for printing and copying. Printing fobs for the MFD will be made available.
  - Fax: Government
- Basic office supplies such as pens, paper, note pads, post-it notes, copier paper, toner cartridges, binders, staplers, paper punch, flipchart paper, etc. Supplies can be ordered by email to SSBC.ClientServices@gov.bc.ca.
- Speakerphones, power outlets, data ports and secure WiFi
- Accommodates up to 10 staff during COVID-19
- Appropriate distancing signage and hand sanitizers will be installed

Figure E: Floorplan of 667-999 Canada Place

Security Concern

Summary

Real Property Division is available to assist with questions regarding accommodation, equipment and support for Ministers and their staff. Please do not hesitate to reach out (contact information below).

Contact: Sunny Dhaliwal, Assistant Deputy Minister
Real Property Division, Ministry of Citizens' Services
250-380-8311

Technology Contact: David Henry, 250-953-5151
Facilities Contact: Teresa Wood, 250-508-6346; Furniture.Requests@gov.bc.ca

Staffing

Political Staff

The term political staff generally refers to staff that report through to the Chief of Staff. Staffing decisions rest with the Chief of Staff.

Political appointees are appointed by the Lieutenant-Governor in Council under Section 15 of the *Public Service Act* (the Act) and act in a confidential capacity to the Executive Council or Ministers. These appointees serve 'at pleasure' and may be removed at the discretion of the Lieutenant-Governor in Council.

Salaries for appointees in the Premier's office, Ministers' offices and administrative coordinators are guided by Order in Council 588/06. Salaries for support staff are guided by the salary range set in the Minister's Staff (Category B) Salary Schedule.

More information can be found in Volume 6.

Public Service Executives

All executive appointments (i.e. Deputy Minister, Associate Deputy Minister and Assistant Deputy Minister) are Order in Council appointments under Section 12 of the Act and are appointed by the Lieutenant-Governor in Council.

The recruitment of Deputy Ministers and Associate Deputy Ministers is at the discretion of the Deputy Minister to the Premier – this office effectively maintains the authority for the hiring of Deputy Ministers and Associate Deputy Ministers – in consultation with the Premier. These hiring decisions seldom utilize posted notices/advertising as a means of recruitment.

Recruitment for Assistant Deputy Ministers may be accomplished through a competitive process in which new and vacant positions are posted, applications received, candidates assessed, and the most qualified candidate selected for the position. In addition, individual lateral or promotional appointments may be made to support succession management and retention objectives.

In consultation with the Deputy Minister of the Public Service Agency, Deputy Ministers make Assistant Deputy Minister appointments for each of their ministries. The Deputy Minister to the Premier approves all executive appointments.

The BC Public Service Agency (Executive Recruitment and Support Services) supports all executive recruitment, selection and appointment activity. More information can be found in Volume 4 and Volume 6.

Staff in the Office of the Deputy Minister to the Premier

Reporting to the Deputy Minister to the Premier, staff in this office are Section 15 appointees. Staffing decisions rest with the Deputy Minister to the Premier. Salaries for appointees follow the public service compensation framework.

Detailed information on the current complement of staff can be found in Volume 6.

Structure of Government and Swearing-in

Decisions around the structure of government and ministerial appointments including what responsibilities will fall under what ministry, the names of ministries (or portfolios), who is to be appointed Minister of the portfolio, and who is Deputy Premier, are required before the Swearing-In Ceremony. In addition, if there is a desire to appoint Ministers of State (ministers without portfolio) then confirmation of what they should be responsible for and who should be appointed is required.

These decisions are effected legally through an Order In Council (OIC). The OICs that set out the structure of government can be complex and lengthy depending on the nature and magnitude of restructuring. They often involve an iterative process with subsequent questions and answers to accurately describe the desired structure. A small staff team of individuals from Cabinet Operations, Treasury Board Staff and Legislative Counsel Office who are experienced in the preparation of these OICs and aware of their sensitivity, are standing-by to receive preliminary direction and provide advice. The earliest instruction on structure is strongly recommended.

The process and legal requirements to establish the organizational structure of government and appoint Cabinet, Committees, and Parliamentary Secretaries is provided in detail in Volume I Tab 3C: Guide to Organizational Structure and Appointing Cabinet and Committees.

Required for Swearing-In:

The following questions will need to be answered prior to the Swearing-In Ceremony:

1) **Organizational Structure – *needed as soon as possible***

Which existing portfolios/ministries should be:

- Continued as is?
- Combined?
- Divided and to what other portfolio/ministry should the parts be assigned?

2) **Titles – *needed a few days before ceremony***

What title should be used for each:

- Portfolio/ministry?
- Minister of State and to which portfolio should they be assigned?

3) **Appointments – *needed at least 18 hours before ceremony***

What are the names of individuals to be appointed as:

- Minister of each portfolio/ministry, and who is the Deputy Premier?
- Minister of State

Optional for Swearing-In:

While not legally required, the usual practice has been to announce appointment of Parliamentary Secretaries (a member of the government party named to assist a minister), and Committees of Cabinet and their membership at the swearing-in. Note that in 2017, the appointment of Parliamentary Secretaries was done at swearing-in but the Committees were done at a later date.

In addition, the practice has been to provide each member of Cabinet with a mandate letter from the Premier and a letter regarding conduct and ethics of Cabinet ministers. Similarly, appointment letters to individuals appointed to Cabinet Committees have also been issued.

The lead time to prepare the necessary OICs and other documents would be similar to those described above.

4) Parliamentary Secretaries

- What title should be used for each Parliamentary Secretary?
- Which portfolio are they assigned to?
- What are the names of the individuals to be appointed?

5) Cabinet Committees (see committee list, as of September 2020, under Tab 3C)

Statutory Committees:

- What are the names of the individuals to be appointed to Treasury Board? (Note: Minister of Finance is chair, majority must be Cabinet members)
- What are the names of the individuals to be appointed to the Environment and Land Use Committee, and which individual is to be chair? (Note: majority must be Cabinet members)

Standing Committees:

- What are the names of the individuals to be appointed to a planning and priorities committee, what title should be used for the committee, and is the Premier the chair?
- What are the names of the individuals to be appointed to a committee to review draft legislation, what title should be used for the committee, and what is the name of the individual who is the chair? (Note: appointment of at least one individual with legal training as well as the House Leader is recommended)

Other Committees:

- What is the title and purpose of any other cabinet committee to be established?
- What are the names of the individuals to be appointed and which one is the chair?

It is recommended that simultaneous to the details of structure and appointments being determined, attention is also paid to the planning of the Swearing-In Ceremony itself and what guests are to be invited. Information regarding the Swearing-In Ceremony can be found in Volume 1 Tab 3C.

Budget Preparation

In an election year, the *Budget Transparency and Accountability Act* requires the Minister of Finance to table a budget on or before March 23, or within 120 days of the appointment of the Premier (whichever date is later). If the Premier is appointed by November 23, 2020, *Budget 2021* must be tabled on or before March 23, 2021. Later appointment dates would allow for a correspondingly later budget date.

Cabinet Confidences

Budget Process and Development Considerations:

In a non-election year, the Minister of Finance must table a budget on or before the fourth Tuesday of February. The production of the budget involves a number of overlapping processes and decisions across government, which normally start in the early summer, as follows:

- Developing the fiscal framework and priorities (2-3 months);
- Budget invitations and instructions provided to ministries; ministries develop proposals (2-3 months);
- Treasury Board review and approval of submissions (3-4 months);
- Minister of Finance tax and/or revenue generating decisions (2-3 months);
- Economic Forecast Council meeting (2-3 months prior to budget day);
- Crown corporations and agencies submit forecasts to Treasury Board Staff for consolidation (2-3 months);
- Final Treasury Board and Minister of Finance Decisions (one month prior to budget day); and
- Drafting and printing of budget documents (two months).

Cabinet Confidences

Immediate Appointments – 60 Days

A number of appointments are needed early to ensure orderly operation of government. These include appointments pertaining to both the Executive and Legislative Branches of government and include such things as selecting individuals for particular cabinet portfolios or recommendations on an individual to chair the legislature's Special Committee of Selection. The timeframe of these immediate appointments is as early as a few days before the Swearing-in ceremony (Cabinet appointments).

Many of these appointments may be contingent on each other and should be considered collectively. Appendix B of this volume includes a table listing these early appointments, including remuneration and appointing authority information. Early instructions on these appointments will be requested so that any vetting or drafting of legal instruments can be completed promptly.

Detailed descriptions, as well as less immediate appointments, are included in other volumes as provided below.

- Volume 1 Tab 3C: Guide to Organizational Structure and Appointing Cabinet and Committees.
- Volume 5: Crown and Public Agency Governance and Appointments.
- Volume 6 – Implementation and Human Resources.

For more information, see Tab 3B: Immediate Appointments.

Facilities and Equipment

The Office of the Premier and the Deputy Minister to the Premier receive financial and support services from the Executive Financial Officer of the Ministry of Finance.

Office Space Allocation

The Legislative Assembly Management Committee (LAMC), chaired by the Speaker, is responsible for the allocation of space relating to the activities of the Legislative Assembly including caucus offices. *The Legislative Assembly Management Act* provides for the carrying out of the responsibility if there is a change in administration.

Space for Ministerial offices, Ministerial administration and support staff and the functioning of the Executive Council is excluded from the LAMC. An agreement will need to be reached between the Chief of Staff and the Speaker on the allocation of space in the legislature. From the agreement, a space allocation will need to be made for Ministers.

Technology

The Information Management Branch of the Ministry of Finance plays a project coordination and support role to the Office of the Premier (Ministers' Offices) and the Deputy Minister to the Premier on IT services and telecommunications services. The support team works with the Ministry of Citizens' Services to ensure technology needs are met.

Moving Process

The Deputy Minister to the Premier coordinates all ministerial office moves. In the case of a change in government, the current Deputy Minister to the Premier will coordinate the moves of all offices on the day pre-selected by the Premier Designate in consultation with the Outgoing Premier. Offices will be vacated at least 24 hours to the move-in-date to permit an orderly transition and the cleaning of the offices. Moving in will commence on the day after the swearing in.

Vehicles and Parking

Current policy allows for the provision of a hybrid vehicle and associated operational costs as a taxable benefit to Ministers and Deputy Minister equivalents.

Parking for Ministers is coordinated by the Sergeant at Arms.

Transition Space

Office space will be available to the transition team through the Deputy Minister to the Premier.

For more information, please see Volume I Tab 2A: Immediate Accommodation, Equipment and Support for Transition.

Page 029 of 523 to/à Page 043 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Withheld pursuant to/removed as

Advice/Recommentations; Cabinet Confidences

Page 045 of 523 to/à Page 048 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

LIEUTENANT GOVERNOR AND ELECTION TRANSITION CONVENTIONS

The purpose of this document is to discuss the practices and conventions pertaining to communication between the Lieutenant Governor, Premier, and Premier-Designate as would be warranted by the results of the general election.

Role and Expectations of the Lieutenant Governor

It is the prerogative of the Lieutenant Governor to appoint the Premier and, on the Premier's advice, the Executive Council. The Lieutenant Governor appoints the leader of the party who the Lieutenant Governor considers can command the confidence of the Legislative Assembly. The results of the general election and the stated intentions of the Premier will direct the Lieutenant Governor's appointment. The general election may result in one of the following outcomes:

- re-election of the governing party;
- defeat of the governing party resulting in the Premier's resignation; or
- a coalition led by the governing party.

Re-election of Governing Party

Within a day of an election victory, the Premier would telephone the Lieutenant Governor. The Lieutenant Governor would invite the Premier to form a government and Cabinet. The Premier would propose a date for the swearing-in of Cabinet, or indicate when a date would be proposed.

Defeat, Premier's Resignation & Arrangements with Premier-designate

Upon election defeat of the governing party and in the circumstance where the Premier intends to resign, the Premier should telephone the Lieutenant Governor within a day of General Voting Day to advise the Lieutenant Governor of the Premier's intention to resign and of the intention to identify a transition date in consultation with the Premier-Designate. An immediate discussion (day after General Voting Day) then usually occurs between the Premier and Premier-Designate with respect to a possible transition date and ongoing governance during transition. The Premier would then relay this date to the Lieutenant Governor. The discussion between Premier and Premier-Designate also enables the Premier-Designate to contact the Lieutenant Governor, thereby allowing the Lieutenant Governor to invite the Premier-Designate to form a government and Cabinet.

As soon as a transition date is agreed upon by the Premier-Designate and the outgoing Premier, it is recommended that the outgoing Premier provide the Lieutenant Governor with a letter that confirms the outgoing Premier's intention to resign and to identify the intended transition date.

A fixed date with respect to transition does not exist; however, over the last seven elections the period of time between General Voting Day and a swearing-in has been an average of 24 days, ranging from a minimum of 19 days to a maximum of 34 days (see chart below). Note that while swearing-in can occur

prior to the Final Count being complete, it is recommended swearing-in not occur until after this date in order to permit candidates in close races to be eligible for potential appointments; it also acknowledges the possibility of judicial recounts. Further information on Final Count timing is included below.

In an election year, the Budget Transparency and Accountability Act requires the Minister of Finance to table a budget on or before March 23, or within 120 days of the appointment of the Premier (whichever date is later). If the Premier is appointed by November 23, 2020, Budget 2021 must be tabled on or before March 23, 2021. Later appointment dates would allow for a correspondingly later budget date.

Even with the additional time to table a budget (compared to the February deadline for non-election years), the timelines are highly compressed due to the many processes and inputs involved in the preparation of a budget.

For more information, see Volume 1 Tab 2: Budget Preparation.

During previous transitions, arrangements have also been made with the Chief of Staff and Deputy Minister to the Premier of the outgoing administration. These arrangements were to determine how long their stay should be to assist with the transition during the days following the election. The objective of this stay is to ensure that there is a smooth handover to their successors.

Coalition

Upon defeat or minority standing where the Premier intends to form a coalition, the Premier would telephone the Lieutenant Governor the day following General Voting Day to indicate this intention. If the Premier intends to form a coalition to command a majority of Legislative Assembly, the Premier should indicate this to the Lieutenant Governor, including how the Premier would provide satisfactory evidence of the coalition as well as the intended date the Premier wished to swear-in any new members to Cabinet.

Contact with Her Honour Janet Austin can be arranged through her Private Secretary, Jerymy Brownridge at (250) 387-2083.

Previous timeframes

Year	Date of Election	Date of Swearing In	Post Election Throne Speech
2017	May 9	June 12 (Liberals) July 18 (NDP)	June 22 (Liberals) Sept 8 (NDP)
2013	May 14	June 10 (Cabinet announced and OIC dated Friday June 7; official swearing-in Monday, June 10)	June 26
2009	May 12	June 10	August 25
2005	May 17	June 16	September 12
2001	May 16	June 5	June 19 (2 day sitting) and July 24
1996	May 28	June 17	June 25
1991	October 17	November 5	March 17, 1992

Swearing-In – Budget Implications

From Oct 24th	Swearing-In Date examples	Latest date for Budget Day
16 days	Nov 9th Mon *Final Count begins Nov 6, and may not be complete by this date	March 23rd Tues
23 days	Nov 16th Mon	March 23rd Tues
30 days	Nov 23rd Mon	March 23rd Tues
37 days	Nov 30th Mon	March 30th Tues
51 days	Dec 14th Mon	April 13th Tues

IMMEDIATE APPOINTMENTS

Introduction

This document is intended to provide a summary of immediate appointments that the Premier may want to consider with advice from the Chief of Staff and Deputy Minister to the Premier. Many of the appointments are time-sensitive and required in advance of the Swearing-In Ceremony. It draws on the detailed descriptions provided in:

- Volume 1 Tab 3C: Guide to Organizational Structure and Appointing Cabinet and Committees;
- Volume 5: Crown and Public Agency Governance and Appointments that need to be made to ensure the orderly operation of government.

Executive Branch Appointments

Position	**Authority for Appointment**	**Appointment Mechanism**	**Additional Salary**[1] (to basic MLA compensation of $111,024.19)	**Number of Positions (current)**	**Timing**
Minister (See page 10 for listing)	*Constitution Act* (Premier)	Order in Council	$55,512.10	20	Swearing-in

[1] Effective April 1, 2019. MLA base pay and additional pay for certain positions are set out in the *Members' Remuneration and Pensions Act*. The base salary for an MLA is indexed by the consumer price index each year (except for fiscal years 2010/11 to 2013/14, which were frozen in response to global economic dynamics. The freeze ended April 1, 2014. **If an MLA holds two or more positions for which an additional salary is granted, the MLA is entitled only to the higher salary.**

Position	Authority for Appointment	Appointment Mechanism	Additional Salary[1] (to basic MLA compensation of $111,024.19)	Number of Positions (current)	Timing
Minister of State (See page 9 for listing)	*Constitution Act* (Premier)	Order in Council	$38,858.47	2	Swearing-in
Parliamentary Secretary (See page 10 for listing)	*Constitution Act* (Premier)	Order in Council	$16,653.63	8	Recommended at Swearing-in, but not required
Advice/Recommentations					
Minister responsible for Government's Relations with Foreign Representatives	Appointment is at the discretion of the Premier	Letter from Premier	None	1	Recommended as soon as possible after Swearing-in

Position	Authority for Appointment	Appointment Mechanism	Additional Salary[1] (to basic MLA compensation of $111,024.19)	Number of Positions (current)	Timing

Advice/Recommentations

Statutory Cabinet Committees • Treasury Board (Vice Chair and members) • Environment and Land Use Committee (Chair, Vice Chair and members)	*Financial Administration Act* *Environment and Land Use Act* (Premier)	Order in Council	None	11 6	Recommended at Swearing-in, but not required
Other Cabinet Committees (Chair, Vice Chair and members)	Appointment is at the discretion of the Premier	Letter from Premier	None		Recommended at Swearing-in, but not required

Position	Authority for Appointment	Appointment Mechanism	Additional Salary[1] (to basic MLA compensation of $111,024.19)	Number of Positions (current)	Timing
Deputy Minister[2]	*Public Service Act* (Premier)	Order in Council	N/A	27	Recommended at Swearing-in, but not required
Associate Deputy Minister[3]	*Public Service Act* (Premier)	Order in Council	N/A	14	Recommended at Swearing-in, but not required

[2] Please see Volume 6 for a full listing of Deputy Minister portfolios and responsibilities.
[3] Please see Volume 6 for a full listing of Associate Deputy Minister portfolios and responsibilities.

Legislative Branch

Position	Authority for Appointment	Appointment Mechanism	Additional Salary[4] (to basic compensation of $111,024.19)	Number of Positions (current)	Timing
Speaker	*Constitution Act* (Elected by the Members of the Legislative Assembly)	Appointed by House (secret ballot)	$55,512.10	1	First Day of Session (of first Session of a Parliament)
Deputy Speaker	*Constitution Act* (Elected by the Members of the Legislative Assembly)	Appointed by House (motion)	$38,858.47	1	First Day of Session
Government House Leader	Appointment is at the discretion of the Premier	Premier	None	1	By First Day of Session
Deputy Government House Leader	Appointment is at the discretion of the Premier	Premier	None	1	Recommended by first day of session, but not required

[4] MLA base pay and additional pay for certain positions are set out in the *Members' Remuneration and Pensions Act*. The base salary for an MLA is indexed by the consumer price index each year (except for fiscal years 2010/11 to 2013/14, which were frozen in response to global economic dynamics. The freeze ended April 1, 2014. **If an MLA holds two or more positions for which an additional salary is granted, the MLA is entitled only to the higher salary.**

Position	Authority for Appointment	Appointment Mechanism	Additional Salary[4] (to basic compensation of $111,024.19)	Number of Positions (current)	Timing
Government Whip	Appointment is at the discretion of the Premier	Premier	$22,204.84	1	By First Day of Session
Deputy Government Whip	Appointment is at the discretion of the Premier.	Premier	$16,653.63	1	Recommended by first day of session, but not required
Caucus Chair	Appointment is at the discretion of the party caucus.	Caucus vote	$22,204.84	1	By First Day of Session
Chair, Special Committee of Selection	Standing Orders	Appointed by House (motion)	$16,653.63	1	First Day of Session

Position	Authority for Appointment	Appointment Mechanism	Additional Salary[4] (to basic compensation of $111,024.19)	Number of Positions (current)	Timing
Chair of a select standing, select or special committee[5] • Aboriginal Affairs • Agriculture, Fish and Food • Children and Youth • Crown Corporations • Education • Finance and Government Services • Health • Legislative Initiatives • Parliamentary Reform, Ethical Conduct, Standing Orders and Private Bills • Public Accounts	Standing Orders. Members are selected by the Special Committee of Selection; Chairs and Deputy Chairs elected by their committees	Elected by their committee	$16,653.63	10	First Committee meeting

[5] Upon the dissolution of the 41st Parliament of the Legislative Assembly of British Columbia, no parliamentary committees are currently active. At the commencement of each Session, a Committee of Selection shall be appointed to prepare and report lists of Members to compose the ten Select Standing Committees of the House.

Position	Authority for Appointment	Appointment Mechanism	Additional Salary[4] (to basic compensation of $111,024.19)	Number of Positions (current)	Timing
Deputy Chair of a select standing, select or special committee • Public Accounts	Standing Orders	Elected by the Committee members; convention dictates the Deputy Chair is a government member.	$11,102.42	1	First Committee meeting
Deputy Chair, Committee of the Whole[6]	Standing Orders	May be appointed at any time by way of Standing Order 15	$22,204.84	1	First Day of Session

Agencies, Boards and Commissions

The provincial government makes appointments to approximately 260 public sector agencies, boards and commissions each year. The ministry with statutory responsibility for a Crown manages the Board appointment process with assistance from Crown Agencies Board Resourcing Office (CABRO), which is charged with co-ordinating the appointment process across government. A candidate may be appointed by the responsible minister through a Minister's Order or Minister's Letter, or by Cabinet through an Order in Council. Some public sector organizations are established as Corporations and their board appointments are enacted through shareholder's resolution. For detailed information on the Crown Agency and Board Resourcing Office, the appointment process and existing and upcoming vacancies, please see Volume 5. There are a number

[6] Standing Order 14 *Deputy Speaker and Deputy Chairperson* enables the appointment of a Deputy Chair, Committee of the Whole. One person is formally selected and entitled to the additional salary provisions. Standing Order 15 grants flexibility by enabling any member of the house to take the Chair should a presiding officer for a Committee of the Whole session be unavailable, thereby resulting in more than one member officially holding the title.

of appointments that need to be considered before December 31st, 2020, although there is not a quorum issue in most cases.

Quorum is defined as 50% plus one. For example, if a Board is comprised of 10 directors, 6 need to be present for quorum to be achieved. Similarly, if a Board is comprised of 5 directors, 3 need to be present for quorum to be achieved.

Statutory Officers of the Legislature

Statutory officers help the Members of the Legislative Assembly monitor and assess government programs, procedures and performance or perform specific functions at arms-length from government. Statutory officers serve for fixed terms that vary according to the statute governing each position. For detailed information on statutory officers, please see Volume 1 Tab 3F.

Officers of the Legislative Assembly and Judicial Appointments

Finally, there are also Officers of the Legislative Assembly (Clerk and Sergeant-at-Arms) as well as various judicial appointments that need to be made periodically. The Clerk and Sergeant-at-Arms are traditionally selected by way of a Resolution of the Legislative Assembly (or by OIC if between two sessions). The Sergeant-at-Arms position is currently vacant. Further information on the roles and responsibilities of the Officers of the Legislative Assembly can be found on page 16 of this document.

The Lieutenant Governor in Council appoints Provincial Court Judges and Judicial Justices on the recommendation of the Judicial Council. The Judicial Council consists of nine members, as designated by section 21(2) of the *Provincial Court Act*. The Chief Judge is the presiding member or chair, with an Associate Chief Judge as alternate presiding member. Members of the Council review applications conduct interviews and approve candidates for appointment. When an opening is available, the Chief Judge sends the Attorney General a list of approved candidates who are eligible for appointment to that district.

Executive Branch

Ministers

Cabinet, or Executive Council, established under section 9 of the *Constitution Act*, is the central decision making body of government. Cabinet Ministers receive an additional $55,512.10 to their annual base pay. Ministers of State receive an additional $38,858.47. The current members of Cabinet are:

Honourable Melanie Mark	Minister of Advanced Education, Skills & Training
Honourable Lana Popham	Minister of Agriculture
Honourable David Eby	Attorney General
Honourable Katrine Conroy	Minister of Children & Family Development
Honourable Katrina Chen	Minister of State for Childcare
Honourable Anne Kang	Minister of Citizens' Services
Honourable Rob Fleming	Minister of Education
Honourable Bruce Ralston	Minister of Energy, Mines and Petroleum Resources
Honourable George Heyman	Minister of Environment & Climate Change Strategy
Honourable Carole James	Minister of Finance and Deputy Premier
Honourable Doug Donaldson	Minister of Forests, Lands and Natural Resource Operations
Honourable Adrian Dix	Minister of Health
Honourable Scott Fraser	Minister of Indigenous Relations and Reconciliation
Honourable Michelle Mungall	Minister of Jobs, Economic Development and Competitiveness
Honourable George Chow	Minister of State for Trade

Honourable Harry Bains	Minister of Labour
Honourable Judy Darcy	Minister of Mental Health & Addictions
Honourable Selina Robinson	Minister of Municipal Affairs and Housing
Honourable Mike Farnworth	Minister of Public Safety and Solicitor General
Honourable Shane Simpson	Minister of Social Development and Poverty Reduction
Honourable Lisa Beare	Minister of Tourism, Arts and Culture
Honourable Claire Trevena	Minister of Transportation and Infrastructure

Parliamentary Secretaries

Parliamentary Secretaries are appointed by the Premier under section 12 of the *Constitution Act* and assigned to provide support to a specified Cabinet Minister, on a specified file, but are not members of Cabinet. Parliamentary secretaries receive an additional $16,653.63 to their annual base pay. The parliamentary secretaries from the last legislative session are:

Jennifer Rice, Parliamentary Secretary for Emergency Preparedness

Sheila Malcolmson, Parliamentary Secretary for Environment

Ravi Kahlon, Parliamentary Secretary for Forests, Lands, Natural Resource Operations and Rural Development

Mitzi Dean, Parliamentary Secretary for Gender Equity

Mable Elmore, Parliamentary Secretary for Poverty Reduction

Anne Kang, Parliamentary Secretary for Seniors and Multiculturalism

Rick Glumac, Parliamentary Secretary for Technology

Bowinn Ma, Parliamentary Secretary for TransLink

Committees of Cabinet

For more information about Cabinet Committees, lease see Volume I Tab 3K: Cabinet and Committee Decision Making Processes and Annual Planning Cycle. There is no extra salary or an allowance for those individuals appointed either Chair or Vice Chair of a Cabinet Committee. The Committees from the last legislative session are:

Treasury Board
Environment and Land Use Committee
Appointment Orders Committee
Cabinet Committee on Reconciliation
Legislative Review Committee
Priorities and Accountability Committee
Sustainable Shared Prosperity Committee
Social Initiatives Committee
Child Care Working Group
Housing Working Group
Mental Health and Addictions Working Group

Deputy Ministers

Under the *Public Service Act* the Lieutenant Governor in Council may appoint deputy ministers, associate deputy ministers and assistant deputy ministers. The following are the current public service deputy ministers and associate deputy ministers. **Volume 6** contains detailed information on the role of the deputy minister, executive compensation program as well as a listing of current assistant deputy ministers

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

John Allan
Forests, Lands, Natural Resource Operations and Rural Development

Shannon Baskerville
Advanced Education, Skills and Training

Christine Kennedy
Jobs, Economic Development and Competitiveness

Jill Kot
Citizens' Services

Kaye Krishna
Municipal Affairs and Housing

Allison Bond
Children and Family Development

Shauna Brouwer
Tourism, Arts and Culture

Stephen Brown
Health

Doug Caul
Indigenous Relations and Reconciliation

Tom Ethier
Agriculture

Donna Evans
Government Communications and Public Engagement

Richard Fyfe
Attorney General

David Galbraith
Social Development and Poverty Reduction

Lori Halls
Emergency Management BC

Trevor Hughes
Labour

Kevin Jardine
Environment and Climate Change Strategy

Scott MacDonald
Education

Grant Main
Transportation and Infrastructure

Neilane Mayhew
Mental Health and Addictions

Fazil Mihlar
Energy, Mines and Petroleum Resources

Bobbi Plecas
Intergovernmental Relations Secretariat

Wes Shoemaker
Agriculture

Mark Sieben
Public Safety and Solicitor General

Lori Wanamaker
Finance

Heather Wood
Finance

Okenge Yuma Morisho
Public Service Agency

Associate Deputy Ministers

Elenore Arend
Environmental Assessment Office

Silas Brownsey
Municipal Affairs and Housing

David Byres
Health

James Harvey
Jobs, Economic Development and Competitiveness

Ron J MacDonald
Attorney General

Isobel Mackenzie
Health

Rick Manwaring
Forests, Lands, Natural Resource Operations and Rural Development

Pierrette Maranda
Intergovernmental Relations Secretariat

Peter Pokorny
Health

Chris Rathbone
Acting President and CEO, Public Sector Employers' Council

Kevin Richter
Transportation and Infrastructure

Carol Ritchie
Citizens' Services

Doug Scott
Attorney General

Christina Zacharuk
Office of the Premier

Assistant Deputy Ministers

Currently there are 109 Assistant Deputy Ministers. Please see Volume 6 for a full listing of Assistant Deputy Minister portfolios and responsibilities.

Legislative Branch

Speaker of the House

The role of the Speaker is to preserve order and decorum in the House and decide questions of order and practice. When deciding a point of order or practice, the Speaker gives reasons for the decision and cites any Standing Order or other applicable authority. In making a decision,

the Speaker may invite submissions from Members but no debate shall be permitted. The Speaker's decisions are not subject to an appeal to the House. The Speaker of the House is elected by secret ballot by the members of the House.

Deputy Speaker of the House

When the Speaker is absent, the Deputy Speaker fills the role of and has the same powers as the Speaker. The Deputy Speaker of the House is elected by a motion of the House.

Assistant Deputy Speaker

When the Deputy Speaker is absent, the Assistant Deputy Speaker fills the role of and has the same powers as the Deputy Speaker. The Assistant Deputy Speaker is elected by a motion of the House.

Deputy Chair, Committee of the Whole

When the Assistant Deputy Speaker is absent, the Deputy Chair, Committee of the Whole fills the role of and has the same powers as the Assistant Deputy Speaker. In practice, this position presides over Committee of the Whole proceedings on Bills, during Committee of Supply proceedings on Estimates or at any time when requested to do so by the Speaker, Deputy Speaker or Assistant Deputy Speaker. The Deputy Chair, Committee of the Whole is elected by a motion of the House.

Government House Leader

The Government House Leader is a senior Cabinet minister who is in charge of the government's day-to-day business in the House. The Official Opposition also appoints a House Leader; and, traditionally speaking, both conduct negotiations with other parties on the conduct of bills and debates presented to the Legislature for consideration. The House Leader also argues Points of Order before the Speaker of the House. A Point of Order is a question raised by a Member who believes that the rules or customary procedures of the House have been incorrectly applied or overlooked during the proceedings. Members may rise on points of order to bring to the attention of the Chair any breach of the relevance or repetition rules, unparliamentary remarks, or a lack of quorum. The position of House Leader is especially important during periods of minority government where no one party has control of the House and bills can only be passed with the agreement of multiple parties. The position is appointed by the Premier and no allowance in addition to base pay is identified.

Government Whip

The primary purpose of the whip is to ensure party discipline among caucus members and ensure that the elected representatives of their party

are in attendance when important votes are taken. The whip is also responsible for assigning offices and scheduling speakers from their party for various bills, motions and other proceedings in the House. The Official Opposition also appoints a whip. Appointment to this position is at the discretion of the Premier. This position includes an allowance of $22,204.84, in addition to MLA base pay.

Deputy Government Whip

The role of the Deputy Government Whip is the same as the Government Whip, in their absence. The Deputy Government Whip ensures party discipline among caucus members and ensures that the elected representatives of their party are in attendance when important votes are taken. Appointment to this position is at the discretion of the Premier. Appointment to this position is at the discretion of the Premier. This position includes an allowance of $16,653.63, in addition to MLA base pay.

Caucus Chair

C*aucus* refers to all members of a particular party in the Legislature. These members elect among themselves a caucus chair who presides over their meetings. This caucus chair is an important figure when the party is in opposition and an important link between Cabinet and the backbench when the party is in government. The caucus may determine some matters of policy, parliamentary tactics, and disciplinary measures against disobedient MLAs. Appointment to this position is at the discretion of the party caucus. This position includes an allowance of $22,204.84, in addition to MLA base pay.

Officers of the Legislative Assembly

The Clerk of the House

The Clerk is the senior permanent officer of the Legislative Assembly who interprets the Standing Orders, conventions, precedents and usages to advise the Speaker and MLAs on parliamentary procedures. The Clerk is also the chief administrative officer of the Legislative Assembly and supervises the Assembly's departments. The Clerk is non-partisan and is at the service of the Legislative Assembly and all MLAs, regardless of party affiliation. After either a general election or a by-election, the Clerk administers the Oath of Allegiance to every elected member, including those who have been re-elected. They must swear the oath or make affirmation and sign the Parliamentary Roll, or they cannot take their seats in the House. The Clerk presides over the election of the Speaker. The Clerk is also responsible for the preparation and printing of the Orders of the Day and the Votes and Proceedings. He or she is the custodian of all records or other documents of the House and has custody of legislation throughout its stages and proceedings. The Clerk of the House is appointed by resolution of the Legislative Assembly or, during the interval between two sessions, by the Lieutenant Governor in Council (and then ratified by the Legislative Assembly at its next session). The current Clerk of the House is Kate Ryan-Lloyd.

Sergeant-at-Arms

The Sergeant-at-Arms has responsibility for the ceremonial aspects of the House and for administrative and support functions primarily related to security, ensuring that the House, its committees and its members are able to conduct their business without disturbance or interruption. The Sergeant-at-Arms manages access to the public galleries and other parts of the Parliament Buildings and is responsible for managing the legislative security staff and providing security services to the Parliament Buildings complex, its occupants and the public. The Sergeant-at-Arms is appointed by resolution of the Legislative Assembly or, during the interval between two sessions, by the Lieutenant Governor in Council (and then ratified by the Legislative Assembly at its next session). The Sergeant-at-Arms position is currently vacant, but is being filled on an Acting basis by Greg Nelson.

GUIDE TO ORGANIZATIONAL STRUCTURE AND APPOINTING CABINET AND COMMITTEES

Introduction

This guide describes the necessary steps to establish the organizational structure of government, appoint a Cabinet, Parliamentary Secretaries and Cabinet Committees and is written from the perspective understood by the Public Service.

Organization of Ministries

Currently there are 20 ministries of government in addition to the Office of the Premier. The summary of ministry responsibilities as currently assigned is attached in Appendix 1. It is the prerogative of the Premier to determine the structure of government, the composition of ministries and their names.

The usual practice is for instructions on organizational structure to be given to the Cabinet Secretary who directs the Deputy Cabinet Secretary to work with a designated staff person from the Legislative Counsel Office and Treasury Board Staff to ensure the correct order is made under the *Constitution Act*, to grant ministerial powers and to ensure budget and statutory responsibility. This order can be quite detailed and lengthy depending on the nature and extent of organizational adjustments.

It should be noted that depending on the nature of the restructuring it may be necessary in addition to the *Constitution Act* order to establish administrative agreements between Ministries and Deputy Ministers to fully actualize the operation of the new structure.

Creation of Executive Council

Appointment

There are two parts to creating a Cabinet. The first is to appoint members to the Executive Council. The second is to assign portfolios to them.

The Premier, who is President of the Executive Council, is appointed by the Lieutenant Governor (*Constitution Act*, section 9(1); a sample appointment is included in Appendix 2). **It is recommended that the Premier meet with the Conflict of Interest Commissioner at the earliest opportunity to review the planned appointments. Commissioner Victoria Gray can be contacted at: 250 356-9283.**

The members of the Executive Council are appointed by the Lieutenant Governor on the advice of the Premier. The first step in the process is for the Lieutenant Governor to swear-in the individuals as members of the Executive Council. The Lieutenant Governor does this by administering the Oath for Member of the Executive Council (attached in Appendix 2) and members also sign an Oath Book kept by Cabinet Operations. The second step is assignment of portfolios and designation of Ministers of State

(minister without portfolio).[1] This is done by OIC (*Constitution Act*, section 9(2)) followed by the issue of a decorative Commission of Office for each portfolio (a sample of a Commission is attached in Appendix 2).

Creating a Cabinet – Additional Considerations

Amongst the many pertinent considerations, the following principles may also be useful:

- the Premier and/or a Minister may be appointed to more than one portfolio, or no portfolio as is the case for a Minister of State;
- a member of the Executive Council need not be an elected member of the Legislature, though the convention is that a person appointed to Cabinet who is not elected will seek election at the earliest opportunity; and
- there is no portfolio of "Deputy Premier" and therefore, it is customary, to add it to another portfolio (i.e., the Minister of XX and Deputy Premier).

The Cabinet Secretary and Chief of Staff prepare mandate letters, signed by the Premier, for each member of Cabinet that are provided on the day of their Cabinet appointment. These are discussed as part of Tab 3F: Advice to Ministers on Responsibilities and Conduct. Also in Tab 3F, and provided to Ministers upon their appointment, is a sample letter from the Premier regarding conduct and ethics of Cabinet ministers.

Role of Attorney General and Cabinet

The Attorney General has a unique role within government. As the legal member of the Executive Council, the Attorney General has the traditional powers, duties and functions of the Attorney General developed in the British Parliamentary System. These flow from the Attorney General's position as the "chief law officer of the Crown". In performing the powers, duties and functions associated with this position, the Attorney General is independent from Cabinet. These powers, duties and functions must be distinguished from the executive responsibilities of the Attorney General, which are the same as other members of Cabinet. An example of this independent duty would be when the Attorney General may be obliged to acquiesce to the appointment of a special prosecutor to make inquiries and prosecute a member of Executive Council, including the Premier. The key areas in which the Attorney General operates independently from Cabinet and government are in relation to their role as:

- The legal advisor to the Lieutenant Governor;
- The legal advisor to Cabinet and ministries of government, which includes responsibility for drafting

[1] The expected results of a Minister of State must be described by Treasury Board regulation. While these are not legally required for swearing-in, the earlier they can be outlined by the Chief of Staff and Deputy Minister to the Premier, the sooner that the public service can effectively support the Minister of State. Early articulation also helps avoid role confusion between the Minister and the Minister of State. The Deputy Minister of the ministry that has been assigned a Minister of State will use the results outline and work with the Minister, Minister of State and Treasury Board Staff to develop the regulation.

legislation;

- The representative of government and ministries in legal proceedings;
- The representative of the public interest in civil litigation; and
- The official responsible for criminal prosecutions in the Province.

It should be noted that the Attorney General is **not** required to be a lawyer.

Role of Minister of Finance and Cabinet

Unlike most other ministers, the Minister of Finance has a broader responsibility than just presiding over their ministry. Those responsibilities include such government-wide matters as supervising all government revenues and expenditures, managing government's money, setting government's fiscal policy and generally directing all matters relating to the financial affairs of the government that aren't specifically assigned to any other official or body (section 6(1) and (2) of the *Financial Administration Act*). The Minister of Finance is also responsible for the government's annual budget and for preparation of the government's annual financial statements (sections 6 and 9 of the *Budget Transparency and Accountability Act*).

Further, the Minister of Finance is the chair of Treasury Board (section 3(1)(a) of the *Financial Administration Act*) a committee that, among other things, has the legal authority to limit the spending of any ministry (section 27(1) of the *Financial Administration Act*). Treasury Board also has such other functions as controlling access to government's contingency funds and approving government fees (Core Policy and Procedures Manual, A.2 and 7.2.2).

Although other ministers are given the power to manage the financial affairs of their ministries, they are still "under the general direction of the Minister of Finance and the Treasury Board" (section 6(3) *Financial Administration Act*).

The Minister of Finance's role in directing government's financial operations and as chair of Treasury Board may result in the Minister of Finance making, or being involved with decisions, against the wishes of other ministers. Ideally, a person holding this office would have the courage and confidence to be involved in making hard financial decisions in the public interest and would also have credibility and be respected by other ministers when doing so.

Acting Ministers

It is essential to appoint Acting Ministers to act in the place of a Minister who is absent or ill or has a real or apparent conflict of interest. Current practice has been to have both first and second Acting Ministers. Volume 1 Tab 3C includes a copy of the existing assignment of Acting Ministers.

Parliamentary Secretaries

Parliamentary Secretaries may be appointed by OIC (*Constitution Act*, section 12) to assist those Ministers who have particularly onerous responsibilities. If Parliamentary Secretaries are appointed, it is helpful to set out clearly what their responsibilities are. Recent practice has precluded Parliamentary Secretaries from attending Cabinet except as special guests.

Cabinet Committees

Cabinet is considered the ultimate decision-making body in government and is accountable for all government decisions. Its focus has been on discussion of strategic priorities and substantive issues, an acceptance or rejection of recommendations in relation to such matters. Cabinet may assign the analysis and discussion of proposals to a Cabinet Committee and request recommendations. However, proposals are not considered to have received approval until reviewed and endorsed by Cabinet. Cabinet Committees have been used to review a wide variety of issues and materials including decision and information submissions, requests for legislation, 3-year service plans, Mandate Letters to Crown Corporations and communication plans.

An exception to this has been recommendations of the Legislative Review Committee (discussed below) on whether draft legislation meets Cabinet's policy intent. Legislative Review Committee's recommendations have been accepted by the House Leader as a basis to proceed to introduce legislation in the House.

Most Cabinet Committees are established to meet the general or specific needs of the government of the day. With the exception of statutory Committees, their creation, mandate, responsibility and membership has been the prerogative of the Premier. Appointment to the statutory Committees is by OIC. Appointment to other Cabinet Committees has been made by letter from the Premier or Cabinet Secretary. (Appendix 2 includes a sample letter of appointment to the Legislative Review Committee.)

1) Statutory Cabinet Committees:

Treasury Board: Sections 3(1) and (1.1) of the *Financial Administration Act* specifies that the Minister of Finance must be chair; another member of the Executive Council must be vice chair; and the majority of the members must be members of the Executive Council. In addition, the *Financial Administration Act* specifies the powers and duties of Treasury Board. These include:

- Government accounting policies and practices;
- Government management practices and systems;
- Government financial management and control, including expenditures and assets;
- Evaluation of government programs as to economy, efficiency and effectiveness; and
- Government personnel management.

Environment and Land Use Committee (ELUC): The *Environment and Land Use Act* (ELUA) requires that the chair and a majority of members of ELUC are members of Executive Council. In addition, the ELUA specifies the powers and duties of ELUC. These include recommending OICs for use of land and other natural resources which direct decisions under all other natural resource statutes.

2) Standing Cabinet Committees:

Two committees have routinely existed, albeit under different names:

Priorities and Accountability (also known as Priorities and Planning): This Committee has served as a place to have discussion about matters that will require Cabinet approval where significant early direction is required. The smaller Committee setting permits more focussed discussion than can occur

practically at Cabinet. This forum also provides an opportunity to prepare issues of a particularly divisive nature for consideration at Cabinet.

Legislative Review Committee: This Committee reviews drafted legislation in preparation for it to be introduced into the House. It does a line-by-line review of the legislation to ensure it is consistent with Cabinet's policy direction.

3) Other Cabinet Committees

Other Cabinet Committees and Working Groups have been created from time to time to reflect government's priorities. Committees of this kind have been very useful to focus and streamline decision-making where significant policy development is required in a short time period on a large subject.

Committee Membership Considerations

A variety of matters may be considered when contemplating appointments to Committees. In addition to those made for Cabinet appointments, these would include:

- Section 12 (5) and (6) of the *Freedom of Information and Protection of Privacy Act* (FOIPPA) requires that at least one third of the members of a Committee are members of the Executive Council in order for the Committee to be considered a Committee of Cabinet and therefore its deliberations and recommendations are protected from disclosure through FOIPPA;
- The selection of the Committee Chairperson can have a significant effect on the overall functioning and effectiveness of the Committee;
- Appointing members of Priorities and Accountability (Priorities and Planning) Committee and Treasury Board to other Committees helps to ensure that government's fiscal and strategic priorities can be informed and reinforced through Committee deliberations;
- To a Committee responsible for reviewing draft legislation before House introduction, while there is no legal requirement, it is advisable to appoint at least one member with legal training and also to consider making the House Leader a Committee member to provide continuity in the legislative review, approval and introduction process.

Appendix 4 includes a list of existing Cabinet Committees, members and Parliamentary Secretaries.

Swearing-In Ceremony

The practice has become that the swearing-in of both the new Premier and the new Executive Council occurs on the same day that the out-going Premier's resignation takes effect, if applicable.

The ceremony has been approximately 45 minutes long and held at Government House in Victoria. It usually includes a brief address (less than 10 minutes duration) by the newly appointed Premier. A planning guide for the ceremony is attached as Appendix 5. Upon direction from the Cabinet Secretary, the Events and Protocol Branch will coordinate with the Lieutenant Governor's Private Secretary to make arrangements for the ceremony. The 2020 swearing-in ceremony will look different than in past years due to COVID-19 and ongoing renovations at Government House. About one week is required to make arrangements.

Appendices – List of Orders and References

Order and References - Current to January 22, 2020

- *Constitution Act* Order in Council s.10, 13, 14: Structure of Government (July 18, 2017)
- *Constitution Act* Order in Council s.9: Portfolio Re-Assignment (January 22, 2020)
- *Constitution Act* Order in Council s.12: Parliamentary Secretary Appointments and Rescinding Order (July 18, 2017)
- *Constitution Act* Order in Council s.11: Acting Minister Appointments (August 9, 2017)
- Acting Ministers Table (January 22, 2020)
- *Freedom of Information and Protection of Privacy Act* Order in Council s.12(5): Committees of the Executive Council Regulation (August 1, 2017)
- *Environment and Land Use Act* Order in Council s.2: Environment and Land Use Committee Appointments (August 1, 2017)
- *Environment and Land Use Act* Order in Council s.2: Environment and Land Use Committee Rescinding and Assignment Order (January 22, 2020)
- *Financial Administration Act* Order in Council, s.3: Treasury Board Appointments (August 1, 2017)
- *Financial Administration Act* Order in Council, s.3: Treasury Board Rescinding Order (October 5, 2018)

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 213 *, Approved and Ordered* JUL 18 2017

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the transfers of duties, powers and functions, and other changes, set out in Appendix A to this order are made,

(b) a member of the Executive Council listed by title in Column 3 of Appendix B is charged with the administration of

(i) the enactment set out in Column 1 of Appendix B opposite his or her title, or

(ii) if, in Column 2 of Appendix B, details are provided in relation to that enactment, the portion of that enactment described opposite his or her title in that Column 2,

(c) provisions in previous orders are rescinded insofar as those provisions

(i) are inconsistent with a transfer or change made under paragraph (a) of this order, or

(ii) charge another member of the Executive Council with the administration of an enactment in a manner that conflicts with paragraph (b) of this order,

(d) a transfer or change under paragraph (a) of this order, or a transfer of administration under paragraph (b) of this order, serves also to transfer to the member of the Executive Council the unexpended balance of money and other resources authorized for the administration of the duties, powers and functions and enactments involved, and

(e) Order in Council 233/2013 is amended in Appendix A by repealing sections 10 to 14, 24 and 27.05.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Constitution Act*, R.S.B.C. 1996, c. 66, ss. 10, 13 and 14

Other: OIC 233/2013

O10142627

APPENDIX A

Premier

1 The duties, powers and functions of the Premier are continued.

Advanced Education, Skills and Training

2 The Ministry of Advanced Education is continued under the name Ministry of Advanced Education, Skills and Training.

3 The duties, powers and functions of the Minister of Jobs, Tourism and Skills Training respecting Labour Market and Information are transferred to the Minister of Advanced Education, Skills and Training.

Agriculture

4 The Ministry of Agriculture is continued.

Attorney General

5 The Ministry of Justice is continued under the name Ministry of Attorney General.

Children and Family Development

6 The Ministry of Children and Family Development is continued.

7 The duties, powers and functions of the Minister of Energy and Mines and Deputy Premier respecting the administration of the Columbia River Treaty are transferred to the Minister of Children and Family Development.

Citizens' Services

8 The Ministry of Technology, Innovation and Citizens' Services is continued under the name Ministry of Citizens' Services.

9 The duties, powers and functions of the Minister of Finance respecting the Corporate Information and Records Management Office are transferred to the Minister of Citizens' Services.

Education

10 The Ministry of Education is continued.

Energy, Mines and Petroleum Resources

11 The Ministry of Energy and Mines is continued under the name Ministry of Energy, Mines and Petroleum Resources.

12 The duties, powers and functions of the Minister of Natural Gas Development and Minister Responsible for Housing that are not otherwise transferred or assigned under this order to another minister are transferred to the Minister of Energy, Mines and Petroleum Resources.

Environment and Climate Change Strategy

13 The Ministry of Environment is continued under the name Ministry of Environment and Climate Change Strategy.

14 The Minister of Environment and Climate Change Strategy is designated as the official appointed under the *Constitution Act* to whom the reference to "minister responsible for the *Wildlife Act*" in paragraph (b) of the definition of "official" in section 1 (1) of the *Forest and Range Practices Act* is considered to be made.

15 The Minister of Environment and Climate Change Strategy is designated as the official appointed under the *Constitution Act* to whom the reference to "minister responsible for the *Wildlife Act*" in section 149.1 (1) (a) (iv) of the *Forest and Range Practices Act* is considered to be made.

16 The Minister of Environment and Climate Change Strategy is designated as the official appointed under the *Constitution Act* to whom the reference to "minister responsible for the *Water Sustainability Act*" in section 150 (1) (a) (ii) of the *Forest and Range Practices Act* is considered to be made.

17 The Minister of Environment and Climate Change Strategy is designated as the official appointed under the *Constitution Act* to whom the reference to "minister responsible for the administration of the *Wildlife Act*" in section 154 (2) (a) (ii) of the *Forest and Range Practices Act* is considered to be made.

18 The Minister of Environment and Climate Change Strategy is designated as the official appointed under the *Constitution Act* to whom the reference to "minister responsible for the *Wildlife Act*" in section 10 (2) of the *Oil and Gas Activities Act* is considered to be made.

Finance

19 The Ministry of Finance is continued.

20 The duties, powers and functions of the Minister of Advanced Education respecting Government Communications and Public Engagement are transferred to the Minister of Finance and Deputy Premier.

Forests, Lands, Natural Resource Operations and Rural Development

21 The Ministry of Forests, Lands and Natural Resource Operations is continued under the name Ministry of Forests, Lands, Natural Resource Operations and Rural Development.

Health

22 The Ministry of Health is continued.

Indigenous Relations and Reconciliation

23 The Ministry of Aboriginal Relations and Reconciliation is continued under the name Ministry of Indigenous Relations and Reconciliation.

International Trade

24 The Ministry of International Trade is disestablished.

Jobs, Trade and Technology

25 The Ministry of Jobs, Tourism and Skills Training is continued under the name Ministry of Jobs, Trade and Technology.

26 The duties, powers and functions of the Minister of International Trade and Minister Responsible for Asia Pacific Strategy and Multiculturalism that are not otherwise transferred or assigned under this order to another minister are transferred to the Minister of Jobs, Trade and Technology.

27 The duties, powers and functions of the Minister of Small Business and Red Tape Reduction and Minister Responsible for the Liquor Distribution Branch that are not otherwise transferred or assigned under this order to another minister are transferred to the Minister of Jobs, Trade and Technology.

28 The duties, powers and functions of the Minister of Technology, Innovation and Citizens' Services respecting Technology Solutions and Innovation and Technology are transferred to the Minister of Jobs, Trade and Technology.

Labour

29 The Ministry of Labour is established.

Mental Health and Addictions

30 The Ministry of Mental Health and Addictions is established.

31 The duties, powers and functions of the Minister of Health respecting policy development, program evaluation and research in relation to mental health and addiction, including in relation to designated facilities within the meaning of the *Mental Health Act*, are transferred to the Minister of Mental Health and Addictions.

Municipal Affairs and Housing

32 The Ministry of Community, Sport and Cultural Development is continued under the name Ministry of Municipal Affairs and Housing.

33 The duties, powers and functions of the Minister of Natural Gas Development and Minister Responsible for Housing respecting housing are transferred to the Minister of Municipal Affairs and Housing.

Natural Gas Development

34 The Ministry of Natural Gas Development is disestablished.

Public Safety and Solicitor General

35 The Ministry of Public Safety and Solicitor General is continued.

36 The Minister of Public Safety and Solicitor General is designated as the official appointed under the *Constitution Act* to whom the reference "Attorney General" in the following provisions is considered to be made:

(a) section 2 of the *British Columbia Neurotrauma Fund Contribution Act*;

(b) section 1 in the definition of "justice system personnel" and sections 3 and 9 (2) to (4) of the *Victims of Crime Act*.

Small Business and Red Tape Reduction

37 The Ministry of Small Business and Red Tape Reduction is disestablished.

Social Development and Poverty Reduction

38 The Ministry of Social Development and Social Innovation is continued under the name Ministry of Social Development and Poverty Reduction.

Tourism, Arts and Culture

39 The Ministry of Tourism, Arts and Culture is established.

40 The duties, powers and functions of the Minister of Community, Sport and Cultural Development and Minister Responsible for TransLink respecting Arts, Culture and Sport are transferred to the Minister of Tourism, Arts and Culture.

41 The duties, powers and functions of the Minister of Community, Sport and Cultural Development and Minister Responsible for TransLink respecting the BC Games Society, viaSport British Columbia, the Whistler Sport Legacies Society and the 2010 Games Operating Trust are transferred to the Minister of Tourism, Arts and Culture.

42 The duties, powers and functions of the Minister of International Trade and Minister Responsible for Asia Pacific Strategy and Multiculturalism respecting multiculturalism are transferred to the Minister of Tourism, Arts and Culture.

43 The duties, powers and functions respecting the Legacy Initiatives Advisory Council are transferred to the Minister of Tourism, Arts and Culture.

44 The duties, powers and functions of the Minister of Jobs, Tourism and Skills Training respecting Film Policy and Creative BC are transferred to the Minister of Tourism, Arts and Culture.

45 The duties, powers and functions of the Minister of Jobs, Tourism and Skills Training respecting tourism are transferred to the Minister of Tourism, Arts and Culture.

46 The Minister of Tourism, Arts and Culture is designated as the official appointed under the *Constitution Act* to whom the reference to "Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour" in the definition of "certifying authority" in section 79 (1) of the *Income Tax Act* is considered to be made.

Transportation and Infrastructure

47 The Ministry of Transportation and Infrastructure is continued.

APPENDIX B

PUBLIC ACTS

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Access to Abortion Services Act		Health
Administrative Tribunals Act		Attorney General
Administrative Tribunals Appointment and Administration Act		Attorney General
Adoption Act		Children and Family Development
Adult Guardianship Act		Attorney General
Age of Majority Act		Attorney General
Agricultural Land Commission Act		Agriculture
Agrologists Act		Agriculture
Anatomy Act		Health
Animal Health Act		Agriculture
Apology Act		Attorney General
Applied Science Technologists and Technicians Act		Advanced Education, Skills and Training
Arbitration Act		Attorney General
Architects Act		Advanced Education, Skills and Training
Architects (Landscape) Act		Advanced Education, Skills and Training
Armoured Vehicle and After-Market Compartment Control Act		Public Safety and Solicitor General
Arts Council Act		Tourism, Arts and Culture
Assessment Act	The Act except sections 43 (1), (4) and (8), 43.1, 44, 45, 46, 49, 51, 55, 57, 59, 60, 62 and 63, Part 7 and section 74 (2) (g) (iv), (k), (s), (t) and (u).	Municipal Affairs and Housing
Assessment Act	Sections 43 (1), (4) and (8), 43.1, 44, 45, 46, 49, 51, 55, 57, 59, 60, 62 and 63, Part 7 and section 74 (2) (g) (iv), (k), (s), (t) and (u).	Attorney General
Assessment Authority Act		Municipal Affairs and Housing

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Assistance to Shelter Act		Municipal Affairs and Housing
Athletic Commissioner Act		Tourism, Arts and Culture
Attorney General Act	The Act except sections 2 (e), 5 and 6 as those provisions relate to the portfolio of the Minister of Public Safety and Solicitor General.	Attorney General
Attorney General Act	Sections 2 (e), 5 and 6 as those provisions relate to the portfolio of the Minister of Public Safety and Solicitor General.	Public Safety and Solicitor General
Auditor General Act		Finance and Deputy Premier
Auditor General for Local Government Act		Municipal Affairs and Housing
Balanced Budget and Ministerial Accountability Act		Finance and Deputy Premier
BC Hydro Public Power Legacy and Heritage Contract Act		Energy, Mines and Petroleum Resources
BC Online Act		Jobs, Trade and Technology
B.C. Rail Benefits (First Nations) Trust Act		Transportation and Infrastructure
BC Transportation Financing Authority Transit Assets and Liabilities Act		Transportation and Infrastructure
BC-Alcan Northern Development Fund Act		Jobs, Trade and Technology
Body Armour Control Act		Public Safety and Solicitor General
Bonding Act		Finance and Deputy Premier
Boundary Act		Forests, Lands, Natural Resource Operations and Rural Development
British Columbia Day Act		Premier
British Columbia Enterprise Corporation Act	The Act except as it relates to the B.C. Pavilion Corporation.	Municipal Affairs and Housing
British Columbia Enterprise Corporation Act	The Act as it relates to the B.C. Pavilion Corporation.	Tourism, Arts and Culture
British Columbia Innovation Council Act		Jobs, Trade and Technology
British Columbia Neurotrauma Fund Contribution Act		Public Safety and Solicitor General
British Columbia Railway Act		Transportation and Infrastructure

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
British Columbia Railway Finance Act		Finance and Deputy Premier
British Columbia Transit Act		Transportation and Infrastructure
Budget Transparency and Accountability Act		Finance and Deputy Premier
Builders Lien Act		Attorney General
Building Act	The Act except Part 4.	Municipal Affairs and Housing
Building Act	Part 4.	Attorney General
Building Officials' Association Act		Municipal Affairs and Housing
Business Corporations Act	The Act except as it relates to the establishment and operation of the Corporate Registry.	Finance and Deputy Premier
Business Corporations Act	The Act as it relates to the establishment and operation of the Corporate Registry.	Jobs, Trade and Technology
Business Number Act		Jobs, Trade and Technology
Business Practices and Consumer Protection Act		Public Safety and Solicitor General
Business Practices and Consumer Protection Authority Act		Public Safety and Solicitor General
Canadian Pacific Railway (Stone and Timber) Settlement Act		Forests, Lands, Natural Resource Operations and Rural Development
Carbon Tax Act		Finance and Deputy Premier
Charitable Purposes Preservation Act		Attorney General
Chartered Professional Accountants Act		Advanced Education, Skills and Training
Child Care BC Act		Children and Family Development
Child Care Subsidy Act		Children and Family Development
Child, Family and Community Service Act		Children and Family Development
Civil Forfeiture Act		Public Safety and Solicitor General
Civil Resolution Tribunal Act		Attorney General
Civil Rights Protection Act		Attorney General
Class Proceedings Act		Attorney General

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Clean Energy Act	The Act except the following: (a) Part 6 and section 38; (b) section 36 (2) as that provision relates to the portfolio of the Minister of Indigenous Relations and Reconciliation.	Energy, Mines and Petroleum Resources
Clean Energy Act	The following: (a) Part 6 and section 38; (b) section 36 (2) as that provision relates to the portfolio of the Minister of Indigenous Relations and Reconciliation.	Indigenous Relations and Reconciliation
Coal Act		Energy, Mines and Petroleum Resources
Coalbed Gas Act		Energy, Mines and Petroleum Resources
Coastal Ferry Act	The Act except Part 4 and sections 70, 72 and 73.	Transportation and Infrastructure
Coastal Ferry Act	Part 4 and sections 70, 72 and 73.	Attorney General
College and Institute Act		Advanced Education, Skills and Training
College of Applied Biology Act		Environment and Climate Change Strategy
Columbia Basin Trust Act		Children and Family Development
Commercial Tenancy Act		Municipal Affairs and Housing
Commercial Transport Act	The Act except the following: (a) section 3; (b) sections 1, 4, 5, 8, 9, 11 and 12 as those provisions relate to highway infrastructure and weigh scales; (c) sections 1, 4, 5, 8, 9, 11, 12 and 14 as those provisions relate to affairs of Commercial Vehicle Safety and Enforcement.	Public Safety and Solicitor General
Commercial Transport Act	The following: (a) section 3; (b) sections 1, 4, 5, 8, 9, 11 and 12 as those provisions relate to highway infrastructure and weigh scales; (c) sections 1, 4, 5, 8, 9, 11, 12 and 14 as those provisions relate to affairs of Commercial Vehicle Safety and Enforcement.	Transportation and Infrastructure

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Community Care and Assisted Living Act	The Act except sections 8, 29 (1), (1.1), (4) and (11), 29.1 and 34 (2) (h) and (h.1), (4) (c), (5) and (6).	Health
Community Care and Assisted Living Act	Sections 8 and 34 (2) (h) and (h.1) and (6).	Education
Community Care and Assisted Living Act	Sections 29 (1), (1.1), (4) and (11), 29.1 and 34 (4) (c) and (5).	Attorney General
Community Charter		Municipal Affairs and Housing
Community Living Authority Act		Social Development and Poverty Reduction
Community Safety Act		Public Safety and Solicitor General
Community Services Interim Authorities Act		Children and Family Development
Community Services Labour Relations Act		Labour
Conflict of Laws Rules for Trusts Act		Attorney General
Constitution Act	The Act except sections 25 – 27.	Attorney General
Constitution Act	Sections 25 – 27.	Finance and Deputy Premier
Constitutional Amendment Approval Act		Attorney General
Constitutional Question Act		Attorney General
Container Trucking Act		Transportation and Infrastructure
Continuing Care Act		Health
Cooperative Association Act	The Act except as it relates to the establishment and operation of the Corporate Registry.	Finance and Deputy Premier
Cooperative Association Act	The Act as it relates to the establishment and operation of the Corporate Registry.	Jobs, Trade and Technology
Coroners Act		Public Safety and Solicitor General
Correction Act		Public Safety and Solicitor General
County Boundary Act		Attorney General
Court Agent Act		Attorney General
Court Jurisdiction and Proceedings Transfer Act		Attorney General
Court of Appeal Act		Attorney General
Court Order Enforcement Act		Attorney General
Court Order Interest Act		Attorney General
Court Rules Act		Attorney General

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Credit Union Incorporation Act	The Act except as it relates to the establishment and operation of the Corporate Registry.	Finance and Deputy Premier
Credit Union Incorporation Act	The Act as it relates to the establishment and operation of the Corporate Registry.	Jobs, Trade and Technology
Creditor Assistance Act		Finance and Deputy Premier
Cremation, Interment and Funeral Services Act		Public Safety and Solicitor General
Creston Valley Wildlife Act		Forests, Lands, Natural Resource Operations and Rural Development
Crime Victim Assistance Act		Public Safety and Solicitor General
Criminal Asset Management Act		Public Safety and Solicitor General
Criminal Injury Compensation Act		Public Safety and Solicitor General
Criminal Records Review Act		Public Safety and Solicitor General
Crown Counsel Act		Attorney General
Crown Franchise Act		Attorney General
Crown Proceeding Act		Attorney General
Debtor Assistance Act		Attorney General
Degree Authorization Act		Advanced Education, Skills and Training
Destination BC Corp. Act		Tourism, Arts and Culture
Dike Maintenance Act		Forests, Lands, Natural Resource Operations and Rural Development
Disciplinary Authority Protection Act		Attorney General
Douglas Day Act		Premier
Drainage, Ditch and Dike Act		Forests, Lands, Natural Resource Operations and Rural Development
Drinking Water Protection Act		Health
Ecological Reserve Act		Environment and Climate Change Strategy
E-Health (Personal Health Information Access and Protection of Privacy) Act		Health
Election Act		Attorney General
Electoral Boundaries Commission Act		Attorney General
Electoral Districts Act		Attorney General
Electoral Reform Referendum 2009 Act		Attorney General

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Electronic Transactions Act		Jobs, Trade and Technology
Emergency Communications Corporations Act		Public Safety and Solicitor General
Emergency Health Services Act		Health
Emergency Intervention Disclosure Act		Labour
Emergency Program Act		Public Safety and Solicitor General
Employee Investment Act		Jobs, Trade and Technology
Employment and Assistance Act	All provisions of the Act as those provisions relate to the child in the home of a relative program except sections 17 (3) and (4), 18 – 20, 21 (1), 22 (1) – (3), (4) (b), (5) and (6), 23 (1) (a) (ii) and (iii) and (b) (ii) and (iii) and (2), 24 (1), (2) (a) and (3) – (7) and 29.	Children and Family Development
Employment and Assistance Act	The following provisions: (a) sections 17 (3) and (4), 18 – 20, 21 (1), 22 (1) – (3), (4) (b), (5) and (6), 23 (1) (a) (ii) and (iii) and (b) (ii) and (iii) and (2), 24 (1), (2) (a) and (3) – (7) and 29; (b) all other provisions of the Act except as those other provisions relate to the child in the home of a relative program.	Social Development and Poverty Reduction
Employment and Assistance for Persons with Disabilities Act		Social Development and Poverty Reduction
Employment Standards Act	The Act except Part 12.	Labour
Employment Standards Act	Part 12.	Attorney General
Energy Efficiency Act		Energy, Mines and Petroleum Resources
Enforcement of Canadian Judgments and Decrees Act		Attorney General
Engineers and Geoscientists Act		Advanced Education, Skills and Training
Environment and Land Use Act		Forests, Lands, Natural Resource Operations and Rural Development
Environmental Assessment Act		Environment and Climate Change Strategy

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Environmental Management Act	The Act except the following: (a) section 5 (f) as that provision relates to the portfolio of the Minister of Forests, Lands, Natural Resource Operations and Rural Development; (b) Division 1 of Part 8.	Environment and Climate Change Strategy
Environmental Management Act	Section 5 (f) as that provision relates to the portfolio of the Minister of Forests, Lands, Natural Resource Operations and Rural Development.	Forests, Lands, Natural Resource Operations and Rural Development
Environmental Management Act	Division 1 of Part 8.	Attorney General
Escheat Act		Attorney General
Estates of Missing Persons Act		Attorney General
Evidence Act		Attorney General
Expropriation Act		Attorney General
Family Compensation Act		Attorney General
Family Day Act		Jobs, Trade and Technology
Family Law Act		Attorney General
Family Maintenance Enforcement Act		Attorney General
Farm Income Insurance Act		Agriculture
Farm Practices Protection (Right to Farm) Act		Agriculture
Farmers and Womens Institutes Act		Agriculture
Farming and Fishing Industries Development Act		Agriculture
Federal Courts Jurisdiction Act		Attorney General
Federal Port Development Act		Energy, Mines and Petroleum Resources
Finance Statutes Amendment Act, 2011	Section 142.	Finance and Deputy Premier
Financial Administration Act		Finance and Deputy Premier
Financial Disclosure Act		Attorney General
Financial Information Act		Finance and Deputy Premier
Financial Institutions Act	The Act except the following: (a) as it relates to the establishment and operation of the Corporate Registry; (b) sections 242.1 and 242.2.	Finance and Deputy Premier

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Financial Institutions Act	The Act as it relates to the establishment and operation of the Corporate Registry.	Jobs, Trade and Technology
Financial Institutions Act	Sections 242.1 and 242.2.	Attorney General
Fire and Police Services Collective Bargaining Act		Labour
Fire Department Act		Labour
Fire Safety Act		Public Safety and Solicitor General
Fire Services Act	The Act except section 47 (2) (g) and (h).	Public Safety and Solicitor General
Fire Services Act	Section 47 (2) (g) and (h).	Municipal Affairs and Housing
Firearm Act		Public Safety and Solicitor General
Fireworks Act		Public Safety and Solicitor General
First Nations Education Act		Education
First Peoples' Heritage, Language and Culture Act		Indigenous Relations and Reconciliation
Fish and Seafood Act	The Act except as it relates to aquatic plants.	Agriculture
Fish and Seafood Act	The Act as it relates to aquatic plants.	Forests, Lands, Natural Resource Operations and Rural Development
Fishing Collective Bargaining Act		Labour
Flathead Watershed Area Conservation Act		Forests, Lands, Natural Resource Operations and Rural Development
Flood Relief Act		Public Safety and Solicitor General
FNCIDA Implementation Act		Indigenous Relations and Reconciliation
Food and Agricultural Products Classification Act		Agriculture
Food Donor Encouragement Act		Public Safety and Solicitor General
Food Safety Act	The Act except as it relates to food establishments where animals are slaughtered for food purposes.	Health
Food Safety Act	The Act as it relates to food establishments where animals are slaughtered for food purposes.	Agriculture
Foreign Arbitral Awards Act		Attorney General
Foreign Money Claims Act		Attorney General
Forensic Psychiatry Act		Health

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Forest Act	The Act except as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Forests, Lands, Natural Resource Operations and Rural Development
Forest Act	The Act as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Finance and Deputy Premier
Forest and Range Practices Act	The Act except the following: (a) as it relates to (i) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (ii) the administration of deposits and securities payable; (b) section 166 as that provision relates to the portfolio of the Minister of Attorney General.	Forests, Lands, Natural Resource Operations and Rural Development
Forest and Range Practices Act	The Act as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Finance and Deputy Premier
Forest and Range Practices Act	Section 166 as that provision relates to the portfolio of the Minister of Attorney General.	Attorney General
Forest Practices Code of British Columbia Act	The Act except as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Forests, Lands, Natural Resource Operations and Rural Development

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Forest Practices Code of British Columbia Act	The Act as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Finance and Deputy Premier
Forest Stand Management Fund Act	The Act except as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Forests, Lands, Natural Resource Operations and Rural Development
Forest Stand Management Fund Act	The Act as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Finance and Deputy Premier
Foresters Act		Forests, Lands, Natural Resource Operations and Rural Development
Forestry Revitalization Act		Forests, Lands, Natural Resource Operations and Rural Development
Forestry Service Providers Protection Act		Forests, Lands, Natural Resource Operations and Rural Development
Franchises Act		Jobs, Trade and Technology
Fraudulent Conveyance Act		Attorney General
Fraudulent Preference Act		Attorney General
Freedom of Information and Protection of Privacy Act		Citizens' Services
Frustrated Contract Act		Attorney General
Gaming Control Act	The Act except Part 6.	Attorney General
Gaming Control Act	Part 6.	Municipal Affairs and Housing
Gas Utility Act		Energy, Mines and Petroleum Resources
Geothermal Resources Act		Energy, Mines and Petroleum Resources
Good Samaritan Act		Attorney General
Government Buildings Act		Attorney General

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Great Bear Rainforest (Forest Management) Act		Forests, Lands, Natural Resource Operations and Rural Development
Greenbelt Act		Forests, Lands, Natural Resource Operations and Rural Development
Greenhouse Gas Industrial Reporting and Control Act		Environment and Climate Change Strategy
Greenhouse Gas Reduction (Renewable and Low Carbon Fuel Requirements) Act		Energy, Mines and Petroleum Resources
Greenhouse Gas Reduction Targets Act		Environment and Climate Change Strategy
Greenhouse Gas Reduction (Vehicle Emissions Standards) Act		Environment and Climate Change Strategy
Guide Dog and Service Dog Act		Public Safety and Solicitor General
Gunshot and Stab Wound Disclosure Act		Public Safety and Solicitor General
Haida Gwaii Reconciliation Act		Indigenous Relations and Reconciliation
Health Act		Health
Health and Social Services Delivery Improvement Act	The Act except Part 3.	Health
Health and Social Services Delivery Improvement Act	Part 3.	Children and Family Development
Health Authorities Act	The Act except the following: (a) section 3 as that provision relates to mental health and addictions; (b) section 7.2 with respect to a stewardship purpose, within the meaning of paragraphs (d) and (e) of the definition of "stewardship purpose" in section 9 of the *Ministry of Health Act*, as that provision relates to mental health and addictions.	Health

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Health Authorities Act	The following provisions: (a) section 3 as that provision relates to mental health and addictions; (b) section 7.2 with respect to a stewardship purpose, within the meaning of paragraphs (d) and (e) of the definition of "stewardship purpose" in section 9 of the *Ministry of Health Act*, as that provision relates to mental health and addictions.	Mental Health and Addictions
Health Care (Consent) and Care Facility (Admission) Act		Health
Health Care Costs Recovery Act		Health
Health Professions Act	The Act except sections 50.51, 50.52, 50.65 and 55 (2) (r).	Health
Health Professions Act	Sections 50.51, 50.52, 50.65 and 55 (2) (r).	Attorney General
Health Sector Partnerships Agreement Act		Health
Health Special Account Act		Health
Heritage Conservation Act		Forests, Lands, Natural Resource Operations and Rural Development
Holocaust Memorial Day Act		Attorney General
Home Owner Grant Act		Finance and Deputy Premier
Homeowner Protection Act	The Act except the following: (a) sections 2 (2) and 10.1 and Part 9; (b) sections 10, 32 and 36 as those provisions relate to the portfolio of the Minister of Finance and Deputy Premier; (c) section 29.4.	Municipal Affairs and Housing
Homeowner Protection Act	The following: (a) sections 2 (2) and 10.1 and Part 9; (b) sections 10, 32 and 36 as those provisions relate to the portfolio of the Minister of Finance and Deputy Premier.	Finance and Deputy Premier
Homeowner Protection Act	Section 29.4.	Attorney General
Hospital Act	The Act except section 46 (1) and (4.2).	Health
Hospital Act	Section 46 (1) and (4.2).	Attorney General
Hospital District Act		Health

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Hospital Insurance Act		Health
Hotel Guest Registration Act		Tourism, Arts and Culture
Hotel Keepers Act		Tourism, Arts and Culture
Human Resource Facility Act	The Act except section 1.1 (b), (c) and (d).	Children and Family Development
Human Resource Facility Act	Section 1.1 (b) and (c).	Social Development and Poverty Reduction
Human Resource Facility Act	Section 1.1 (d).	Health
Human Rights Code		Attorney General
Human Tissue Gift Act		Health
Hunting and Fishing Heritage Act [The]		Forests, Lands, Natural Resource Operations and Rural Development
Hydro and Power Authority Act		Energy, Mines and Petroleum Resources
Hydro Power Measures Act		Energy, Mines and Petroleum Resources
Income Tax Act		Finance and Deputy Premier
Income Trust Liability Act		Finance and Deputy Premier
Independent School Act		Education
Indian Advisory Act		Indigenous Relations and Reconciliation
Indian Cut-off Lands Disputes Act		Indigenous Relations and Reconciliation
Indian Self Government Enabling Act		Finance and Deputy Premier
Industrial Development Act		Energy, Mines and Petroleum Resources
Industrial Operation Compensation Act		Forests, Lands, Natural Resource Operations and Rural Development
Industrial Roads Act		Transportation and Infrastructure
Industry Training Authority Act	The Act except Part 4.	Advanced Education, Skills and Training
Industry Training Authority Act	Part 4.	Attorney General
Infants Act		Attorney General
Information Management Act		Citizens' Services
Insurance Act		Finance and Deputy Premier
Insurance (Captive Company) Act	The Act except as it relates to the establishment and operation of the Corporate Registry.	Finance and Deputy Premier

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Insurance (Captive Company) Act	The Act as it relates to the establishment and operation of the Corporate Registry.	Jobs, Trade and Technology
Insurance Corporation Act		Attorney General
Insurance for Crops Act		Agriculture
Insurance Premium Tax Act		Finance and Deputy Premier
Insurance (Vehicle) Act		Attorney General
Integrated Pest Management Act		Environment and Climate Change Strategy
Interjurisdictional Support Orders Act		Attorney General
International Business Activity Act		Finance and Deputy Premier
International Commercial Arbitration Act		Attorney General
International Interests in Mobile Equipment (Aircraft Equipment) Act		Finance and Deputy Premier
International Sale of Goods Act		Attorney General
International Trusts Act		Attorney General
Interpretation Act		Attorney General
Islands Trust Act		Municipal Affairs and Housing
Judicial Compensation Act		Attorney General
Judicial Review Procedure Act		Attorney General
Jury Act		Attorney General
Justice Administration Act		Attorney General
Justice Reform and Transparency Act		Attorney General
Knowledge Network Corporation Act		Jobs, Trade and Technology
Laboratory Services Act		Health
Labour Mobility Act		Jobs, Trade and Technology
Labour Relations Code	The Act except sections 115 – 122, 125, 127, 129, 132 and 157.	Labour
Labour Relations Code	Sections 115 – 122, 125, 127, 129, 132 and 157.	Attorney General
Land Act		Forests, Lands, Natural Resource Operations and Rural Development
Land Settlement and Development Repeal Act		Forests, Lands, Natural Resource Operations and Rural Development
Land (Spouse Protection) Act		Forests, Lands, Natural Resource Operations and Rural Development
Land Survey Act		Forests, Lands, Natural Resource Operations and Rural Development

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Land Surveyors Act		Forests, Lands, Natural Resource Operations and Rural Development
Land Tax Deferment Act		Finance and Deputy Premier
Land Title Act	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.	Forests, Lands, Natural Resource Operations and Rural Development
Land Title Act	Section 77.2.	Transportation and Infrastructure
Land Title Act	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.	Municipal Affairs and Housing
Land Title Act	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 Environment and Climate Change Strategy.	Environment and Climate Change Strategy
Land Title and Survey Authority Act		Forests, Lands, Natural Resource Operations and Rural Development
Land Title Inquiry Act		Forests, Lands, Natural Resource Operations and Rural Development
Land Transfer Form Act		Forests, Lands, Natural Resource Operations and Rural Development
Law and Equity Act		Attorney General
Law Reform Commission Act		Attorney General
Legal Profession Act		Attorney General
Legal Services Society Act		Attorney General
Legislative Assembly Management Committee Act		Attorney General
Legislative Assembly Privilege Act		Attorney General
Legislative Library Act		Attorney General
Legislative Procedure Review Act		Attorney General
Libby Dam Reservoir Act		Forests, Lands, Natural Resource Operations and Rural Development

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Libel and Slander Act		Attorney General
Library Act		Education
Limitation Act		Attorney General
Liquefied Natural Gas Income Tax Act		Finance and Deputy Premier
Liquefied Natural Gas Project Agreements Act		Finance and Deputy Premier
Liquor Control and Licensing Act		Attorney General
Liquor Distribution Act		Attorney General
Livestock Act		Agriculture
Livestock Identification Act		Agriculture
Livestock Lien Act		Agriculture
Lobbyists Registration Act		Attorney General
Local Elections Campaign Financing Act		Municipal Affairs and Housing
Local Government Act	The Act except sections 481 (1) and 551 – 554.	Municipal Affairs and Housing
Local Government Act	Sections 481 (1) and 551 – 554.	Agriculture
Local Government Bylaw Notice Enforcement Act		Attorney General
Local Government Grants Act		Municipal Affairs and Housing
Local Services Act		Municipal Affairs and Housing
Logging Tax Act		Finance and Deputy Premier
Maa-nulth First Nations Final Agreement Act		Indigenous Relations and Reconciliation
Manufactured Home Act	The Act except as it relates to the establishment and operation of the Manufactured Home Registry.	Finance and Deputy Premier
Manufactured Home Act	The Act as it relates to the establishment and operation of the Manufactured Home Registry.	Jobs, Trade and Technology
Manufactured Home Park Tenancy Act		Municipal Affairs and Housing
Manufactured Home Tax Act		Municipal Affairs and Housing
Marriage Act		Health
McLeod Lake Indian Band Treaty No. 8 Adhesion and Settlement Agreement Act		Indigenous Relations and Reconciliation
Medicare Protection Act	The Act except sections 5 (1) (b), 7.2 (5), 8 (4) and (5), 8.1, 8.2 and 32.	Health

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Medicare Protection Act	Sections 5 (1) (b), 7.2 (5), 8 (4) and (5), 8.1, 8.2 and 32.	Finance and Deputy Premier
Members' Conflict of Interest Act		Attorney General
Members' Remuneration and Pensions Act		Attorney General
Mental Health Act	The Act except sections 24.1 and 24.2.	Health
Mental Health Act	Sections 24.1 and 24.2.	Attorney General
Metal Dealers and Recyclers Act		Public Safety and Solicitor General
Milk Industry Act	Section 12 as that provision relates to bulk tank milk grader licences, and the remainder of the Act.	Agriculture
Milk Industry Act	Section 12 except as that provision relates to bulk tank milk grader licences.	Health
Mineral Land Tax Act	The Act except as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Energy, Mines and Petroleum Resources
Mineral Land Tax Act	The Act as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Finance and Deputy Premier
Mineral Tax Act	The Act except as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Energy, Mines and Petroleum Resources
Mineral Tax Act	The Act as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Finance and Deputy Premier
Mineral Tenure Act		Energy, Mines and Petroleum Resources

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Mines Act		Energy, Mines and Petroleum Resources
Mining Right of Way Act		Energy, Mines and Petroleum Resources
Ministry of Agriculture and Food Act		Agriculture
Ministry of Consumer and Corporate Affairs Act	The Act except sections 3 and 4 (a) as those provisions relate to corporate affairs.	Public Safety and Solicitor General
Ministry of Consumer and Corporate Affairs Act	Sections 3 and 4 (a) as those provisions relate to corporate affairs.	Finance and Deputy Premier
Ministry of Energy and Mines Act		Energy, Mines and Petroleum Resources
Ministry of Environment Act	The Act except 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.	Environment and Climate Change Strategy
Ministry of Environment Act	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.	Forests, Lands, Natural Resource Operations and Rural Development
Ministry of Forests and Range Act	The Act except the following: (a) as it relates to (i) the collection of public money, as defined in section 1 of the *Financial Administration Act*, 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.	Forests, Lands, Natural Resource Operations and Rural Development

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Ministry of Forests and Range Act	The Act as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Finance and Deputy Premier
Ministry of Forests and Range Act	Section 4 (d) (ii) and (e) as those provisions relate to the portfolio of the Minister of Agriculture.	Agriculture
Ministry of Health Act		Health
Ministry of Intergovernmental Relations Act		Premier
Ministry of International Business and Immigration Act		Jobs, Trade and Technology
Ministry of Labour Act		Labour
Ministry of Lands, Parks and Housing Act	The Act except the following: (a) sections 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.	Forests, Lands, Natural Resource Operations and Rural Development
Ministry of Lands, Parks and Housing Act	Sections 5 (b), 6 and 9 as those provisions relate to the portfolio of the Minister of Environment and Climate Change Strategy.	Environment and Climate Change Strategy
Ministry of Lands, Parks and Housing Act	Sections 5 (b.1) and (c), 8.1 and 10.	Municipal Affairs and Housing
Ministry of Municipal Affairs Act		Municipal Affairs and Housing
Ministry of Provincial Secretary and Government Services Act	The Act except sections 1, 2 (4) and 4.	Attorney General
Ministry of Provincial Secretary and Government Services Act	Sections 1, 2 (4) and 4.	Jobs, Trade and Technology
Miscellaneous Registrations Act, 1992	The Act except as it relates to the establishment and operation of the Personal Property Registry.	Finance and Deputy Premier
Miscellaneous Registrations Act, 1992	The Act as it relates to the establishment and operation of the Personal Property Registry.	Jobs, Trade and Technology
Miscellaneous Statutes Amendment Act (No. 3), 2010	Section 40.	Jobs, Trade and Technology
Missing Persons Act		Public Safety and Solicitor General

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Mortgage Brokers Act		Finance and Deputy Premier
Motion Picture Act		Public Safety and Solicitor General
Motor Dealer Act		Public Safety and Solicitor General
Motor Fuel Tax Act		Finance and Deputy Premier
Motor Vehicle Act	The Act except the following: (a) sections 116.1, 118.94 – 118.992, 119 – 125.1, 126 – 135.1, 136 – 148.1, 149 – 169.1, 170 –182, 185 – 193, 194 (10), 195 – 209.1, 212 – 212.2, 213, 214, 216 – 218, 219, 223, 237, 239 and 240; (b) sections 1, 75, 76, 78, 83, 83.1, 183 and 210 as those provisions relate to highway infrastructure and weigh scales; (c) sections 1, 66, 73, 75, 76, 78, 82, 83, 210, 211, 220 and 238 as those provisions relate to affairs of Commercial Vehicle Safety and Enforcement.	Public Safety and Solicitor General
Motor Vehicle Act	The following: (a) sections 116.1, 118.94 – 118.992, 119 – 125.1, 126 – 135.1, 136 – 148.1, 149 – 169.1, 170 –182, 185 – 193, 194 (10), 195 – 209.1, 212 – 212.2, 213, 214, 216 – 218, 219, 223, 237, 239 and 240; (b) sections 1, 75, 76, 78, 83, 83.1, 183 and 210 as those provisions relate to highway infrastructure and weigh scales; (c) sections 1, 66, 73, 75, 76, 78, 82, 83, 210, 211, 220 and 238 as those provisions relate to affairs of Commercial Vehicle Safety and Enforcement.	Transportation and Infrastructure
Multiculturalism Act		Tourism, Arts and Culture
Municipal Aid Act		Municipal Affairs and Housing
Municipal Finance Authority Act		Municipal Affairs and Housing
Municipal Replotting Act		Municipal Affairs and Housing

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Municipalities Enabling and Validating Act		Municipal Affairs and Housing
Municipalities Enabling and Validating Act (No. 2)		Municipal Affairs and Housing
Municipalities Enabling and Validating Act (No. 3)		Municipal Affairs and Housing
Municipalities Enabling and Validating Act (No. 4)		Municipal Affairs and Housing
Museum Act		Tourism, Arts and Culture
Music Teachers (Registered) Act		Advanced Education, Skills and Training
Muskwa-Kechika Management Area Act		Forests, Lands, Natural Resource Operations and Rural Development
Musqueam Reconciliation, Settlement and Benefits Agreement Implementation Act		Indigenous Relations and Reconciliation
Mutual Fire Insurance Companies Act	The Act except as it relates to the establishment and operation of the Corporate Registry.	Finance and Deputy Premier
Mutual Fire Insurance Companies Act	The Act as it relates to the establishment and operation of the Corporate Registry.	Jobs, Trade and Technology
Name Act		Health
Natural Gas Price Act		Energy, Mines and Petroleum Resources
Natural Products Marketing (BC) Act		Agriculture
Natural Resource Compliance Act		Forests, Lands, Natural Resource Operations and Rural Development
Negligence Act		Attorney General
New Housing Transition Tax and Rebate Act		Finance and Deputy Premier
New Relationship Trust Act		Indigenous Relations and Reconciliation
New West Partnership Trade Agreement Implementation Act		Jobs, Trade and Technology
Nisga'a Final Agreement Act		Indigenous Relations and Reconciliation
North Island-Coast Development Initiative Trust Act		Jobs, Trade and Technology
Northern Development Initiative Trust Act		Jobs, Trade and Technology

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Notaries Act		Attorney General
Occupiers Liability Act		Attorney General
Offence Act		Attorney General
Off-Road Vehicle Act		Forests, Lands, Natural Resource Operations and Rural Development
Oil and Gas Activities Act	The Act except Division 2 of Part 2.	Energy, Mines and Petroleum Resources
Oil and Gas Activities Act	Division 2 of Part 2.	Attorney General
Ombudsperson Act		Attorney General
Parental Liability Act		Public Safety and Solicitor General
Park Act		Environment and Climate Change Strategy
Partition of Property Act		Attorney General
Partnership Act	The Act except as it relates to the establishment and operation of the Corporate Registry.	Finance and Deputy Premier
Partnership Act	The Act as it relates to the establishment and operation of the Corporate Registry.	Jobs, Trade and Technology
Passenger Transportation Act		Transportation and Infrastructure
Patient Care Quality Review Board Act		Health
Patients Property Act		Attorney General
Pension Agreement Act		Finance and Deputy Premier
Pension Benefits Standards Act		Finance and Deputy Premier
Pension Fund Societies Act	The Act except as it relates to the establishment and operation of the Corporate Registry.	Finance and Deputy Premier
Pension Fund Societies Act	The Act as it relates to the establishment and operation of the Corporate Registry.	Jobs, Trade and Technology
Perpetuity Act		Attorney General
Personal Information Protection Act		Citizens' Services
Personal Property Security Act	The Act except as it relates to the establishment and operation of the Personal Property Registry.	Finance and Deputy Premier
Personal Property Security Act	The Act as it relates to the establishment and operation of the Personal Property Registry.	Jobs, Trade and Technology

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Petroleum and Natural Gas Act	The Act except the following: (a) as it relates to (i) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (ii) the administration of deposits and securities payable; (b) sections 74 – 77, 146, 148 –153, 155 and 156.	Energy, Mines and Petroleum Resources
Petroleum and Natural Gas Act	The following: (a) as it relates to (i) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (ii) the administration of deposits and securities payable; (b) sections 74 – 77.	Finance and Deputy Premier
Petroleum and Natural Gas Act	Sections 146, 148 – 153, 155 and 156.	Attorney General
Petroleum and Natural Gas (Vancouver Island Railway Lands) Act		Energy, Mines and Petroleum Resources
Pharmaceutical Services Act		Health
Pharmacy Operations and Drug Scheduling Act		Health
Plant Protection Act	The Act except as it relates to the treatment of the North American Gypsy Moth.	Agriculture
Plant Protection Act	The Act as it relates to the treatment of the North American Gypsy Moth.	Forests, Lands, Natural Resource Operations and Rural Development
Police Act	The Act except Part 7.1.	Public Safety and Solicitor General
Police Act	Part 7.1.	Attorney General
Pooled Registered Pension Plans Act		Finance and Deputy Premier
Ports Property Tax Act		Finance and Deputy Premier
Power for Jobs Development Act		Energy, Mines and Petroleum Resources
Power of Appointment Act		Attorney General
Power of Attorney Act		Attorney General
Presumption of Death Act		Attorney General

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Prevention of Cruelty to Animals Act		Agriculture
Privacy Act		Attorney General
Private Managed Forest Land Act		Forests, Lands, Natural Resource Operations and Rural Development
Private Training Act		Advanced Education, Skills and Training
Probate Fee Act		Finance and Deputy Premier
Procurement Services Act		Jobs, Trade and Technology
Profits of Criminal Notoriety Act		Public Safety and Solicitor General
Property Law Act		Attorney General
Property Transfer Tax Act		Finance and Deputy Premier
Protected Areas Forests Compensation Act		Forests, Lands, Natural Resource Operations and Rural Development
Protected Areas of British Columbia Act		Environment and Climate Change Strategy
Provincial Capital Commission Dissolution Act		Jobs, Trade and Technology
Provincial Court Act		Attorney General
Provincial Immigration Programs Act		Jobs, Trade and Technology
Provincial Sales Tax Act		Finance and Deputy Premier
Provincial Symbols and Honours Act	The Act except the following: (a) Division 2 of Part 2; (b) Part 3.	Premier
Provincial Symbols and Honours Act	Division 2 of Part 2.	Tourism, Arts and Culture
Provincial Symbols and Honours Act	Part 3.	Public Safety and Solicitor General
Public Agency Accommodation Act		Jobs, Trade and Technology
Public Education Flexibility and Choice Act		Advanced Education, Skills and Training
Public Education Labour Relations Act		Advanced Education, Skills and Training
Public Guardian and Trustee Act		Attorney General
Public Health Act	The Act except sections 3, 4 and 66 as those provisions relate to mental health and addictions.	Health
Public Health Act	Sections 3, 4 and 66 as those provisions relate to mental health and addictions.	Mental Health and Addictions
Public Inquiry Act		Attorney General
Public Sector Employers Act		Finance and Deputy Premier

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Public Sector Pension Plans Act		Finance and Deputy Premier
Public Service Act		Finance and Deputy Premier
Public Service Benefit Plan Act		Finance and Deputy Premier
Public Service Labour Relations Act		Finance and Deputy Premier
Public Works Agreement Act		Transportation and Infrastructure
Queen's Counsel Act		Attorney General
Queen's Printer Act		Citizens' Services
Railway Act	The Act except section 33.	Transportation and Infrastructure
Railway Act	Section 33.	Forests, Lands, Natural Resource Operations and Rural Development
Railway Safety Act		Transportation and Infrastructure
Range Act	The Act except as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Forests, Lands, Natural Resource Operations and Rural Development
Range Act	The Act as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Finance and Deputy Premier
Real Estate Development Marketing Act		Finance and Deputy Premier
Real Estate Services Act		Finance and Deputy Premier
Recall and Initiative Act		Attorney General
Recreational Facility Act		Municipal Affairs and Housing
Red Tape Reduction Day Act		Jobs, Trade and Technology
Referendum Act		Attorney General
Regulations Act		Attorney General
Regulatory Reporting Act		Jobs, Trade and Technology
Rent Distress Act		Municipal Affairs and Housing

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Repairers Lien Act	The Act except as it relates to the establishment and operation of the Personal Property Registry.	Finance and Deputy Premier
Repairers Lien Act	The Act as it relates to the establishment and operation of the Personal Property Registry.	Jobs, Trade and Technology
Representation Agreement Act		Attorney General
Representative for Children and Youth Act		Attorney General
Residential Tenancy Act		Municipal Affairs and Housing
Resort Associations Act		Municipal Affairs and Housing
Resort Municipality of Whistler Act		Municipal Affairs and Housing
Resort Timber Administration Act		Forests, Lands, Natural Resource Operations and Rural Development
Riparian Areas Protection Act		Forests, Lands, Natural Resource Operations and Rural Development
Royal Roads University Act		Advanced Education, Skills and Training
Safe Streets Act		Public Safety and Solicitor General
Safety Authority Act		Municipal Affairs and Housing
Safety Standards Act	The Act except Part 8.	Municipal Affairs and Housing
Safety Standards Act	Part 8.	Attorney General
Sale of Goods Act		Public Safety and Solicitor General
School Act	The Act except as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Education
School Act	The Act as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Finance and Deputy Premier
Sechelt Indian Government District Enabling Act	The Act except section 4.	Indigenous Relations and Reconciliation
Sechelt Indian Government District Enabling Act	Section 4.	Municipal Affairs and Housing

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Sechelt Indian Government District Home Owner Grant Act		Finance and Deputy Premier
Securities Act		Finance and Deputy Premier
Securities (Forged Transfer) Act		Finance and Deputy Premier
Securities Transfer Act		Finance and Deputy Premier
Security Services Act		Public Safety and Solicitor General
Seed Potato Act		Agriculture
Senior Citizen Automobile Insurance Grant Act		Attorney General
Seniors Advocate Act		Health
Settlement of International Investment Disputes Act		Attorney General
Sex Offender Registry Act		Public Safety and Solicitor General
Sexual Violence and Misconduct Policy Act		Advanced Education, Skills and Training
Sheriff Act		Attorney General
Significant Projects Streamlining Act		Transportation and Infrastructure
Skagit Environmental Enhancement Act		Forests, Lands, Natural Resource Operations and Rural Development
Small Business Venture Capital Act		Jobs, Trade and Technology
Small Claims Act		Attorney General
Social Workers Act		Children and Family Development
Societies Act	The Act except as it relates to the establishment and operation of the Corporate Registry.	Finance and Deputy Premier
Societies Act	The Act as it relates to the establishment and operation of the Corporate Registry.	Jobs, Trade and Technology
South Coast British Columbia Transportation Authority Act	The Act except Part 7.1.	Municipal Affairs and Housing
South Coast British Columbia Transportation Authority Act	Part 7.1.	Finance and Deputy Premier
South Coast British Columbia Transportation Authority Funding Referenda Act		Municipal Affairs and Housing
Southern Interior Development Initiative Trust Act		Jobs, Trade and Technology
Special Accounts Appropriation and Control Act	The Act except sections 4, 5, 8, 9 and 9.2 – 9.7.	Finance and Deputy Premier

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Special Accounts Appropriation and Control Act	Section 4.	Indigenous Relations and Reconciliation
Special Accounts Appropriation and Control Act	Section 5.	Forests, Lands, Natural Resource Operations and Rural Development
Special Accounts Appropriation and Control Act	Sections 8 and 9.	Tourism, Arts and Culture
Special Accounts Appropriation and Control Act	Section 9.2.	Agriculture
Special Accounts Appropriation and Control Act	Sections 9.3 and 9.7.	Municipal Affairs and Housing
Special Accounts Appropriation and Control Act	Section 9.4.	Education
Special Accounts Appropriation and Control Act	Section 9.5.	Energy, Mines and Petroleum Resources
Special Accounts Appropriation and Control Act	Section 9.6.	Environment and Climate Change Strategy
Special Wine Store Licence Auction Act		Attorney General
Statistics Act		Jobs, Trade and Technology
Statute Revision Act		Attorney General
Strata Property Act		Municipal Affairs and Housing
Subpoena (Interprovincial) Act		Attorney General
Succession Duty Repeal Act		Finance and Deputy Premier
Supreme Court Act		Attorney General
Sustainable Environment Fund Act		Environment and Climate Change Strategy
Taxation (Rural Area) Act		Finance and Deputy Premier
Teachers Act		Education
Terry Fox Day Act		Premier
Thompson Rivers University Act		Advanced Education, Skills and Training
Tla'amin Final Agreement Act		Indigenous Relations and Reconciliation
Tobacco and Vapour Products Control Act		Health
Tobacco Damages and Health Care Costs Recovery Act		Health
Tobacco Tax Act		Finance and Deputy Premier
Tourism Act		Tourism, Arts and Culture

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Tourist Accommodation (Assessment Relief) Act		Municipal Affairs and Housing
Trade, Investment and Labour Mobility Agreement Implementation Act		Jobs, Trade and Technology
Transport of Dangerous Goods Act		Transportation and Infrastructure
Transportation Act		Transportation and Infrastructure
Transportation Investment Act		Transportation and Infrastructure
Treaty Commission Act		Indigenous Relations and Reconciliation
Treaty First Nation Taxation Act		Indigenous Relations and Reconciliation
Trespass Act		Attorney General
Trust and Settlement Variation Act		Attorney General
Trustee Act		Attorney General
Trustee (Church Property) Act		Attorney General
Tsawwassen First Nation Final Agreement Act		Indigenous Relations and Reconciliation
Tugboat Worker Lien Act		Forests, Lands, Natural Resource Operations and Rural Development
Unclaimed Property Act		Finance and Deputy Premier
University Act		Advanced Education, Skills and Training
University Endowment Land Act	The Act except sections 2 (1) (a) and (d) and 3 (b).	Municipal Affairs and Housing
University Endowment Land Act	Sections 2 (1) (a) and (d) and 3 (b).	Forests, Lands, Natural Resource Operations and Rural Development
University Foundations Act		Advanced Education, Skills and Training
Utilities Commission Act		Attorney General
Vancouver Charter		Municipal Affairs and Housing
Vancouver Island Natural Gas Pipeline Act		Energy, Mines and Petroleum Resources
Veterinarians Act		Agriculture
Veterinary Drugs Act		Agriculture
Victims of Crime Act		Public Safety and Solicitor General
Vital Statistics Act		Health
Warehouse Lien Act		Finance and Deputy Premier
Warehouse Receipt Act		Finance and Deputy Premier

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Water Protection Act		Forests, Lands, Natural Resource Operations and Rural Development
Water Sustainability Act		Forests, Lands, Natural Resource Operations and Rural Development
Water Users' Communities Act		Forests, Lands, Natural Resource Operations and Rural Development
Water Utility Act		Forests, Lands, Natural Resource Operations and Rural Development
Weed Control Act		Forests, Lands, Natural Resource Operations and Rural Development
Wildfire Act	The Act except as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Forests, Lands, Natural Resource Operations and Rural Development
Wildfire Act	The Act as it relates to (a) the collection of public money, as defined in section 1 of the *Financial Administration Act*, other than a fine, or (b) the administration of deposits and securities payable.	Finance and Deputy Premier
Wildlife Act	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).	Forests, Lands, Natural Resource Operations and Rural Development
Wildlife Act	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).	Environment and Climate Change Strategy
Wills, Estates and Succession Act		Attorney General
Wood First Act		Jobs, Trade and Technology
Woodworker Lien Act		Forests, Lands, Natural Resource Operations and Rural Development
Workers Compensation Act		Labour
Yale First Nation Final Agreement Act		Indigenous Relations and Reconciliation

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Youth Justice Act	The Act except Part 1 and section 44 (2) (a) and (b).	Children and Family Development
Youth Justice Act	Part 1 and section 44 (2) (a) and (b).	Attorney General
Zero Net Deforestation Act		Forests, Lands, Natural Resource Operations and Rural Development

PRIVATE, SPECIAL AND LOCAL ACTS

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Association of Former M.L.A.s of British Columbia Act		Attorney General
Beaver Lodge Lands Trust Renewal Act		Forests, Lands, Natural Resource Operations and Rural Development
Capital Financing Authority Repeal and Debt Restructuring Act		Finance and Deputy Premier
Capital Region Water Supply and Sooke Hills Protection Act		Municipal Affairs and Housing
Carrier Lumber Ltd. Forest Licence Compensation Act		Forests, Lands, Natural Resource Operations and Rural Development
Crown Counsel Agreement Continuation Act		Labour
Cultus Lake Park Act [The]		Municipal Affairs and Housing
Education Improvement Act		Education
Education Services Collective Agreement Act		Labour
Greater Vancouver Sewerage and Drainage District Act		Municipal Affairs and Housing
Greater Vancouver Water District Act		Municipal Affairs and Housing
Klondike National Historic Park Act		Municipal Affairs and Housing
Nanaimo and South West Water Supply Act		Municipal Affairs and Housing
New Westminster Redevelopment Act, 1989		Municipal Affairs and Housing
Okanagan River Boundaries Settlement Act		Forests, Lands, Natural Resource Operations and Rural Development

Column 1 **ACT**	Column 2 **DETAILS**	Column 3 **MINISTER**
Pacific National Exhibition Enabling and Validating Act		Tourism, Arts and Culture
Pacific National Exhibition Incorporation Act		Tourism, Arts and Culture
Police Complaint Commissioner Enabling and Validating Act		Attorney General
Public Education Collective Agreement Act		Education
Railway and Ferries Bargaining Assistance Act		Labour
Sea to Sky University Act		Advanced Education, Skills and Training
Teachers' Collective Agreement Act		Labour
Timber Licences Settlement Act		Forests, Lands, Natural Resource Operations and Rural Development
Timber Sale Licence Replacement (Sliammon First Nation) Act		Forests, Lands, Natural Resource Operations and Rural Development
Trinity Western University Foundation Act		Advanced Education, Skills and Training
Union of British Columbia Municipalities Act		Municipal Affairs and Housing
West Kootenay Power and Light Company, Limited Act, 1897		Energy, Mines and Petroleum Resources

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 009 *, Approved and Ordered* January 22, 2020

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the designation of the Honourable Selina Robinson as Minister of Citizens' Services is rescinded and her designation as Minister of Municipal Affairs and Housing is continued,

(b) the designation of the Honourable Bruce Ralston as Minister of Jobs, Trade and Technology is rescinded,

(c) the designation of the Honourable Michelle Mungall as Minister of Energy, Mines and Petroleum Resources is rescinded,

(d) the appointment of Anne Kang as Parliamentary Secretary for Seniors to the Minister of Health is rescinded,

(e) the appointment of Anne Kang as Parliamentary Secretary for Multiculturalism to the Minister of Tourism, Arts and Culture is rescinded,

(f) the Honourable Anne Kang is designated as Minister of Citizens' Services,

(g) the Honourable Michelle Mungall is designated as Minister of Jobs, Economic Development and Competitiveness, and

(h) the Honourable Bruce Ralston is designated as Minister of Energy, Mines and Petroleum Resources.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Constitution Act*, R.S.B.C. 1996, c. 66, ss. 9 and 12

Other: OIC 212/2017; OIC 456/2019; OIC 516/2019

O10386633

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 212 *, Approved and Ordered* JUL 18 2017

Judith Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) all previous designations of officials under section 9 (2) of the *Constitution Act* are rescinded,

(b) the designations of officials in the Schedule to this order are made,

(c) all previous appointments of parliamentary secretaries under section 12 of the *Constitution Act* are rescinded, and

(d) the appointments of parliamentary secretaries in the Schedule to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Constitution Act*, R.S.B.C. 1996, c. 66, ss. 9 (2) and 12

Other:

O10142527

SCHEDULE

1 From among those persons appointed by the Lieutenant Governor to compose the Executive Council, the following persons are designated as officials with portfolio and the portfolio designated for each official is that shown opposite the name of the official:

Honourable John Horgan	Premier
Honourable Melanie Mark	Advanced Education, Skills and Training
Honourable Lana Popham	Agriculture
Honourable David R. P. Eby	Attorney General
Honourable Katrine Conroy	Children and Family Development
Honourable Jinny Sims	Citizens' Services
Honourable Rob Fleming	Education
Honourable Michelle Mungall	Energy, Mines and Petroleum Resources
Honourable George Heyman	Environment and Climate Change Strategy
Honourable Carole James	Finance and Deputy Premier
Honourable Doug Donaldson	Forests, Lands, Natural Resource Operations and Rural Development
Honourable Adrian Dix	Health
Honourable Scott Fraser	Indigenous Relations and Reconciliation
Honourable Bruce Ralston	Jobs, Trade and Technology
Honourable Harry Bains	Labour
Honourable Judy Darcy	Mental Health and Addictions
Honourable Selina Robinson	Municipal Affairs and Housing
Honourable Mike Farnworth	Public Safety and Solicitor General
Honourable Shane Simpson	Social Development and Poverty Reduction
Honourable Lisa Beare	Tourism, Arts and Culture
Honourable Claire Trevena	Transportation and Infrastructure

2 From among those persons appointed by the Lieutenant Governor to compose the Executive Council, the following persons are designated as officials without portfolio with the title for each that is shown opposite the name of the official:

Honourable Katrina Chen	Minister of State for Child Care
Honourable George Chow	Minister of State for Trade

3 The following Members of the Legislative Assembly are appointed as Parliamentary Secretaries:

Anne Kang	Parliamentary Secretary for Seniors to the Minister of Health
Rick Glumac	Parliamentary Secretary for Technology to the Minister of Jobs, Trade and Technology
Bowinn Ma	Parliamentary Secretary for TransLink to the Minister of Municipal Affairs and Housing
Jennifer Rice	Parliamentary Secretary for Emergency Preparedness to the Minister of Public Safety and Solicitor General
Mable Elmore	Parliamentary Secretary for Poverty Reduction to the Minister of Social Development and Poverty Reduction
Ravi Kahlon	Parliamentary Secretary for Sport and Multiculturalism to the Minister of Tourism, Arts and Culture

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 247 *, Approved and Ordered* August 9, 2017

Judith I. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) all previous appointments of acting ministers are rescinded,

(b) a minister named in Column 3 of the attached Schedule (the "first acting minister") is appointed acting minister for the minister named opposite in Column 2 (the "primary minister")

  (i) when the primary minister is absent from the capital or is unable through illness to perform the duties of his or her office, or

  (ii) for a matter with respect to which the primary minister has a conflict of interest or an apparent conflict of interest, and

(c) a minister named in Column 4 of the attached Schedule is appointed acting minister for the first acting minister named opposite in Column 3 in relation to the duties of that first acting minister under paragraph (b)

  (i) when the first acting minister is absent from the capital or is unable through illness to perform those duties, or

  (ii) those duties relate to a matter with respect to which the first acting minister has a conflict of interest or an apparent conflict of interest.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Constitution Act*, R.S.B.C. 1996, c. 66, s. 11

Other: *Members' Conflict of Interest Act*, R.S.B.C. 1996, c. 287, s. 11

O10147933

SCHEDULE
ACTING MINISTERS

Column 1 Portfolio	Column 2 Minister	Column 3 1st Acting Minister	Column 4 2nd Acting Minister
Premier	John Horgan	Carole James	Adrian Dix
Advanced Education, Skills and Training	Melanie Mark	Rob Fleming	Jinny Sims
Agriculture	Lana Popham	Doug Donaldson	Scott Fraser
Attorney General	David R. P. Eby	Bruce Ralston	Mike Farnworth
Children and Family Development	Katrine Conroy	Shane Simpson	Judy Darcy
Citizens' Services	Jinny Sims	Selina Robinson	Lisa Beare
Education	Rob Fleming	Melanie Mark	Selina Robinson
Energy, Mines and Petroleum Resources	Michelle Mungall	Doug Donaldson	Scott Fraser
Environment and Climate Change Strategy	George Heyman	Michelle Mungall	Doug Donaldson
Finance and Deputy Premier	Carole James	Bruce Ralston	Adrian Dix
Forests, Lands, Natural Resource Operations and Rural Development	Doug Donaldson	Scott Fraser	Claire Trevena
Health	Adrian Dix	Judy Darcy	George Heyman
Indigenous Relations and Reconciliation	Scott Fraser	Claire Trevena	Michelle Mungall
Jobs, Trade and Technology	Bruce Ralston	George Heyman	Melanie Mark
Labour	Harry Bains	Jinny Sims	David R. P. Eby
Mental Health and Addictions	Judy Darcy	Adrian Dix	Shane Simpson
Municipal Affairs and Housing	Selina Robinson	Lisa Beare	Lana Popham
Public Safety and Solicitor General	Mike Farnworth	David R. P. Eby	Rob Fleming
Social Development and Poverty Reduction	Shane Simpson	Katrine Conroy	Harry Bains
Tourism, Arts and Culture	Lisa Beare	Lana Popham	Mike Farnworth
Transportation and Infrastructure	Claire Trevena	Harry Bains	Katrine Conroy

ACTING MINISTERS

PORTFOLIO	MINISTER	1ST ACTING	2ND ACTING
Premier	Premier John Horgan	Honourable Carole James	Honourable Adrian Dix
Advanced Education, Skills and Training	Honourable Melanie Mark	Honourable Rob Fleming	Honourable Anne Kang
Agriculture	Honourable Lana Popham	Honourable Doug Donaldson	Honourable Scott Fraser
Attorney General	Honourable David Eby	Honourable Bruce Ralston	Honourable Mike Farnworth
Children and Family Development	Honourable Katrine Conroy	Honourable Shane Simpson	Honourable Judy Darcy
Citizens' Services	Honourable Anne Kang	Honourable Selina Robinson	Honourable Lisa Beare
Education	Honourable Rob Fleming	Honourable Melanie Mark	Honourable Selina Robinson
Energy, Mines and Petroleum Resources	Honourable Bruce Ralston	Honourable Michelle Mungall	Honourable Scott Fraser
Environment & Climate Change Strategy	Honourable George Heyman	Honourable Michelle Mungall	Honourable Doug Donaldson
Finance	Honourable Carole James	Honourable Bruce Ralston	Honourable Adrian Dix
Forests, Lands, Natural Resource Operations & Rural Development	Honourable Doug Donaldson	Honourable Scott Fraser	Honourable Claire Trevena
Health	Honourable Adrian Dix	Honourable Judy Darcy	Honourable George Heyman
Indigenous Relations and Reconciliation	Honourable Scott Fraser	Honourable Claire Trevena	Honourable Michelle Mungall
Jobs, Economic Development and Competitiveness	Honourable Michelle Mungall	Honourable George Heyman	Honourable Bruce Ralston
Labour	Honourable Harry Bains	Honourable Anne Kang	Honourable David Eby
Mental Health and Addictions	Honourable Judy Darcy	Honourable Adrian Dix	Honourable Shane Simpson
Municipal Affairs and Housing	Honourable Selina Robinson	Honourable Lisa Beare	Honourable Lana Popham
Public Safety and Solicitor General	Honourable Mike Farnworth	Honourable David Eby	Honourable Rob Fleming
Social Development and Poverty Reduction	Honourable Shane Simpson	Honourable Katrine Conroy	Honourable Harry Bains
Tourism, Arts and Culture	Honourable Lisa Beare	Honourable Lana Popham	Honourable Mike Farnworth
Transportation and Infrastructure	Honourable Claire Trevena	Honourable Harry Bains	Honourable Katrine Conroy

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 238 *, Approved and Ordered* August 01, 2017

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the Committees of the Executive Council Regulation, B.C. Reg. 229/2005, is repealed, and

(b) the attached Committees of the Executive Council Regulation is made.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Freedom of Information and Protection of Privacy Act*, R.S.B.C. 1996, c. 165, s. 12

Other: OIC 463/2005

R10150027

COMMITTEES OF THE EXECUTIVE COUNCIL REGULATION

Committees

1 The following committees are designated under section 12 (5) of the *Freedom of Information and Protection of Privacy Act*:

(a) Treasury Board;

(b) Environment and Land Use Committee;

(c) Child Care Working Group;

(d) Housing Working Group;

(e) Legislative Review Committee;

(f) Mental Health Working Group;

(g) Priorities and Accountability Committee;

(h) Social Initiatives Committee;

(i) Sustainable Shared Prosperity Committee.

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 239 *, Approved and Ordered* August 01, 2017

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) all previous appointments of members of the Environment and Land Use Committee are rescinded and the following persons are appointed as members of the Environment and Land Use Committee:

Honourable Doug Donaldson;
Honourable Scott Fraser;
Honourable George Heyman;
Honourable Michelle Mungall;
Honourable Lana Popham;
Honourable Claire Trevena, and

(b) Honourable Scott Fraser is designated as chair of the Environment and Land Use Committee.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Environment and Land Use Act*, R.S.B.C. 1996, c. 117, s. 2

Other:

O10150127

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 010 *, Approved and Ordered* January 22, 2020

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of the Honourable Michelle Mungall as a member of the Environment and Land Use Committee is rescinded, and

(b) the Honourable Bruce Ralston is appointed as a member of the Environment and Land Use Committee.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Environment and Land Use Act*, R.S.B.C. 1996, c. 117, s. 2

Other: OIC 239/2017

O10386927

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 240 *, Approved and Ordered* August 01, 2017

Judith I Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) all previous appointments of members of the Treasury Board are rescinded and the following persons are appointed as members of the Treasury Board:

Honourable Adrian Dix;
Honourable Rob Fleming;
Honourable George Heyman;
Honourable Michelle Mungall;
Honourable Bruce Ralston;
Honourable Selina Robinson;
Jagrup Brar;
Mitzi Dean;
Mable Elmore;
Bowinn Ma, and

(b) Honourable Bruce Ralston is designated as vice chair of the Treasury Board.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Financial Administration Act*, R.S.B.C. 1996, c. 138, s. 3

Other:

O10150227

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 534 *, Approved and Ordered* October 5, 2018

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of the Honourable Michelle Mungall as a member of Treasury Board, made by Order in Council 240/2017, is rescinded, and

(b) the Honourable Lana Popham is appointed as a member of Treasury Board.

Minister of Finance and Deputy Premier

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Financial Administration Act*, R.S.B.C. 1996, c. 138, s. 3

Other: OIC 240/2017

O10265933

Appendix 2 – List of Sample Documents

- Appointment to Executive Council
- Oath for Member of the Executive Council (swear)
- Oath for Member of the Executive Council (affirm)
- Commission
- Cabinet Committee Appointment Letter

I, the Honourable Janet Austin, OBC, Lieutenant Governor of the Province of British Columbia, do hereby appoint

X

a member of the Executive Council.

GIVEN UNDER my hand and seal
this XXth day of XXX, two thousand
and twenty.

.....
Lieutenant Governor

Oath for Member of the Executive Council

Allegiance

I, XXXXXX, swear that I will be faithful and bear true allegiance to Her Majesty the Queen of Canada, Her Heirs and Successors, according to Law.

So help me God.

Office

I, XXXXXX, swear that I will serve Her Majesty duly and faithfully, and to the best of my ability fulfill the responsibilities and trust granted to me as a Member of the Executive Council of British Columbia.

So help me God.

Confidentiality

I, XXXXXX, swear that I will keep confidential all matters dealt with in the Executive Council, and I will not disclose any of the same to any person other than a Member of the Executive Council except as authorized by it or as required in the lawful discharge of my duties as a Member of the Executive Council.

So help me God.Sworn before me

At XXXXXXX, British Columbia

this XXth day of XXXXX A.D. 2020 _____

_____

Lieutenant Governor of British Columbia

Oath for Member of the Executive Council

Allegiance

I, XXXXXX, affirm that I will be faithful and bear true allegiance to Her Majesty the Queen of Canada, Her Heirs and Successors, according to Law.

Office

I, XXXXXX, affirm that I will serve Her Majesty duly and faithfully, and to the best of my ability fulfill the responsibilities and trust granted to me as a Member of the Executive Council of British Columbia.

Confidentiality

I, XXXXXX, affirm that I will keep confidential all matters dealt with in the Executive Council, and I will not disclose any of the same to any person other than a Member of the Executive Council except as authorized by it or as required in the lawful discharge of my duties as a Member of the Executive Council.

Sworn before me

At XXXXXXX, British Columbia

this XXth day of XXXXX A.D. 2020 _____

_____

Lieutenant Governor of British Columbia

Canada

Province of British Columbia

Elizabeth the Second, by the Grace of God, of the United Kingdom, Canada and Her Other Realms and Territories, Queen, Head of the Commonwealth, Defender of the Faith.

To all to whom these presents shall come or to whom the same may concern: GREETING.

KNOW YE that reposing trust and confidence in the loyalty, integrity, and ability of Our beloved and faithful

HONOURABLE DAVID R. P. EBY

We of Our special grace, certain knowledge and mere motion have constituted and appointed and by these presents do constitute and appoint the said

Honourable David R. P. Eby *to be*

A MEMBER OF OUR EXECUTIVE COUNCIL

To have, hold, exercise and enjoy the said office as

ATTORNEY GENERAL

of Our said Province together with all and singular the rights, powers, privileges, and advantages to the said office appertaining or which of right ought to appertain to the same unto him the said

Honourable David R. P. Eby

to be exercised by him or his sufficient Deputy for and during Our Royal Pleasure and the actual residence of him the said

Honourable David R. P. Eby

within Our Province of British Columbia.

In testimony whereof, *We have caused these Our Letters to be made Patent and the Great Seal of Our Province of British Columbia to be hereunto affixed.*

Witness, *The Honourable Judith Guichon, Lieutenant Governor of Our Province of British Columbia, in Our City of Victoria, in Our Province, this eighteenth day of July, two thousand seventeen and in the sixty-sixth year of Our Reign.*

BY COMMAND.

Deputy Attorney General
(counter signature for the Great Seal)

Lieutenant Governor

XXXX, 2020

Honourable XXXXX
Minister of XXXXX
Parliament Buildings
Victoria BC V8V 1X4

Dear XXXXX:

I am pleased to confirm your appointment to the Legislative Review Committee.

Please find attached the membership list for this Committee.

Cabinet Operations staff will ensure that your office remains apprised of the scheduling of any meetings.

Congratulations and thank you for your willingness to serve in this capacity.

Sincerely,

XXXX
Premier

Attachments

Appendix 3: Legislation

The following provides an overview of important legislation during the transition process and for the establishment and powers of Cabinet committees.

All Laws of British Columbia are maintained and available on the BC Laws website: http://www.bclaws.ca/

Constitution Act

The *Constitution Act* provides for appointments to public office and the organization of the executive government. An Order in Council is required under the *Constitution Act* to transfer powers, duties and functions of an official or ministry to another official or ministry.

The Interpretation Act

The Interpretation Act includes provisions of interpretation applicable to every Act or regulation unless a contrary intention appears in this Act or in the enactment. The Act sets out that half of the members of a statutory body constitute a quorum for that body. Therefore, if a formal decision of the Executive Council is required, then at least half of the members would be required to meet.

Members' Conflict of Interest Act

The *Members' Conflict of Interest Act* provides the framework for members of the Legislative Assembly or of the Executive Council, or both, in relation to conflict of interest and apparent conflict of interest.

Freedom of Information and Protection of Privacy Act

The *Freedom of Information and Protection of Privacy Act* (FOIPPA) establishes the rules for release or non-disclosure of public documents, including Cabinet records, as well as stipulating that at least 1/3 of the members of a committee must be members of the Executive Council in order for that committee to be considered a committee of Cabinet.

Financial Administration Act

The *Financial Administration Act* establishes and provides the powers, functions and duties of Treasury Board and the authority and requirements for all government financial appropriations.

Environment and Land Use Act

The *Environment and Land Use Act* (ELUA) establishes the Environment and Land Use Committee (ELUC). The ELUA requires that the chair and a majority of members of ELUC are members of Executive Council and specifies the powers and duties of ELUC. These include recommending Orders in Council for the use of land and other natural resources.

Appendix 4: Cabinet Committees, Members and Parliamentary Secretaries

Cabinet Committees and Members

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. The members of the Committee are:

Honourable Carole James (Chair)
Honourable Bruce Ralston (Vice Chair)
Honourable Adrian Dix
Honourable Rob Fleming
Honourable George Heyman
Honourable Lana Popham
Honourable Selina Robinson
MLAs: Jagrup Brar, Mitzi Dean, Mable Elmore, Bowinn Ma

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. The members of the Committee are:

Honourable George Heyman (Chair)
Honourable Scott Fraser (Vice Chair)
Honourable Doug Donaldson
Honourable Bruce Ralston
Honourable Lana Popham
Honourable Claire Trevena

Priorities and Accountability Committee

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.

Honourable John Horgan (Chair)
Honourable David Eby (Vice Chair)
Honourable Katrina Chen
Honourable Katrine Conroy
Honourable Adrian Dix
Honourable Mike Farnworth
Honourable Scott Fraser
Honourable Carole James
Honourable Melanie Mark
Honourable Bruce Ralston
MLAs: Ravi Kahlon, Spencer Chandra Herbert

Legislative Review Committee

The 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.

Honourable Mike Farnworth (Chair)
Jagrup Brar (Vice Chair)
Honourable David Eby
Honourable Claire Trevena
MLAs: Bob D'Eith, Doug Routley, Nicholas Simons, Jinny Sims

Parliamentary Secretaries

Parliamentary Secretaries are appointed by the Premier under section 12 of the *Constitution Act* and assigned to provide support to a specified Cabinet Minister, on a specified file, but are not members of Cabinet. The parliamentary secretaries from the last legislative session are:

- Jennifer Rice, Parliamentary Secretary for Emergency Preparedness
- Sheila Malcolmson, Parliamentary Secretary for Environment
- Ravi Kahlon, Parliamentary Secretary for Forests, Lands, Natural Resource Operations and Rural Development
- Mitzi Dean, Parliamentary Secretary for Gender Equity
- Mable Elmore, Parliamentary Secretary for Poverty Reduction
- Anne Kang, Parliamentary Secretary for Seniors and Multiculturalism
- Rick Glumac, Parliamentary Secretary for Technology
- Bowinn Ma, Parliamentary Secretary for TransLink

Appendix 5: Guide to Ceremony to Swear-In the Premier and Executive Council

At the Swearing-In Ceremony, the Lieutenant Governor appoints the leader of the recognized political party commanding the confidence of the Legislative Assembly as President of the Executive Council and Premier. In addition, the Lieutenant Governor appoints members of the Executive Council on the recommendation of the Premier and designates their portfolio.

The ceremony is typically 45 minutes long and held at Government House in Victoria. It usually includes a brief address (less than 10 minutes duration) by the newly appointed Premier. The 2020 swearing-in ceremony will look different than in past years due to COVID-19 restrictions and ongoing renovations at Government House.

The Office of Protocol, Intergovernmental Relations Secretariat will be in contact with the Office of the Premier to arrange details in advance of the ceremony, including:

- Selecting the date and time of the ceremony;
- Reviewing and responding to protocol questions including logistical details for the ceremony;
- Approving the draft itinerary;
- Generating and approving the list of people to be invited;
- Approving the invitation; and,
- Approving the draft detailed program.

The Office of Protocol also liaises with the Office of the Lieutenant Governor and coordinates all logistics of the ceremony, including any transportation requirements and issuing invitations.

About one week is required to organize the ceremony.

While the Office of Protocol leads the planning, other offices are also involved:

- Office of the Lieutenant Governor: Ensure the presence of the Lieutenant Governor; administration of the Oaths;
- Cabinet Operations: Prepare official documentation, oath forms, Order in Council letters;
- Government Communications and Public Engagement: media relations, media arrangements at the venue, media advisory and all documentation to be distributed to media.

For additional information on the Swearing-In Ceremony, please contact: Lucy Lobmeier, Chief of Protocol, cell: 250-883-6721; office: 250-356-6177.

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. (For sample letters on mandates and code of conduct see Tab 3D)

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, they must inform themselves about the S*tandards of Conduct* (see Tab 3D) for public service employees and their actions must respect the non-partisanship and impartiality of public service employees.

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 (See Appendix 3 Conflict of Interest Disclosure Form and Excerpt.

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 <u>within 60 days of being elected</u>, and after that <u>annually</u>. 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 Tab 3D: Conflict of Interest Disclosure Form and Excerpt.

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 Tab 3D, *Accepting and Disclosing Gifts - A Guide for Members*. 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 Tab 3D for Use of Personal Email Accounts for Public Business. 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 see Tab 3D.

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

List of Appendices to this Document

Appendix 1: Sample Letters on Mandates and Code of Conduct

Appendix 2: Standards of Conduct

Appendix 3: Conflict of Interest Disclosure Form and Excerpt from the *Members' Conflict of Interest Act*

Appendix 4: Accepting and Disclosing Gifts: A Guide for Members

Appendix 5: Use of Personal Email Accounts for Public Business

Appendix 6: Are you Lobbying?

Appendix 7: Ministers' Salaries, Benefits & Expenses

Page 148 of 523 to/à Page 153 of 523

Withheld pursuant to/removed as

Advice/Recommentations

STANDARDS OF CONDUCT

BRITISH COLUMBIA
BC Public Service

Where ideas work

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.

BRITISH COLUMBIA

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 interest[1]

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

GUIDE TO GIFTS AND PERSONAL BENEFITS

COIBC

OFFICE OF THE CONFLICT OF INTEREST COMMISSIONER

JUNE 2020

Page 168 of 523 to/à Page 181 of 523

Withheld pursuant to/removed as

Copyright

COIBC

OFFICE OF THE CONFLICT OF INTEREST COMMISSIONER

First Floor - 421 Menzies Street
Victoria BC V8V 1X4

conflictofinterest@coibc.ca
www.coibc.ca

Office of the
Information & Privacy
Commissioner
for British Columbia

Protecting privacy. Promoting transparency.

Use of Personal Email Accounts for Public Business

Copyright

Page 184 of 523 to/à Page 186 of 523

Withheld pursuant to/removed as

Copyright

Copyright

O.R.L.
office of the registrar of lobbyists
BRITISH COLUMBIA

Are you a **lobbyist** in BC?

Copyright

Appendix 7: Minister's 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, constituency travel, etc. please see the Legislative Assembly of BC Members' Guide to Policy and Resources at: http://members.leg.bc.ca/mla-remuneration/index.htm.

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)
Indemnity (Basic Compensation)	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

STATUTORY OFFICERS OF THE LEGISLATURE

Table of Contents

OVERVIEW OF CURRENT STATUTORY OFFICERS 2

STATUTORY OFFICERS OF THE LEGISLATURE 3

AUDITOR GENERAL 5

CHIEF ELECTORAL OFFICER 7

HUMAN RIGHTS COMMISSIONER 9

INFORMATION AND PRIVACY COMMISSIONER AND REGISTRAR OF LOBBYISTS 11

MEMBERS' CONFLICT OF INTEREST COMMISSIONER 13

MERIT COMMISSIONER 135

OMBUDSPERSON 16

POLICE COMPLAINT COMMISSIONER 18

REPRESENTATIVE FOR CHILDREN AND YOUTH 20

Overview of Current Statutory Officers

Position	Incumbent	Appointment and Term	Authority
Auditor General	Michael Pickup	Appointed: Resolution of Legislative Assembly Term: 8 years Start: July 27, 2020 End: July 26, 2028	*Auditor General Act* Ministry of Finance
Chief Electoral Officer	Anton Boegman	Appointed: Lieutenant Governor (Certificate) on recommendation of Legislative Assembly Term: Two elections plus 12 months Start: June 1, 2018 End: TBD	*Election Act* Ministry of Attorney General
Human Rights Commissioner	Kasari Govender	Appointed: Legislative Assembly Term: 5 years Start: September 2, 2019 End: September 3, 2024 (may be reappointed for one further term)	*Members' Conflict of Interest Act* Ministry of Attorney General
Information and Privacy Commissioner and Registrar for Lobbyists	Michael McEvoy	Appointed: Lieutenant Governor (Certificate) Term: 6 years Acting appointment: Lieutenant Governor in Council Start: April 1, 2018 End: March 30, 2024	*Freedom of Information and Protection of Privacy Act* Ministry of Citizens' Services *Lobbyists Registration Act* Ministry of Attorney General
Members' Conflict of Interest Commissioner	Victoria Gray, Q.C.	Appointed: Lieutenant Governor in Council Term: 5 years Start: January 6, 2020 End: January 5, 2025 (may be reappointed for further term or terms)	*Members' Conflict of Interest Act* Ministry of Attorney General
Merit Commissioner	Fiona Spencer	Appointed: Lieutenant Governor in Council Term: 3 years Start: April 5, 2016 End: April 5, 2019	*Public Service Act* Ministry of Finance
Ombudsperson	James (Jay) Michael Chalke, Q.C.	Appointed: Lieutenant Governor (Certificate) Term: 6 years Start: July 1, 2015 End: July 1, 2021	*Ombudspersons Act* Ministry of Justice
Police Complaint Commissioner	Clayton Pecknold	Appointed: Resolution of Legislative Assembly Term: 5 years Start: March 1, 2015 End: March 1, 2019	*Police Act* Ministry of Justice

Position	Incumbent	Appointment and Term	Authority
Representative for Children and Youth	Jennifer Charlesworth	Appointed: Resolution of Legislative Assembly Term: 5 years Start: October 1, 2018 End: September 30, 2023	*Representative for Children and Youth Act* Ministry of Justice

Statutory Officers of the Legislature

Statutory officers help the Members of the Legislative Assembly monitor and assess government programs, procedures and performance, or perform specific functions at arms-length from government. Statutory officers serve for fixed terms that vary according to the statute governing each position. The following section briefly summarizes the role of each statutory officer. There are nine Statutory Officers of the Legislative Assembly. They are:

- Auditor General;
- Chief Electoral Officer;
- Human Rights Commissioner;
- Information and Privacy Commissioner;
- Members' Conflict of Interest Commissioner;
- Merit Commissioner;
- Ombudsperson;
- Police Complaint Commissioner; and
- Representative for Children and Youth.

How the Officers are appointed

Of the nine positions, the four following Officers are appointed by resolution of the Legislative Assembly upon unanimous recommendation by a Special Committee of the Legislative Assembly:

- Auditor General;
- Human Rights Commissioner;
- Police Complaint Commissioner; and
- Representative of Children and Youth.

Of the remaining five Officer positions, three are appointed by the Lieutenant Governor upon unanimous recommendation of a Special Committee and recommendation by the Legislative Assembly:

- Chief Electoral Officer;

- Information and Privacy Commissioner; and
- Ombudsperson.

The last two Officer positions are appointed by the Lieutenant Governor in Council:

- Members' Conflict of Interest Commissioner (motion of the Premier in the Legislative Assembly and recommendation of 2/3 Members present); and
- Merit Commissioner (unanimous recommendation of a Special Committee and recommendation by the Legislative Assembly).

Office Budgets

Unlike government ministries, the independent statutory officers submit three-year rolling budget proposals each year to the Select Standing Committee on Finance and Government Services, which in turn reports to the Legislative Assembly with recommendations for funding.

Detailed information on each Officer follows.

Auditor General

Michael Pickup

Authority

Auditor General Act, Ministry of Finance

Profile

The Auditor General is the Legislative Assembly of British Columbia's independent auditor. Under the *Auditor General Act*, the Office of the Auditor General serves the people of British Columbia and their elected representatives by conducting independent audits and advising on how well government is managing its responsibilities and resources.

Term

Eight years. May not be reappointed.

Term Expiry

July 27, 2028.

Budget and Staff

For 2019/20, the Office's budget was $18.2 million. There are 117 FTEs.

Remuneration, Pension and Expenses

The salary of the Auditor General 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 Section Pension Plan applies to the Auditor General.

Mandate

Under the *Auditor General Act*, the auditor general has a mandate to audit the government reporting entity, which includes ministries, Crown corporations and other organizations controlled by, or accountable to, the provincial government. This includes school districts, universities, colleges, health societies and health authorities.

Financial audits are independent opinions on the financial statements of government organizations. Through these audits, the Auditor General can determine if those statements are presented fairly and free of material errors, misstatements and omissions. The largest financial audit is of the Summary Financial Statements of the Government of British Columbia, which encompasses 143 public sector entities and ministries.

Performance audits provide assurance to legislators that provincial programs, services and resources are operating with efficiency, economy and effectiveness. Through these audits, the office also makes recommendations for improvement. Topics include health care, education, transportation, information technology, the environment, financial management, and more. The performance audit team is dedicated to delivering the performance audit coverage plan. Similarly, auditors choose performance audits by considering the direct impact of programs on people in British Columbia, as well as the financial implications for taxpayers.

As well, the office may publicly report on work that is not an audit, such as a review or an examination.

Chief Electoral Officer

Anton Boegman

Authority

Election Act, Ministry of Attorney General

Local Elections Campaign and Financing Act, Ministry of Municipal Affairs and Housing

Profile

The Chief Electoral Officer (CEO) is responsible for the impartial administration of provincial electoral events and referendums, recalls and initiatives in accordance with the *Election Act*. The CEO is also responsible for the maintenance of the provincial voters list and voter education. The CEO ensures the fairness, openness and impartiality of the electoral process and cannot be a member of a political party, cannot give money to a political party or candidate and cannot vote in a provincial election.

Under the *Local Elections Campaign and Financing Act,* Elections BC administers campaign financing, disclosure and election advertising rules for local government elections. Elections BC does not administer voting or candidate nominations for these elections.

Term

The term is from the date of appointment until 12 months after the date set for the return of the last writ for the second general election for which the Chief Electoral Officer (CEO) is responsible. Mr. Boegman was appointed June 1, 2018 and the October 2020 election is Mr. Boegman's first. If the next provincial election is a scheduled election under the *Constitution Act* (i.e. October 2024), term expiry will be November 2025. The CEO may be reappointed to further terms of office.

Term Expiry

Unknown – see "Term".

Budget and Staff

For 2019/20, the budget for Elections BC was $18.2 million. Uniquely among the officers, Elections BC's budget is highly event-driven and may fluctuate dramatically from year to year. For 2020/21 the budget will be significantly increased due to the conduct of the October 2020 general election – the 2017 general election cost $39.45 million to administer. There are approximately 55 permanent employees.

Remuneration, Pension and Expenses

The salary of the CEO 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 Section Pension Plan applies to the CEO.

Mandate

Elections BC administers provincial general elections, by-elections, recall petitions, initiative petitions, initiative votes, referenda and plebiscites, and oversee campaign financing and advertising rules at the local level.

Elections BC is an independent and non-partisan Office of the Legislature, and its mandate comes from several Acts, including the *Election Act*, *Recall and Initiative Act*, *Referendum Act* and *Local Elections Campaign Financing Act*. Together, these Acts define the office's responsibilities and set out the duties of the Chief Electoral Officer.

Elections BC administers the most comprehensive range of electoral legislation in Canada, with the *Recall and Initiative Act* being unique in the Commonwealth.

Elections BC is responsible for maintaining the Provincial Voters List and regulating access to it.

The CEO is a member of the independent Electoral Boundaries Commission, and Elections BC has responsibility for maintaining a geospatial database of BC's electoral boundaries.

Human Rights Commissioner

Kasari Govender

Authority

Human Rights Code, Ministry of Attorney General

Profile

The Human Rights Commissioner and her office work to address the root causes of inequality, discrimination and injustice in B.C. by shifting laws, policies, practices and cultures through education, research, advocacy, inquiry and monitoring. The office was created in legislation in 2018.

Term

Five years.

Term Expiry

September 3, 2024.

Budget and Staff

For 2019/20 the budget for the Office of the Human Rights Commissioner was $2 million, increasing to $5.5 million in the current fiscal year as the office assumes its full responsibilities.

Remuneration, Pension and Expenses

The compensation of the Commissioner is set by the Lieutenant Governor in Council and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the Commissioner.

Mandate

- Identify and promote the elimination of discriminatory practices, policies and programs;
- Develop, deliver and support research and education about human rights;
- Create policies, guidelines and recommendations to prevent discrimination and ensure policies, programs and legislation are consistent with the BC Human Rights Code;
- Promote compliance with international human rights obligations;
- Approve special programs to improve conditions of disadvantaged individuals or groups;

- Intervene or represent complainants in human rights proceedings before the BC Human Rights Tribunal and other courts and tribunals;
- Conduct human rights investigations and inquiries and issue reports and recommendations;
- Make special reports to the Legislature about human rights in B.C.;
- Inquire into matters referred to BC's Human Rights Commissioner by the Legislative Assembly.

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 Section 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 Section 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 Section 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 Section 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 Section 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.

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]

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. More information can be found in Volume 4.

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 2000 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. More information can be found in Volume 5.

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. More information can be found in Volume 4.

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. More information can be found in Volume 4.

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. More information can be found in Volume 4.

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://gww.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. More information can be found in Volume 4.

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. More information can be found in Volume 4.

DEPUTY MINISTER COMMITTEE STRUCTURE

A corporate focus led by Deputy Minister to the Premier has fostered a collaborative and strategic approach to the achievement of key government priorities and other important initiatives, including public service innovation and renewal. The Deputy Minister to the Premier has used the Deputy Minister Committee model to oversee work in a variety of areas.

DEPUTY MINISTERS' COUNCIL (DMC)

DMC is chaired by the Deputy Minister to the Premier. The Council considers all matters related to the internal operations of government (for those matters that are not within the purview of Cabinet) and also serves as a forum for information-sharing and strategic discussion. Agendas generally comprise regular updates from the DM to Premier, Cabinet updates (including an overview of decisions from previous meetings and a review of upcoming agendas), Deputy Minister Committee updates and specific topics scheduled as needed for information and discussion.

DMC is comprised of all Deputy Ministers and those Associate Deputy Ministers who report directly to the Deputy Minister to the Premier. Meetings are generally held weekly for one and a half hours and attendance is mandatory.

DEPUTY MINISTER COMMITTEES

There are several core committees which are ongoing; others exist to mirror a Cabinet Committee and some are topic-based to advance a particular initiative. All committees are sub-committees of Deputy Ministers' Council (DMC) and membership is determined by the Deputy Minister to the Premier. Current active committees include:

Deputy Minister Committees that mirror Cabinet Committees:

- DMs' Committee on Social Initiatives
- DMs' Committee on Sustainable Shared Prosperity
- DMs' Committee on Natural Resources

Deputy Minister Committees that are topic-based:

- DMs' Committee on Public Service Renewal
- DMs' Committee on Procurement Strategic Contracts
- DMs' Committee on Anti-Money Laundering
- DMs' Committee on Disaster Risk and Emergency Management
- DMs' Committee on Capital
- DMs' Audit Committee
- Joint Steering Committee – BC's Overdose Response
- Digital Investment Board
- Deputy Ministers' Industry and Infrastructure Forum
- Integrated Data Deputy Minister Board

Terms of reference (where available) follow below.

DMs' Committee on Social Initiatives

The Deputy Ministers' Committee on Social Initiatives (DMCSI) reviews and approves policy and legislative proposals prior to their consideration by the Cabinet Committee on Social Initiatives. As such, DMCSI provides advice and guidance (including direction to conduct further analysis and/or consultation) to ministries leading social initiative proposals. DMCSI objectives are to:

- Improve overall quality of policy proposals;
- Identify linkages to other government initiatives;
- Create an effective forum for challenge and peer review; and
- Ensure coherence across proposals and alignment with government's overall vision to make life more affordable and improve the services families count on.

Policy issues to be considered by the DMCSI are broad in scope, reflecting the diverse membership of the social ministries represented. The lens through which this committee will undertake its role include:

- Interdependence: Achieving success in any individual sector requires a coordinated policy approach that takes into consideration the inherent interconnectivity in our province and in social programming.
- Affordability: Ensuring the policy or programming positively improve the lives of citizens by enabling them to access needed services and supports.
- Improved Service Delivery: Confirming the services and programs are delivered in a way that is accessible, modern, comprehensive, and culturally relevant to the greatest degree possible.
- Inclusivity: Every British Columbian is able to participate in and benefit from the economic opportunities, no matter where they reside in B.C., or their ethnic, educational or economic status.

Ministries may be required to provide regular updates to DMCSI on particular topics.

Meets every 2 weeks

DMs' Committee on Sustainable Shared Prosperity

The Deputy Ministers' Committee on Sustainable Shared Prosperity (DMCSSP) reviews and approves policy proposals and Cabinet Submissions (including requests for legislation) prior to their consideration by the CCSSP or other Cabinet Committees. In some cases, proposals or submissions may go before two or more DMs committees. DMCSSP provides advice and guidance (including direction to conduct further analysis and/or consultation) to ministries leading economic policy proposals.
All materials advanced to any Cabinet Committee must represent a government priority, be necessary at the time they are being advanced, accurately reflect the costs, impacts and benefits of the initiative being proposed and demonstrate that they:

- Are practical and realistic in a BC context and in our fiscal environment;
- Will contribute to raising the standard of living for British Columbians;
- Will not impose avoidable costs on business;
- Will not compound affordability challenges for British Columbians; and,
- Wherever possible, will benefit all regions of B.C.

DMCSSP will endeavor to ensure that submissions going forward are high quality, include clear issue framing, thoughtful advice and comprehensive business case and policy analysis of the impact that decisions may have on other government ministries or stakeholders.

While Cabinet Committees and Cabinet make the ultimate decision about whether to proceed with initiatives, DM Committees are expected to review Cabinet Submissions to ensure that they meet the value-creating tests outlined above, and to confirm that they:

- Address a current government priority;
- Represent a near-term action or necessary decision;
- Represent the best available course of action to achieve government's objectives;
- Will be implementable in the form presented;
- Include an assessment of the impacts that the proposal may have on other ministries and on stakeholders; and,
- Contain a thorough and well-considered business case and policy analysis.

DMs are expected to take an active role in assessing whether submissions are ready to proceed to a Cabinet Committee or require additional work and are expected to provide guidance or support for such additional work where it is needed. These responsibilities are not to be delegated to subordinate committees.
In addition to reviewing Cabinet Submissions and other related material, Ministries may be required to provide regular updates to DMCSSP on particular topics.

Meets every 3 weeks (approx.)

DMs' Committee on Natural Resources
The Deputy Minister's Committee Natural Resources (DMCNR) is responsible for supporting the Environment and Land Use Committee (ELUC) and by providing recommendations on policy and operational issues in support of ELUC's mandate which is 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 DMCNR provides support by:

- Ensuring that ministries work together to apply resources to highest priorities as directed by ELUC, including sharing and/or collaborating on resources to meet critical government objectives;
- Advancing the integrated decision-making and one-decision maker approach to authorizations and permits;
- Where relevant, ensuring a business case is included for all submissions to DMCNR; and
- Applying peer review to all submissions from ministries and all submissions to be forwarded to ELUC.

Meets every 2 weeks

DMs' Committee on Public Service Renewal
The Deputy Ministers' Committee on Public Service Renewal (DMCPSR), sets the strategic direction for a trusted, talented and modern BC Public Service that fulfils its obligations to the government and to British Columbians.

Meets approximately every 6 weeks

DMs' Committee on Procurement Strategic Contracts
The Deputy Ministers' Committee on Procurement and Strategic Contracts (DMCPSC), a sub-committee to Deputy Ministers' Council (DMC), sets the procurement vision for the future of the public service with the objective of ensuring government procurement keeps pace with evolving needs of citizens to grow local economies, create local jobs, and take advantage of made-in-B.C. innovation.

The DMCPSC will:

- Set a unifying strategic vision and champion the implementation of procurement modernization in the BC Public Service.
- Provide strategic guidance on the Strategic Contract Portfolio and the BC Procurement Strategy Portfolio and serve as the executive escalation body for decisions.
- Make recommendations to the Minister of Citizens' Services to achieve the requirements of the Information Technology commitments in the Minister's mandate letter.

Meets monthly

DMs' Committee on Anti-Money Laundering
An effective regulatory and enforcement response to money laundering in BC must have the flexibility to respond across sectors and recruit the expertise required to understand and identify vulnerabilities, in addition to making recommendations to remedy these challenges.

The objective of AML DMC is to lead in the development of a provincial multi-sectoral strategic response to anti-money laundering including the review and implementation of findings and recommendations from following reports (collectively referred to as the AML reports):

- *Dirty Money: An Independent Review of Money Laundering in Lower Mainland Casinos*, Peter M. German, Q.C., March 31, 2018;
- *Dirty Money – Part 2 – Turning the Tide – An Independent Review of Money Laundering in B.C. Real Estate, Luxury Vehicle Sales and Horse Racing*, Peter M. German, Q.C. , March 31, 2019;
- *Combatting Money Laundering in BC Real Estate*, Maureen Maloney, Tsur Somerville and Brigitte Unger, March 31, 2019

The success of a provincial multi-sectoral anti-money laundering strategy is linked to federal anti-money laundering strategies and initiatives. To achieve success the AML DMC and Anti-Money Laundering Secretariat (AMLS) will review ongoing federal AML initiatives and engage in meaningful conversations with federal counterparts.

Meets monthly

DMs' Committee on Disaster Risk and Emergency Management
The Deputy Ministers' Committee on Disaster Risk and Emergency Management (DMCDREM) is responsible for two primary purposes:

- Leading cross-government integration, coordination, and prioritization of disaster risk management that incorporates prevention/mitigation, preparedness, response, and recovery to implement the Province's modernized emergency management legislation and strengthen the emergency management system more broadly; and

- Responding to, addressing, and recovering from significant provincial emergency events within the framework of the British Columbia Emergency Management System (BCEMS) and the activation of Ministers' - Deputies' Emergency Council (M-DEC).

Reporting to the Deputy Minister to the Premier and Deputy Ministers' Council, DMCDREM has the collective responsibility for the provincial government's efforts to reduce disaster risk and address all four pillars of emergency management: prevention/mitigation, preparedness, response, and recovery to improve provincial resilience.

DMCDREM's efforts are aligned with government's mandate, direction, priorities, and objectives. In exercising its roles and responsibilities, DMCDREM will align with and help to advance related government priorities including the *Declaration on the Rights of Indigenous Peoples Act*, the United Nations Sendai Framework for Disaster Risk Reduction (Sendai Framework), and the Province's CleanBC strategy, among other priorities.

Meets 4 times per year

DMs' Committee on Capital

The Deputy Minister's Committee on Capital (DMCC) is established to provide advice to Treasury Board on how to improve asset management across government. Specific areas of focus include the identification of strategies to maintain existing Government assets and acquire new assets to meet Government's priority service delivery needs within a sustainable fiscal framework.
The committee will be advisory in nature and will propose options and recommendations on various asset management issues to Treasury Board for consideration. In addition, the committee will act as the advisory body for proposed policy changes to the Capital Asset Management Framework**.**

Meets 2-3 times per year

DMs' Audit Committee

The Deputy Minister Audit Committee (audit committee) has been established by Treasury Board. The role of the audit committee is to support Treasury Board's oversight of the internal audit function and government's interactions with the external audit function.

The role of the audit committee is to supplement and support, not conflict with, the powers and functions of Treasury Board, the Comptroller General and the Minister of Finance established in legislation including in relation to the audit of the Public Accounts.

Meets as needed

Joint Steering Committee – BC's Overdose Response

The Joint Steering Committee on B.C.'s Overdose Response provides strategic advice and works in partnership to:

- Escalate the response to the overdose emergency;
- Provide leadership, direction and advice on a cross-sector, province-wide approach to developing, implementing and maintaining a robust response to the overdose emergency;
- Ensure coordination and collaboration across the sectors on a shared agenda to address the overdose emergency, using a comprehensive package of interventions;

- Contribute to a functional addiction treatment system in B.C.;
- Facilitate ongoing communication among members and stakeholders; and
- Ensure the reciprocal accountability continues to be a key feature of the overdose response, meaning that each component of the response is actioned in a way that seeks to uphold the goals shared with First Nations for improved outcomes supported by more culturally safe mainstream services and Indigenous-specific services.

Meets monthly or as required on an urgent basis.

Digital Investment Board
The Digital Investment Board (DIB), a Deputy Ministers' Committee responsible for providing direction for how technology capabilities, infrastructure and investment in IM/IT will be leveraged to support government's strategic priorities and citizen expectations for government services. The DIB ensures alignment with the Deputy Ministers Committee on Public Service Renewal (DMCPSR) and other Deputy Minister committees as required.

DIB will operate under clearly defined accountabilities, providing regular updates to DMCPSR and the corporate executive to ensure transparency and alignment across government.

Meets monthly

Deputy Ministers' Industry and Infrastructure Forum
Infrastructure is a key foundation to build a competitive economy that attracts jobs and investment to British Columbia. Several ministries are accountable for infrastructure delivery on behalf of the government of British Columbia. These include: Advanced Education, Skills & Training, Citizens' Services, Education, Health, Municipal Affairs & Housing, and Transportation & Infrastructure (the ministries). The construction industry in British Columbia is a key stakeholder in the infrastructure sector.

In keeping with these interests, the function of the Deputy Ministers & Industry Infrastructure Forum (DMIIF) will be:

- To promote and achieve a constructive relationship between the construction industry and the government ministries operating within the Province of British Columbia.
- To create a cooperative environment where public construction procurement processes strive to achieve the fullest utilization of construction industry resources and to assist public sector owners in achieving the best value for public sector dollars while adhering to the principles of the Capital Asset Management Framework.
- To discuss government policy and industry practices as they relate to the delivery of infrastructure, including areas such as procurement, opportunities for education and skills training, and emerging trends.
- To provide for the development of recommendations for consideration in the development of government policy that relates to the construction industry, including input into updates of the Capital Asset Management Framework.
- To develop and share information and best practices to public purchasers of construction services, to the construction industry and to the public.
- To provide a means by which its members may speak with a single authoritative voice in matters affecting publicly funded construction.

Meets 4 times per year

Integrated Data Deputy Minister Board

The Deputy Minister Board on Integrated Data (the Board) will actively champion greater access and use of data across government and work to remove the barriers that impede enhanced data use by government, researchers and the private sector.

The Board will function at a strategic level, offering advice and direction to the Integrated Data Division (IDD) regarding cross-government data science projects, data access and use policies, development of a big data platform and the stimulation of a data economy.

In doing so, the Board will ensure that emerging technologies, research techniques and analytical tools are being used to unlock value from BC public sector data in ways that will provide impactful benefits in the following three areas:

- Innovation – Working with industry to use data in ways that will result in new, commercially viable opportunities and in a manner that supports greater build-out of important technology clusters in the province;
- Research – Driving timely access to robust, linked data resources to academic and private sector researchers in a broad range of disciplines;
- Cross-government Alignment – Ensuring the Province's data assets are being employed to address and solve complex policy challenges and implement data-driven transformations to improve government services.

Greater data access for citizens will be pursued following the successful implementation of the first three areas of focus, and as determined in conjunction with the Personalized Service Delivery Initiative.

Meets monthly

FREEDOM OF INFORMATION OVERVIEW

The *Freedom of Information and Protection of Privacy Act* (FOIPPA) gives any person the right to request access to records that contain information about themselves and about government business. FOIPPA applies to more than 2,900 public bodies across BC and is important to support democracy through transparency and accountability.

FOIPPA applies to all records in the custody or under the control of a public body, including the Minister's Office; however, it does not apply to the records the Minister has created or received in their capacity as an MLA. A record can exist in many forms and includes e-mails, text messages, 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.

While FOIPPA provides the public with a general right of access to those records, it also specifies the limited exceptions to those rights. The exceptions to disclosure may obligate a public body to refuse to disclose certain information (mandatory exceptions) in some cases and may permit it to refuse to disclose certain information (discretionary exceptions) in others. Where mandatory exceptions apply, professional public servants working in the Corporate Information and Records Management Office (CIRMO) will recommend to the delegated head of the public body (typically the Deputy Minister, Associate Deputy Minister, or an Assistant Deputy Minister) that the information be withheld from disclosure. Where discretionary exceptions may apply, CIRMO will work with the public body's subject matter experts to understand the possible harm(s) associated with disclosure and will make disclosure recommendations after considering and weighing all relevant contextual factors.

FOIPPA also establishes requirements for public bodies to make information available through proactive disclosure – providing access to information that people want, without the need for a formal FOI request. CIRMO assists public bodies in meeting these obligations through coordinating and facilitating their compliance with existing Ministerial open information directives and recommending new directives where appropriate.

Where applicants are not satisfied with the handling or result of their FOI request, FOIPPA allows them to make a complaint to or request a review by the Information and Privacy Commissioner, an officer of the Legislature that provides independent oversight and enforcement of BC's access and privacy laws.

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 work closely with their respective Deputy Minister's Offices to clarify their Ministry's existing processes for working with CIRMO in responding to FOI requests. CIRMO is also available to provide guidance and recommended best practices with respect to these processes, which typically include but do not need to be limited to:

- performing and documenting an adequate search for records;
- providing time and/or volume estimates to support issuing a fee;

- providing the relevant contextual information or harms assessment; and
- internal approval processes.

Summary

CIRMO is available to assist with Freedom of Information, Privacy, and Records Management 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).

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

RECORD 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.

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 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 not 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

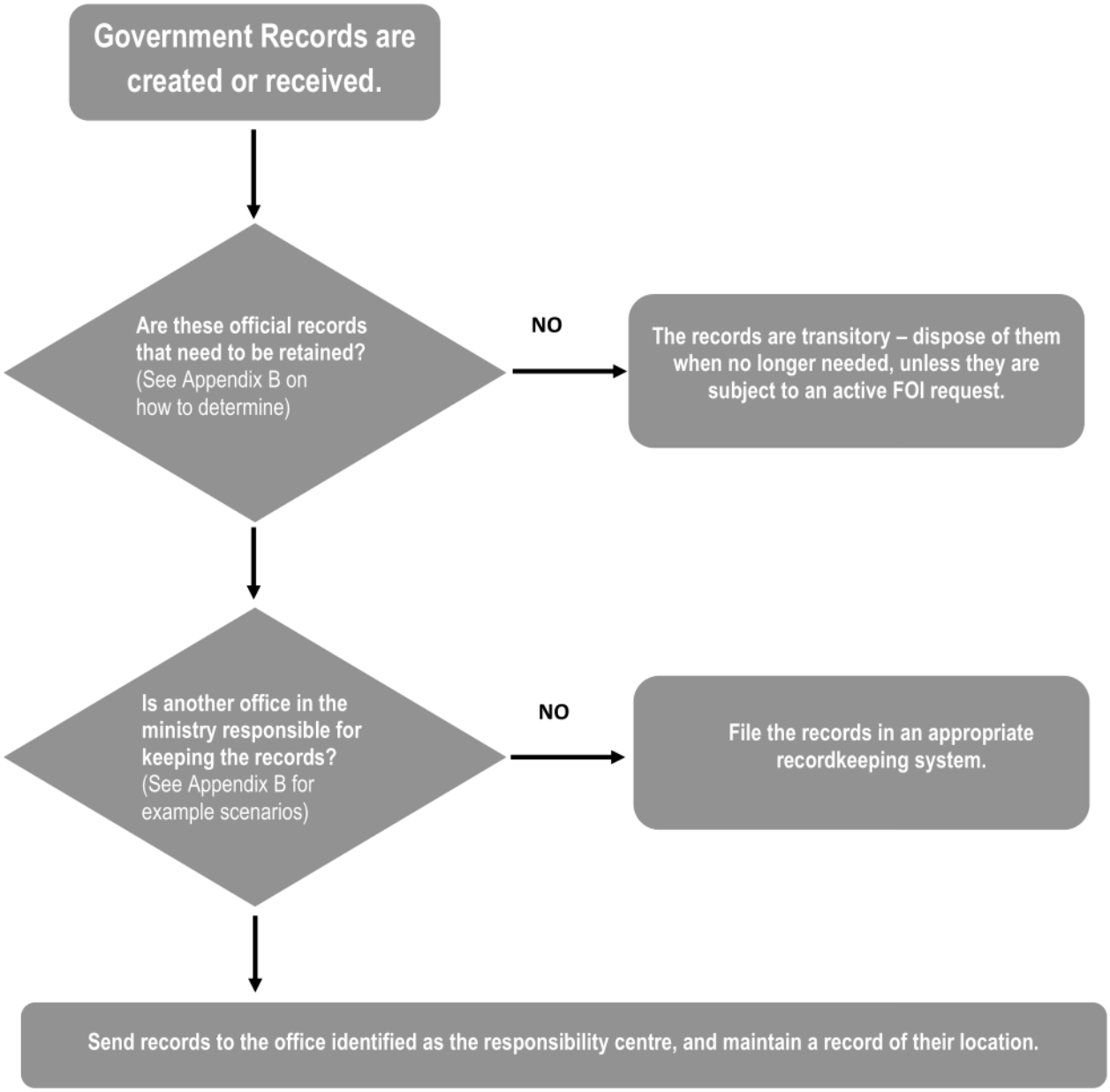
Government records within a minister's office are subject to *the Freedom of Information and Protection of Privacy Act (FOIPPA)* and must be searched in response to an FOI request. Designated FOI contacts for ministers' offices are located within the deputy ministers' office. Ministers' offices are also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



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)	Transitory • Dispose of when no longer useful.
Official invitations and itinerary (e.g. purpose for minister's attendance, background on the event, venue, dates)	Official records • 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)	Official Records • 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. Transitory • Residual copies may be retained by the MO or DMO for reference purposes until no longer useful.

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.)	Transitory • Dispose of when no longer useful.
Travel and meeting itineraries (e.g. purpose of trip, planned meetings, dates, venues, attendees)	Official records • 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	Official records • 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)	Transitory (residual MO copies) • 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)	Official records • 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)	Official records • Travel vouchers and receipts are sent to Ministry of Finance. • Residual MO copies are transitory.
Presentations or speeches by Minister	• See Speeches and Presentations scenario.

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)	Transitory (residual MO copies) • 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	Transitory (residual MO copies) • 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	Official records • 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)	Transitory (residual MO copies) • 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)	Official records • 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.

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	Official records • 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.

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.

Currently, there are 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

A detailed discussion on the budget cycle can be found in Volume 3. What follows is a short summary.

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.

Advice/Recommentations

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.

Attachment 1 provides a brief overview of the current process for Orders in Council. Attachment 2 provides an example of the OIC summary prepared for Cabinet's review. Attachment 3 is the current template ministries use when submitting OICs to Cabinet Operations.

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

Attachment 1

ORDERS IN COUNCIL – CURRENT PROCESS

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	• Approves OICs to be signed outside of the Cabinet process (corridor Orders.)
Cabinet Operations	• 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	• 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	• Reviews legal context, drafts and “tags” the OIC, providing legal advice. OICs are “tagged” green, yellow or red.
Order in Council Office	• 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	• 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 2 – 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.	*Provincial Court Act,* 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.	*Financial Administration Act,* 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.	*Land Act,* 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.	*Local Government Bylaw Notice Enforcement Act,* 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**	*Public Service Act,* 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**	*Public Service Act,* 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 3 – OIC Information Template Currently Used by Ministries

Order in Council
Cabinet Summary Information

This Template Last Updated: March 6, 2020

Ministry:

Date Prepared: **Cliff #:** **OIC Log #:**

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	☐ Non-CABRO* appointment – *Complete Sections 1 to 5 only* ☐ Not a regulation ☐ Regulation - provide Regulatory Count: ___
* Crown Agency Board Resourcing Office	
2. Timing Requirements for Cabinet review and approval	

a) Select all that apply. Include rationale.	☐ **No Timing Requirements/At Cabinet's earliest convenience** ☐ **RUSH** - Cabinet approval is requested / required by _____ because: (Check all that apply) ☐ Legal requirement - Per Legislative Counsel's comments, the OIC must be made/deposited by the date specified. ☐ 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. ☐ Media requirement. A public announcement is planned. ☐ Other _____
b) Why is the OIC required now and what are the consequences if not approved now?	• •
c) Should this OIC be held after approval?	☐ NO - Process normally ☐ RUSH - Process by__DD/MMM/YYYY. Please explain why. _____ ☐ YES - Hold until__DD/MMM/YYYY. Please explain why . _____
3. Communication	
What, (if any), is the current communication plan?	• • **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.

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	☐ NO - If no, please explain why there are no implications _____ ☐ YES - If yes, what were the findings? _____
c) Is this OIC in response to direction from Cabinet or one of its Committees or Working Groups?	☐ NO ☐ YES - If yes, provide committee & meeting date: _____
d) Who requested this change? Stakeholder, Cabinet direction, legal requirement, Ministry staff? And why?	•
6. Fiscal Management Considerations	•
a) Is Treasury Board review required?	☐ NO - if no, why not? _____ ☐ YES - If yes, provide date of approval: _____

b) Who at Treasury Board Staff reviewed this information and what comments did they provide?	• [Name of analyst]
c) Is there a cost to Government to implement this OIC?	☐ NO ☐ YES - If yes, provide amount, percentage increase or decrease, and description of cost: _____
d) Is there a Fine, Fee or Administrative Penalty? For more guidance: Click here	☐ NO ☐ YES - If yes, provide date of Treasury Board approval _____
7. Business and Economic Implications	
a) Has your Ministry submitted/will it be submitting the Business and Economic Implications Form to JEDC?	☐ YES, submission date: _____ ☐ NO - If no, please explain why not _____
Briefly summarize the findings of the assessment. Guidance for the Business and Economic Implications Framework in Cabinet Submissions. Click here for more information	•
8. Indigenous Peoples	

a) Does this OIC advance Government's commitment to reconciliation? For more guidance: Click here for more information	☐ NO - If no, please explain _____ ☐ YES - If yes, please indicate how _____
b) Have the Indigenous Peoples and Indigenous organizations who may be impacted by this OIC been engaged?	☐ NO - If no, please explain why not _____ ☐ YES - If yes, what views were expressed? _____
c) Does this OIC potentially affect Indigenous Peoples' rights and title?	☐ NO ☐ YES - If this OIC has the potential to adversely affect rights protected under s. 35 of the *Constitution Act, 1982* (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).
d) Does this OIC potentially affect Indigenous Peoples' treaty rights? If a regulation may/will impact a treaty nation, notification and/or consultation should take place in accordance with the treaty. First Nations with treaties. Click here for more information.	☐ NO ☐ 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).

9. Stakeholder and Affected Party Consultations 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.	•
10. Application & government MLA support 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.	☐ This OIC applies to all electoral districts. ☐ This OIC applies only to the following electoral districts: _____ If this OIC applies only to specific electoral districts, do you have written confirmation that Government MLAs from affected electoral districts support this OIC ☐ YES ☐ NO - If no, please explain: _____
11. Confidence & Supply Agreement (CASA) Is Consultation with the BC Green Party Caucus required? Confidence and Supply Agreement Consultation Guide. Click here for more information.	☐ NO ☐ YES - If yes, has the consultation occurred/been scheduled and what was/is the date:_____ If consultation has taken place, what was the outcome?

12. Trade Obligations The Trade Policy and Negotiations Branch at JEDC has been consulted and confirms: [select applicable box]	☐ Trade is not affected ☐ The OIC may affect international or domestic trade obligations, and: ☐ Required notifications have been made and any comments received are: _____ ☐ Required notifications have not been made because: _____

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:

Attachment 4

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.

Cabinet Confidences

Page 258 of 523 to/à Page 261 of 523

Withheld pursuant to/removed as

Cabinet Confidences

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.

Page 270 of 523 to/à Page 273 of 523

Withheld pursuant to/removed as

Cabinet Confidences

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Page 275 of 523 to/à Page 277 of 523

Withheld pursuant to/removed as

Cabinet Confidences

Page 278 of 523 to/à Page 280 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Withheld pursuant to/removed as

Cabinet Confidences

Page 282 of 523 to/à Page 286 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Page 287 of 523

Withheld pursuant to/removed as

Cabinet Confidences

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Page 289 of 523 to/à Page 290 of 523

Withheld pursuant to/removed as

Cabinet Confidences

Page 291 of 523 to/à Page 310 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Government Financial Information

Withheld pursuant to/removed as

Advice/Recommentations; Cabinet Confidences; Intergovernmental Communications; Government Financial Information

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Government Financial Information

MAJOR CORPORATE ISSUES

TABLE OF CONTENTS

	Major Corporate Issue Notes
Status Updates	
1	COVID-19 Status Update
Economic Development	
2	Land Use and Economic Opportunity in the Northeast
3	Provincial Land Use Planning
4	Mining Reform
5	Cabinet Confidences; Advice/Recommentations:
6	Future LNG Development in BC
7	British Columbia Fisheries and Aquaculture Economy
8	Intergovernmental Communications
Reconciliation	
9	Cabinet Confidences; Intergovernmental
10	Cabinet Confidences;
Governance & Management	
11	Site C Project and Independent Review*
12	BC Ferries Assistance and Advice/Recommentations
13	ICBC – Enhanced Care
14	Advice/Recommentations
15	Modernizing Government
16	Cabinet Confidences; Advice/Recommentations
Social Framework	
17	COVID-19 and Mental Health Impacts
18	Enhancing the Overdose Response
19	Homelessness Encampment Strategy

*Contain 30/60/90 Day Decisions

MAJOR CORPORATE ISSUE NOTE

Issue: COVID-19 Status Update

This COVID-19 status update includes two sections:

- First, the Public Service response to COVID-19, coordinated primarily by Emergency Management BC with the Premier's Office, Ministry of Health and other ministries/agencies as appropriate; and
- Second, a status summary of the Ministry of Health's management of the health care system and issues/opportunities going forward.

Additionally, there will be a number of time-sensitive decisions brought to Cabinet and Treasury Board related to the State of Provincial Emergency and the ongoing provincial response to COVID-19. Due to the cross-ministry nature of the response to COVID-19, not all of these decisions are listed here. Please refer to the EMBC 30/60/90 issue note 'Emergency Orders under *COVID-19 Related Measures Act* (CRMA)' for a primary list of orders and expiry dates in Volume 2.

1) BC Public Service's Response to COVID-19

On March 6, 2020 to protect people in B.C. against novel coronavirus (COVID-19) and mitigate the impact of the illness on communities, the B.C. government and the provincial health officer developed the British Columbia Pandemic Provincial Co-ordination Plan to respond to the evolving outbreak. A deputy ministers' committee was appointed to oversee a whole-of-government approach to implementing the plan, reporting directly to a new cabinet committee that Premier and Health Minister co-chaired.

Following the declaration of a public health emergency on March 17, 2020 by the provincial health officer, the province declared a Provincial State of Emergency on March 18, 2020.

In response to the public health emergency, the BC Public Service was responsible for the following primary functions:

- Manage the provincial state of emergency and ensure the necessary authorities/orders were in place to respond to and alleviate the impact of the COVID-19 pandemic.
- Implement programs or initiatives.
- Ensure appropriate compliance and enforcement measures were in place.

<u>Managing Provincial State of Emergency</u>

The declaration of the Provincial State of Emergency permits the Minister responsible to exercise powers under section 10(1) of the *Emergency Program Act*, including the powers to control or prohibit travel to or within BC and to implement price fixing and supply rationing. The powers of the Minister are broad-reaching and include all procedures that the Minister considers necessary to prevent, respond to, or alleviate the effects of an emergency, in this instance to slow the progression of COVID-19 and the adverse effects on public welfare.

As of October 19th, 2020, 39 Ministerial Orders have been made under the *Emergency Program Act* including the original declaration of the provincial State of Emergency. Some orders have been repealed and replaced to reflect changing circumstances or as issues further developed. These orders have ensured communities across the province are prepared to respond to outbreaks; can effectively manage other emergencies they may face

(eg. floods and wildfires) while ensuring safe COVID-19 operating procedures; and removed barriers/restrictions within other legislation to ensure administrative functions could continue to be performed in light of COVID-19.

To ensure a consistent approach under the Provincial State of Emergency, local governments were prohibited from initiating their own states of local emergency unless authorized by the Minister and specific circumstances warranted such an action, as was the case in response to the community outbreaks in Alert Bay and Haida Gwaii.

In response to the pandemic, the Provincial Emergency Coordination Centre (PECC) and all Provincial Regional Emergency Coordination Centres were activated in March and continue to be activated today albeit with reduced hours. The Provincial Regional Emergency Coordination Centres collect situational awareness and were instrumental in supporting local efforts to address community outbreaks in Alert Bay and Haida Gwaii for instance. Initially, a Joint Information Centre was established as a centralized communications hub to disseminate information those directly impacted by the pandemic, including the public, media, internal and external stakeholders, partner agencies, First Nations and local authorities. To alleviate call volumes on 8-1-1, a 1-888 COVID19 line was established to address non-clinical inquiries. As of October 18th, 2020, 168,475 calls and 19,646 texts have been received.

Given the powers and authorities under the *Emergency Program Act* and our ability to mobilize resources to implement those authorities and respond to changing circumstances, BC did not feel it was necessary to request the federal government initiate a National State of Emergency.

Implement Programs

As part of its all-of-government approach and in response to the changing circumstances, the BC Public Service initiated several programs to manage the spread of COVID-19.

Traveller Self-Isolation

A Provincial Health Order required international travellers to self-isolate for 14 days upon returning to British Columbia and to submit a self-isolation plan. This requirement was backed up by a suite of measures including: provincial checkpoints at the border and at YVR airport, staffed by BC Public Servants; compliance and wellness follow-up calls by Service BC to all returning travellers; provincially provided accommodation for travellers who did not have an appropriate location to self-isolate; and an online tool for travellers to register their self-isolation plans.

Beginning June 21, 2020, the federal government demonstrated its ability to take on responsibility for the program. Service BC remains responsible for conducting compliance and wellness follow-up calls. Currently, approximately 91% of traveller records are received within 7 days. BC and Public Health Agency of Canada staff continue to work together to improve the timeliness of the traveller records.

Self Isolation Plans: Airport and Border Crossings

# of air passengers	109,284
# of ground passengers	63,369
# of passengers with unknown entry point	3,114
# of marine passengers	215
Total number of passengers	175,982
# of individuals provided accommodation by BC	156
# of individuals provided accommodation by Canada	576
% of British Columbians returning to BC with a self-isolation plan completed in advance	53
Follow Up Calls:	
# of successful outbound calls by Service BC to ensure individuals are supported and complying with their self-isolation plans	103,358
# of individuals referred to 8-1-1	388
# of individuals referred to compliance and enforcement	8,591

Statistics from June 21st now being provided by federal government re: passengers/accommodation

Temporary Foreign Workers

Temporary Foreign Workers (TFWs) employed annually through the Federal Seasonal Agriculture Worker Program are a critical workforce for British Columbia's agriculture industry. Following an outbreak at Bylands Nursery in West Kelowna on March 27th, the BC Public Service worked with the provincial health officer to put in place a program that required TFWs to self-isolate for 14 days upon arrival in BC in provincially provided hotel accommodations. BC public servants were deployed to inspect farms to ensure facilities were appropriate and could safely operate following COVID-19 guidelines. While other jurisdictions, notably Quebec and Ontario, experienced multiple COVID-19 outbreaks among TFWs, resulting in a number of deaths, BC's program has been a success and was publicly recognized by the Mexican Consulate.

Temporary Foreign Workers:

# placed in managed self-isolation to date	4,633
# currently in accommodation	45
# expected to arrive by December	292
# of TFWs who tested positive for COVID-19	61
# of farms inspected/no action required	744
# of farms passed inspection	625
# of farms requiring follow up	73

*TFW stats are as of October 14th, 2020

Silviculture

In its largest seedling program ever, 300 million seedlings were grown to be planted in 2020. Tree planting operations were required to follow the Industrial Camps Order issued by the provincial health officer. Building on the success of the COVID-19 Temporary Foreign Workers Program, BC public servants conducted inspections of camps, worked with operators to ensure tree planters were following guidelines at non-camp accommodations (motels/hotels/rentals) and were key to helping build confidence in local communities that this activity could safely be undertaken. There were no COVID-19 cases among the 2020 tree-planters.

Silviculture:

# of camps inspected	289
# of camps passed inspection	282
Compliance Rate	98
# of Silviculture Workers	7,806

** Silviculture stats as of October 20th, 2020

International Students:

With the 2020/2021 school year underway in September, all K-12 and post-secondary international students were required to self-isolate for 14 days prior to attending school program. Similar to the traveller self-isolation program, supports to students were coordinated through individual institutions.

International Students – Public and Independent Schools:

Advice/Recommentations

International Students - Post Secondary Institutes:

Advice/Recommentations

Compliance and Enforcement

The COVID-19 pandemic marked the first time Ministerial Orders were issued during a provincial state of emergency. In doing so, it became clear that additional compliance and enforcement mechanisms would be needed, over and above the current enforcement provision in the *Emergency Program Act*. BC's approach, led by the provincial health officer, has been to focus on compliance and education. Bylaw officers continue to play a key role in compliance and education efforts. Police and other enforcement officers (cannabis, liquor and gaming inspectors, community safety unit inspectors and conservation officers) are empowered to enforce public health orders and issue violation tickets for infractions. This includes the ability to issue $2,000 fines to owners, operators and organizers for contraventions of the provincial health officer's order on gatherings and events.

Advice/Recommentations; Personal Information

In addition to the ticketable offenses above, Section 27 of the *Emergency Program Act* establishes that it is an offence to contravene the Act or regulation or to interfere with or obstruct the use of a power or performance of a duty under the Act and provides for jail terms up to one year and fines of up to $10,000.

2) Ministry of Health COVID-19 Fall/Winter Pandemic Management

- BC is using the latest evidence, including ongoing epidemiologic and mathematical modelling, to plan for how to deliver services safely during times of increased community transmission until there is a vaccine available.
- The Ministry of Health is working collaboratively with the health sector to develop comprehensive plans for management of health service delivery through times of increased COVID-19 transmission.

Background:

- Health authorities and the Ministry of Health have been working collaboratively since the onset of the COVID-19 response in early February 2020 to develop provincial-wide and regionally-specific guidelines and supports.
- On June 1, 2020, the Ministry of Health created the COVID Response and Health Emergency Management Division. This Division is focused on a well-coordinated provincial and regional approach as BC experiences the expected increases and decreases in COVID-19 transmission until there is a vaccine available.
- Each health authority has appointed a COVID-19 Pandemic Planning and Management lead to be the oversight for their organization's response.
- On September 9, 2020, the Province released "Management of COVID-19: Health Sector Plan for Fall/Winter 2020/21", [1] which sets out a comprehensive and well-coordinated Plan for merging COVID-19 and the usual demands of the health system.

Issue / Opportunity:

BC is now in Phase 3 of its Restart Plan. September brought a return of K-12 and post-secondary studies.

- BC is entering its regular influenza season which, combined with COVID-19, has the potential to overwhelm the health system resulting in delays in care.
- There is a need for a provincial, coordinated approach to delivering health services through the expected times of increased transmission in BC.
- This approach must enable health services to be maintained safely and decrease the unintentional impacts on British Columbians where services must be limited, while preventing outbreaks and further transmission.
- The key areas of ongoing focus are:
  - Ensuring the health system (primary care, specialist care, acute care and community care) have the ongoing physical and human resource capacity to provide care to COVID-19 patients who need it, while minimizing the disruption to other patients and clients.
  - Building out access to testing capacity for up to 20,000 tests per day for mid-fall through winter when there is a higher prevalence of flu and colds in the community, and an increased need to quickly and accurately assess positive COVID-19 cases.
  - Increased contact tracing and case management capacity by adding up to an additional 600 contact tracers over the early part of the fall.
  - An enhanced fall flu immunization campaign, with close to two million doses available.
- "Management of COVID-19: Health Sector Plan for Fall/Winter 2020/21" details a series of Health Services Key Actions to be completed by November 2020 to further strengthen the resilience of the BC

[1] BC Ministry of Health (2020). *Management of COVID-19: Health Sector Plan for Fall/Winter 2020/21.* Retrieved September 11, 2020 https://news.gov.bc.ca/files/COVID-19_fall-winter_preparation.pdf

health system in preparation for the fall and winter across both public health and the broader health services continuum.

- These actions are in the areas of public health, primary and medical specialist care, community care services, patient transportation, laboratory testing capacity, hospital capacity and services, and supportive organizational infrastructure, including logistical support, budget, commercial and support services, Digital IMIT and technology, and health human resources.

MAJOR CORPORATE ISSUE NOTE

Issue: Land Use and Economic Opportunity in the Northeast

Realization of new economic opportunities in the Northeast of British Columbia (B.C.) are subject to the resolution of longstanding issues, including the Treaty Land Entitlement (TLE), caribou and cumulative effects. Successfully implemented and endorsed Land Use Plans are key to balancing economic, environmental, societal and Treaty 8 demands into the future.

Background:

Advice/Recommentations; Government Financial Information

- There are currently two operating metallurgical coal mines in the Peace River coalfield, near Tumbler Ridge and Chetwynd. A third mine is currently in care and maintenance and is scheduled to return to operations by the end of 2020.

Advice/Recommentations; Government Financial Information

- Stumpage revenue for the Northeast Region was $35 million in 2019. The five-year total (2015-2019) was $135 million.
- Privately owned farm business contributes value through increasing total farm receipts. In 2016 farm receipts were $195.5 million - an increase of $50.574 million from 2011 ($144.9 million).
- Further electrification of extractive industries will be a corner stone to advancing responsible development in the region while living up to our climate commitments.
- In August 2019, B.C. and Canada signed a Memorandum of Understanding (MOU) in support of electrifying B.C.'s natural gas and liquefied natural gas sectors. To date, B.C. has received federal approval for the Peace Region Electricity Supply (PRES) project. ($83.6 million).
- However, the rapid expansion of these sectors has created challenges and has generally outpaced the scope and relevance of the current Land Use Plans in place for the region.

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications; Government Financial Information

- **Caribou**: Since 1970 West Moberly First Nations, and Saulteau First Nations more recently, have endeavored to conserve and protect caribou from ongoing impacts from linear features and resource development. The province completed a partnership with two of the Treaty 8 First Nations and Canada, Intergovernmental Communications

Intergovernmental

- Collaborative initiatives such as the Regional Strategic Environmental Assessment (RSEA) and the update to the Fort St John Land Resource Management Plan are seeking to reconcile the broader interests of Treaty 8 First Nations around cumulative effects development, while moving forward to create certainty and coordination of activities.

Advice/Recommentations; Intergovernmental Communications

Opportunities:

Advice/Recommentations; Intergovernmental Communications; Government Financial Information

MAJOR CORPORATE ISSUE NOTE

Issue: Modernized land use planning program overview and project update

Background:

- In 2017 Minister Donaldson's mandate letter directed the Minister to work with the "Minister of Indigenous Relations, First Nations and communities to modernize land-use planning and sustainably manage BC's ecosystems, rivers, lakes, watersheds, forests and old growth".
- In early 2018, the Province announced a three-year commitment of $16.3M to support a phased approach to modernized land use planning. Advice/Recommentations
  Advice/R
- Modernized land use planning processes are co-led, in partnership with the Province and Indigenous Nations, with significant collaboration and input from local governments and with the engagement of impacted stakeholders.
- Land use planning (LUP) sets objectives and direction for sustainable resource stewardship and management across natural resource sectors, promoting economic certainty and reconciliation with Indigenous peoples.
- Key drivers include advancing reconciliation, a strong sustainable economy, cumulative effects, landscape level disturbance and old forest management, water sustainability, climate impacts, and species at risk.
- Since being endorsed by Cabinet in June 2019, nine regional LUP projects have been initiated in high priority areas to address defined community needs. These projects vary in scale and complexity, from issue-specific to comprehensive.
- Some LUP projects will result in the creation of new land use plans. Other LUP projects were initiated to update, and address gaps in, existing land use plans, incorporating new issues and values such as climate change, socio economic values and indigenous knowledge.
- Currently, LUP projects are in various stages, including government-to-government discussions to develop foundational agreements on LUP such as Terms of Reference (TORs) and Project Charters and technical work to prepare for plan development (data gathering, base case analysis, etc.).
- Land Use Planning (LUP) projects are coordinated and resourced by regional staff. The provincial LUP program coordinates budget allocations, provides guidance and tools to support planning processes, and assists with communication and engagement.
- Targeted engagement with key stakeholders such as the Union of BC Municipalities, the Forest Industry (COFI), the BC Business Council and others continues to occur at the program level, with project specific engagement occurring through project teams and the new provincial online engagement platform.

Opportunities

- Modernized land use planning is conducted in partnership with Indigenous governments and provides a significant opportunity to meaningfully advance reconciliation through the identification of shared interests and the creation of structures to support shared decision making.
- A key outcome of the modernized land use planning program is enhanced relationships with First Nations communities. LUP has been identified by First Nations Leadership Council as key tool in the implementation of the BC *Declaration on the Rights of Indigenous Peoples Act* (The Declaration Act).
- LUP projects are also an opportunity to engage with local governments and stakeholders on a suite

of values and planning issues of concern to them.

- LUP is multi-sectoral, providing an opportunity to address, and better align a range of government priorities and initiatives, such as species at risk, caribou herd planning, watershed health and climate change adaptation.
- Significant progress has been made in the development of policy, guidance and tools to support LUP, including the launch of an online public engagement platform for land use planning.

Challenges

Advice/Recommentations; Intergovernmental Communications

Projects overview and status update:

- A high-level summary of several planning projects is outlined below. Most of these are Cabinet-endorsed projects with full government resourcing (Table 1). Three others are land use planning projects that are proceeding concurrently with some BC Government funding (Table 2).
- More information will be made available in subsequent 30/60/90-day project specific notes.

Status of project:
Intergovernmental Communications

Table 1: Cabinet-endorsed Land Use Planning Projects (four of the nine Tier 1 projects)

Project	Current status
Fort St. John Land and Resource Management Plan (LRMP) Update Project	Cabinet approved a mandate in July 2018 to amend the 1997 Fort St. John Land and Resource Management Plan (LRMP), in support of a broader negotiated agreement between BC and Blueberry River First Nations (BBRFN) on a temporary adjournment to the BBRFN-initiated cumulative effects litigation. The BBRFN litigation closes December 2020, with a decision from the Supreme Court expected in the Fall of 2021. Intergovernmental Communications
Wetzin'kwa Water Sustainability Project	
Omineca Area-based Land use Planning Project	
Nimpkish Land Use Planning	

Table 2. Other Land Use Planning projects underway with some BC Government support

Project	Current status
Jumbo Glacier Indigenous Protected and Conserved Area (IPCA) Process	Intergovernmental Communications
Mt Begbie Revelstoke	In 2019, a Section 17 *Land Act* Order was put in place over a portion of Mt Begbie that temporarily prohibits new recreation tenures to protect caribou habitat. BC staff

Recreation Planning	are exploring options for additional interim protection, with engagement of local First Nations, to support a stakeholder-led planning process if initiated by the Revelstoke community.
Marine Planning Partnership of the North Pacific (MaPP)	Intergovernmental Communications

MAJOR CORPORATE ISSUE NOTE

Issue: Mining Reform

- Addressing regulatory complexity in the mining sector to incent private sector investment.

Background:

- Building on the outcomes from the Mining Jobs Task Force and engagement with the B.C. Business Council through the Low Carbon Industrial Strategy, the Ministry of Energy, Mines and Petroleum Resources (EMPR) is taking a renewed approach to regulatory performance in the mining sector. This approach is being overseen by an Executive Project Board (Board) made up of natural resource Deputy Ministers. The purpose of the Board is to ensure that permitting, environmental assessments (where applicable), and associated reconciliation efforts are conducted in a timely, coordinated and high-quality manner and meet agreed upon timelines over the next 18 months.
- The Board is focused in three key pilot areas (Southeast (SE), south central and north west) and implementation of each regional strategy is being overseen by an Assistant Deputy Minister Committee and led by an Executive Lead.
- Key Board activities include:
    - Enhanced project management approaches on major projects;
    - Advancing mining opportunities in partnership with Indigenous Nations (Tahltan, KNC and Nlaka'pamux Nation);
    - Assessment of and improvements to the Province's statutory decision-making framework; and
    - Assessment of project specific economic barriers.

Issue/Opportunity:

Advice/Recommentations; Government Financial Information

- This initiative will contribute to the Province taking advantage of opportunities to become a jurisdiction of choice to supply responsible low-carbon products and attracting investment from a growing pool of investors concerned about environmental, social and governance outcomes.

Advice/Recommentations; Intergovernmental Communications; Government Financial Information

- While the activities outlined above continue to improve the Province's competitiveness and regulatory excellence, ongoing active reviews of consultation, intake and the regulatory

framework indicate that further resources may be required. Preliminary results from these reviews have identified important process efficiencies but have also identified resource capacity constraints based on average workloads.

Business Information; Advice/Recommentations; Government Financial Information

Page 329 of 523 to/à Page 330 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Government Financial Information

Withheld pursuant to/removed as

Advice/Recommentations; Cabinet Confidences; Government Financial Information

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Government Financial Information

MAJOR CORPORATE ISSUE NOTE

Issue: Future LNG Development in BC

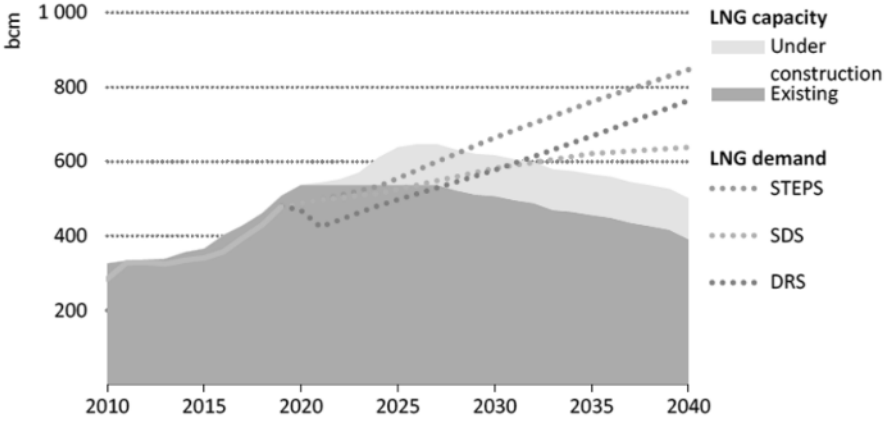
Background:

Market Outlook

- According to the International Energy Agency's (IEA's) recently released World Energy Outlook 2020, global demand for natural gas will decrease by three percent in 2020. Despite the projected decline in demand for natural gas global LNG demand is still expected to expand in 2020. According to the IEA's base case scenario (Stated Policies Scenario (STEPS)), global demand for LNG is expected to increase by approximately 40 percent during the current decade, with most of the increase coming in the Asia-Pacific region.
- As LNG demand growth accelerates through the 2020s, a gap between LNG demand and supply is predicted to emerge around 2030 (see Figure 1).

Advice/Recommentations

Figure 1 Forecast LNG Supply/Demand Balance (source: IEA WEO 2020)



Advice/Recommentations

BC Context

- The Montney formation spans BC and Alberta and is one of the largest, cleanest and most economically competitive natural gas resources in the world. The BC Montney alone has over 200 years of supply that can be economically produced for under $2 per thousand cubic feet of supply cost and it is has among the globally lowest levels of CO2 content. This abundance of natural gas was the driver behind the original surge in development interest of an LNG export industry in BC. It has also been a key factor for chronically low natural gas prices in western Canada in recent years.
- Following the cancelation of a number of proposed LNG export projects, the Province introduced an investment fiscal framework to improve British Columbia's competitiveness. Phase one of the LNG Canada (LNGC) project was approved by its owners following the application of investment fiscal framework LNGC's project – now currently under construction in Kitimat.
- The LNGC project is the largest private sector investment in Canadian history. It is expected to generate about $23B in provincial revenue over 40 years (under assumptions) and create up to 10,000 jobs during construction and up to 950 permanent jobs once operations are underway. This includes the upstream exploration; mid-stream CGL pipeline; and the LNGC plant. The LNGC project is also the single largest point-source of emissions in B.C.
- The decision by LNGC to move forward with the first phase of its project has sparked renewed interest in developing additional LNG projects in BC. There are three well-advanced projects (with most environmental assessment and permitting work complete) in BC and several others that are under

Advice/Recommentations

development.

Advice/Recommentations

Intergovernmental Communications; Government Financial Information

Advice/Recommentations; Intergovernmental Communications

Issue/Opportunity:

Advice/Recommentations

Economic Foundation to Support a Sustainable Budget and Fiscal Plan

- The LNG and natural gas sectors tend to provide high wage employment opportunities.

Advice/Recommentations; Government Financial Information

Page 336 of 523 to/à Page 337 of 523

Withheld pursuant to/removed as

Advice/Recommentations; Government Financial Information

MAJOR CORPORATE ISSUE NOTE

Issue: Potential to Unlock British Columbia Fisheries and Aquaculture Economy

- With continued decline of most wild salmon stocks in B.C., the near extirpation of Interior Fraser Steelhead (IFS), and dispersed provincial attention on Fisheries management, the Province should re-consider the shared fisheries management model with DFO and develop and execute a comprehensive strategy on how to best conserve and recover wild fish stocks so that the full potential of B.C.'s fisheries and aquaculture economy is unlocked and realized.

Background:

- Salmon in B.C. are facing unprecedented declines. For example, this year twelve of thirteen wild Fraser River Chinook salmon stocks are deemed at risk. The IFS are at imminent risk of extinction. Spring 2020 estimated number of spawners is 295 (Thompson run is 257; Chilcotin run is 38).
- It is believed that the primary factors in the decline include ocean survival, predation, harvest levels, habitat degradation and water temperatures. The lifecycle of salmon makes it challenging to determine the relative impact of each of these factors on stocks.
- In 2018, the total value of all fisheries and aquaculture, fish and seafood processing, commercial and sport fishing was $3.3B in revenue. An estimated 15,000 British Columbians were employed with wages estimated at $465M. The marine and freshwater Sport Fishing sector contributes $1.1B to the total fisheries revenue.
- In 2019, B.C. exported $1.4 billion in seafood products to 70 markets, an increase of 2 percent in value from 2018. Farmed Atlantic Salmon is the top exported product from B.C. - worth $562 million. B.C. is consistently ranked as the 4th largest farmed Atlantic salmon producer in the world. The Seafood sector offers over 3,700 jobs with approximately 75 percent in coastal communities; 18 percent Indigenous employment; and approximately 25 percent employment of women.
- The Federal Government holds most authorities for salmon and aquaculture. The Federal and the Provincial Governments agree that fisheries management puts conservation first, then First Nations Food Sustenance and Cultural fisheries followed by consumptive (commercial or recreational) fisheries.
- Pressure is mounting on the Federal Government to take stronger actions, including limits to commercial and First Nation harvest. Pressure is mounting on the Province from the Federal Government, First Nations and stakeholders to take targeted action on habitat management, protection and remediation.
- The Ministry of Agriculture (AGRI) is the provincial lead agency for fisheries and seafood, and the strategic lead for aquaculture. Forests, Lands and Natural Resource Operations (FLNR) is responsible for freshwater fisheries, habitat and a shared role in invasive species management. Environment (ENV) is responsible for pollution prevention, species at risk and a shared role in invasive species management. Indigenous Relations and Reconciliation (MIRR), Transportation and Infrastructure (TRAN), Tourism, Arts and Culture (TAC), and Jobs, Economic Development and Competitiveness (JEDC) have interests and legislative responsibilities in the sector.
- AGRI, ENV, FLNR, MIRR, TRAN and TAC have ongoing relationships with DFO related to their respective areas with each ministry participating in numerous uncoordinated committees. AGRI alone is a participant in over 80 committees with DFO on fisheries. There is no clear lead in B.C. to champion fisheries and aquaculture management and the development of this economic sector.
- A number of strategic initiatives (2009 Cohen Commission, 2019 B.C. Wild Salmon Advisory Council (WSAC), the 2017 Minister of Agriculture's Advisory Council on Finfish Aquaculture (MAACFA), 2019 FOPO Report, and the 2018 Broughton Salmon Farming Negotiations) contain

recommendations which seek to improve the state of Pacific salmon stocks and/or better manage aquaculture and fisheries in B.C. The WSAC recommendations identify the importance of the Province's jurisdictional authority for labour-force development, communities, food/seafood processing, freshwater salmon habitat, and education/training, and in part, led to the creation of the $142M B.C. Salmon Restoration and Innovation Fund. In 2018 a clear policy on the issuance of provincial salmon farm tenures was established and comes into effect in 2022.

- Over the years, there have been a variety of provincial strategic approaches, including the formation of a stand-alone Provincial Ministry of Fisheries in the 1990s, to lead executives for fisheries (both DM and ADM), the Seafood Secretariat, and the formation of the bilateral B.C.-DFO Pacific Council of Fisheries and Aquaculture Ministers (PCFAM) in 2006.
- 33 percent of freshwater fisheries habitat or over 800,000 kms is considered stranded habitat (habitat not accessible by salmon) which is identified as an immediate opportunity to unlock habitat to support in peril salmon stocks. $1M was spent on habitat restoration in 2019, and since 2009 $21M has been spent to reconnect 804kms of habitat.

Issue/Opportunity:

- Despite the numerous responsibilities and touchpoints between provincial agencies and DFO there has been varied success in the ability to influence federal fisheries policies in alignment with provincial priorities and see a change in the state of salmon stocks in B.C.

Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations

- Supporting and growing the sports fishery is a potential area of growth. By better coordination of provincial efforts and dedicated efforts to unlock stranded habitat, this could contribute to increasing habitat for salmon and growing this sector.
- A comprehensive and enhanced approach could be informed by a thorough review and assessment of all ministry roles and responsibilities, the provincial objectives for management of the sector, and all committees and engagement points with Canada related to fisheries and aquaculture. Confirmation of provincial objectives for the sector will guide level of participation in federal committees and would include consideration of best leverage, influence and investment role by B.C.
- As fisheries are seasonal by nature, work could begin through winter 2020, in advance of the beginning of the salmon fishing season in summer 2021.

MAJOR CORPORATE ISSUE NOTE

Advice/Recommentations; Intergovernmental Communications

Issue:

- **30 day decision:** Advice/Recommentations; Intergovernmental Communications
  Advice/Recommentations; Intergovernmental Communications

Background:

Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications The Throne Speech of September 23, 2020 identified:

- creating one million jobs;
- implementing national standards for long-term care;
- advancing national Pharmacare;
- supporting PT efforts on COVID-19; Intergovernmental Communications
  Intergovernmental Communications
- addressing the opioid epidemic and increasing access to mental health resources;
- augmenting the National Housing Strategy;
- accelerating investments in broadband;
- improving access to childcare; and
- reaching net zero emissions by 2050.

Advice/Recommentations

- The Council of the Federation has requested additional federal funding in three priority areas: the Canada Health Transfer; Infrastructure; and, the fiscal stabilization program. Advice/Recommentations
  Advice/Recommentations

Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

Decisions required:

Advice/Recommentations; Intergovernmental Communications

Withheld pursuant to/removed as

Cabinet Confidences; Intergovernmental Communications

Withheld pursuant to/removed as

Intergovernmental Communications; Cabinet Confidences

Page 344 of 523 to/à Page 345 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Intergovernmental Communications

Withheld pursuant to/removed as

Advice/Recommentations; Intergovernmental Communications; Government Financial Information; Cabinet Confidences

Page 347 of 523 to/à Page 348 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications; Government Financial Information

MAJOR CORPORATE ISSUE NOTE

Issue: Site C Project and Independent Review

- BC Hydro (BCH) has experienced significant changes over the last 12 months relating to identified cost, schedule, procurement, geotechnical and scope risks, including the impacts of COVID – 19.

Cabinet Confidences; Advice/Recommentations

- **These issues require decisions in 60 days** Cabinet Confidences; Advice/Recommentations

Cabinet Confidences;
Advice/Recommentation

Background:

- Site C is the third dam on Peace River in northeastern British Columbia (BC) and will generate reliable and clean electricity for more than 100 years. At about 10% of BC Hydro's supply, the Site C Project (Project) is designed to provide 5,100 gigawatt hours of electricity each year and 1,100 megawatts of firm capacity; which is enough power for 450,000 homes.

Cabinet Confidences; Advice/Recommentations

- The Project achieved river diversion on October 3, 2020 – a major project milestone despite COVID – 19.

Cabinet Confidences;
Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

- **This is a 60 day issue.**

MAJOR CORPORATE ISSUE NOTE

Issue: BC Ferries Assitance and Advice/Recommentations
BC Ferries Federal/Provincial Safe Restart Contribution anc Advice/Recommentations
Advice/Recommentations

Advice/Recommentations

- **This is a 30-60 day issue**

Background:

- BC Ferries was a former Crown corporation, now owned by the BC Ferry Authority (Authority), an independent, no-share capital corporation created under the *Coastal Ferry Act* (the Act) outside the Government Reporting Entity. The Authority is the sole voting shareholder of BC Ferries.
- Legislative changes to the *Act* in 2019 resulted in the Province now appointing four of the nine members of the Authority instead of two.

COVID – 19 Relief – Federal/Provincial Safe Restart Contribution

- Under the federal 'Safe Restart' program, the federal government agreed to assist provinces with their own restart plans, including assistance for ferry services. The federal government committed to provide to the Province up to $540 million, conditional on the Province matching federal contributions under a 50/50 cost-sharing arrangement, to be used for transportation operating relief from the effects of COVID-19, including coastal ferry services.
- BC Ferries has experienced significant fiscal impacts since mid-March 2020, due to the COVID-19 pandemic's effect on travel demand. BC Ferries requested support from both the provincial and federal governments to address its near-term forecast net operating financial gap caused by lost revenues and additional COVID-19-related operating costs, and to help ensure that essential ferry services continue and remain affordable to users through pandemic recovery.
- Treasury Board approved that the Province will provide a Contribution of $308 million to BC Ferries. The Contribution is intended to be used by BC Ferries solely to (i) provide relief from the combined estimated operational and fiscal impacts of COVID-19 during BC Ferries' 2020/21 and 2021/22 fiscal years under a medium-case scenario; (ii) cover BC Ferries' combined estimated revenue losses from limiting average annual public fare increases otherwise charged to 0% in 2020/21 and 2.3% in each of BC Ferries' 2021/22 – 2023/24 fiscal years under a medium-case scenario; and (iii) ensure that Discretionary Sailings continue to be delivered to the end of fiscal year 2023/24. Work to finalize a provincial contribution agreement is currently underway.

Advice/Recommentations

Decision required:

Advice/Recommentations

Advice/Recommentations

- **This is a 30-60 day issue**

MAJOR CORPORATE ISSUE NOTE

Issue: ICBC – Enhanced Care

Background:

- In response to the increasing unaffordability of auto insurance rates in B.C. and significant financial losses at ICBC, earlier this year the provincial government introduced legislation for major product reforms to change BC's current auto insurance model from a tort-based adversarial model to a care-based Enhanced Care model with enhanced benefits. In doing so, it will place limits on the ability to sue to recover damages as a result of a motor vehicle crash.

- This care-based model of insurance is already successful in Manitoba and Saskatchewan – the two provinces in Canada which have been able to achieve very low, or even zero, rate increases from year-to-year or, in the case of Manitoba Public Insurance, a significant rate decrease in 2020.

- When B.C. shifts to this new care-based Enhanced Care model, the amount ICBC spends on legal costs will be dramatically reduced, bringing projected savings of more than $1.5 billion in the first full year Enhanced Care is implemented. The reforms will provide more affordable insurance for B.C. drivers and significantly improved care and recovery benefits for anyone who is injured in a crash.

- Under Enhanced Care, drivers who purchase both Basic insurance and Optional third party liability insurance from ICBC can expect to save approximately 20 per cent, or $400 on average, on their auto insurance compared to today's model. In addition to these savings, when Enhanced Care coverage launches, customers will also receive a pro-rated refund for the portion of their existing insurance policy which goes past May 1, 2021.

- Under Enhanced Care coverage legislation, the overall care and recovery benefits will increase from today's limit of $300,000 up to a maximum of at least $7.5 million. Under the current proposal, wage loss payments will be 60 per cent higher than today to a maximum insured benefit of up to at least $98,500 (for higher incomes, an Optional insurance product will be available). The most seriously injured will also be eligible to receive financial compensation of up to $250,000. All of these benefits will be available to victims of a motor vehicle crash, regardless of fault and without having to sue to receive them.

- On July 15, 2020, the *Attorney General Statutes (Vehicle Insurance) Amendment Act, 2020* received Royal Assent. The Act amends the *Insurance (Vehicle) Act* to provide for the implementation of Enhanced Care Coverage (ECC) and Basic Vehicle Damage Coverage (BVDC) for accidents occurring on or after May 1, 2021. Supporting product regulations are under development for government approval in late 2020 or early 2021.

- With the transformational shift to ECC and BVDC, Advice/Recommentations

Advice/Recommentations

- extending the current Basic rate Policy Year 2020 to include April 2021 so that ICBC's new Basic rate will align with the launch of Enhanced Care on May 1, 2021.

- ICBC will be applying to the BCUC to approve rates for a 23-month period based on the actuarially-indicated rate. While that RRA filing will not be directed, in determining the actuarially-indicated rate it is currently assumed a portion of rate will be directed by an Order-in-Council towards rebuilding ICBC's depleted capital. Allocating a portion of premium to rebuilding ICBC's capital will start to rebuild a reserve which could be used to help stabilize rates in future policy years.

Issues:

- It is proposed that OICs to support ICBC's Basic rate filing to the BCUC are reviewed by Cabinet prior to December 15, 2020 – the current deadline for the filing as specified in regulation Special Direction IC2 to the BC Utilities Commission. However, while not recommended, the filing can if necessary be delayed to as late as February 11, 2021.

Cabinet Confidences; Advice/Recommentations

Opportunities:

- The previous government committed that Enhanced Care would reduce the cost of auto insurance by an average of $400, or approximately 20 per cent. ICBC's most recent data supports that ICBC will deliver on these savings commitments.

Cabinet Confidences; Advice/Recommentations

- ECC will significantly increase the amount of medical care, recovery and wage loss benefits available to anyone injured in a crash, regardless of who was responsible for the crash.

- ECC will be better for those who sustain serious or permanent injuries that significantly impact their daily living. Those injured as a result of a motor vehicle crash will be entitled to at least $7.5 million in care and recovery benefits, improved wage loss benefits, and cash compensation if they are seriously injured, regardless if they were responsible for the crash.

- The new model limits the need to sue for losses associated with vehicle damages by providing mandatory first-party BVDC to all vehicle owners, which will cover damage to their vehicle when they are not at-fault. Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

MAJOR CORPORATE ISSUE NOTE

Advice/Recommentations

Issue:

Background:

- Activities of Crown corporations are important in the successful delivery of government's operational and fiscal priorities. Crown corporation financial results are included as part of government's bottom-line Fiscal Plan measures which include operating, capital and debt.

Advice/Recommentations

Advice/Recommentations

Issue/Opportunity:

Advice/Recommentations

MAJOR CORPORATE ISSUE NOTE

Issue: Modernizing Government

- The Government of British Columbia has consistently made strong commitments to delivering the services that matter most to people. In the Internet age, delivering such services requires government to embrace new tools and technologies.
- To be successful in modernizing, government should consider the processes, policies and tools that it uses to serve the people of British Columbia every day; this is not just about technology.

Background:

- Governments around the world are using digital tools and practices to provide better services to people and business. A digital government uses modern technology, as well as the culture and practices of the modern age, to deliver services that are deserving of people's trust.
- The BC Public Service is adopting digital tools and practices. Government has a Digital Framework that supports modernization of tools as well as the cultures, processes and policies that support their adoption. We have established principles for modernization, including designing with people and embedding inclusion, managing risks proportionately, and taking an ecosystem approach.
- Government has made good progress in modernizing in certain areas. For example, it has accelerated digital projects through the BC Exchange Lab. It has improved online services, making them better customized to the needs of users. Through the BC Services Card it has established itself as a recognized leader in digital identity. It has adopted an ambitious procurement strategy, creating a basis for BC businesses to win more contracts and help to quickly deliver technology solutions. It has invested in connectivity; over 93 per cent of BC households have access to high speed internet. It provided a suite of digital services in response to the Covid-19 pandemic.
- Examples of digital tools that supported Government's Covid-19 response:
    - COVID-19 Self-Assessment – The Ministry of Health launched a self-serve application for information on Covid-19 symptoms; and
    - Supply Hub – Emergency Management BC created a platform to enable critical sectors to purchase surplus Personal Protective Equipment from core government.
- Despite these successes, government has also faced significant IT failures in recent years. These failures can be costly and undermine trust and public sector capacity. Such challenges are not unique to BC; many governments have faced significant IT failures. Some have responded by creating dedicated digital units and investing in government-wide strategies and leadership (e.g., the Government of Canada created a dedicated Ministerial position for digital government).
- The significant upside of providing strong digital services, combined with enduring risks associated with outdated technology, suggests that government has an opportunity to more consistently pursue modernization efforts. Public servants expect digital tools to do their jobs. British Columbians expect easy access to simple online government services.

Issue/Opportunity:

- Ministries across government used modern tools to respond to the Covid-19 pandemic. However, the pandemic also exposed challenges:
    - In the Social Sector – social workers were unable to connect with at-risk youth due to limited access to tools that supported virtual visits;
    - In Justice – citizens were not able to access in-person court services, triggering a major shift to using technology to support remote hearings; and,
    - In communities – local governments were challenged to adopt and prioritize technology to align with public input.

- These challenges arose despite significant efforts in recent years to deliver on BC's Digital Framework. Given this challenging context, the Government of BC has an opportunity to continue to invest in modernization efforts. Potential benefits of modernization include:
    - Improve citizen experience – 77 per cent of British Columbians already access government services online. Citizens expect public services to be simple, fast and accessible. Consistent, easy access to simple online services is expected to improve efficiencies and over time, improve trust in the public sector.
    - Reduce costs – Teams working in BC's Exchange Lab have significantly reduced their time and cost of developing modern services. Coherent governance for digital investments could also create efficiencies, including by investing just once in key enablers (e.g., verifying identity, paying government) rather than multiple times.
    - Support the BC economy – A single made-in-BC technology procurement innovation, Sprint With Us, has awarded over $12 million in contracts to local technology companies.
    - Derisk major IT projects – Like other governments, BC has grappled with IT failures. The Natural Resources Permitting Project is a recent example of an IT project that incurred significant costs without creating the expected benefits. Adopting best practices in digital government could make it easier to identify and address IT risks.
- Modernizing government would require significant, government-wide coordination and prioritization. Opportunities associated with this work:
    - Improve culture and processes – Government could enhance leadership and capacity across government. It could more deliberately engage with people at every stage of delivering modern services and focus on measurable outcomes. It could also more effectively support digital delivery teams, including by adopting agile best practices.
    - Update regulations and policies – Government could strengthen standards for modern services and facilitate access to digital tools, including through procurement reform.
    - Enhance tools and technology – Government could continue to strengthen the foundations for modern government and invest in infrastructure (e.g., cloud).

Next steps:

- Modernization efforts will likely require a dedicated, long-term strategy that is government-wide.
- To advance modernization efforts, government could consider holding a robust dialogue on opportunities and tactics. It could take stock of modernization efforts to date and discuss scope for a government-wider modernization plan, including but not limited to the use of technology.

Page 361 of 523 to/à Page 364 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

MAJOR CORPORATE ISSUE NOTE

Issue: COVID-19 and Mental Health Impacts

- The COVID-19 pandemic is having and will continue to have an impact on the mental health of British Columbians. The mental health of the population will be a key factor in B.C.'s social and economic recovery and will require sustained attention and investment.

Background:

Impacts of pandemics and large-scale crises on mental health

- Good mental health enables individuals to effectively cope with stresses and function productively in key roles within their families, communities, and society. The mental health of the population will be critical to society's response to and recovery from the COVID-19 pandemic.
- The World Health Organization (WHO) reports that the COVID-19 pandemic is having an impact on mental health worldwide. Bereavement, isolation, loss of income, and fear are triggering mental health conditions or exacerbating existing ones. At the same time, the pandemic has disrupted or halted mental health services in 93% of countries worldwide.[i]
- In May 2020, a United Nations (UN) Policy Brief: *COVID-19 and the Need for Action on Mental Health*[ii] noted that pandemics and other large-scale crises influence where people are on the continuum of mild, time-limited distress to severe mental health conditions. Because of the stressors associated with the pandemic, those who were previously coping well are now less able to cope; those with mild anxiety and distress may experience it with increased intensity; and those who previously had a mental health condition may experience a worsening of their condition and reduced functioning.
- The UN brief advised that countries should expect a "long-term upsurge in the number and severity of mental health problems" as a result of the pandemic, with frontline healthcare workers, older adults, children and youth, and women likely to be the most impacted.
- While current provincial and federal financial support measures are likely mitigating the impact in the short term, the ongoing financial impacts of COVID-19 can also be expected to take a toll on mental health. Research has shown that previous public health and economic crises have been associated with serious and prolonged negative impacts on individual and collective mental health. For example, the 2008 global financial crisis was associated with increased rates of mood disorders, anxiety disorders and suicides as a result of unemployment, job insecurity, reduced wages and increased workloads.[iii]
- There is a correlation between unemployment rates and suicide rates - as unemployment increases, so does suicide. Researchers have estimated that COVID-19 related unemployment could result in 400-2100 additional suicides in Canada in 2020-2021.[iv]

Impact on British Columbians so far

- Statistics Canada data shows that more than half of British Columbians reported experiencing worse mental health following implementation of social distancing measures.[v] Other data suggests that British Columbians' mental health is worsening as the pandemic progresses.[vi]
- The impact of the pandemic on mental health is not felt equally:
    - Indigenous peoples (64.8%) report higher levels of somewhat or much worse mental health status than non-Indigenous people (52.7%)[vii]

- Deteriorations in mental health are more common in those with already pre-existing mental health conditions[viii]
- Those whose gender is transgender, non-binary, or other were 1.5x more likely than females and two-spirit people, and 2x times more likely than males to report feeling quite or extremely stressed[ix]
- Those with disabilities (47%) are also showing significant deteriorations in mental health[x]
- Mental health of recent immigrants was self-reported as worse than that of established immigrants and Canadian-born participants[xi]
- Younger age groups (15-49) are experiencing greater mental health issues than those who are older[xii,xiii]

- In addition to the impacts on mental health, during the COVID-19 pandemic British Columbians are engaging in more legal substance use:
  - 20% of British Columbians are drinking more alcohol than before the pandemic, while 10% are drinking less.[xiv] Nationally, boredom, stress and lack of regular schedule are said to be driving increases in alcohol use.[xv]
  - 40% of British Columbians are binge drinking (≥4 drinks if female, ≥5 drinks if male or other gender) at least once a week.[xvi]
  - 5% of British Columbians are using more cannabis than before the pandemic, while 3% are using less.[xvii]

Mental health supports implemented during the pandemic

- The Province worked quickly in partnership with the Canadian Mental Health Association-BC Division (CMHA-BC), Foundry Youth Centres and community partners to implement new or expanded mental health supports to respond to the pandemic. These include:
  - Expanded online mental health coaching and self-management programs delivered through CMHA-BC, including BounceBack and Living Life to the Full
  - Expanded access to free or low-cost counselling through community organizations, including enabling online counselling sessions (phone/video)
  - Increased access to online peer support and system navigation for those living with mental illness or substance use problems (CMHA-BC)
  - Launched the Foundry Virtual Clinic which provides online (phone/text/chat/video) counselling and other health supports for youth aged 12 to 24 province-wide
  - Created a new online hub to provide information and peer support for front-line health-care workers (CMHA-BC)
- The First Nations Health Authority also launched the Virtual Doctor of the Day program to provide online access to primary care services for First Nations people across BC. The program has more recently been expanded to include specialized mental health and substance use services.
- Additional COVID-specific programs are in the process of being launched, include initiatives to prevent youth suicide (including Indigenous specific initiatives) and support workforce mental health.

Mental health service volumes

- B.C. provincial crisis lines have seen increased calls:
  - 310Mental Health Support: Observed a 26% increase in calls from April – August 2020 compared to the same period in 2019.
  - 1800SUICIDE: Observed a 28% increase in calls from April – August 2020 compared to the same period in 2019.
- B.C.'s expanded online mental health supports have experienced large volumes:

- CMHA-BC reports significant increases across all its program offerings compared to previous years. The expanded BounceBack resource and coaching program has experienced an over 60% increase in clients.
- Community counselling organizations all report increases (ranging from 20% to 260%) in interest in counselling programs over last year.
- Foundry Virtual Clinic has had high demand with the clinical counselling service being fully booked during September.

Issue/Opportunity:

- The COVID-19 pandemic is expected to continue over an extended period of time, with economic, social, and mental health impacts continuing throughout and after the pandemic.
- Experts advocate that investment in mental health will be critical to mitigate the pandemic's long-term social and economic costs to society, recognizing that quality mental health services are necessary to support recovery.
- As B.C. works toward economic recovery, it is important to recognize that mental health and the economy are linked: a struggling economy creates financial stressors that have a negative impact on individuals' mental health, and a strong economy requires that people have the good mental health necessary to fully participate and contribute. The mental health of the population will play a critical role in B.C.'s economic and social recovery from COVID-19.
- In B.C., financial support benefits have likely mitigated some of the more serious stressors associated with the pandemic; however, as these benefits end there is potential for financial strain to negatively impact individuals who are still experiencing reduced income.
- Similarly, immediate investments in mental health services during the pandemic have likely helped individuals to cope in the short-term, but the projected longer-term impacts of the pandemic on the mental health of the population mean that there will be sustained need for enhanced mental health services and supports.
- During the pandemic, B.C. was able to respond to people's immediate needs by quickly putting in place dynamic and innovative mental health services. There is an opportunity now to continue this momentum through sustained investment and attention to mental health, to meet the ongoing needs of British Columbians throughout the province's recovery.

[i] World Health Organization. The impact of COVID-19 on mental, neurological and substance use services. October 5, 2020. Available from: https://www.who.int/publications/i/item/978924012455
[ii] United Nations. Policy Brief: COVID-19 and the Need for Action on Mental Health. United Nations, May 13, 2020. Available from: https://www.un.org/sites/un2.un.org/files/un_policy_brief-covid_and_mental_health_final.pdf
[iii] Wu et al, 2009;Mucci et al, 2016, as cited in CAMH. Mental Health in Canada: COVID-19 and Beyond. CAMH, July 2020. Available from:
http://www.camh.ca/-/media/files/pdfs---public-policy-submissions/covid-and-mh-policy-paper-pdf.pdf
[iv] McIntyre, R. S., & Lee, Y. (2020). Projected Increases in Suicide in Canada as a Consequence of COVID-19. *Psychiatry Research*, 113104.
[v] Statistics Canada. Impacts of COVID-19 on Canadians: Data Collection Series. Public Use Microdata File. Prepared by Population Health Surveillance and Epidemiology. Office of the Provincial Health Officer. BC Ministry of Health. July 2020.
[vi] Morneau Shepell. The Mental Health Index Report: British Columbia, August 2020.
[vii] Statistics Canada. Impacts of COVID-19 on Canadians: Data Collection Series. Public Use Microdata File. Prepared by Population Health Surveillance and Epidemiology. Office of the Provincial Health Officer. BC Ministry of Health. July 2020.
[viii] Canadian Mental Health Association. COVID-19 Effects on the Mental Health of Vulnerable Populations. June 2020. Available from: http://news.ubc.ca/wp-content/uploads/2020/06/EN_ubc-mini-report_Final.2.pdf
[ix] BC COVID-19 Speak, 2020. Prepared by: BC COVID-19 Speak Analysis Group. June 2020: Population Health Surveillance and Epidemiology. Office of the Provincial Health Officer, BC Ministry of Health. August 2020.
[x] Canadian Mental Health Association. COVID-19 Effects on the Mental Health of Vulnerable Populations. June 2020. Available from: http://news.ubc.ca/wp-content/uploads/2020/06/EN_ubc-mini-report_Final.2.pdf
[xi] Evra R, Mongrain E. Mental Health Status of Canadian immigrants during the COVID-19 Pandemic. Ottawa, ON: Statistics Canada; 2020 Jul 14 [cited 2020 Aug 27]. Available from:
https://www150.statcan.gc.ca/n1/en/pub/45-28-0001/2020001/article/00050-eng.pdf?st=vFPdUEyG.
[xii] BC COVID-19 Speak, 2020. Prepared by: BC COVID-19 Speak Analysis Group. June 2020: Population Health Surveillance and Epidemiology. Office of the Provincial Health Officer, BC Ministry of Health. August 2020.
[xiii] Statistics Canada. Impacts of COVID-19 on Canadians: Data Collection Series. Public Use Microdata File. Prepared by Population Health Surveillance and Epidemiology. Office of the Provincial Health Officer. BC Ministry of Health. July 2020.
[xiv] Centre for Addictions and Mental Health. COVID Health Tracker (Wave 4). July 14, 2020.
[xv] Canadian Centre on Substance Use and Addiction. Boredom and Stress Drives Increased Alcohol Consumption during COVID-19: NANOS Poll Summary Report. Conducted by Nanos for the Canadian Centre on Substance Use and Addiction. May 2020.
[xvi] Centre for Addictions and Mental Health. COVID Health Tracker (Wave 4). July 14, 2020.
[xvii] Centre for Addictions and Mental Health. COVID Health Tracker (Wave 4). July 14, 2020.

MAJOR CORPORATE ISSUE NOTE

Issue: Enhancing the Overdose Response

Background

- On April 14, 2016, the Provincial Health Officer (PHO) declared a public health emergency under the *Public Health Act* following an unprecedented increase in overdose-related harms.
- Since the public health emergency declaration in 2016, at least 6,083 British Columbians have died from illicit drug toxicity. After a significant decrease in illicit drug toxicity deaths in 2019 (981 compared to 1,547 in 2018), 2020 has seen record-breaking numbers of deaths recorded in May, June, and July with 1,202 deaths up to the end of September. Post-mortem toxicology results suggest that April–September 2020 saw a higher number of cases with extreme fentanyl concentrations (approximately 15% of cases, compared to 8% from January 2019 to March 2020).
- For British Columbians who use substances, the intersection of the public health emergencies of overdose and COVID-19 has exacerbated health inequities, the ongoing risk of overdose, and other harms due to the toxic street drug supply.
- The alarming rise in overdose deaths has been accompanied by a host of other drug-related harms affecting communities across the province, including brain injuries from non-fatal overdoses, which have contributed to morbidity and mortality, as well as significant costs to the health care system. The health costs of opioid use in BC are estimated to exceed $90 million annually and the economic costs of lost productivity associated with opioids are close to $1 billion annually.
- Overdose is now the leading cause of unnatural death in British Columbia surpassing homicides, suicides, COVID-19 and motor vehicle collisions combined.
- The primary driver of the overdose emergency is the growing toxicity and unpredictability of illegally manufactured and distributed drugs adulterated with fentanyl and other highly potent synthetic opioids. Higher fentanyl concentrations and an increase in unexpected, dangerous combinations of drugs (e.g., benzodiazepines) have been observed across multiple drug surveillance data sources across B.C.
- The overdose crisis is a result of complex interactions between individual characteristics and circumstances of people at risk of overdose, an unregulated illegal drug supply, and the environments in which people use psychoactive substances. There is no single or simple solution, and a comprehensive, multi-pronged evidence-based and innovative approach is required.
- As such, the provincial overdose response has focused on the implementation of a comprehensive package of essential health sector interventions and strategies for a supportive environment to reduce overdose deaths and drug related harms. Essential health care interventions have included increasing availability of naloxone, expanding overdose prevention services, including pharmaceuticals alternatives to the toxic drug supply, increasing proactive follow-up support for people at high risk of overdose, and expanding access to evidence based medications and comprehensive treatment and recovery services. The comprehensive package also includes essential strategies for a supportive environment inclusive of social stabilization, peer empowerment and employment, cultural safety and humility, and addressing stigma, discrimination, and human rights. See Appendix A for more details on the comprehensive package key deliverables.

- Since April 2016, our efforts to expand three essential health sector interventions—take-home naloxone, overdose prevention/supervised consumption services, and to connect people to medication assisted treatment have averted nearly 6,000 deaths. The findings from an independent two-year provincial evaluation have also confirmed the comprehensive package of interventions as an appropriate focus and response to the overdose emergency.
- In response to the escalating overdose deaths and drug related harms resulting from the intersection of two public health emergencies and the increasingly toxic drug supply, accelerated overdose funding was provided to expand overdose prevention services including technological solutions for people using alone, further expanding multidisciplinary outreach teams and the provision of prescribed pharmaceutical alternatives to separate individuals at high risk of overdose from the toxic drug supply.

Discussion/Key Opportunities

- To date, the response to the overdose emergency has focussed on immediate harm reduction interventions aimed at preventing deaths, improving treatment for people with opioid use disorder, and supporting environments that foster individual and community resilience. These actions remain a key priority in the response to decrease morbidity and mortality. Simultaneously, it is imperative that we build a robust and integrated substance use continuum of care.
- Data points to an increasing role of other substances use disorders in the overdose emergency, requiring immediate attention. Data from the BC Coroners Services shows that alcohol and stimulant drug use is exacerbating the overdose crisis and contributing to death - cocaine is present in almost 50% of deaths, methamphetamine is present in 34% of deaths and alcohol is present in almost 35% of deaths.[1]
- Chart reviews were conducted in Vancouver Coastal Health for 424 people who died of illicit drug overdoses in 2017. Among 261 people (62% of the 424 who died) who had a documented drug use pattern in their charts, 39% had documented daily use of opioids alone or with other drugs, and 44% had documentation of daily alcohol, stimulant or other drug use. Regardless of drug use pattern, almost all died of an opioid overdose.
- Substance use disorder is a chronic, relapsing condition, requiring a comprehensive system of care that identifies people with substance use disorder and proactively engages, retains and re-engages them in care. There are opportunities to enhance the overdose response by: (1) building an integrated system of care for people with substance use disorder; (2) expanding addiction workforce education and training and (3) expanding programs that can prevent problematic substance use.

Develop a Robust and Integrated System of Care for People with Substance Use Disorder

- At a time when they are most vulnerable, people with addictions and their families must navigate a complex and fragmented system of care that includes programs that may not make use of evidence-based treatment.
- When substance use care is not well integrated and coordinated across systems, patients fall through the cracks, leading to missed opportunities for prevention and early intervention,

[1] BC Coroners Services. (2020). *Illicit Drug Toxicity Deaths in BC, January 1, 2020 to September 30, 2020*.

ineffective referrals, incomplete treatment, high rates of hospital and emergency department readmissions, and increased morbidity and mortality.

- Substance use treatment includes a range of services and programs such as outpatient or inpatient treatment, withdrawal management services and residential recovery. See Appendix B.

Advice/Recommentations

- Opioid agonist treatment (OAT) is an evidence-based treatment for opioid use disorder and is effective at preventing overdose deaths. While provincial guidelines for the management of opioid use disorder have been developed and published by the BC Centre on Substance Use, not all physicians and health care providers who care for patients with opioid use disorder have received the training required to provide appropriate care. Furthermore, OAT is often not available across the health care system and structural barriers continue to exist that prevent initiation or maintenance of OAT.Advice/Recommentations

Advice/Recommentations

- There are an estimated 83,000 people in BC with opioid use disorder in British Columbia. Of these approximately 22,000 have recently been on OAT recently, indicating that almost three-quarters of high-risk opioid users remain outside of dedicated treatment programs.[2]
- A substantial body of evidence from Australia, Europe and the USA has shown that the introduction of primary care-based management is effective at increasing the availability and uptake of opioid agonist treatment and in reducing overdose-related mortality. Similarly, people with OUD often use the emergency department and more recently urgent primary care centers for medical care, presenting an opportunity for early access to OAT. Other opportunities for initiation of OAT include patients hospitalized for drug associated infections and other chronic illnesses.

Advice/Recommentations

[2] Cascade of Care for Opioid Use Disorder, 2020.

Advice/Recommentations

Workforce Development

Advice/Recommentations

Expand Programs that can Prevent Problematic Substance Use

- There are many complex, often co-existing risk factors for problematic substance use, including early childhood trauma, intergenerational trauma, and acute and chronic pain. Other social determinants such as poverty, homelessness and criminalization of people who use drugs increase the risk of problematic substance use, and these risks must be meaningfully addressed.
- A key component of the comprehensive package includes strategies for a supportive environment that reduce the risks related to substance use including affordable housing, income stability, decriminalization to reduce both social exclusion and the pervasive structural stigma against people who use drugs, and services which are free from discrimination, culturally safe and provided with humility.

Advice/Recommentations

Appendix A: Comprehensive Package of Health Sector Interventions and Strategies for Supportive Environments

Naloxone	Ensuring optimal supplies, training and community-level infrastructure to ensure sustained Naloxone access, including coverage, supplies, trainers and increasing capacity • 232,312 naloxone kits were distributed in BC in 2019 up from just over 52,000 in 2016; 176, 469 kits have been distributed in 2020 up to September with over 1700 active naloxone kit distribution locations in BC including community service providers, correctional facilities, hospitals and emergency departments, community pharmacies and First Nations sites. • the Facility overdose response box program (FORB)(boxes containing naloxone and supplies distributed to community-based organizations in BC) includes 642 sites in BC with 1,613 overdose reversals reported from these sites.
Overdose Prevention Services	Supporting a diversity of community-level, low barrier services tailored to population/ community needs, such as Overdose Prevention Sites (OPS) and Supervised Consumption Sites (SCS • The number of sites offering witnessed consumption services (OPSs and SCSs) have increased from 1 in December 2016 (InSite) to 32 in September 2020. • In 2019 there were 853,626 visits to Overdose Prevention (OPS) and Supervised Consumption Sites (SCS) with 4,792 overdoses survived at these sites in the same year. Up to June, there have been 285,219 visits to OPS/SCS sites with 1,549 overdoses reversed in 2020. • LifeGuard app usage points to the app's success in saving lives. As of August 30, 2020, there have been 6,215 all-time sessions, with 1,918 unique users, including 14 calls to emergency responders, all of which have resulted in overdoses being successfully attended and reversed. • The interim clinical guidance, *Risk Mitigation in the Context of Dual Public Health Emergencies*, has resulted in an 319% (677 to 2,834) increase in the number of people receiving hydromorphone in September 2020 compared to March 2020. • Policy and clinical guidance development are underway to expand access to pharmaceutical alternatives to the toxic drug supply. • The Protocol document*, COVID-19: Provincial Episodic Overdose Prevention Services (e-OPS) Protocol,* provides guidance to social services staff to observe substance use and respond to overdoses outside of designated or fixed supervised consumption services or overdose prevention services.
Acute overdose risk case management	Robust surveillance, analytics and referral system to identify individuals at risk within communities and capacity for follow-up connection to care: • Substance Use Integrated Teams - engage and retain adult clients in treatment and recovery services; and, supporting seamless transitions between services, as well as wraparound care through engagement with multidisciplinary service providers. • Hope Initiative provides multidisciplinary resources to regional health authorities to establish local-level capacity to provide connections to care and system navigation support to help individuals in linking with services. • Community Action Teams have been established in 35 priority communities as part of the escalated response to the overdose emergency. These teams lead and coordinate on-the-ground planning and strategies to address the overdose crisis including access to harm reduction services, and treatment and recovery services.

Treatment and Recovery	Facilitate low-barrier access to the full spectrum of evidence-based medications, treatment and recovery services including rapid access addiction clinics and continuum of opioid use disorder (OUD) treatment including Opioid Agonist Treatment (OAT), injectable OAT and Tablet injectable OAT • OAT prescribers increased by 193% between April 2016 and July 2020; OAT patients has increased by over 40% from 16,324 in April 2016 to 23,067 in July 2020. • In 2019/20 Injectable Opioid Agonist (iOAT) treatment capacity expanded by 40% from 304 across six sites to 400 patients in 8 sites in Vancouver Coastal, Fraser, Interior and Island Health. • Tablet Injectable Opioid Agonist Treatment has been introduced with patient capacity increasing from 50 patients to 360 patients in 2019/20.

Essential Strategies for Supportive Environments

Social Stabilization	Community-level strategies to ensure on-going psycho-social supports, access to housing, income stabilization, transportation, and food. • Government released BC's first-ever Poverty Reduction Strategy, *TogetherBC* in 2019. • *A Pathway to Hope: A roadmap for making mental health and addictions care better for people in British Columbia* was released in 2019 with a focus on wellness promotion and prevention, seamless and integrated care, equitable access to culturally safe and effective care, and Indigenous health and wellness. Community-based programs and support are a key part of this mandate.
Peer Empowerment and Employment	Providing skills and capacity building initiatives within individuals and communities with lived experience with paid peer program opportunities, peer-led initiatives, training opportunities, and involvement in strategic program planning and decision-making. • Peer Coordinators and peer engagement activities in the health authorities are enabling the meaningful engagement of people with lived and living experience (peers) of substance use in health authority-related substance use and harm reduction policy, program development, and implementation. • Funding to build a provincial peer network to support broad-based engagement of people who use drugs in planning and service delivery and to provide employment opportunities. Peers are also engaged with most Community Action Teams as employees, advisors, and service providers.
Cultural Safety and Humility	In collaboration with Indigenous communities and organizations, ensuring services are rooted in an understanding of the social and historical context of health and healthcare inequities. • The Province provided funding for the FNHA to implement targeted initiatives related to the overdose emergency response consistent with the

	Framework for Action: Responding to the Overdose Public Health Emergency for First Nations. • FNHA has repositioned its response to address the acute impact of the emergency on First Nation women and First Nations people living in urban centres. For example, the FNHA has provided funding to Indigenous service providers in Campbell River, Chilliwack, Kamloops, Nanaimo, Prince George, Vancouver, Surrey and Victoria to enhance outreach and peer support services for Indigenous peoples. • 2019 Rural and Indigenous Overdose Action Exchange focused on actions to support rural and Indigenous communities to respond to the overdose crisis. $1.2 million in funding provided to rural and Indigenous communities in alignment with the recommendations made during the 2019 Exchange.
Addressing Stigma, Discrimination and Human Rights	Policy/legal analysis and action plans to address barriers to services based on stigma and discrimination. • MMHA led public campaign to reduce stigma and discrimination. • Campaigns in partnership with the BC Lions and the Canucks to reduce stigma and encourage men to talk about substance use. • Stop Overdose website with articles and blogposts aimed at reducing misinformation about substance and reducing stigma. • A public information campaign for Punjabi and Chinese Canadian community members to decrease language barriers that limit access to life-saving information and address the shame and blame often associated with substance-use challenges. • Print resources that address many topics related to the overdose crisis available in multiple languages. • Pacific AIDS Network provided training to CAT Teams to increase capacity to address human rights and reduce discrimination. CAT teams work from a human rights lens to reduce discrimination against people who use drugs.

Withheld pursuant to/removed as

Advice/Recommentations

MAJOR CORPORATE ISSUE NOTE

Issue: Homelessness and long-term actions to address encampments

- Opportunity for actions to prevent and reduce homelessness and address health and safety risks in encampments. A strategic approach and investment in immediate-, medium- and long-term actions to prevent and reduce homelessness is needed to achieve measurable and visible impacts (with Municipal Affairs and Housing).

Background:

- Homelessness has increased in communities across British Columbia over the past ten years.
- In 2018, the Province conducted the first-ever province-wide point-in-time homeless count and identified 7,655 people experiencing homelessness. Indigenous people are overrepresented in the count; they constituted 38 percent of those surveyed in the count, while they represent only 6 percent of the BC population as a whole.
- Preliminary results from 2020 homeless counts, conducted prior to COVID-19 public health measures, showed significant increases in homelessness in the Fraser Valley, Sunshine Coast, Cranbrook and Merritt, and smaller increases in communities such as Metro Vancouver, Greater Victoria and Kelowna, with decreases in the Cowichan Valley. However, since COVID-19 public health measures were introduced, visible homelessness has increased in many communities, and pre COVID homeless count numbers may no longer apply.
- Preliminary results from a data integration project led by Social Development and Poverty Reduction (SDPR), BC Housing and MAH to establish a consistent cohort of people who have experienced episodic and chronic homelessness confirm that the problem is larger than point-in-time homeless counts are able to capture. This work is currently being finalized with BC Stats.
- The escalating cost of housing has added to pressures on the poorest individuals. A recent study found that a minimum-wage earner working 40 hours a week cannot afford a modest one- or two-bedroom apartment in any of Vancouver's 70 neighbourhoods.
- The impacts of COVID-19 public health measures have inadvertently led to an increase in visible homelessness, job loss, overdose deaths, and health and safety risks.
- Vancouver and Victoria currently have large and entrenched encampments in multiple parks, despite more than 600 people being housed through *Emergency Program Act* order decampments in April/May 2020.
- Recent government actions to address homelessness include:
    - Commitment to funding thousands of new supportive housing units (4,900), two new navigation centers (in development) and permanent housing and supports for more than 600 people moved through the Victoria and Vancouver decampments.
    - The Office of Homelessness Coordination (OHC) was formed in Spring 2019 to support a more coordinated approach to addressing homelessness across government and with external partners. TogetherBC, the provincial government's poverty reduction strategy, contains Action on Homelessness, which guides the provincial approach.
    - SDPR and MAH chair the Vulnerable Populations Working Group; created in response to the pandemic to identify, assess and address key issues for responding to the needs of vulnerable people who are unsheltered or in shelters, social and supportive housing or single room occupancy hotels.
    - A $10M investment to support existing rent banks and expand the service to the rest

of the province.

- Providing $6M for homelessness community action grants to assist locally- and provincially-focused organizations in responding to homelessness.
- Enhancements to Employment and Income Assistance policies, which have removed barriers to assistance and help to prevent homelessness.
- Creating Community Integration Specialist positions, focused on connecting vulnerable citizens with financial assistance and community supports in collaboration with other government and community agencies.
- Supporting the Ministry of Health in developing a strengthened, integrated and coordinated health, social and housing model of care.

Issue/Opportunity:

A strategic approach and investment in immediate-, medium- and long-term actions to prevent and reduce homelessness is needed to achieve measurable and visible impacts. Strategic opportunities that respond to current key challenges include: improving housing affordability; expanding income supports to help people better access rental housing and meet basic needs; establishing homeless encampment management strategies; improving the coordination of wrap-around supports and services; enhancing housing and shelter options to address distinct needs; improving knowledge/date related homelessness; and supporting the homelessness services sector.

Advice/Recommentations

Page 379 of 523 to/à Page 380 of 523

Withheld pursuant to/removed as

Advice/Recommentations

MINISTRY OF ADVANCED EDUCATION, SKILLS AND TRAINING

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1

Advice/Recommentations

Opportunities for Indigenous Peoples and Communities

Advice/Recommentations

Advice/Recommentations

Advice/Recommentations

30/60/90 Day Issues for Decision – Appendix C-2

30 Day Decisions

No 30 day decisions

60 Day Decisions

Cabinet Confidences;

2021/22 Public Post-Secondary Institution Mandate Letters

Cabinet Confidences; Advice/Recommentations

90 Day Decisions

No 90 day decisions

Page 382 of 523 to/à Page 383 of 523

Withheld pursuant to/removed as

Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Significantly increase equity of opportunity of post-secondary education and skills training for B.C.'s Indigenous peoples and communities, contributing to Government's commitment to implementing the United Nations Declaration on the Rights of Indigenous Peoples and furthering reconciliation.

Background:

- Over the past three years the Province has made significant progress in delivering on its commitments to implement the Truth and Reconciliation Commission's (TRC) 94 Calls to Action and the principles of the United Nations Declaration on the Rights of Indigenous peoples (UN Declaration).
- The 2019 introduction of *Declaration on the Rights of Indigenous Peoples Act* (Declaration Act) has increased the Province's focus on reconciliation as well as the expectations of Indigenous peoples.

Advice/Recommentations

Issue/Opportunity:

- Improving Indigenous peoples' access to post-secondary education and skills training and their participation in BC's labour market will help to close existing socio-economic gaps, address the impacts of COVID-19 and deliver on provincial commitments to implement the TRC Calls to Action and the Declaration Act.
- AEST has developed strong Indigenous partnerships that guide the ministry's implementation of the TRC Calls to Action and the UN Declaration that emphasize post-secondary education and skills training as critical components of reconciliation and self-determination. Informed by these partnerships, the ministry has identified four opportunities for future action.

Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

3. Develop an Urban Indigenous Youth and Education Centre in Vancouver
    - In October 2019, the Urban Native Youth Association, the Nicola Valley Institute of Technology and NEC submitted a concept plan for an Urban Indigenous Youth and Education project in the City of Vancouver.
    - The Project would enable the Indigenous organizations to integrate their programs and services in new facilities to provide Indigenous youth and adults with seamless transitions to services and to post-secondary education and skills training. The Project will also provide much needed housing and childcare for urban Indigenous youth, students and their families.

Cabinet Confidences; Advice/Recommentations

4. Establish a Tripartite Indigenous Skills Training and Employment Committee
    - Skills training opportunities are critical to unlocking the full potential of Indigenous British Columbians and their communities and will help the province to achieve its economic goals.
    - The establishment of a Tripartite Indigenous Skills Training and Employment Committee with the First Nations Leadership Council, urban/off-reserve Indigenous representation, federal government and the Ministries of Advanced Education, Skills & Training and Social Development & Poverty Reduction would be the first of its kind in Canada representing a new way or working together to strategically address Indigenous skills, training and employment.

Advice/Recommentations

Page 386 of 523 to/à Page 391 of 523

Withheld pursuant to/removed as

Advice/Recommentations

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- Direction on 2021/22 Mandate Letter to Public Post-Secondary Institutions
- **60 Day Issue**

Background:

- Mandate Letters have been issued annually to each B.C. public post-secondary institution since 2015/16.
- The Letters outline Government's key priorities for the sector in the coming fiscal year and are one of the key tools the Ministry has to provide strategic direction to post-secondary institutions.
- Public post-secondary institutions report their progress on addressing the Mandate Letter priorities through their annual Institutional Accountability Plans and Reports.
- Development of the Mandate Letter is based on a template and timelines from the Crown Agencies Board Resourcing Office (CABRO). The process typically starts in the fall, with the draft Letter reviewed and approved by Cabinet in late December/early January and sent to institutions in February.
- Board chairs are required to sign their institution Mandate Letter upon resolution of the board.
- The final letters are posted publicly on the Ministry and institution websites.
- CABRO has advised that this year, we will wait for direction form the new Minister of Finance on how to proceed with Mandate Letters and what the timelines will be.

Decision required:

Cabinet Confidences; Advice/Recommentations

Attachments:

1. Strategic priorities in the 2020/2021 Public Post-Secondary Institution Mandate Letter
2. Tentative Timeline for 2021/22 Mandate Letter
3. Oct. 2, 2020 DM email with direction re: COVID restart planning

Attachment 1 - Strategic priorities in the 2020/2021 Public Post-Secondary Institution Mandate Letter:

Cabinet Confidences; Advice/Recommentations

Attachment 2 - Tentative Timeline for 2021/22 PSI Mandate Letter Development*

Deliverable	Responsible	Due
Draft Mandate Letter	Governance, Accountability and Analytics Branch (GAAB)	Cabinet Confidences; Advice/Recommentations
Draft Cab Sub	GAAB	
ADM & EFO approval of drafts	GAAB/Deputy Minister Office (DMO)	
Submit drafts to CABRO/PBO	GAAB	
DM/Minister Briefing (M3)	GAAB/DMO	
Submit DM approved draft to CABRO		
Submit revised drafts to Central DM for review	GAAB/DMO	
Revised DM-approved drafts due	GAAB/DMO	
Final Minister-approved drafts due	GAAB/Minister Office	
Cabinet Committee	Minister	

Cabinet Confidences; Advice/Recommentations

Attachment 3 - October 2, 2020 DM Email RE: COVID-19 Restart

From: AEST Deputy Minister AEST:EX
Sent: October 2, 2020 2:34 PM
To: XT:Ewart, Collin CITZ:IN ; 'sbell@camosun.bc.ca' ; XT:Kohlman, Justin CITZ:IN ; XT:Johnson, Dennis CITZ:IN ; XT:Trotter, Lane CITZ:IN ; XT:Bowman, John CITZ:IN ; XT:Kulmatycki, Bryn AEST:IN ; XT:Hamilton, Jim CITZ:IN ; XT:Graeme, Angus CITZ:IN ; XT:Patel, Ajay CITZ:IN ; XT:Vogt, Paul AEST:IN ; XT:Blouw, Max CITZ:IN ; XT:Fairbairn, Brett CITZ:IN ; sjo@ubc.ca; 'XT:' ; XT:Johnson - SFU, Joy AEST:IN ; XT:President, UVIC CITZ:IN ; XT:Payne, Geoffrey CITZ:IN ; XT:Steenkamp, Philip CITZ:IN ; 'Blair Littler' ; 'Ciceri, Robin' ; XT:Wittenberg, Ruth CITZ:IN ; XT:Saucier, Deborah CITZ:IN ; XT:Siddall, Gillian CITZ:IN ; XT:MacLean, Joanne CITZ:IN ; XT:Davis, Alan CITZ:IN ; XT:Kinloch, Kathy CITZ:IN ; XT:Dangerfield, Paul CITZ:IN ; XT:Tarko, Michel CITZ:IN ; XT:Tourand, Ken FIN:IN ; XT:Denton, Kathy CITZ:IN
Cc: Loughran, Tony D AEST:EX ; Lemmer, Nicola I AEST:EX ; Brewster, Kevin AEST:EX ; Baskerville, Shannon AEST:EX ; Muir, Julie AEST:EX
Subject: Follow up: PSI Plans for Student Communities during COVID

Thank you for a very constructive conversation during our meeting on Wednesday this week.

Once again, the Ministry greatly appreciates your institution's hard work over the summer months to prepare students for learning continuity this Fall semester. Your efforts have already proven to be enormous contributions to British Columbia's economy and to the re-normalization of activity for students. We support you in continuing this important work in a steady and careful way.

It is in this context of COVID-19 recovery, the Ministry would like to receive a high level summary of your plans to steadily increase in-person learning and maintain an active student experience over the next 12 month period while respecting guidance from Provincial Health Officer, and as outlined in the recently updated Go-Forward Guidelines. To help you in sharing information on your plans with the ministry, I have attached two templates for both expected high-level plans.

In your response please identify initiatives and/or examples your institution has been doing to support students during COVID-19, support in-person instruction, and the steps you've taken to achieve these successes.

I ask that you submit the plans to each of the ministry leads (Kevin Brewster or Nicola Lemmer) identified in the attached templates **by October 30, 2020.** Please feel free to contact Kevin or Nicola, or myself directly, if you have any questions or require additional clarification.

I want to thank you again for your continued leadership and proactive engagement with the Ministry throughout this unprecedented time.

Best,

Shannon

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

MINISTRY OF ATTORNEY GENERAL

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Closure of Gaming Facilities
Cullen Commission Interim Report
Indigenous Justice Strategy
Cabinet Confidences; Advice/Recommentations
Major Litigation
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
Cannabis and Liquor Sector Relief
60 Day Decisions
Cannabis and Liquor Sector Relief
Cabinet Confidences; Advice/Recommentations
Cabinet Confidences; Advice/Recommentations
90 Day Decisions
Cannabis and Liquor Sector Relief
Cabinet Confidences; Advice/Recommentations
Litigation

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- The Attorney General issued an order under s. 7(1)(j) of the *Gaming Control Act* to close all gambling facilities on March 16, 2020 until further notice.

Background:

- On March 16, 2020, in consultation with and on the advice of the Public Health Officer (PHO) of B.C., the Attorney General directed the B.C. Lottery Corporation (BCLC) to temporarily close all gambling facilities.
- This affected all 16 casinos, two racecourse casinos, 17 community gaming centres (CGCs) and three commercial bingo halls (one of which has since closed permanently).
- BCLC has developed robust draft Health and Safety Guidelines which were submitted to Government in August 2020, including WorkSafe BC and the PHO. The PHO has advised that reconsideration to reopen gambling facilities will not take place until sometime after Thanksgiving. No specific date has been set, however, discussions are ongoing through the Associate Deputy Minister's Office (ADMO).
- Following a formal decision from the PHO, the Minister responsible for BCLC would need to rescind the directive issued March 16, 2020 to reopen gambling facilities.
- As of October 13, 2020, other provinces with land-based casinos and gambling facilities had opened most or all of their facilities. For instance, in Ontario, while most casinos are open three casinos remain closed (Casino Niagara, Fallsview Casino and Carleton Raceway Casino). However, given the recent spike in cases in many jurisdictions across Canada, their status is subject to change during the pandemic based on the assessment of local public health authorities.

Issue/Opportunity:

Revenue Impacts:

- In fiscal year 2019/20, 69 per cent of the net income was generated from casino and CGC operations, totaling $929.3 million of the $1.347 billion in net income that BCLC delivered to the Government of B.C.

Cabinet Confidences; Advice/Recommentations; Government Financial Information

Cabinet Confidences; Advice/Recommentations; Government Financial Information

BCLC advises that future projections are challenging, and they are regularly updating their projections as per their regular quarterly forecast.

- During the temporary closure of gambling facilities, BCLC has continued to generate net income through lottery and online gambling on PlayNow.com. However, these lines of business cannot make up for the lost revenues from gambling facilities.

Industry Impacts:

Cabinet Confidences; Advice/Recommentations; Government Financial Information

Cabinet Confidences; Government Financial Information

- Additionally, casino closures have affected almost 27,000 other indirect industry jobs such as food providers, manufacturers, delivery services, entertainers and construction contractors, to name a few.[1]

Cabinet Confidences; Advice/Recommentations

Revenue Sharing with Host Local Governments:

- The provincial government has agreements with local governments that host gaming facilities, including four First Nations. Host Local Governments (HLGs) receive 10 per cent of net gaming income from gambling facilities in their jurisdiction with the exception of the Casino of the Rockies which receives 33.34 per cent.
- As facilities have been closed throughout 2020/21, no revenue has been shared with HLGs, thus impacting local government revenue. Several mayors have written to the provincial government to express their concern about lost revenue and to ask government to consider reopening gambling facilities.
- Additionally, some mayors have requested the provincial government share a portion of BCLC's online gambling revenue with HLGs.

Revenue Sharing with First Nations:

- In fall 2019, government brought into force amendments to the *Gaming Control Act* to allow the government to finalize a long-term agreement to share seven per cent of net gaming revenue with the First Nations. The long-term agreement was signed in fall 2020. Negotiations are led by the Ministry of Indigenous Relations and Reconciliation.
- In 2019/20, under an interim agreement, the provincial government transferred over $194 million to the B.C. First Nations Gaming Revenue Sharing Limited Partnership. This represents the first two years of gambling revenue (2019/20 to 2020/21).
- The final agreement notes that if actual gambling revenue is lower than estimated, Government will provide a lower payment two fiscal years later to address the difference.Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

[1] This figure is based on a 2010 economic impact assessment of the industry in Canada and B.C. The Canadian Gaming Association (2010), "Economic Impact of the Canadian Gaming Industry". http://canadiangaming.ca/wp-content/uploads/media_releases/CGA_Economic_Impact_Report_Final.pdf

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Interim report by the Commission of Inquiry into Money Laundering in British Columbia (Cullen Commission) to be submitted to government on November 15, 2020.

Background:

- On May 15, 2019, the B.C. Government announced the establishment of the Commission of Inquiry into Money Laundering in British Columbia and appointed B.C. Supreme Court Justice Austin F. Cullen to head the inquiry.
- The decision to proceed with a commission of inquiry followed three independent reviews including Dr. Peter German's "Dirty Money" (2018)[1] and "Dirty Money – Part 2" (2019)[2] and Dr. Maureen Maloney's Expert Panel on Money Laundering in B.C. Real Estate (2019)[3] reports. These reports found money laundering taking place in B.C.'s real estate market and other sectors of the economy.
- The inquiry is tasked with examining the full scope of money laundering in B.C., including real estate, gambling, financial institutions and corporate and professional sectors.[4]
- It is also examining regulatory authorities and barriers to effective law enforcement of money laundering activities.
- The Cullen Commission is expected to deliver an interim report to government by November 15, 2020.
- In late February 2020, the Commission heard opening statements from 16 participants.
- After a pause in formal proceedings, the Commission resumed hearing testimony between May 25 to June 17, 2020.
    - These hearings dealt with an overview of the money laundering topic and regulatory models.
    - Testimony was provided by law enforcement officials, academics and journalists.
- On June 10 and 11, 2020, three members of the government's Anti-Money Laundering Deputy Minister's Committee (AML DMC) appeared as witnesses at the Cullen Commission. This included Mark Sieben, Deputy Minister of Public Safety and Solicitor General; Christina Dawkins, Executive Lead of the Finance, Real Estate and Data Analytics (FREDA) team in the Ministry of Finance, and Megan Harris, Executive Director and lead of the Anti-Money Laundering Secretariat in the Ministry of Attorney General.
- Commission hearings are scheduled to resume on October 26, 2020.

Issue/Opportunity:

- The government will be expected to respond to the findings of Justice Cullen's interim report after it is delivered and made public.

---

[1] Dr. Peter German, QC. (2018). "Dirty Money: An Independent Review of Money Laundering in Lower Mainland Casinos conducted for the Attorney General of British Columbia". https://news.gov.bc.ca/files/Gaming_Final_Report.pdf

[2] Dr. Peter German, QC. (2019). "Dirty Money: Turning the Tide - An Independent Review of Money Laundering in B.C. Real Estate, Luxury Vehicle Sales & Horse Racing." https://news.gov.bc.ca/files/Dirty_Money_Report_Part_2.pdf

[3] Professor Maureen Maloney, Professor Tsur Sommerville and Professor Brigitte Unger. (2019). "Expert Panel on Money Laundering in BC Real Estate." https://www2.gov.bc.ca/assets/gov/housing-and-tenancy/real-estate-in-bc/combatting-money-laundering-report.pdf

[4] Commission of Inquiry into Money Laundering in British Columbia, Terms of Reference: https://cullencommission.ca/tor/

- Given the relatively high profile of money laundering in B.C., it is expected that this report will garner the attention of both media and the public.

Status of 48 recommendations from the first Peter German report, "Dirty Money", received in 2018

- As of October 2, 2020, a total of 37, or 77%, of the 48 recommendations have been addressed.
- Nine, or 19%, of the recommendations will be addressed through amendments to the *Gaming Control Act*.
- Analysis of the remaining two recommendations is ongoing. They are R22 (that Patron Gaming Fund (PGF) accounts be eliminated once responsibility for cash alternatives has transitioned to the service providers) and R46 (that the Province consider a licensing and recording regime for MSBs).
- The 37 fully addressed recommendations are in addition to the two interim recommendations that Dr. German provided in December 2017 that have been fully implemented, one of which resulted in a drop in the number of suspicious transactions reports and the overall value of those suspicious transactions.
- Government efforts remain focused on working on legislation to create the new Independent Gaming Control Office (IGCO); a standards-based model; and a review of the roles and responsibilities of the regulator and B.C. Lottery Corporation (BCLC). All other recommendations are being analyzed in the broader context of a provincial response to money laundering across all sectors.

Status of Provincial AML Strategy

- The Anti-Money Laundering Secretariat (AMLS) along with a multi-ministry working group, developed a provincial strategy that provides a framework to guide and support AML efforts for government, regulators and non-regulators.
- This strategy was developed to be agile and responsive to reflect the changing realities of money laundering, as well as future recommendations stemming from the two expected Cullen Commission reports.
- Through the tools and targeted actions contained within the strategy, the mission is to reduce money laundering in BC to the greatest possible degree for the safety and security of British Columbians and the protection and integrity of our economy.
- Actions to address the objectives of the strategy have already begun including:
    - Land ownership transparency registry legislation coming into force later this year;
    - New requirements for corporations to keep a registry of beneficial owners that came into effect October 1, 2020.
    - Moving forward with the creation of a single regulator of real estate under the B.C. Financial Services Authority;
    - Analysis and development of options for unexplained wealth orders;
    - Consultations completed on:
        - The creation of a publicly searchable registry of beneficial owners of corporations;
        - Money services businesses; and
        - Amendments to the *Mortgage Brokers Act.*

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- BC First Nations Justice Strategy
- Métis Justice Strategy

Background:

BC First Nations Justice Strategy

- In September 2017, the Attorney General, Public Safety and Solicitor General, and the BC Aboriginal Justice Council (BCAJC), now the BC First Nations Justice Council (BCFNJC), signed an MOU, under which the partners agreed that they would make best efforts to develop an Indigenous Justice Strategy within two years of the signing of the MOU, which was not to preclude mutually agreed upon immediate actions improving outcomes for Indigenous people in the justice system.
- In March 2019, the BCAJC announced that they had received formal endorsement through resolutions from its three founding organizations, the First Nations Summit, the Union of BC Indian Chiefs and the BC Association of First Nations (collectively First Nations Leadership Council-FNLC), to change its name to the BC First Nations Justice Council (BCFNJC), to change its mandate to focus on First Nations specific justice issues and to develop a First Nations Justice Strategy.
- This change recognized that Indigenous peoples in BC (First Nations, Métis, and Inuit) have different cultures, priorities and histories with the Province, that the BCFNJC could not speak for all Indigenous groups and has resulted in the development of two Justice Strategies, one for the First Nations and one for the Métis. Intergovernmental Communications

Intergovernmental Communications

- The BC First Nations Justice Strategy was approved by Cabinet on February 26, 2020 Cabinet Confidences;

Cabinet Confidences;

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

- The Strategy was endorsed by the Province and the BCFNJC and announced to the public on March 6, 2020 at a signing ceremony in Nanaimo, BC.

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Métis Justice Strategy:

- In May 2019, given the change to the BCFNJC mandate, the Métis Nation BC (MNBC) created the Métis Nation BC Justice Council (MNBCJC) to develop a Métis specific justice report, which would inform the development of a Métis Justice Strategy.

Advice/Recommentations; Intergovernmental Communications

Issue/Opportunity:

BC First Nations Justice Strategy

Cabinet Confidences; Advice/Recommentations

Métis Justice Strategy

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Government Financial Information

Issue/Opportunity:

- LDB contributes $1.1 billion annually to the Province of B.C., helping to provide financial support for vital public services.

Cabinet Confidences; Advice/Recommentations; Government Financial Information

Page 407 of 523 to/à Page 408 of 523

Withheld pursuant to/removed as

Legal Information

30/60/90 DAY DECISION NOTE

Issue:

- ***Cannabis and Liquor Sector Relief –*** this note encompasses upcoming decisions related to the economic recovery of the cannabis and liquor sector from Covid-19 (**30 Days)**

Background:

- The Associate Deputy Minister's Office (ADMO) is the lead for the review, coordination and implementation of recommendations arising from the industry-led Business Technical Advisory Panel (BTAP) and all related advisory responsibilities of this external group.
- The Liquor and Cannabis Regulation Branch (LCRB) issues liquor and non-medical cannabis licences or permits and regulates British Columbia's liquor industries and private retail non-medical cannabis industries.
- The Liquor Distribution Branch (LDB) is responsible for the wholesale distribution and retail sale of beverage alcohol and non-medical cannabis in British Columbia and operates a province-wide retail and wholesale business within a mixed public-private retail model.

Liquor:

- Since March 20, 2020, the Provincial Health Officer (PHO) has placed significant restrictions including socially distancing requirements and patron limits which have and continue to create a challenging operating environment for the hospitality industry. Restaurants Canada estimates 10% of BC's foodservice establishments have closed permanently and nearly 50% are still losing money.
- With input from BTAP, LCRB and LDB have made several policy and regulatory changes to assist liquor licensees during the pandemic, including:
  - Allowing food primary and liquor primary licensees to sell and deliver packaged liquor for off-site consumption to patrons with the purchase of a meal until March 31, 2021.
  - Deferring renewal fees until September 30, 2020 for those liquor licensees whose licence expired between March 31 and June 30, 2020.
  - Temporarily extending the hours of liquor service for Licensee Retail Stores, Wine Stores, Special Wine Stores and Manufacturer Onsite Store endorsements to 7 a.m. - 11 p.m.
  - Creating a new authorization which permits food primary, liquor primary and manufacturer licensees to temporarily expand their service areas up to October 31, 2021.
  - Temporarily authorizing distillery, brewery and winery licence holders to use their establishments to manufacture and/or package, sell or donate alcohol-based sanitizer and hand sanitizer until December 31, 2020.
  - Allowing hospitality licensees, who have had to suspend their operations as a result of COVID-19, to sell their existing liquor stock to private retailers or hospitality licensees still in operation.
  - Allowing hospitality licensees to temporarily purchase liquor at the LDB wholesale price until March 31, 2021.
  - Authorizing liquor manufacturers to deliver products directly to individual consumers from their registered off-site storage facilities, in addition to their on-site stores, until October 31, 2020.

Cannabis:

- Some non-medical cannabis Licenced Producers (LPs) and cannabis retail stores have experienced hardship due to Covid-19 and policy changes have been made to support, including:

- Authorizing non-medical cannabis retail stores licensees to sell their product through an online system, or by telephone, for pickup in store.

- Extending the deadline for industry to complete the new Selling it Right mandatory training program.
- Temporarily reducing online delivery fees for BC Cannabis Stores online retail from $8 to $6.
- Changing the payment terms from LDB Cannabis Wholesale to LPs from 60 to 30 days. This has since been made a permanent change.

Decisions required:

Issue	Decision	30/60/90
Vancouver Park Board	Advice/Recommentations • The current inability for Vancouver to designate land under Park Board jurisdiction for these purposes is unique in the province, all other local governments currently have this ability.	30
Direct Delivery from Offsite Storage	• Manufacturing licensees have been temporarily authorized to direct deliver their liquor products to retail customers from their registered offsite storage location(s), until October 31, 2020. Advice/Recommentations; Legal Information; Government Financial Information	30

30/60/90 DAY DECISION NOTE

Issue:

- ***Cannabis and Liquor Sector Relief –*** this note encompasses upcoming decisions related to the economic recovery of the cannabis and liquor sector from Covid-19 **(60 days)**

Background:

- The Associate Deputy Minister's Office (ADMO) is the lead for the review, coordination and implementation of recommendations arising from the industry-led Business Technical Advisory Panel (BTAP) and all related advisory responsibilities of this external group.
- The Liquor and Cannabis Regulation Branch (LCRB) issues liquor and non-medical cannabis licences or permits and regulates British Columbia's liquor industries and private retail non-medical cannabis industries.
- The Liquor Distribution Branch (LDB) is responsible for the wholesale distribution and retail sale of beverage alcohol and non-medical cannabis in British Columbia and operates a province-wide retail and wholesale business within a mixed public-private retail model.

Liquor:

- Since March 20, 2020, the Provincial Health Officer (PHO) has placed significant restrictions including socially distancing requirements and patron limits which have and continue to create a challenging operating environment for the hospitality industry. Restaurants Canada estimates 10% of BC's foodservice establishments have closed permanently and nearly 50% are still losing money.
- With input from BTAP, LCRB and LDB have made several policy and regulatory changes to assist liquor licensees during the pandemic, including:
  - Allowing food primary and liquor primary licensees to sell and deliver packaged liquor for off-site consumption to patrons with the purchase of a meal until March 31, 2021.
  - Deferring renewal fees until September 30, 2020 for those liquor licensees whose licence expired between March 31 and June 30, 2020.
  - Temporarily extending the hours of liquor service for Licensee Retail Stores, Wine Stores, Special Wine Stores and Manufacturer Onsite Store endorsements to 7 a.m. - 11 p.m.
  - Creating a new authorization which permits food primary, liquor primary and manufacturer licensees to temporarily expand their service areas up to October 31, 2021.
  - Temporarily authorizing distillery, brewery and winery licence holders to use their establishments to manufacture and/or package, sell or donate alcohol-based sanitizer and hand sanitizer until December 31, 2020.
  - Allowing hospitality licensees, who have had to suspend their operations as a result of COVID-19, to sell their existing liquor stock to private retailers or hospitality licensees still in operation.
  - Allowing hospitality licensees to temporarily purchase liquor at the LDB wholesale price until March 31, 2021.
  - Authorizing liquor manufacturers to deliver products directly to individual consumers from their registered off-site storage facilities, in addition to their on-site stores, until October 31, 2020.

Cannabis:

- Some non-medical cannabis Licenced Producers (LPs) and cannabis retail stores have experienced hardship due to Covid-19 and policy changes have been made to support, including:

- Authorizing non-medical cannabis retail stores licensees to sell their product through an online system, or by telephone, for pickup in store.

- Extending the deadline for industry to complete the new Selling it Right mandatory training program.
- Temporarily reducing online delivery fees for BC Cannabis Stores online retail from $8 to $6.
- Changing the payment terms from LDB Cannabis Wholesale to LPs from 60 to 30 days. This has since been made a permanent change.

Decisions required:

Issue	Decision	30/60/90
New Permit Class	Advice/Recommentations • This will provide additional support to licensees to maintain their operations in compliance with the orders of the PHO.	60
Off-site Sales	• Liquor Primary and Food Primary licensees have been temporarily authorized to sell liquor for off-site consumption with a meal to March 31, 2021. • This authorization has provided additional sales routes for licensees. Advice/Recommentations	60
Alternative Packaging for Wine Industry	• It is expected that Advice/Recommentations Advice/Recommentations Advice/Recommentations; Legal Information; Intergovernmental Communications; Government Financial Information	60
	Advice/Recommentations; Legal Information; Government Financial Information	60

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Withheld pursuant to/removed as

Advice/Recommentations; Cabinet Confidences

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

30/60/90 DAY DECISION NOTE

Advice/Recommentations

Issue

Advice/Recommentations

Advice/Recommentations

Background:

- Under Special Direction IC2, ICBC must submit its annual Basic insurance Revenue Requirements Application with a rate change proposal for the 2021 Policy Year to the BCUC by December 15, 2020. BCUC must approve actuarially indicated rates subject to any directions from Government under Special Direction IC2.
- On July 15, 2020, *the Attorney General Statutes (Vehicle Insurance) Amendment Act, 2020* received Royal Assent. The Act amends the *Insurance (Vehicle) Act* to provide for implementation of Enhanced Care Coverage (ECC) and Basic Vehicle Damage Coverage (BVDC) for accidents occurring on or after May 1, 2021.

Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

The previous Government committed to savings, on average, of 20% or $400 per policy.

Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

30/60/90 DAY DECISION NOTE

Issue:

- ***Cannabis and Liquor Sector Relief –*** this note encompasses an upcoming decision related to the economic recovery of the cannabis and liquor sector from Covid-19 **(90 days)**

Background:

- The Associate Deputy Minister's Office (ADMO) is the lead for the review, coordination and implementation of recommendations arising from the industry-led Business Technical Advisory Panel (BTAP) and all related advisory responsibilities of this external group.
- The Liquor and Cannabis Regulation Branch (LCRB) issues liquor and non-medical cannabis licences or permits and regulates British Columbia's liquor industries and private retail non-medical cannabis industries.
- The Liquor Distribution Branch (LDB) is responsible for the wholesale distribution and retail sale of beverage alcohol and non-medical cannabis in British Columbia and operates a province-wide retail and wholesale business within a mixed public-private retail model.

Liquor:

- Since March 20, 2020, the Provincial Health Officer (PHO) has placed significant restrictions including socially distancing requirements and patron limits which have and continue to create a challenging operating environment for the hospitality industry. Restaurants Canada estimates 10% of BC's foodservice establishments have closed permanently and nearly 50% are still losing money.
- With input from BTAP, LCRB and LDB have made several policy and regulatory changes to assist liquor licensees during the pandemic, including:
  - Allowing food primary and liquor primary licensees to sell and deliver packaged liquor for off-site consumption to patrons with the purchase of a meal until March 31, 2021.
  - Deferring renewal fees until September 30, 2020 for those liquor licensees whose licence expired between March 31 and June 30, 2020.
  - Temporarily extending the hours of liquor service for Licensee Retail Stores, Wine Stores, Special Wine Stores and Manufacturer Onsite Store endorsements to 7 a.m. - 11 p.m.
  - Creating a new authorization which permits food primary, liquor primary and manufacturer licensees to temporarily expand their service areas up to October 31, 2021.
  - Temporarily authorizing distillery, brewery and winery licence holders to use their establishments to manufacture and/or package, sell or donate alcohol-based sanitizer and hand sanitizer until December 31, 2020.
  - Allowing hospitality licensees, who have had to suspend their operations as a result of COVID-19, to sell their existing liquor stock to private retailers or hospitality licensees still in operation.
  - Allowing hospitality licensees to temporarily purchase liquor at the LDB wholesale price until March 31, 2021.
  - Authorizing liquor manufacturers to deliver products directly to individual consumers from their registered off-site storage facilities, in addition to their on-site stores, until October 31, 2020.

Cannabis:

- Some non-medical cannabis Licenced Producers (LPs) and cannabis retail stores have experienced hardship due to Covid-19 and policy changes have been made to support, including:

- Authorizing non-medical cannabis retail stores licensees to sell their product through an online system, or by telephone, for pickup in store.

- Extending the deadline for industry to complete the new Selling it Right mandatory training program.
- Temporarily reducing online delivery fees for BC Cannabis Stores online retail from $8 to $6.
- Changing the payment terms from LDB Cannabis Wholesale to LPs from 60 to 30 days. This has since been made a permanent change.

Decisions required:

Issue	Decision	30/60/90

Cabinet Confidences; Advice/Recommentations; Government Financial Information

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Withheld pursuant to/removed as

Advice/Recommentations; Cabinet Confidences

Page 423 of 523 to/à Page 424 of 523

Withheld pursuant to/removed as

Legal Information

MINISTRY OF AGRICULTURE

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Agri-Tech Innovation Strategy
Agriculture Labour Strategy
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
Climate Preparedness and Adaptation Strategy
Salmon and Aquaculture Committees
Temporary Foreign Worker Accommodation and Farm Inspection Program
60 Day Decisions
No 60 day decisions
90 Day Decisions
No 90 day decisions

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: British Columbia (B.C.) Agri-tech Innovation Strategy

Background:

- The COVID-19 pandemic has highlighted vulnerabilities in our food supply system and the need to improve food security in B.C. With growing populations and labour and land constraints, there is a need to produce more food for British Columbians through fewer inputs and innovative methods, and to enhance the resilience of B.C.'s agriculture and food system.
- B.C.'s Food Security Task Force (FSTF) highlighted competitive advantages for agri-tech[1] development and adoption in B.C. and provided recommendations for driving agricultural innovation in B.C.'s agriculture and food sector. Direction is required on next steps for a coordinated B.C. Agri-tech Innovation Strategy, which may respond to the FSTF recommendations.
- Agri-tech supports quality economic growth and distributed job growth for British Columbians, and creates opportunities to address climate change, both from a mitigation and adaptation perspective.
- There are a number of key initiatives underway across provincial ministries that support growth of agri-tech and innovation in B.C.'s farm, fish, and food sector:
    1. Ministry of Agriculture (AGRI) programs:
        - Agriculture Venture Acceleration Program – Mentorship, coaching, and market validation training to early stage agri-tech entrepreneurs, in partnership with Innovate BC.
        - Canadian Agricultural Partnership (CAP) Innovation programming – Federal-provincial cost-shared funding for research and development, piloting, commercialization, and adoption of new-to-B.C. products, practices, processes, or technologies for the agriculture and food sector.
        - BC Food Hub Network – A network of regional food and beverage processing and innovation hubs (Food Hubs) being established across B.C., in addition to an Endowed Professorship in Food and Beverage Innovation at the University of British Columbia.
        - Agri-tech Innovation Challenge – A platform for identifying emerging technologies to solve challenges faced by B.C.'s agriculture, food, and seafood sector.
    2. Commitment for the Agri-tech Land Use Secretariat, established in May 2020 by the Minister of Agriculture, to engage with stakeholders to identify land use policy barriers to growth in the agri-tech sector and to provide recommendations to Government.
    3. Commitments to support the agri-tech sector in the *StrongerBC* plan, announced in September 2020, which committed $5 million to expansion of the B.C. Food Hub Network (Ministry of Agriculture) and $3 million in grants for high-potential agri-tech companies in B.C. (Ministry of Jobs, Economic Development and Competitiveness), with funds to be expended before March 31, 2021.

[1] "Agri-tech" broadly refers to the use of technology and innovation to improve the efficiency and output in the food, farm, and fish sector. Examples include indoor growing, vertical growing, sensor technology, robotics, food processing technology, agricultural genomics, and waste reduction technology.

4. Work underway in JEDC – which plays a lead role in advancing innovation in B.C. – to support B.C.'s agri-tech sector (e.g., through sector intelligence and promotion, agri-tech cluster development).

Issue/Opportunity:

- Early direction from an incoming Government on priorities for food security and agriculture sector development will help Ministries to align current work underway with platform and mandate commitments and to identify new opportunities for advancing an Agri-tech Innovation Strategy.

Advice/Recommentations; Intergovernmental Communications

4. Response to the FSTF report (to AGRI, JEDC, AVED): The FSTF was an independent group appointed in July 2019 by Premier John Horgan to provide strategic advice and recommendations for how technology and innovation can be developed, grown, and broadly adopted to strengthen the agriculture sector and food security across the province. The FSTF report provided four key recommendations to Government:
    - Apply the United Nation' Sustainable Development Goals to agricultural policies;
    - Establish an incubation/acceleration strategy for B.C.'s agri-tech sector;
    - Create an agriculture and agri-tech institute in B.C. in partnership with post-secondary institutions; and
    - Review land use planning policies and regulations to ensure B.C.'s agri-tech sector has a place to grow.

Advice/Recommentations

5. Direction Agri-tech Land Use Secretariat (ALUS): The Secretariat is developing policy recommendations for government on approaches to address land use policy and planning for industrial and agricultural lands to grow B.C.'s agri-tech sector. Strategic direction from the Minister of Agriculture and Cabinet will be required in winter 2020.
6. Direction on pursuing new opportunities, such as incentives for regenerative agriculture, to improve productivity on B.C. farmlands (AGRI, ENV). Regenerative agriculture aims to enhance and rehabilitate farm ecosystems by improving soil health and sequestering carbon in soil, while managing water and nutrient inputs (e.g., through conservation tillage, rotation, and cover crops), and may allow for the development of a soil carbon market. The Ministry is exploring options for supporting regenerative agriculture incentives and will be seeking direction from an incoming government to ensure alignment with platform and mandate commitments.

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: Development of an agricultural labour strategy to increase the domestic agricultural labour workforce

- Develop and establish an agriculture labour program to oversee problem definition and resolution, and implementation of a multi-faceted agriculture program specifically overseeing:
    - 1) Temporary Foreign Workers (TFW) demand, consular and stakeholder liaison, and ensuring on-farm health and welfare related to COVID-19, and
    - 2) Domestic Farm Workers (DFW) demand, increasing local employment in agriculture, stakeholder and local government liaison, and ensuring on-farm health and welfare related to COVID-19.

Background:

- B.C. agricultural labour force is estimated to be over 53,000. That workforce is comprised of DFWs and TFWs. The DFW workforce is comprised of full-time permanent jobs like dairy operators and temporary/seasonal jobs like fruit picking. In past years, over 6,000 DFWs were essential to the fruit harvest in B.C. In 2019, B.C. welcomed over 11,000 TFWs who were crucial to the success of greenhouse, mushroom, tree fruit and vineyard operations, etc.
- The B.C. Agricultural sector contributes 2.2% to provincial GDP (in 2019) and has many unique sectors which continue to emerge and grow creating business opportunities and livelihoods for British Columbians.
- Reliable agricultural labour is critical to this sector's success. In 2017, approximately 27% of Canadian farmers experienced a labour shortage which caused an estimated 19.5% in lost sales.
- The 2019 Labour Market Outlook produced by AEST estimates that B.C.'s agriculture sector is expected to have the largest growth in employment opportunities over the next 10 years with farms posting 7500 jobs and food manufacturing posting over 11,000 jobs.
- COVID-19 exposed the fragile supply chain in agriculture which has direct implications to agricultural businesses and to ensuring enough food is produced and available to British Columbians.
- April 2020, EMBC launched a TFW 14-day isolation procedure, to address the public health emergency and satisfy the Provincial Health Officer (PHO) Order which aligned with the Federal quarantine requirements and included on-farm accommodation inspections to ensure it complied with guidance to enhance workplace and worker safety before TFWs were allowed to go to work.
- All costs for implementation of the unique TFW program were funded and resourced primarily by the Province; with the federal government providing $1500 per worker to the employer for covering wages of the workers and other eligible costs such as transportation while in isolation.
- The B.C. 14-day isolation process has been recognized by other provinces as the right thing to do.
- As of October 15, 2020, the unique TFW isolation process prevented 61 COVID-19 positive TFWs from proceeding to B.C. communities and farms, thus significantly reducing community outbreaks.
- Provincial staff resources to implement the TFW 14-day isolation procedure came from EMBC, HLTH, FLNR, ALC, CITZ, GCPE, Labour, and other govt agencies; staff were reassigned from base duties to work on this provincial priority.
- Provincial costs to support a TFW through this 14-day isolation procedure is estimated $3500 per TFW plus the costs of farm inspections and follow-up.

Cabinet Confidences

Cabinet Confidences

AGRI led the planning and

implementation of DFW camp sites in the Okanagan during the summer of 2020, GCPE led the development of training materials for camp site safety.

- July 2020, EMBC transferred leadership for TFW and DFW programs to AGRI; HLTH continued to support; CITZ continued to provide telephone wellness check services, while other agencies reduced or stopped participation in TFW and DFW activities with the transfer of responsibility to AGRI.
- Efforts by AGRI to address labour issues have included working with AEST to assess and develop workforce strategies for the agriculture sector; deliver programs that focus on succession planning and building management skills of entrepreneurs; supporting initiatives to increase domestic workforce through 4-H and Agriculture in the Classroom programs; development of human resource management tools; providing support for health, safety and management of the inter-provincial workforce; and participating on the Federal-Provincial-Territorial Agricultural Labour Task team and other FPT initiatives.
- COVID-19 has increased AGRI's role in the labour file as a liaison with consulates, management of stakeholder and employer/farmer relationships, collaboration with provincial colleagues, and engagement with federal agencies to ensure B.C.'s labour position and needs are heard.
- In Summer 2020, AGRI developed the B.C. Farm, Fish & Food Job Connector and undertook a digital media recruitment campaign.
- In December 2020, Ministry of Labour is launching the employer registry under the *Temporary Foreign Worker Protection Act*. AGRI is a partner with Labour on this registry.

Issue/Opportunity:

- In B.C. there are other labour models (such as the silviculture model) which may provide opportunities for improvements to the agriculture labour workforce. Other jurisdictions use TFW and seasonal agricultural workers where there may be opportunities to bring their lessons learned to B.C. to improve the B.C. program.
- There is currently no established agricultural labour program or organizational alignment for labour within AGRI.

Advice/Recommentations

30/60/90 DAY DECISION NOTE

Issue: British Columbia (B.C.'s) Climate Preparedness and Adaptation Strategy (CPAS)

Advice/Recommentations

- The need to adapt and build resilience to climate risks is non-partisan and has the support of all major parties in the B.C. 2020 election.
- Extreme events such as the wildfires in California in fall 2020, and the B.C. wildfires in 2017 and 2018, have raised public awareness about the need to build resilience and to adapt to climate change. The Covid-19 pandemic has shown the need for planning and preparedness to potentially costly and damaging risks.

Advice/Recommentations

Background:

- CleanBC, B.C.'s plan for greenhouse gas reduction and clean growth, committed Government to develop a B.C. Climate Preparedness and Adaptation Strategy (CPAS) in collaboration with Indigenous peoples, to be released in 2020. The Ministry of Environment and Climate Change Strategy's (ENV) Climate Action Secretariat (CAS) has worked with government agencies to develop a suite of potential actions based on:
    - The 2019 Preliminary Strategic Climate Risk Assessment for B.C., which evaluated 15 hazards and their consequences (over half of the risks identified would impact B.C. agriculture);
    - Public, Indigenous, and stakeholder engagement in 2019 and 2020; and
    - Work done since 2013 through the Ministry of Agriculture's (AGRI) CAP-funded, industry-led climate adaptation programming delivered by the B.C. Agriculture & Food Climate Action Initiative:
        - Regional adaptation strategies for eight key agricultural regions
        - Applied research and demonstration on B.C. farms and ranches
        - Wildfire planning and preparedness workshops across the province

- AGRI and other ministries have participated in cross-government working groups to provide direction and advice. CPAS contains proposed approaches to:
    - Prepare for extreme weather, including wildfires, droughts and floods;
    - Create opportunities for Indigenous groups to address the changing climate;
    - Support climate resilient communities;
    - Ensure that all people, in all parts of B.C., are supported in a changing climate;
    - Sustain natural resources, species, and ecosystems;
    - Build resilience into the economy and infrastructure;
    - Lead the way in the provincial public sector; and
    - Develop foundations for ongoing success.

- CPAS is aligned with priority initiatives such as GBA+, Emergency Program Act modernization, revitalization of the Agricultural Land Reserve, the 2018 report of the Office of the Auditor General Managing Climate Change Risks: An Independent Audit, the 2018 Abbott & Chapman report, and the

Pan-Canadian Framework on Clean Growth and Climate Change.

Cabinet Confidences; Advice/Recommentations

Decision required:

Cabinet Confidences; Advice/Recommentations

30/60/90 DAY DECISION NOTE

Issue: Prompt decisions are needed from Minister regarding provincial participation in two committees led by Fisheries and Oceans Canada (DFO), and the future policy approach on salmon farming in the Discovery Islands.

Background:

Note this issue requires a decision in 30 days.

The salmon fishing and aquaculture industries provide significant economic, social and cultural benefits to British Columbians and First Nations in particular, with farmed salmon alone providing nearly $1B in economic value to the B.C. economy as B.C.'s number one agrifood export commodity. There is significant public awareness of issues surrounding declining salmon and steelhead stocks and finfish aquaculture in the province, aligned with a stronger provincial policy response in recent years. Additionally, concerns around the salmon farming industry both environmentally, and socially through First Nations' consent, have been a constant in the public eye for many years. These issues span multiple ministries (AGRI, ENV, FLNRORD, MIRR, TRAN) and have required significant collaboration both internally and with DFO in order to navigate overlapping responsibilities. Generally, DFO is responsible for aquaculture and fisheries licensing and fish health, while B.C. is responsible for issuance of tenures and fish processing, amongst a mix of other interests and responsibilities.

Given the overlapping jurisdiction over fisheries, aquaculture and seafood between the federal and provincial governments, the Province is engaged at multiple levels with DFO and other federal agencies (Canada Food Inspection Agency, Environment and Climate Change Canada), and must often assess how to be most effective in ongoing and future involvement with the Federal Government, First Nations and the sectors.

Decision required:

2025 Federal Transition Plan: The Federal Government made a platform commitment in 2019 to develop a plan by 2025 to shift away from open net-pen salmon aquaculture in B.C. Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

Salmon Committee: Commercial fishing industry representatives have requested that DFO establish a committee to discuss the longer-term transition of the commercial salmon fishery and support for those exiting the sector. Industry's request is in response to ongoing and severe economic impacts from declining salmon returns and a recognition that the salmon fishery will not likely return to past levels. Advice/Recommentations;

Advice/Recommentations; Intergovernmental Communications

Withheld pursuant to/removed as

Advice/Recommentations; Intergovernmental Communications

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Renewal and associated funding for B.C.'s COVID-19 Temporary Foreign Worker (TFW) Accommodation and Farm Inspection Program (TFW Program).

Advice/Recommentations; Government Financial Information

Background:

- The TFW Program mitigates health and safety risks of COVID-19 transmission posed to workers, farms and communities and protects the province's food security by providing accommodation for TFWs to complete a federally mandated 14-day isolation period after entering Canada and before travelling to inspected farms.
- Seasonal TFWs are an essential part of the agricultural workforce in B.C. and a crucial and appreciated part of our food supply system.
- Every year, approximately 11,000 TFWs are employed in B.C. through the federal Seasonal Agriculture Worker Program (SAWP) and the Agricultural Stream Program.
- TFWs are skilled and trained for specific tasks like orchard pruning and crop preparation that are crucial to the farming sector. These are jobs that the local labour force cannot fill in sufficient numbers.
- Through the Provincial Health Officer (PHO) orders that have been issued while B.C. is in a Provincial state of emergency, B.C. determined it would provide accommodation support for the 14-day isolation period at a single hotel close to Vancouver Airport. The TFW Program provides wrap-around services including translation services, wellness checks, health walks, onsite health support, and onsite security.
- The TFW Program ensures TFWs arrive safely at farms, ready to work, and fully able to support B.C.'s economy and the provincial food supply.
- During the 14-day isolation period, TFWs are screened upon arrival and again prior to transport to farms to ensure they do not exhibit COVID symptoms. Those that have symptoms are tested and their departure to farms is delayed until they are medically cleared.
- As of October 2020, there have been 61 COVID cases in the TFW Program. This represents a corresponding number of community outbreaks that were successfully prevented.
- Since April 13, 2020 to October 8, 2020, the TFW program has processed 4,624 TFWs.
- According to discussions with the agricultural sector, B.C. is anticipating the arrival of 850 to 1000 TFWs in January 2021, with the number of workers increasing in the following months.
- The TFW accommodation agreement is funded by EMBC through the Province's state of emergency and is a critical COVID-19 response in the effort to protect public health.
- As of August 1, 2020 AGRI assumed oversight of the TFW Program and the accommodation contract. AGRI is reimbursed by EMBC for contractor's invoices while B.C. is under a State of Emergency.
- To ensure farms can operate safely, each employer must develop a COVID-19 Infection Prevention Control

Protocol before workers are transported to farms after their mandatory 14-day isolation period. The COVID-19 Protocols are reviewed and inspection teams organized by AGRI conduct assessments of the farms prior to TFWs arriving. As of October 8, 2020, 745 farms have been inspected.

- Inspections include ensuring employers have the necessary tools and protocols in place to safely accommodate TFWs once they come out of isolation and arrive for work.
- In order to ensure public health and safety during agricultural operations, farm operator employers and TFW employees must demonstrate that they are in compliance with the PHO Orders currently in place for COVID-19.
- Failure to pass inspection means that TFWs cannot be transferred to a farm until all deficiencies are corrected. If deficiencies cannot be corrected, TFWs are reassigned to another farm.
- The TFW Program allows for skilled foreign workers to fill critical labour needs while maintaining British Columbians' confidence that risk mitigation procedures are in place to prevent the spread of COVID-19 in their communities.

Advice/Recommentations; Government Financial Information

Decision required:

Advice/Recommentations

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Early Learning Development and Child Care
Child and Youth Mental Health and the Opioid Crisis
Systemic Reform of Child, Youth and Family Services
Youth and Young Adults from Care
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
Early Learning and Child Care Agreement
Cabinet Confidences; Advice/Recommentations
60 Day Decisions
No 60 day decisions
90 Day Decisions
Cabinet Confidences

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: **Early Learning Development and Child Care**

Background:

- BC has a fragmented system of child care and an overall provincial shortage of child care spaces. Early Learning and Child Care (ELCC) policies and programs are divided across four ministries: Children and Family Development (MCFD), Education (EDUC), Health (HLTH) and Advanced Education, Skills and Training (AEST). While child care is primarily within the mandate of MCFD, consideration for how EDUC and the K-12 school system can increase the quality, number of child care spaces and access to spaces is required.

Advice/Recommentations

- The goal of ensuring all families have access to high-quality care available to them, no matter where they are in the province, is clear, but has yet to be achieved.
- The importance of ELCC programs for children's **early childhood development** has been well supported by research. Eighty-five percent of brain development occurs before the age of 5 – the quality of a child's experiences in the first few years of life is critical to their lifelong success.
- Research shows that children attending quality ELCC programs develop stronger essential skills like literacy and numeracy and develop better self-regulation and personal interaction skills – leading to improved long-term success including future education and income potential.[2]
- ELCC programs can help reduce income and social inequalities and help **improve family wellness** and prevention through early identification of risk factors, including for Indigenous communities.
- The *Declaration on the Rights of Indigenous Peoples Act* and action plan **prioritizes a path forward with Indigenous Peoples** and the co-creation of education policies inclusive of Indigenous languages, community and culture.
- Research also suggests that high-quality ELCC programs not only benefit children and their parents, they also **benefit society and the economy**. Availability of quality, affordable child care has positive impacts on workforce participation, job creation, household budgets, and provincial GDP. As more families gain access to affordable, high-quality, inclusive child care, more parents can return to work or begin to work more hours, increasing economic participation and labour force attachment in the province.

---

[1] This figure considers regional variation from a low of $903 in the Northern region and a high of $1,450 in parts of Metropolitan Vancouver

[2] OECD (2016), "What are the benefits from early childhood education?", *Education Indicators in Focus*, No. 42, OECD Publishing, Paris, https://doi.org/10.1787/5jlwqvr76dbq-en. And 2017 "Ready for Life" Conference Board of Canada

- Since introducing subsidized child care, Quebec has experienced increased labour force participation rates for 20-44 year-old women that exceed the national average (76 to 85 percent versus 78-80 percent). Economists have attributed this increase to higher spending, GDP and tax revenues.[3]
- **The COVID-19 pandemic has highlighted the importance of child care**. Child care is essential - for children, for parents and for the economy. As the pandemic caused a shutdown of activity, people employed in critical service areas were left to rely on emergency child care arrangements or to keep children at home.
- Schools and districts offered some support by providing in-school instruction to children (ages 5-12) of essential service workers during regular school hours and coordinated with community child care providers to source available options for before and after school care (ages 5-12) and early childhood care (ages 0-5).

Issue/Opportunity:

- The **September 2020 Federal Government Throne Speech** committed to "make a significant, long-term, sustained investment to create a Canada-wide early-learning and child-care system" and "build on previous investments, learn from the model that already exists in Quebec, and work with all provinces and territories to ensure that high-quality care is accessible to all".
- Provincial investment in child care space creation would directly impact the construction sector, as new projects will create and support jobs (e.g. construction workers, architects, contractors).
- Working with Indigenous communities to increase the number of Indigenous led child care programs, including Aboriginal Head Start, would increase the number of Indigenous ECEs. Supporting the short- and long-term success of children with support needs though inclusive child care would help respond to the significant demand for Supported Child Development and Aboriginal Supported Child Development programs and help address **accessibility** issues.
- There is an opportunity to bring **alignment** of ELCC across government systems. Exploring child care spaces in schools could also make a significant impact on the provincial space shortages.
- Investing in the child care workforce to ensure qualified ECEs are shaping children's early care and learning experiences is key to creating a **quality** child care system.
- A significant reduction in child care fees would positively impact household budgets allowing more parents to contribute to the provincial workforce and address issues of **affordability**.
- Centralizing ELCC **governance** though combining workstreams related to child care would enhance service integration, administrative and reporting efficiencies, and program coordination and aligns with practices in other jurisdictions, including most provinces and territories.
- A coordinated and phased approach is required, with significant sector consultation, advice and planning. Consideration should be given to legislation, policy, system structures (e.g., unions) and communications across sectors as well as on impacts on current government operations and the transition of operations (e.g., personnel, budget, office space/equipment, Information Technology, programs in operation, services being provided, fiscal timing, phased approach).

Advice/Recommentations

[3] 2017 Fortin, Pierre. *Twelve Flawed Statements of the Fraser Institute on Quebec's Childcare Program*. Montréal: University of Quebec at Montreal

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: Child and Youth Mental Health and the Opioid Crisis

Since April 2016, BC has been in a public health emergency due to the opioid crisis. After seeing a steady decline in overdose fatalities in 2019, BC Coroners Service data for the first seven months of 2020 showed a 136% increase over the prior year. Although youth under 19 make up less than 2% of all deaths and paramedic-attended overdoses, over 50 youths have died from overdose since April 2016. Given that the BC Coroner classifies some deaths as "undetermined" the actual number of overdose fatalities may be higher.

Background:

- Leadership on the opioid crisis is provided by the Ministry of Mental Health and Addictions (MMHA), who established BC's Overdose Emergency Response Centre and set out core interventions that capitalize on evidence-informed strategies. These include health sector interventions, such as naloxone, overdose prevention services (e.g., supervised consumption sites), acute overdose risk case management (e.g., fast-track pathways to treatment and care), and treatment and recovery programs that combine pharmacological and psychosocial approaches. They also identified strategies for a supportive environment that include social stabilization (e.g., strengthening support networks, counselling, and poverty reduction), peer empowerment (e.g., involving people with lived experience in program planning), cultural safety and humility and ensuring trauma informed and culturally safe facilities and programs, and addressing stigma, discrimination, and human rights.
- In 2019 MMHA published *A Pathway to Hope: A Roadmap for Making Mental Health and Addictions Care Better for People in British Columbia* that operationalized how these core interventions, and other interventions relevant to mental health and supportive environments would be prioritized and developed.

Opportunity:

- Nine interventions relevant to children and families were prioritized in *A Pathway to Hope*, with MCFD Child and Youth Mental Health currently leading or providing input on several, including:
  - Expansion of Confident Parents, Thriving Kids (CPTK)
    - For over a decade, MCFD has funded the CPTK Behaviour Program which uses weekly coaching sessions to empower parents and caregivers to learn effective skills and techniques that support social skills and cooperation in their child to prevent, reduce and reverse the development of mild to moderate behaviour problems.
    - Launched in Spring 2019, CPTK – Anxiety Program supports families to effectively reduce mild to moderate anxiety in their children. Delivered online and supported by telephone coaching, the approach incorporates Cognitive Behavioural Therapy (CBT).
  - Expansion of Foundry centres

    - With MCFD on the Governing Council and with MCFD CYMH staff providing mental health services on site, Foundry provides a one-stop-shop for young people to access mental health care, substance use services, primary care, social services and youth and family peer supports. There are currently 9 Foundry centres, with 10 more planned.
- Mental health in schools
    - In January 2019, MCFD's School Mental Health (SMH) team introduced Everyday Anxiety Strategies for Educators (EASE). EASE provides K-7 educators with universal prevention resources that help students understand and better manage anxiety. Provincial trainers from First Nations schools and school districts deliver this training to teachers across the province. In 2020-21 SMH will be developing EASE 8-12.
    - To increase accessibility, the SMH team contracted with Open School BC (Ministry of Education) to develop an online version of EASE and a new website to host EASE Online and future expansion of prevention and early intervention resources.
- Establish Integrated Child and Youth (ICY) Teams
    - MMHA is developing multidisciplinary ICY teams in five school districts that include CYMH providers and new positions connected to a cluster of schools. The teams will:
        - deliver mental health and substance use services to children and youth whose needs are higher than can be met within a school or through primary care.
        - work with young people and their family to develop a common plan that will ensure the young person does not have to repeat their story and receives evidence-based and respectful care that matches them and their needs;
        - use outreach to meet youth and families where it is safe for them; and
        - bring the services and supports to the young person so they and their families/caregivers do not have to find their own way through the system.
- Step up/Step down (SUSD)
    - SUSD services under A Pathway to Hope are intended for children and youth with severe mental health and/or substance use conditions who require intensive services. The goal of SUSD is to support the safe transition of children/youth as they move across tiers of service, to shorten or avoid hospitalization and to provide the level of clinical care required to maintain safety and improve wellness. SUSD will be implemented in the five ICY communities using High Intensity Outreach Teams under development.

- MCFD's CYMH teams provides community-based services across the province to over 32,000 children and youth per year, including services through the Maples Adolescent Treatment Centre and Youth Forensic Psychiatric Services. Additional funding over the past three years has allowed for 84 new practitioners, bringing the total to 473 (as of May 31, 2020). Throughout the pandemic, CYMH and Indigenous CYMH teams have remained committed to providing a continuum of services to over 12,000 current clients.
- CYMH practitioners provide services to address mental health issues, often in collaboration with Health Authority partners, that are evidence based and align with several of the core interventions identified by the Overdose Emergency Response Centre. Although youth are infrequently affected directly by overdose, intervention into mental health issues early is known to prevent later mental health issues risk for problematic substance use.

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: SYSTEMIC REFORM OF CHILD, YOUTH AND FAMILY SERVICES IN BC

- The legislative and regulatory framework that guides child welfare in BC reflects historical bias, including colonialism. The result is a system that is predominantly designed to bring children and youth into care and away from families and their culture.
- In particular, the Ministry of Children and Family Development (MCFD) has been over-involved in the lives of Indigenous children, youth and families.
- MCFD has heard clearly from stakeholders and other government partners, including Indigenous leaders, that the system needs to advance prevention and family preservation and the right of Indigenous peoples to self-determination including jurisdiction over children, youth and family services.

Background:

- MCFD strives to emphasize the outcome of "together, safe and well" for children, youth, their families and communities; however, current on-the-ground practice and the majority of investment in the system has been on downstream child protection response (such as removal and in-care options) rather than on upstream prevention, early intervention, and voluntary services.
- There have been several key policy and legislative shifts in the past few years that have begun the difficult task of systemic reform:
  - The federal government's new *Act respecting First Nations, Inuit and Métis children, youth and families* was brought into force on January 1, 2020, a direct response to the Truth and Reconciliation Commission *Call to Action #4*. It also responds to UNDRIP, including the right to Indigenous self-determination, decision making and improvement of their social conditions.
  - BC has publicly committed to systemic reform through: 1) new service frameworks, policies and legislative amendments to the *Child, Family and Community Service Act* that will reflect a more inclusive and prevention-based child welfare system; 2) active support for Indigenous communities who want to assume their inherent right to jurisdiction over child and family services; and, 3) implementation of BC's *Declaration on the Rights of Indigenous Peoples Act*.

Issue/Opportunity:

- Continue to work with the federal government and First Nations, Inuit and Métis peoples to fully implement the federal Act in BC - immediate to 24 months.
- Continue to engage on systemic reform through the Tripartite Working Group on First Nations Children, Youth and Families, and at the Métis Table (Métis Nation BC and the Métis Commission) – ongoing.
- Support the work of interested Indigenous communities in assuming their inherent right to jurisdiction – ongoing.
- Continue to implement a new child and family services vision under MCFD's strategic framework to increase the rate of family preservation and improve the out-of-care system, which will translate into more children being cared for by their families and communities – immediate to 12 months.

Appendix C-1

CORPORATE OPPORTUNITY NOTE

Issue: Youth and Young Adults from Care

Youth receiving services from MCFD don't have successful transitions to adulthood.

Background:

Pre-Pandemic Context

- The Agreement with Young Adults (AYA) program is MCFD's only ability to help young adults past their 19th birthday. AYA was launched in 2008 through legislation and has limited eligibility and restrictive program criteria. It provides up to $1,250/month based on a needs assessment and provides funding to the young adult to participate in either a life skill program, rehabilitation program, post secondary education or vocational training.
- Base funding is annualized at $18.1 million; all funding is provided to young adults – there is no funding to operationalize the program.
- There are approximately 900 youth that age out of government care each year. Of which 37% go on an AYA program and 20% transition to Community Living BC which provides supports to adults with developmental disabilities. This leaves many young adults leaving care with no family network, often broken cultural connections and no financial support. This cohort is the most vulnerable and are least likely to want to participate in further programming, education or training.
- A comprehensive plan to overhaul the AYA program was presented to government in 2019. Budget 2020 approved one component to expand eligibility for the program and align more closely to the Provincial Tuition Waiver Program.

Pandemic Emergency Measures

- Temporary Emergency Measures were put in place to respond to the pandemic and support youth and young adults. These included changes to the AYA program and the ability to allow youth and young adults to stay in their placement past their 19th birthday.

Evaluation of Pandemic Emergency Measures

- An evaluation of the impact of these measures was undertaken over the summer and compared it to the pre-pandemic direction to expand eligibility for AYA. There was overwhelming support to postpone the expansion, maintain the emergency measure that made a life skill program more accessible, and to provide access to more mental health services and supports by relaxing what is considered a rehabilitation program.
- Following options for government's consideration, the ministry received approval to:
  - Maintain the ability for young adults to stay where they are past their 19th birthday until March 31, 2021; and

Cabinet Confidences

Opportunity:

Youth and Young Adult Transition Service Framework

- Complete and implement the Youth and Young Adult Transition Service Framework, which articulates what services youth and young adults can expect to receive from the ministry. Key components include:
    - More connection (a relational service delivery model) versus current state, which is described as transactional (e.g., process application and send the cheque)
    - A youth-led transition plan led by youth and young adults' self-identified goals and outlines the steps to prepare them for the opportunities and challenges they may face in the future (areas may include connection and identity, health and well-being, life-skills development, etc.)
    - Strengthen and/or establish the ability for youth and young adults to connect to their culture through the support of their families and/or communities.

Youth Transitions Service Delivery Redesign

- The AYA program was launched in 2008 without funding for staff or to cover operational costs. Some service delivery areas (SDAs) redirected resources (FTEs) from other mandated service lines to support the administration of the AYA program; this has led to inconsistent practice across the Province.
- The Services to Adults with Development Disabilities (STADD) program provides navigational support and transition planning to help transition youth with developmental disabilities to Community Living BC. Work is underway to review the STADD and AYA staffing complement and functions, as well as other staff, to identify opportunities to redirect resources to better support youth transitions.

Service and Funding Alignment Project

- Several different funding sources have been established over time to support former youth in care with post-secondary educational expenses. Each of these funding sources have different requirements, eligibility criteria, and application processes.

Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

Intergovernmental Communications

Background:

- On June 12, 2017, Canada's federal, provincial and territorial ministers responsible for early learning and child care reached an agreement for a Multilateral Early Learning and Child Care Framework (Framework). The Framework sets the foundation for governments to work toward a shared, long-term vision where all children across Canada can experience the enriching environment of quality early learning and child care.
- In February 2018, the Government of BC and the Government of Canada (GoC) entered into the BC-Canada Early Learning and Child Care (ELCC) Agreement (the Agreement), which provided approximately $155.7 million over three years to the Province of BC to create and enhance various programs that support early learning and child care. The three-year Agreement ended on March 31, 2020.
    - Funding provided through the Agreement was used to advance several different initiatives, ranging from creating child care spaces, improving child care affordability, supporting inclusive child care, developing early care and learning programs for Indigenous children, further developing the Early Childhood Educator workforce, and supporting young parents in completing their high school education.
    - The funding provided under the Agreement complements the $1.3 billion investment that BC has made in child care over the last three years.
- At the January 22, 2020 Meeting of the Federal, Provincial and Territorial Ministers Most Responsible for Early Learning and Child Care, BC reaffirmed that its priorities for future ELCC investments include an ongoing commitment to investments for children 0-5, including continuity of current funding allocations for that age cohort.
- In September 2020, the Government of BC and the GoC signed a one-year extension to the Agreement,

Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

- The 2020/21 extension to the ELCC Agreement ends March 31, 2021.

Advice/Recommentations; Intergovernmental Communications

- Of note, is the direction in the federal Mandate Letter for the Honourable Ahmed Hussen, Minister of Families, Children and Social Development to:
  - Work with the provinces and territories to invest in the creation of up to 250,000 additional before- and after-school spaces for kids under 10.
    - At least 10 per cent of these new spaces should allow for care during extended hours.
    - Also invest in lowering child care fees for before- and after-school programs by 10 per cent.
  - Work with the provinces and territories to provide more support for early childhood educators.
    - This includes lowering costs for those getting their early childhood educator degree and/or additional training.
  - Work with the provinces and territories to create a national secretariat to lay the groundwork for a pan-Canadian childcare system.

Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

Page 447 of 523 to/à Page 450 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

MINISTRY OF CITIZENS' SERVICES

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
No issue and opportunity notes
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
No 30 day decisions
60 Day Decisions
Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications; Government Financial Information
90 Day Decisions
Workplace Support Services

Page 452 of 523 to/à Page 453 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications; Government Financial Information

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **The Ministry of Citizens' Services requires approval to procure, negotiate and transition workplace technology services prior to the Workplace Support Services contract end of term (90 day item).**

Background:

- Ministry of Citizens' Services provides Workstation Technology Services supporting 39,500 workstations and 18,150 mobile devices. Since December 2004, these services have been provided through the Workplace Support Services contract with IBM Canada. The scope of service delivered through the Workplace Support Services contract includes: service desk support; managed workplace technology services (MWTS); deployment and decommissioning services; field services; and hardware acquisition.
- In 2015, Workplace Technology Services Procurement Project (WTSPP) team began a procurement process, which included posting a Request for Information with the goal to procure a single vendor. Following the completion of the Request for Information process, a Negotiated Request for Proposal was posted and one submission received before the procurement was cancelled in October 2017, in response to changes in the Province's strategic priorities.
- The Province has maintained service continuity by extending and amending the agreement, posting three Notices of Intent (NOI): September 8, 2017, resulting in an end date of March 31, 2019; November 13, 2018, resulting in an end date of September 30, 2020; and on June 17th, 2020, resulting in an end date of September 30, 2022, with an additional two, six-month renewal options. The June 17, 2020, NOI stated the additional term would allow the Province time to complete its planning for service delivery and finalization of solicitation documents in order to best conduct a competitive procurement process for the next generation of Services in the Spring of 2021. The NOI was uncontested by the market and closed on June 26, 2020.

Advice/Recommentations

Advice/Recommentations This option was found to support the desired business outcomes, provide a competitive opportunity for a wide variety of companies of different sizes to participate and create the opportunity for the Province to access industry-leading "best of breed" technologies and solutions.

- WTSPP is also recommending:
  - The future contracts to be outcomes-based, focusing on outcomes that are important to the Province and aligned to the target future state.

Advice/Recommentations

Decision required:

Advice/Recommentations

MINISTRY OF EDUCATION

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1

Cabinet Confidences; Advice/Recommentations

Early Learning Development and Child Care

Improvements to the K-12 Education Funding Formula

Improvements to the K-12 System

K-12 Teacher Bargaining Structure

K-12 Principals and Vice Principals Unionization SD05

Advice/Recommentations; Government Financial Information

30/60/90 Day Issues for Decision – Appendix C-2

30 Day Decisions

Federal COVID Funding

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

60 Day Decisions

No 60 day decisions

90 Day Decisions

No 90 day decisions

Page 456 of 523 to/à Page 457 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: **Early Learning Development and Child Care**

Background:

- BC has a fragmented system of child care and an overall provincial shortage of child care spaces. Early Learning and Child Care (ELCC) policies and programs are divided across four ministries: Children and Family Development (MCFD), Education (EDUC), Health (HLTH) and Advanced Education, Skills and Training (AEST). While child care is primarily within the mandate of MCFD, consideration for how EDUC and the K-12 school system can increase the quality, number of child care spaces and access to spaces is required.
- Currently there are government funded licensed child care spaces for only about 20 percent of children, aged 0-12. This lack of spaces is exacerbated by high costs for the spaces that exist (the median fee for a licensed group care for infants and toddlers in 2019/20 was around $1,250/month[1]), and a shortage of Early Childhood Educators (ECEs) to work in existing and future child care facilities. Key issues result in:
    - Many families are unable to access quality child care. High fees are often a barrier for families, making child care unaffordable.
    - Insufficient supply of certified ECEs makes it difficult to ensure the provision of quality early learning and care across the province.
    - Families with children with diverse abilities and disabilities face even more challenges to find spaces. Indigenous families also face challenges to find spaces inclusive of their cultural needs.
- The goal of ensuring all families have access to high-quality care available to them, no matter where they are in the province, is clear, but has yet to be achieved.
- The importance of ELCC programs for children's **early childhood development** has been well supported by research. Eighty-five percent of brain development occurs before the age of 5 – the quality of a child's experiences in the first few years of life is critical to their lifelong success.
- Research shows that children attending quality ELCC programs develop stronger essential skills like literacy and numeracy and develop better self-regulation and personal interaction skills – leading to improved long-term success including future education and income potential.[2]
- ELCC programs can help reduce income and social inequalities and help **improve family wellness** and prevention through early identification of risk factors, including for Indigenous communities.
- The *Declaration on the Rights of Indigenous Peoples Act* and action plan **prioritizes a path forward with Indigenous Peoples** and the co-creation of education policies inclusive of Indigenous languages, community and culture.
- Research also suggests that high-quality ELCC programs not only benefit children and their parents, they also **benefit society and the economy**. Availability of quality, affordable child care has positive impacts on workforce participation, job creation, household budgets, and provincial GDP. As more families gain access to affordable, high-quality, inclusive child care, more parents can return to work or begin to work more hours, increasing economic participation and labour force attachment in the province.

---

[1] This figure considers regional variation from a low of $903 in the Northern region and a high of $1,450 in parts of Metropolitan Vancouver

[2] OECD (2016), "What are the benefits from early childhood education?", *Education Indicators in Focus*, No. 42, OECD Publishing, Paris, https://doi.org/10.1787/5jlwqvr76dbq-en. And 2017 "Ready for Life" Conference Board of Canada

- Since introducing subsidized child care, Quebec has experienced increased labour force participation rates for 20-44 year-old women that exceed the national average (76 to 85 percent versus 78-80 percent). Economists have attributed this increase to higher spending, GDP and tax revenues.[3]
- **The COVID-19 pandemic has highlighted the importance of child care**. Child care is essential - for children, for parents and for the economy. As the pandemic caused a shutdown of activity, people employed in critical service areas were left to rely on emergency child care arrangements or to keep children at home.
- Schools and districts offered some support by providing in-school instruction to children (ages 5-12) of essential service workers during regular school hours and coordinated with community child care providers to source available options for before and after school care (ages 5-12) and early childhood care (ages 0-5).

Issue/Opportunity:

- The **September 2020 Federal Government Throne Speech** committed to "make a significant, long-term, sustained investment to create a Canada-wide early-learning and child-care system" and "build on previous investments, learn from the model that already exists in Quebec, and work with all provinces and territories to ensure that high-quality care is accessible to all".
- Provincial investment in child care space creation would directly impact the construction sector, as new projects will create and support jobs (e.g. construction workers, architects, contractors).
- Working with Indigenous communities to increase the number of Indigenous led child care programs, including Aboriginal Head Start, would increase the number of Indigenous ECEs. Supporting the short- and long-term success of children with support needs though inclusive child care would help respond to the significant demand for Supported Child Development and Aboriginal Supported Child Development programs and help address **accessibility** issues.
- There is an opportunity to bring **alignment** of ELCC across government systems. Exploring child care spaces in schools could also make a significant impact on the provincial space shortages.
- Investing in the child care workforce to ensure qualified ECEs are shaping children's early care and learning experiences is key to creating a **quality** child care system.
- A significant reduction in child care fees would positively impact household budgets allowing more parents to contribute to the provincial workforce and address issues of **affordability**.
- Centralizing ELCC **governance** though combining workstreams related to child care would enhance service integration, administrative and reporting efficiencies, and program coordination and aligns with practices in other jurisdictions, including most provinces and territories.
- A coordinated and phased approach is required, with significant sector consultation, advice and planning. Consideration should be given to legislation, policy, system structures (e.g., unions) and communications across sectors as well as on impacts on current government operations and the transition of operations (e.g., personnel, budget, office space/equipment, Information Technology, programs in operation, services being provided, fiscal timing, phased approach).

Advice/Recommentations

[3] 2017 Fortin, Pierre. *Twelve Flawed Statements of the Fraser Institute on Quebec's Childcare Program*. Montréal: University of Quebec at Montreal

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Improvements to the K-12 Education Funding Formula

Background:

- Between February and August 2018 an Independent Panel reviewed B.C.'s K-12 Education Funding Formula and produced a report with 22 recommendations.
- In 2019, four working groups studied the implementation of these recommendations leading to a two-phased approach announced on February 7, 2020. Phase 1: Financial Management, Accountability and funding for Indigenous students; Phase 2: funding equity.
- Due to the COVID-19 pandemic issues have emerged, leading to possible unstable and unpredictable funding for Boards of Education for the 2020/21 school year. Advice/Recommentations

Advice/Recommentations

- **Shift to Online Learning**
  - Reports from school districts and independent schools indicate a growth in enrolment in online learning programs – numbers will be confirmed with December updated grants.
  - When this enrolment shift within a student's 'home' school district it results in $1,460 per student FTE less funding for the district.
  - When the student enrolls in an online learning program with another school district the 'home' school district is reduced all funding for the student – including funding generated as a student with special needs. On average this is estimated to be $9,748 per student FTE but could be as much as $50,000 if the student is a Level 1 student with special needs.
  - As students shift to online learning there may be a negative impact on some school district funding. The degree of this impact will be confirmed in December.
- **Delay in assessments for students with special needs**
  - As schools were closed to in-person instruction in spring 2020, and only partially open in July 2020, school districts were unable to complete assessments of students to be claimed in funded special needs categories and these assessments continue to be delayed in fall 2020 due to the need to adhere to the health and safety guidelines.
  - This will add to the existing backlog of assessments and reduce the number of students that can be claimed for funding per ministry funding formula and policy.
  - Although the funding is not targeted to a student, students are often only provided with the supports and services they need if they are claimed for funding.
- **Introduction of transition programs and blended delivery**
  - To assist in the return to in-person instruction many districts have introduced remote delivery transition programs, while a space held for them at their local school for when they feel able to return to in-person instruction.
  - The current funding model dictates delivery, reducing the ability for school districts to be flexible and meeting the current needs of parents and students. Many districts are providing blended or transition delivery models that the current funding model does not support resulting in funding concern and confusion.
  - The Ministry has been required to implement temporary policy adjustments to ensure funding

stability and predictability as K-12 restart plans were being implemented.

- **Decrease in course enrolments in grades 10 – 12**
  - Some districts have reported a decrease in course enrolments in grades 10 to 12 and therefore funding (8 courses = 1 student FTE of funding) for the following reasons:
    a) With many school districts moving to a quarterly system of courses (only 2 courses taken at a time for 4 quarters) some students are choosing not to enroll in courses in quarter 4 as they meet graduation requirements, so only enrolling in 6 courses rather than 8 resulting in reduced school district funding.
    b) Students are not able to enroll in as many Fine Arts or Sports courses (many of which take place outside of the regular timetable) as in previous years, reducing the overall number of courses that they are taking and reducing school district funding.

Issue/Opportunity:

- Government has the opportunity to implement the key equity recommendations in the Independent Panel's report to provide stability and predictability of funding for K-12 education.

Cabinet Confidences; Advice/Recommentations; Government Financial Information

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: Advice/Recommentations

-

Background:

- The province currently has 60 school districts, each governed by a board of education comprised of 5, 7, or 9 elected trustees. In total there are 412 trustees in BC. Elections are held every 4 years along with the municipal elections and the next election is scheduled for October 2022.
- The *School Act* delegates considerable responsibility for the delivery of education to Boards of Education. Individual school districts are created by Cabinet while the number of trustees and the geographic areas from which they are elected are set by the Minister. Each board is a distinct legal entity from the Province and from other boards of education. Boards legally own district property such as school buildings and are the employers of school district staff.
- Each school district is required under the *School Act* to employ a superintendent and a secretary treasurer, who report to the board and are responsible for the general organization, administration and financial operation of the district. Superintendents, directors of instruction, principals and teachers have duties set out in regulations and are required to have provincial teaching certificates.

Advice/Recommentations

Withheld pursuant to/removed as

Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **K-12 Teacher Bargaining Structure – Labour Relations Code s.53 Mediation Process and opportunities to improve the teacher collective bargaining process**

Background:

- The current two-tier (provincial and local) collective bargaining structure for teachers has remained unchanged since its establishment following the *Commission of Inquiry into the Public Service and Public Sector (Korbin Commission)* in 1993. The Commission referred to the structure of teacher bargaining as "the most contentious subject reviewed in the sector."

Advice/Recommentations; Government Financial Information

- The current bargaining structure is established by the *Public Education Labour Relations Act* (PELRA), which designates matters for both provincial and local bargaining. PELRA did not require the creation of a master collective agreement similar to those in the health sector and core public service.
    - Major cost items (salaries and benefits, workload, and paid leaves) are bargained provincially.
    - The K-12 system has 60 different versions of the collective agreement instead of a single provincial collective agreement for all school districts.
    - PELRA does not define a transition process to move the provincial items from each local agreement to a master agreement.
    - In some cases, PELRA does not provide clarity on where collective agreement provisions are to be bargained, which leads to disputes and delays during bargaining.
- Over the past 20 years, there have been multiple external reviews and reports underscoring the challenges of the current structure.
- Most recently, Mediator David Schaub assisted the parties in reaching an agreement in March 2020 after more than a year of negotiations. In his report, Mr. Schaub noted "…that as important as it is to conclude a collective agreement, it is equally important to create an environment where an agreement can be reached."
- During negotiations, the parties agreed to a process under s.53 of the *Labour Relations Code* to review the bargaining structure and develop a more productive process for future negotiations. This process is expected to begin by January 2021.
- The s.53 mediation process is not binding but may see the Mediator issue recommendations in the absence of consensus between the parties.

Issues and Current Context:

Advice/Recommentations; Government Financial Information

Advice/Recommentations; Government Financial Information

Issue/Opportunity:

Advice/Recommentations; Government Financial Information

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **Principals and Vice Principals – Unionization in SD05 (Southeast Kootenay)**

Background:

- There are over 2,500 Principals and Vice Principals (PVPs) in B.C.'s public K-12 education system – there are approximately 30 PVPs in School District 5 (SD05).
- PVPs are not subject to the provisions of the Labour Relations Code (the Code) as the *School Act* excludes principals, vice-principals and directors of instruction from the definition of employee. PVPs are considered by employer boards of education as management employees and are entirely excluded from the structure of labour relations in British Columbia.
- On March 10, 2020 the Southeast Kootenay Principals and Vice Principals Association (SKPVPA) applied to the Labour Relations Board (LRB) for the district's PVPs to be certified under s.18(1) of the Labour Relations Code. The employer board of education is represented by the BC Public School Employers' Association (BCPSEA).

Business Information

Government Financial Information

- The BC Principals and Vice-Principals' Association (BCPVPA) has been advocating for "negotiation agency" for all PVPs across the province in an effort to have greater consistency in contract terms and conditions of employment for its members. This would allow the BCPVPA to negotiate on behalf of its members agreed upon terms and conditions of employment.

Government Financial Information

Mediation and LRB Hearing:

Government Financial Information

Issue/Opportunity:

Advice/Recommentations

Advice/Recommentations may be necessary following the decision(s) from the LRB.

- On October 14, the BCPVPA issued a news release about the matter outlining their commitment to the application with the LRB, and to the cause of unionization of their members.

Withheld pursuant to/removed as

Advice/Recommentations; Government Financial Information

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- Federal COVID-19 Funding: Safe Return to Class, Phase 2
- **This is a 30-day decision.**

Background:

- On September 3, 2020, following approval by Treasury Board, the Ministry announced one-time federal funding of $242.4 million for the 2020/21 school year to support B.C.'s COVID-19 response for K-12 education. The funding is provided in two phases with 50% available in September 2020 and up to 50% in January 2021 (dependent on a report back on the use of the funding to the Federal government).
- Phase 1 funding was allocated primarily on a per student basis to school districts, with a minimum allocation of $300,000 to assist small districts and a 15% supplement to the Conseil scolaire francophone to recognize the provincial nature of their operations. Independent school authorities (ISAs) received a lower per-student allocation, aligned with the legislated link between public and independent school funding.

	Phase 1 September 2020	January 2021 (tentative Phase 2)	Total
Holdback Amount	$ 12.1 M	$ 12.1 M	$ 24.2 M
Public Schools	$ 101.1 M	$ 101.1 M	$ 202.2 M
Independent Schools	$ 8.0 M	$ 8.0 M	$ 15.9 M
	$ 121.2 M	**$ 121.2 M**	**$ 242.4 M**

- The funds are to go towards:
  - Learning resources and supports (additional teachers, training, online learning and mental health supports)
  - Health and safety (PPE, Barriers, and cleaning staff)
  - Transportation (extra routes, alternate methods)
  - Before- and after-school childcare (staff and spaces)
- School districts and ISAs have flexibility to spend their allocations to address local priorities within these categories, and are to prioritize the needs of Indigenous students, students with disabilities and diverse abilities, as well as vulnerable students. They are required to report on their spending so far to the Ministry in Mid-November, and to also estimate their total spending for the school year assuming a similar allocation in Phase 2. The reporting for the public schools specifically requests information on how districts are addressing the needs of Indigenous students.
- The Province is required to report back to the federal government in how the first $121.2M of funding has been spent on the K-12 restart. This report will be based on the information provided by school districts and independent schools by mid-November.

Decision required:
Cabinet Confidences

- Determine the allocation of the Phase 2 funding of $121.2M. Advice/Recommentations; Government Financial Information

- Most of the Phase 1 spending has been earmarked for additional staffing and annual costs that will require the second payment to maintain until the end of the school year. Advice/Recommentations; Government Financial Information

Page 471 of 523 to/à Page 472 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

EMERGENCY MANAGEMENT BC

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Emergency Management Modernization
Lower Mainland Flood Management Strategy
Supply Chain Management Strategy
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
Emergency Orders
Provincial State of Emergency Extension
Cabinet Confidences
60 Day Decisions
Cabinet Confidences; Advice/Recommentations
90 Day Decisions
No 90 day decisions

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Modernization of BC's emergency management system holds the opportunity to strengthen British Columbia's resiliency in the face of emergencies and disasters.

Background:

- Emergencies and disasters are becoming more impactful, costly and common in British Columbia, in part due to climate change. These emergencies and disasters have profound economic and social consequences, often disproportionately impacting the most vulnerable people and communities. Over the past decade, multiple reports have provided recommendations on how B.C. can improve emergency management.
- Partly in response to these recommendations, in 2018, the Province of BC adopted United Nations' Sendai Framework for Disaster Risk Reduction (Sendai Framework). The Sendai framework entails an 'all of society' approach to emergency management, and a focus on disaster risk reduction, as opposed to a traditional focus on emergency response actions. A key element includes the principle of "Build Back Better" – build back stronger, build back faster and build back inclusively.
- Since then, numerous piecemeal improvements have been made to British Columbia's emergency management system. Currently, several larger initiatives and concepts are being developed to strengthen and improve emergency management in BC.
- Together, these initiatives as well as a number of supporting actions within EMBC can be thought of as an overall Emergency Management Modernization effort, which could (if pursued and capitalized upon) dramatically improve British Columbia's resiliency in the face of emergencies and disasters. This broad Emergency Management Modernization undertaking also involves opportunities to protect vulnerable populations, recognize First Nations' rights to self-determination in emergency management, and promote economic development and recovery.

Issue/Opportunity:

- As noted above, a number of potential initiatives can support the overall opportunity of an Emergency Management Modernization initiative. If supported by government as a coherent initiative or strategy, these separate initiatives could achieve modernization benefits far in excess of any one or more initiatives pursued individually. Potential initiatives for pursuit under an overall Emergency Management Modernization strategy include the following:

    1. **Modernized Emergency Management Legislation:** A cornerstone of Emergency Management Modernization is the modernization of BC's *Emergency Program Act*, BC's primary emergency management legislation. This legislative initiative is currently underway, led by EMBC. If government decides to continue with this initiative, BC's modernized emergency management legislation will fully reflect the disaster risk reduction approach of the Sendai Framework, recognize the right of self-determination for First Nations in emergency management, and promote an all-of society approach to emergencies and disasters in BC Cabinet Confidences

Cabinet Confidences

    2. **Disaster Risk Reduction Strategy:** As the provincial coordinating body for emergency

management, EMBC is leading the development of an overall approach to Disaster Risk Reduction (DRR), informed by the Sendai framework. A comprehensive DRR approach and strategy could more fully implement the objectives of the Sendai framework by implementing integrated and inclusive DRR measures across all ministries and across numerous sectors. Such measures would prevent and reduce vulnerability to disasters, increase preparedness for response and recovery, and strengthen resilience.

Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- The risk of a significant flood event in the Lower Mainland is substantial and growing due to climate change. Advice/Recommentations

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Background:

- The Lower Mainland is home to the traditional territories of 31 Coast Salish First Nations, two regional districts and 26 municipalities.
- The Lower Mainland Flood Management Strategy (LMFMS) aims to increase flood resilience across the Lower Mainland by reducing risk from both the lower Fraser River and coastal storm surge floods.
- The Fraser Basin Council (FBC) is leading the multi-party work on the LMFMS, by engaging with federal, provincial, First Nations, local governments, other non-governmental agencies and the private sector.
- A leadership committee for the LMFMS was established in 2018, composed of representatives from 4 First Nations, 4 elected leaders from local government across the Lower Mainland, 2 from provincial government, 2 federal government and 1 from the infrastructure sector.

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Issue/Opportunity:

Advice/Recommentations; Intergovernmental Communications

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Withheld pursuant to/removed as

Advice/Recommentations; Cabinet Confidences

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **Decisions required within 30 and 60 days.**
- Extension of COVID-19 Ministerial Orders and Orders in Council.
- To support government's response to COVID-19, a number of Ministerial Orders and Orders in Council (OIC) have been enacted under the *COVID-19 Related Measures Act* (CRMA). Many of these Orders have expiry dates that are linked to the State of Provincial Emergency (SOPE) initially declared on March 18, 2020. The SOPE was recently extended to expire on October 27, 2020, and is anticipated to be further extended to November 10, 2020, at a minimum.
- Some CRMA orders will expire in tandem with the expiration of the SOPE, while other CRMA orders will expire 45 or 90 days following the expiration of the SOPE. There are currently a number of requests to extend these orders by OIC to the maximum time limit (July 10, 2021) permitted under the CRMA; decisions regarding these extensions will be required within 30 – 90 days, as described below.

Background:

- Under sections 10 and 10.1 of the *Emergency Program Act* (EPA), once a SOPE is declared, the Minister and the Lieutenant Governor in Council (LGIC) may make orders and regulations to prevent, respond to, or alleviate the effects of an emergency or disaster. In response to the COVID-19 pandemic, a number of orders and regulations were made under these authorities.
- The CRMA, passed in July 2020, enables these orders and regulations to continue as appropriate following the expiration of the SOPE. Orders and regulations previously made under the EPA were incorporated into CRMA.
- Section 3 of the CRMA enables the LGIC to extend an order or regulation COVID-19 provision; however, extensions are restricted to no later than one year after the CRMA comes into force, and extensions may only be made if the LGIC is satisfied that they are necessary to respond to or alleviate the effects of the COVID-19 pandemic.
- The expiry of some CRMA orders and regulations, such as orders related to encampments in Vancouver and Victoria, have already occurred, while other expiry dates may require further review and decisions taking into account issues related to the pandemic.

Decision required:

- Current expiry time horizons are identified in the Table on Page 2.
- It is anticipated that the SOPE will be extended to November 10, 2020, at a minimum. Upon expiry of the SOPE, decisions will be required whether to extend CRMA orders beyond the expiration of the SOPE, including whether to extend to the maximum duration allowable under the CRMA (July 10, 2021).
- Materials related to each extension decision will be presented to Cabinet separately.

Table 1: CRMA Orders and Expiry Dates

Order	**Ministerial or OIC Number**	**Expiry Date**
Encampment Health and Safety (COVID-19) Vancouver Enforcement Order	M152/2020	At expiration of SOPE
Electronic Witnessing of Enduring Powers of Attorney and Representation Agreements (COVID-19) Order	M162/2020	At expiration of SOPE
Encampment Health and Safety (COVID-19) Victoria Enforcement Order	M166/2020	At expiration of SOPE
Supreme Court Civil and Family Applications (COVID-19) Order	M121/2020	45 days after SOPE expires
COVID-19 (Limitation Periods in Court Proceedings) Regulation (section 1(1)(a) only)	OIC 453	45 days after SOPE expires
Electronic Attendance at Strata Property Meetings (COVID-19) Order	M114/2020	90 days after SOPE expires
Electronic Attendance at Corporate Meetings (COVID-19) Order	M116/2020	90 days after SOPE expires
Electronic Attendance at Credit Union Meetings (COVID-19) Order	M138/2020	90 days after SOPE expires
Electronic Attendance at Statutory Meetings (COVID-19) Order	M167/2020	90 days after SOPE expires
Correctional Centre Measures (COVID-19) Order	M193/2020	90 days after SOPE expires
Bylaw Enforcement Officer (COVID-19) Order	M082/2020	90 days after SOPE expires
Local Authorities and Essential Goods and Supplies (COVID-19) Order	M084/2020	90 days after SOPE expires
Provincial Compliance Officer (COVD-19) Order	M093/2020	90 days after SOPE expires
Limitation Periods (COVID-19) Order	M098/2020	90 days after SOPE expires
Prohibition on Unconscionable Prices for Essential Goods and Supplies (COVID-19) Order	M115/2020	90 days after SOPE expires
Employment and Assistance (COVID-19) Order	M133/2020	90 days after SOPE expires
Local Government Finance (COVID-19) Order	M159/2020	90 days after SOPE expires
Electronic Attendance at UBCM Convention (COVID-19) Order	M168/2020	90 days after SOPE expires
Local Government Meetings and Bylaw process (COVID-19) Order No. 3	M192/2020	90 days after SOPE expires
Food and Liquor Premises, Gatherings and Events (COVID-19) Order	M358/2020	90 days after SOPE expires
COVID-19 (Limitation Periods in Court Proceedings) Regulation (except section 1(1)(a))	OIC 453	90 days after SOPE expires
Health Care Labour Adjustment (COVID-19) Order	M220/2020	July 10, 2021
BC Ferries Medical Travel (COVID-19) Order	M256/2020	July 10, 2021
COVID-19 (*Passenger Transportation Act*) Regulation	OIC 457	July 10, 2021
COVID-19 (*Residential Tenancy Act* and *Manufactured Home Park Tenancy Act*) (No. 2) Regulation (ss. 8 and 17 only)	OIC 475	November 30, 2020
COVID-19 (*Residential Tenancy Act* and *Manufactured Home Park Tenancy Act*) (No. 2) Regulation (except ss. 8 and 17)	OIC 475	July 10, 2021

30/60/90 DAY DECISION NOTE

Issue:

- **This is a 30-day decision.**
- A decision on whether to extend the current state of provincial emergency will be required by October 27, November 10, November 24 and every two weeks thereafter, until decision is made to end the state of provincial emergency.

Background:

- BC declared a state of provincial emergency under the *Emergency Program Act* on March 18, 2020 to ensure public safety, address widespread impacts of COVID-19 and to augment authorities of the Provincial Health Officer under the *Public Health Act.*
- Within a state of provincial emergency, the *Emergency Program Act* provides that the Minister responsible may do all acts and implement all procedures that the Minister considers necessary to prevent, respond to or alleviate the effects of an emergency or a disaster, including to:
    - Implement a provincial emergency plan or measures;
    - Authorize or require a local authority to implement a local emergency plan or measures;
    - Acquire or use any land or personal property considered necessary to respond to the emergency;
    - Authorize or require any qualified person to provide assistance to others to respond to the emergency;
    - Control or prohibit travel to or from any area of BC;
    - Provide for the restoration of essential facilities and the distribution of essential supplies;
    - Provide, maintain, and coordinate emergency medical, welfare, and other essential services in BC;
    - Cause the evacuation of persons and the removal of livestock, animals, and personal property from any area of BC affected by the emergency, and make arrangements for their adequate care and protection;
    - Authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan, if the Minister considers necessary;
    - Cause the demolition or removal of any trees, structures, or crops, if the Minister considers necessary;
    - Construct something that the Minister considers necessary to respond to the emergency; and,
    - Procure, fix prices for, or ration food, clothing, fuel, equipment, medical supplies, or other essential supplies and the use of any property, services, resources, or equipment within any part of BC.
- Extensions to the state of provincial emergency are required every 14 days and must be done by Order in Council (OIC).
- The *COVID-19 Related Measures Act* (CRMA) was brought into force on July 10, 2020. The CRMA provides a temporary legal framework to allow for flexibility when the state of provincial emergency is ended, by allowing the effects of certain orders to continue. This is important to ensure that British Columbians are not faced with unintended practical and legal

consequences.

- Most, but not all, orders made under the *Emergency Program Act* were made provisions of the CRMA with dates of repeal set at 45 or 90 days after the last day of the expiry of the state of provincial emergency. These 45- and 90-day expiry dates can be further extended by OIC to a maximum of July 10, 2021, provided they have not already lapsed and if LGIC is satisfied that they are necessary to respond to or alleviate the effects of the COVID-19 pandemic.

Decision required:

- A decision is required to:
    - Extend the current state of provincial emergency;
    - Rescind it before the set date of termination; or
    - Allow it to expire.
- If the state of provincial emergency is not extended, there will be reduced powers available to government to address new/unforeseen issues related to pandemic.
- Expiry of the state of provincial emergency will trigger the expiry of a number of orders within 45 or 90 days after the expiry of the last extension.

Withheld pursuant to/removed as

Cabinet Confidences

Page 485 of 523 to/à Page 486 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

MINISTRY OF ENERGY, MINES AND PETROLEUM RESOURCES

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Giant Copper
LNG Canada and Coastal GasLink Project Updates
Powerex Clean Energy
Southeast BC Coal Mining
Trans Mountain Expansion Project Permitting and Construction Status
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
BC Hydro Comprehensive Review Phase 2 and Phase 3
Cabinet Confidences; Advice/Recommentations
60 Day Decisions
Advice/Recommentations
Cabinet Confidences; Advice/Recommentations
Quinsam Coal Corporation
Cabinet Confidences; Advice/Recommentations
Cabinet Confidences; Advice/Recommentations
90 Day Decisions
No 90 day decisions

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Imperial Metals has submitted a Notice of Work (NOW) proposing additional mineral exploration in the Silverdaisy area, within the Skagit headwaters.
- The review of the NOW has been complicated, as the area in question is within a watershed that crosses international boundaries and lies within an unprotected area of Manning Park.
- The proposed exploration has been met with opposition from Indigenous communities in the area as well as opposition from stakeholders in Washington State.
- The statutory decision maker (SDM) continues to review and consult on the NOW, a decision is expected in the next month.
- The decision is expected to be contentious and may result in Judicial Review.

Background:

- The Notice of Work application includes a proposal to construct a 500m access trail, dig five trenches, build drill pads and diamond drill holes, adjacent to the trenches, and in an existing drill area, drill one or two 2,000m holes.
- The Silverdaisy area is approximately 5,800 hectares of Crown land in the Upper Skagit River watershed near Hope. The area has been managed under the Silverdaisy Integrated Management Plan, which allows resource exploration and development. The area currently includes at least 145 mineral claims, which are held by Imperial Metals. The area in question lies within the "donut hole", an area within Manning Provincial Park that does not have park protections, in order to allow for mineral extraction.
- The Skagit Environmental Endowment Committee (SEEC) has expressed concerns regarding potential impacts of mining to the entire Skagit River system. SEEC has attempted to initiate conversations with Imperial Metals to investigate an approach that would include Imperial Metals selling their interests to the SEEC, which would like to see the area added to the parks system.
- In March 2018, the ministers of Forests, Lands, Natural Resource Operations and Rural Development (FLNROD) and Environment (ENV) discussed SEEC's interest in obtaining the tenures and pursuing land protection. Should the SEEC be successful in obtaining the Silverdaisy tenures, the Province would be supportive of evaluating protection options.
- On March 2, 2019, Ministry of Energy, Mines and Petroleum Resources (EMPR) referred Imperial Metals' proposed exploration program in the Silverdaisy area to First Nations and stakeholders. Stakeholders, including SEEC and BC Parks, both provided comments along with several BC First Nations, U.S. Tribes, U.S. and B.C. NGO's, and U.S. elected officials. The referrals are part of EMPR's process in reviewing Imperial Metals' Notice of Work application.

- ENV provided the SEEC with a grant of $2.4M in 2019 to secure mineral tenures in Manning Park. This transfer was indicated in the Government Transfers documentation publicly released as part of Public Accounts disclosure on July 18, 2019.
- The Upper Skagit watershed (including Silverdaisy) is recognized in the Ross Lake/Seven Mile Reservoir Treaty (Treaty) between Canada and the U.S. (1984-2064) and is within the purview of the binational SEEC. SEEC is a governance body mandated by the Treaty to conserve and protect wilderness and wildlife habitat, enhance recreational opportunities in the Skagit basin, and acquire mineral and timber rights consistent with conservational and recreational enhancement. The commission consists of a Canadian delegation appointed by the Premier of B.C. and a U.S. delegation appointed by the Mayor of Seattle. FLNRORD also plays a coordinating role on behalf of Canada for the SEEC.
- Under Section 14 of the *Mineral Tenure Act* and Section 10 of the *Mines Act*, the Province's statutory decision makers have an administrative law obligation to receive, review and consider all applications filed. Statutory decisions under the *Mines Act* and *Mineral Tenure Act* are made in accordance with the legislation, such that delegated decision makers are independent.

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- LNG Canada and Coastal GasLink project updates, summary of key implementation issues.

Background:

LNG Canada status:

- On October 1, 2018, LNG Canada made a positive Final Investment Decision to construct a liquefied natural gas (LNG) export facility in Kitimat, British Columbia.
- At $40 billion, the project represents the largest private sector investment in Canadian history. It is expected to generate approximately $23 billion in public revenue over 40 years - funds to invest in health care, education, childcare and other key public services in B.C.
- LNG Canada and their engineering procurement and construction contractor, JGC Fluor JV, are meeting critical construction milestones. The project is on track to export LNG by mid-decade.
- LNG Canada has agreements in place with the local/neighboring First Nations (Kitselas, Haisla, Gitga'at, Gitxaala and Kitsumkalum).
- At the end of August 2020, over 3,000 workers were employed at the LNG Canada site in Kitimat, including approximately 800 local workers. Of the total, over 260 workers identified as Indigenous.
- To date, LNG Canada has awarded more than $2 billion in contracts to Indigenous companies, $246 million in contracting for local companies, and $463 million to the remainder of British Columbia (for a total $2.995 billion).

Coastal GasLink status:

- The Coastal GasLink (CGL) project is a 670-kilometre pipeline that will deliver natural gas from northeastern B.C. to the LNG Canada facility in Kitimat.
- Preliminary work commenced in early 2019, with mainline pipeline construction now underway. Completion is currently expected in 2023.
- As of September 2020, the project is just over 26% complete, considering all engineering, procurement and construction activities. Total pipeline construction progress is 9.5%.
- The Province has signed pipeline benefits agreements (PBA) with 17/20 First Nations along the pipeline right-of-way. In October 2020, CGL advised the Province that they had completed 10 kms of welded pipe, representing the final milestone needed to trigger the first set of PBA payments (first payments are up to $22M and the total value of all PBAs is $452M over 40 years).
- CGL has agreements with the 20 elected First Nations bands along the pipeline corridor. Successful negotiations have taken place with the Wet'suwet'en Elected Chiefs.
- As of September 5, 2020, there were a total of 2,849 workers across the project's right-of-way. As of August 2020, over 530 workers were local and approximately 240 workers identified as Indigenous - both are mutually exclusive of the total workforce.
- To date, CGL has awarded approximately $952 million in contracts to Indigenous and local businesses.

Issue/Opportunity:

Activities in Wet'suwet'en territory:

- On December 31, 2019, the Supreme Court of British Columbia granted CGL's application for an interlocutory injunction, allowing the company to construct the pipeline in certain areas of Wet'suwet'en territory without interference (an interim injunction was previously in place).
- As part of its reasons for decision, the Supreme Court noted CGL has acquired the permits and authorizations to lawfully conduct work in the (Morice Forest Service Road) area, and that the law does not condone 'self-help' remedies such as blockades. Enforcement provisions were also included in the 2019 decision.
- Enforcement actions by the RCMP occurred in February 2020. They received significant media attention and demonstrations in support of the Wet'suwet'en Hereditary Chiefs continued into March 2020 with 'shut down Canada' demonstrations across Canada.
- On May 14, 2020, a Memorandum Of Understanding MOU was signed between British Columbia, Wet'suwet'en Hereditary Chiefs and the federal government, that recognizes the Wet'suwet'en have rights and title throughout the Yintah (territory) and set out a process to negotiate an agreement on how to implement them.
- Reunification within the Wet'suwet'en governance structure, along with clear accountabilities, is a central feature of the MOU.
- Business Information; Intergovernmental Communications
- CGL is now undertaking clearing activities in Wet'suwet'en territory and direct-action-related activities have been observed.

Business Information; Intergovernmental Communications; Government Financial Information

Business Information; Intergovernmental Communications

Social/economic impacts:

- LNG Canada and CGL have required plans to manage socio-economic effects – LNG Canada's plan is called the Community Level Infrastructure and Service Management Plan and CGL's is the Socio-economic Effects Management Plan. These plans commit each company to mitigations - identified during B.C.'s environmental assessment process - to address direct social and economic effects associated with the projects. These plans also include adaptive management.
- Some local governments have raised concerns about social/economic impacts. Possible effects and the appropriate mitigation measures (including those the provincial government can take) are being identified, evaluated and monitored by ministries across government.
- On May 11, 2020, the provincial government announced the creation of the BC Northern Healthy Communities Fund. This $25 million fund will soon be available to local governments, First Nations and non-profits via the Northern Development Initiatives Trust – to support local delivery of critical services such as health and mental care, housing and more.

CORPORATE ISSUES OPPORTUNITY
POWEREX – CLEAN ENERGY

Issue:

Advice/Recommentations; Intergovernmental Communications

Background:

- Powerex is the wholly owned subsidiary of BC Hydro that seeks to maximize the value of BC Hydro's surplus energy and capability, as well as the Canadian Entitlement in external wholesale electricity markets, in addition to other trading and marketing activity. Powerex has provided ~1B$ total net income since Fiscal 2016 ($192 M$/year Fiscal 2016 – Fiscal 20.)
- Until recent years, wholesale electricity trade in the Western US and Canada has been for environmentally "undifferentiated" electricity (i.e. not differentiated by generating source).
- Since 2002 Powerex has sold relatively small quantities of facility specific B.C. renewables to California. This activity continues today.
- In 2013 California launched its Cap and Trade program which created an incentive to deliver clean and/or low carbon electricity to the state. Since 2013, Powerex deliveries to California from B.C. have been based on a blended mix of BC Hydro clean generation, IPPs, clean imports, the Canadian Entitlement, and market energy. This blended portfolio mix results in a very low (but not zero) carbon intensity for Powerex's deliveries.
- In late 2019 and 2020, two regulatory developments in California related to resource adequacy (a reliability service) and electricity supply transparency have resulted in a step change in customer demand towards 100% clean resources (for example large hydro) and away from low carbon portfolio mixes (such as Powerex's sales of BC Hydro based supply).
- Powerex has now changed its commercial activity away from sales from its low carbon portfolio to sales of clean energy from existing facilities in the BC Hydro system to attract premium prices and ensure sufficient market liquidity to be able to sell BC Hydro's surplus energy as clean energy. Deliveries begin January 1, 2021.

- Powerex's change in strategy is entirely consistent with the objectives of the 100% Clean Electricity requirements proposed in Bill 17 in which it was contemplated that customer demand would be served by 100% clean or renewable resources, accounting for clean imports and exports, over a multiyear period.
- As Powerex transitions to facility specific clean sales, it hopes to prevent any misconceptions that its sales of clean energy are being "backfilled" by natural gas generation or unspecified market energy.

Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications In the absence of legislation, Powerex is considering several approaches to meet the needs of its customers and position itself within a changed competitive landscape, without requiring changes to or otherwise impacting the operations of BC Hydro.

Issue/Opportunity

- BC Hydro ratepayers benefit from Powerex's trade income through lower rates. Supporting Powerex's efforts to market and delivery clean electricity with integrity is key to its future trading activities.

Advice/Recommentations; Intergovernmental Communications

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Teck Resources' (Teck) four coal mines in southeast (SE) B.C directly employ 3,600 workers and 7,200 support workers. Over the past three years, these mines have contributed approximately 85% of the Province's mineral taxes with an average of $330M in annual mineral taxes. The mines have an estimated annual economic impact of $11B.
- New proposed projects in the SE, and proposed expansions by Teck, have a total projected economic impact on the province of approximately $83B over their mine lives. Teck's expansion projects accounts for approximately $49B of this total.
- Without production from new mines and new mine expansions, production in the SE is forecasted to decline by approximately 50% from 2024 to 2030.
- Mining and other natural resource activities in the Elk Valley have resulted in significant environmental impacts which has made regulatory processes for new projects increasingly challenging.
- In March 2020, the Province signed a Letter of Intent (LOI) with the Ktunaxa National Council (KNC) that sets which sets out elements and initiatives the parties are jointly committed to advancing over the next three years to enhance the conditions the Province and KNC believe are important for stewardship and supporting mining in the Elk Valley including a Leadership Forum that will be utilized to build a joint vision for natural resource development.
- There are significant economic development opportunities in the SE region that are at risk if key stewardship issues are not addressed.

Background:

- The Elk Valley, referred to by the KNC as ʔamakʔis Qukin, is situated in the SE corner of British Columbia, within the Core Territory of the Ktunaxa Nation. The Elk Valley is a transboundary watershed, whose waters flow across the border through Lake Koocanusa and into Montana. Cumulative impacts to transboundary water, e.g. elevated levels of selenium, has garnered increased attention by both the Federal government, the US Federal government and the State of Montana.
- In 2013, the Province and KNC signed an Economic and Community and Development Agreement (ECDA) that enabled the Province to share up to 37.5% of incremental mineral tax up to a fiscal tier above which the revenue-sharing payments are reduced to up to 10%. This tier was reached for the first time in 2017/18. The LOI enabled the removal of the fiscal tiering provision from the KNC ECDA addressing a key concern. Over the past five years, an annual average of $11.4M has been shared with KNC.
- Without a credible plan to address environmental impacts, provincial regulators will find it challenging to issue authorizations for continued or expanded mining in the SE.

Intergovernmental Communications

- The Province is developing an approach to address these issues in a coordinated manner through the implementation of a SE Secretariat.

Issue/Opportunity:

Lake Koocanusa

- B.C., KNC and Montana have been working together for six years through the Lake Koocanusa Monitoring and Research Working Group (LKMRWG) to develop a site-specific water quality objective (WQO) for selenium in Lake Koocanusa. Montana is currently proceeding with a chosen value (0.8 µg/L). B.C. is continuing to review the science to ensure that any chosen value is credible and scientifically justifiable. As part of this process, B.C. is committed to reaching consensus on the recommended selenium objective with the KNC and aiming to adopt the WQO before the end of 2020. The KNC have indicated a significant interest in seeing a conclusion to this process.
- The selenium WQO is important because it is expected to inform possible amendments to Teck's EMA permits and the Area Based Management Plan for the Elk Valley which are currently based on long-term achievement of B.C.'s generic water quality guideline of 2 µg/L in Lake Koocanusa. Teck has raised significant concerns with proposed WQOs that Montana and KNC have selected and their potential impact on Federal Environmental Assessments and the Province's ability to permit future projects.

Intergovernmental Relations

- B.C. and Montana have a reciprocal arrangement under a 2010 MOU which provides for mutual participation in provincial and state environmental assessment processes for proposed developments in the transboundary area. In recent years, B.C. and Montana have focused efforts on assessing and managing transboundary concerns regarding mines in the Elk Valley through the LKMRWG.
- B.C. is also communicating regularly with Montana and the U.S. EPA on the implementation of the Elk Valley Water Quality Plan (EVWQP), which is an area-based management plan for the Elk Valley. It is intended to stabilize and reverse increasing concentrations of selenium, nitrate, cadmium, and sulphate resulting from the operation of Teck's mines in the valley.
- Existing transboundary forums have proven effective at addressing technical problems; however, B.C. continues to face opposition to its transboundary mining projects, particularly along the southern border with the U.S., where discussions are becoming increasingly politicized.

Stewardship

- A key component of the LOI is committing to working collaboratively on key stewardship initiatives to enhance the level of investment and commitment to address critical environmental threats and restore and protect critical habitats. Working together to address these stewardship challenges and showing meaningful progress will enable further project development in the Elk Valley.

Upcoming Environmental Assessment Processes

- The North Coal project is currently preparing an application for a provincial Environmental Assessment Certificate (EAC) and a federal Environmental Impact Statement, which is expected to be submitted to EAO and the Impact and Assessment Agency of Canada in late 2020.

- Teck is proposing an expansion to their existing Fording River Operations, known as the Castle Project. Teck has stated that mining at Castle is critical to maintaining the viability of Teck's operations and business in the Elk Valley.
- Canada's Minister of Environment and Climate Change determined that the Castle Project warrants federal designation and as a result, the federal Impact Assessment Agency (Agency) will conduct an assessment which will be coordinated with B.C.'s EA process. The EAO and the Agency have experience conducting coordinated EA and Impact Assessments, with two underway in the Elk Valley.

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: Trans Mountain Expansion Project Permitting and Construction Status

Background:

- The Trans Mountain Expansion Project (TMEP) is an interprovincial, federally regulated pipeline project under the jurisdiction of the Canada Energy Regulator (CER), (formerly the National Energy Board [NEB]).
- The Government of Canada purchased the Trans Mountain Pipeline and TMEP from Kinder Morgan in August 2018.
- TMEP is organized into seven spreads, beginning near Edmonton, Alberta and terminating on the BC coast. Spreads 1 and 2 are in Alberta, and spreads 3 to 7 are in BC. Spreads 6 and 7 are in the Lower Mainland. Spread 7 includes the Burnaby Terminal, Burnaby Mountain Tunnel and Westridge Marine Terminal.
- TMEP will twin Trans Mountain Corporation's (Trans Mountain) existing 1150-kilometre pipeline within existing right-of ways, where possible, from Edmonton to Vancouver.
- The existing pipeline has a sustainable capacity of 300,000 barrels per day (bbl/d) and the new pipeline will add sustainable capacity of 590,000 bbl/d.
- TMEP's projected cost is $12.6 billion and $7.6 billion of this total will be spent in BC
- Provincial permitting agencies reviewing TMEP permit applications include:
  - Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRO);
  - Ministry of Environment and Climate Change Strategy (including BC Parks);
  - Ministry of Transportation and Infrastructure;
  - the BC Oil and Gas Commission; and
  - the Agricultural Land Commission.
- The Province has issued approximately 1000 of the 1500 permits required for TMEP.
- The Province continues to accept permit applications from the proponent and has an administrative obligation to review the applications it receives based on their own merits.

TMEP Permit Application Status as of October 13, 2020:

Business Information; Intergovernmental Communications; Government Financial Information

Issue/Opportunity:

- TMEP requires the remaining permits, all of which require consultation with Indigenous groups, by February 2021 to maintain the planned in-service date of December 2022.
- Since September 2019, construction has been on-going at Burnaby and Westridge Terminals and work there is now approximately 25% complete. Overall, the Project is progressing with 17% of the physical construction completed.
- Construction on the BC portion of TMEP is currently employing 3200 workers and 10% of these workers are Indigenous. Trans Mountain projects there will be approximately 5000 British Columbians working on the project in 2021/22.
- Trans Mountain has so far committed nearly $2 billion to provincial procurement opportunities.
- Trans Mountain has awarded over $480 million worth of contracts to Indigenous contractors in BC through Mutual Benefit Agreements.
- Trans Mountain has invested $27.5 million in training for BC Indigenous peoples through Mutual Benefit Agreements.
- Early works construction (vegetation clearing, gravel levelling and fencing) is underway at several construction yards, pump stations and in the approved construction corridor in spreads 3, 4 and 5 (from the Alberta border to Hope).
- Horizontal Directional Drilling (HDD) will be used to cross under the Thompson River near Kamloops. The crossing is now drilled, and the pipe will be strung through before the end of October 2020, with final clean up by early November.
- Full linear mechanical construction (trenching, stringing the pipe, welding, placement, covering, etc.) will follow in the spring of 2021, with planned in-service date of December 2022.

30/60/90 DAY DECISION NOTE

Issue: Direction on whether to proceed with BC Hydro Comprehensive Review Phase 2 actions and roll-out,
Advice/Recommentations; Intergovernmental Communications

Background:

Multi-Phase Comprehensive Review of BC Hydro

A multi-phase review of BC Hydro was initiated in 2018, at the direction of the previous government. Phase 1 (June 2018 – February 2019) focused on actions to keep BC Hydro rates affordable and enhance the BC Utilities Commission's (BCUC's) independent oversight of BC Hydro costs, rates and activities. Notable outcomes of Phase 1 included:

- Legislation/regulations to restore BCUC oversight of BC Hydro's net income, regulatory accounts, energy purchase agreements, Integrated Resource Plans[1] and other activities on a go-forward basis, and
- Actions to reduce BC Hydro's future energy purchases from independent power producers (IPPs). This included the indefinite suspension of BC Hydro's Standing Offer Program, effectively ending opportunities for Indigenous Nations/IPPs to sell power to BC Hydro for the foreseeable future.

Phase 2

Phase 2, initiated in July 2019, was a broad, transformational review to position BC Hydro and the Province to meet significant shifts occurring in B.C. and continental energy sectors; evolving technologies; and the changing needs of current and future BC Hydro customers. Phase 2 focused on:

- BC Hydro's role in supporting CleanBC objectives and meeting the Province's legislated 2030, 2040 and 2050 greenhouse gas (GHG) reduction targets;
- New opportunities for BC Hydro to expand its business in markets outside B.C. to the benefit of ratepayers.
- Integrating new technologies and electricity market trends into BC Hydro's structure, services and assets while keeping rates affordable; and
- Future opportunities or new roles for Indigenous Nations/communities in the energy sector.

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications; Government Financial Information

Page 501 of 523 to/à Page 502 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications; Government Financial Information

Page 503 of 523 to/à Page 504 of 523

Withheld pursuant to/removed as

Business Information; Cabinet Confidences; Advice/Recommentations; Government Financial Information

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue Advice/Recommentations

Background:

BC Hydrogen Study:

- In December 2018, the Government of British Columbia (B.C.) released CleanBC and committed to publishing a B.C. Hydrogen Roadmap (now referred to as the B.C. Hydrogen Strategy (Strategy)).
- In order to inform the Strategy, Zen and the Art of Clean Energy Solutions Inc. (Zen) were contracted in February 2019 to undertake a BC Hydrogen Study (Study).
- The Study focused on the economic and environmental role for hydrogen in B.C. and was completed in June 2019.
- The 200-page Study explored the potential roles of hydrogen in the province and provided 38 policy recommendations that included investment of an estimated $176 million over five years ($32.5 million/year) for capital, infrastructure and techno-economic analyses.
- The Study, and its Executive Summary, are both public-facing and are posted on the Ministry of Energy Mines and Petroleum Resources (EMPR) website[1].
- Stakeholder Engagement:
  - A key component of the Study was completing comprehensive stakeholder engagement.
  - Zen completed 35 interviews and undertook three in-person workshops that were attended by private industry, utilities, academia, non-governmental organizations, and different levels of government.
  - Zen's stakeholder engagement attracted four municipal governments, but no Indigenous groups participated.

B.C. Hydrogen Strategy:

- In November 2019, with the Study complete, EMPR staff began developing the Strategy v Advice/Re commenta

Advice/Recommentations

Advice/Recommentations

Advice/Recommentations

Alberta Natural Gas Vision and Strategy:

- In October 2020, Alberta released its Natural Gas Vision and Strategy (NGVS)[2].
- A significant portion of the NGVS is committed to discussing the current state of hydrogen in Alberta and the future outlook of the sector.
- There is strong interest in "blue hydrogen" (produced using natural gas as feedstock coupled with sequestering carbon), as it will support Alberta's natural gas sector.
- The NGVS identifies a medium-term action (2021-2023) to "build support among western Canadian provinces to align policy to accelerate the deployment of hydrogen in western Canada" (p.25).
- As part of longer-term action, Alberta is seeking to "work with the Governments of Canada and British Columbia to advance opportunities for carbon reduction benefits through bilateral or Paris Accord instruments" (p.22).
- The NGVS targets deployment in the "Western provinces"

Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations

[2] https://open.alberta.ca/dataset/988ed6c1-1f17-40b4-ac15-ce5460ba19e2/resource/a7846ac0-a43b-465a-99a5-a5db172286ae/download/energy-getting-alberta-back-to-work-natural-gas-vision-and-strategy-2020.pdf

Page 507 of 523 to/à Page 508 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Government Financial Information

Page 509 of 523 to/à Page 510 of 523

Withheld pursuant to/removed as

Business Information; Advice/Recommentations

Page 511 of 523 to/à Page 512 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications; Government Financial Information

Page 513 of 523 to/à Page 515 of 523

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Government Financial Information

MINISTRY OF ENVIRONMENT

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Biodiversity and Species at Risk
Advice/Recommentations
Southeast BC Coal Mining
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
Cabinet Confidences;
Advice/Recommentations
Climate Policy Funding
Landfill Review Order in Council
60 Day Decisions
No 60 day decisions
90 Day Decisions
Trans Mountain Expansion Project Reconsideration Process

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Biodiversity and Species at Risk: Interjurisdictional Issues and Economic Implications

Background:

- B.C.'s natural environment has endowed it with the most numerous, unique, and diverse group of species in Canada.
- Globally, biodiversity is in decline with an estimated 60% decline in populations of vertebrate species. The status of B.C.'s vertebrate populations is also declining, and B.C. is home to the most federally listed species at risk in Canada (237).
- B.C. is increasingly seen as a last refuge for many North American species and is facing pressures internationally to achieve conservation outcomes.
- Declines in biodiversity are primarily due to five main threats: climate change; habitat loss or alteration; invasive species; overexploitation; and pollution.
- Solutions to these declines are complex with a multitude of inter-connected threats and interactions that involve complicated environmental, social, and economic trade-offs.
- In B.C., the management of biodiversity is shared across multiple provincial and federal agencies with increasing participation of Indigenous nations and local communities.
- The federal government is responsible for the *Species at Risk Act* (SARA) which includes multiple policy tools and provides scientific expertise and funding for conservation actions. The SARA is 'safety-net' legislation and is designed to assert federal control over provincial interests if provinces fail to implement effective conservation actions.
- The Provincial conservation management framework involves multiple ministries that sometimes can have overlapping mandates and competing objectives. Conservation actions are guided by numerous statutes and non-regulatory tools resulting in a fragmented approach with varying levels of conservation and a high level of uncertainty for stakeholders.
- There are various ongoing Provincial initiatives seeking to improve conservation outcomes, including: the update of existing conservation policies, amendments to various related statutes, the modernization of land use planning and policy, and working with the federal government on a SARA modernization process, designed to better align federal and provincial interests and advance positive conservation outcomes.
- The conservation of biodiversity is a priority for Indigenous nations. Biodiversity has intrinsic – and constitutionally protected - cultural and ceremonial value to Indigenous Peoples. Accordingly, nations have expressed a strong interest in shared conservation decision-making.

Advice/Recommentations

Withheld pursuant to/removed as

Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- BC Parks (ENV) and Recreation Sites and Trails BC (FLNR) are exploring the coordinated expansion of recreational opportunities and delivery of services in response to recent years of intense overuse pressures on existing infrastructure (facilities, campgrounds, day use areas, trails, etc.), resulting in environmental damage and deteriorating recreational experiences for the public.

Background:

- BC Parks (BCP) and Recreation Sites and Trails (RST) have experienced a steady increase in use in recent years;
- Summer 2020 saw a greater than 25% increase in camping reservations due to COVID-19 travel restrictions and changes to park visitor behavior;
- Parks near urban centers have experienced an especially large amount of overcrowding, requiring closures and other limiting visitor use strategies at a time when access to parks is greatly valued by the public;
- Retailers of outdoor equipment and recreational vehicles/trailers have noted a drastic increase in sales in 2020 (upwards of 25%-40%), suggesting that this accelerated increase in 2020 may continue into future years due to the high value of the investment being made by the public.

Issue/Opportunity:

- This increased demand creates the opportunity to expand recreation opportunities in the province in a manner that is:
    - consistent across BCP and RST;
    - financially self-sustaining without jeopardizing access to affordable opportunities;
    - responsive to known recreation demands and not speculative investment.
- This will be achieved through investments in the four foundational pillars of outdoor recreation:
    1. Access – ensuring public access is maintained across the Province and enhancing our reservation and online applications
    2. Facilities – ensuring existing facilities are adequate, maintained and safe for visitors
    3. People – ensuring adequate staff to provide recreation opportunities and manage increased visitor numbers
    4. Communities – working with communities to develop community recreation plans for their residents and visitors
- In addition to these core foundations, specific initiatives to be examined include:
    - Undertaking capital investments to upgrade and construct new campground and day use facilities;
    - Incentivizing private investment in private sector campsites and recreation;
    - Developing new approaches to ensuring maintenance of key access roads to keep recreation accessible;
    - Exploring enhanced efficiencies in governance, administration and investments between BCP and RST;

- Building an understandable, comprehensive, and common fee framework across all government recreation opportunities that closes the gap with the private sector but retains affordable camping opportunities;
- Learning from, linking to and supporting Rural Economic Development Strategies, Destination Development Strategies and our own Market Opportunity Analysis.

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Teck Resources' (Teck) four coal mines in southeast (SE) BC directly employ 3,600 workers and 7,200 support workers. Over the past three years, these mines have contributed approximately 85% of the Province's mineral taxes with an average of $330M in annual mineral taxes. The mines have an estimated annual economic impact of $11B.
- New proposed projects in the SE, and proposed expansions by Teck, have a total projected economic impact on the province of approximately $83B over their mine lives. Teck's expansion projects accounts for approximately $49B of this total.
- Without production from new mines and new mine expansions, production in the SE is forecasted to decline by approximately 50% from 2024 to 2030.
- Mining and other natural resource activities in the Elk Valley have resulted in significant environmental impacts which has made regulatory processes for new projects increasingly challenging.
- In March 2020, the Province signed a Letter of Intent (LOI) with the Ktunaxa National Council (KNC) that sets which sets out elements and initiatives the parties are jointly committed to advancing over the next three years to enhance the conditions the Province and KNC believe are important for stewardship and supporting mining in the Elk Valley including a Leadership Forum that will be utilized to build a joint vision for natural resource development.
- There are significant economic development opportunities in the SE region that are at risk if key stewardship issues are not addressed.

Background:

- The Elk valley, referred to by the KNC as amakʔis Qukin, is situated in the SE corner of British Columbia, within the Core Territory of the Ktunaxa Nation. The Elk Valley is a transboundary watershed, whose waters flow across the border through Lake Koocanusa and into Montana. Cumulative impacts to transboundary water, e.g. elevated levels of selenium, has garnered increased attention by both the Federal government, the US Federal government and the State of Montana.
- In 2013, the Province and KNC signed an Economic and Community and Development Agreement (ECDA) that enabled the Province to share up to 37.5% of incremental mineral tax up to a fiscal tier above which the revenue-sharing payments are reduced to up to 10%. This tier was reached for the first time in 2017/18. The LOI enabled the removal of the fiscal tiering provision from the KNC ECDA addressing a key concern. Over the past 5 years, an annual average of $11.4M has been shared with KNC.
- Without a credible plan to address environmental impacts, provincial regulators will find it challenging to issue authorizations for continued or expanded mining in the SE.

Intergovernmental Communications

- The Province is developing an approach to address these issues in a coordinated manner through the implementation of a SE Secretariat.

Issue/Opportunity:

Lake Koocanusa

- BC, KNC and Montana have been working together for six years through the Lake Koocanusa Monitoring and Research Working Group (LKMRWG) to develop a site-specific water quality objective (WQO) for selenium in Lake Koocanusa. Montana is currently proceeding with a chosen value (0.8 µg/L). BC is continuing to review the science to ensure that any chosen value is credible and scientifically justifiable. As part of this process, BC is committed to reaching consensus on the recommended selenium objective with the KNC and aiming to adopt the WQO before the end of 2020. The KNC have indicated a significant interest in seeing a conclusion to this process.
- The selenium WQO is important because it is expected to inform possible amendments to Teck's EMA permits and the Area Based Management Plan for the Elk Valley which are currently based on long-term achievement of BC's generic water quality guideline of 2 µg/L in Lake Koocanusa. Teck has raised significant concerns with proposed WQOs that Montana and KNC have selected and their potential impact on Federal Environmental Assessments and the Province's ability to permit future projects.

Intergovernmental Relations

- BC and Montana have a reciprocal arrangement under a 2010 MOU which provides for mutual participation in provincial and state environmental assessment processes for proposed developments in the transboundary area. In recent years, BC and Montana have focused efforts on assessing and managing transboundary concerns regarding mines in the Elk Valley through the LKMRWG.
- BC is also communicating regularly with Montana and the U.S. EPA on the implementation of the Elk Valley Water Quality Plan (EVWQP), which is an area-based management plan for the Elk Valley. It is intended to stabilize and reverse increasing concentrations of selenium, nitrate, cadmium, and sulphate resulting from the operation of Teck's mines in the valley.
- Existing transboundary forums have proven effective at addressing technical problems; however, BC continues to face opposition to its transboundary mining projects, particularly along the southern border with the U.S., where discussions are becoming increasingly politicized.

Stewardship

- A key component of the LOI is committing to working collaboratively on key stewardship initiatives to enhance the level of investment and commitment to address critical environmental threats and restore and protect critical habits.
- Working together to address these stewardship challenges and showing meaningful progress will enable further project development in the Elk Valley. Advancing these initiatives will enhance the conditions both BC and the Ktunaxa believe are important for robust stewardship and for preventing and managing the impacts relating to mining in ʔamakʔis Qukin (Elk Valley).

Upcoming Environmental Assessment Processes

- The North Coal project is currently preparing an application for a provincial Environmental Assessment Certificate (EAC) and a federal Environmental Impact Statement, which is expected to be submitted to EAO and the Impact and Assessment Agency of Canada in late 2020.
- Teck is proposing an expansion to their existing Fording River Operations, known as the Castle Project. Teck has stated that mining at Castle is critical to maintaining the viability of Teck's operations and business in the Elk Valley.
- Canada's Minister of Environment and Climate Change determined that the Castle Project warrants federal designation and as a result, the federal Impact Assessment Agency (Agency) will conduct an assessment which will be coordinated with BC's EA process. The EAO and the Agency have experience conducting coordinated EA and Impact Assessments, with two underway in the Elk Valley.

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **30-day decision**
- The first legislated Climate Change Accountability Report (the Report) is required to be tabled in the legislature fall 2020 (if there is a sitting) once complete and approved.

Background:

- The *Climate Change Accountability Act* (CCAA) requires the relevant Minister (i.e. the Minister of Environment and Climate Change Strategy) to table a report annually in the legislature that accounts for Government's action on climate in that year.
- The Report is to be finished between October 1 and December 31 of the subject year and tabled in the legislature in the fall sitting of that year. If there is no fall sitting, it is to be tabled in the first sitting of the following year.
- The Report is of interest to various stakeholders including environmental non-governmental organizations, industry, Indigenous peoples, local government, academia, and labour.
- This is the first tabling of the Report as required by legislation, and therefore is of high interest to stakeholders. In February 2020, Government launched a CleanBC one-year review report which was not legislated but closely followed the legislated report criteria.
- The Report also includes advice to Government in the subject year from the Climate Solutions Council, which is a required mandate of this statutory body under the *CCAA*.
- The Report is required by legislation to include information on greenhouse gas levels in the most recent calendar year and a forecast for the subsequent two years; a description of actions taken, including expenditures, to reduce GHGs and manage climate risks; a description of plans to continue progress towards targets and manage climate risk; and advice from the Climate Solutions Council.
- This year's Report will show that B.C. is further away from its GHG targets than last year. Specifically, B.C. is between 56-72 percent of the way to the target, compared to 75 percent when CleanBC was released.

Decision required:

- The relevant Minister (ENV) must approve the report.
- The current process requires Treasury Board Staff to approve any public report.
- Government must decide if the Report will be tabled in the event of a fall 2020 sitting.

Page 001 of 503

Withheld pursuant to/removed as

Advice/Recommentations; Cabinet Confidences; Government Financial Information

Page 002 of 503

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Government Financial Information

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **30-day decision**
- On January 15, 2021, the Contaminated Soils Landfill Deferral Order in Council will expire and a decision on how to proceed is needed in order to provide clarity for stakeholders and statutory decision makers.
- The order places on hold any new authorizations for updated or new permits for contaminated soil (soil with contaminants greater than industrial land use standards described as IL+ soil) disposal in landfills while ENV conducts a review of best practices for landfills that accept contaminated soil, to ensure provincial rules protect the environment including drinking water.

Background:

- A one year Contaminated Soil Landfill Deferral Order was issued on July 17, 2019, through an Order in Council in response to significant public concerns about the potential impact to drinking water from the disposal of contaminated soil in landfills near community drinking water source areas.
- During the deferral period, all applications for updated or new approvals of permits authorizing disposal of contaminated soils are on hold until the order expires. Landfills previously approved to accept contaminated soils are authorized to continue receiving them.
- The deferral order was issued to allow ENV to undertake a review and consider where landfilling of contaminated soil is appropriate, and ensure the necessary protections are in place to protect drinking water when landfilling is authorized. The review includes developing recommendations to guide future decision making, amendments to policy and potential regulatory changes.
- Only July 8, 2020, a new Order in Council was issued, extending the deferral period by 6 months to January 15, 2021, to enable a meaningful, balanced and transparent engagement process.
- The extension of the order was necessary due to COVID-19 impacts on the project timeline and the interested parties, including local governments who have the additional burden of managing through impacts.
- Two landfills have had their authorizations to accept new quantities of contaminated soil put on hold due to the order, and an additional eight have signaled their intent to bring forward new applications when the order expires on January 15, 2021. There are over 70 landfills across the province that are currently authorized to accept contaminated soil and could be impacted by the recommendations brought forward.
- The review includes:
    - Global scan of best practices in leading jurisdictions
    - Review of existing landfills accepting contaminated soil in the province
    - Summary of key areas and considerations for engagement, including siting, soil quantity and quality, design and operation, monitoring, and closure
    - Interagency engagement with MAH and FLNRORD, as well as Special Advisor Linda Hannah who has significant experience in the protection of drinking water
    - Targeted stakeholder webinars are scheduled in late October to seek input on the identified focus areas and considerations from the jurisdictional scan
- Stakeholders are requested to respond to discussion questions with written comments by November 12, 2020.

- ENV is finalizing the review, including input from stakeholders, to complete a draft report with recommendations by December 2020.
- Interim policies would likely need to be put in place for statutory decision makers prior to expiry of the order on January 15, 2021.
- Any new updates to existing policy on a permanent basis would need to be brought forward on a longer timeframe, with a robust consultation process.
- Implementation of any new recommendation will almost certainly add costs and additional burden to landfill owners, which may include local governments who are responsible for a large number of landfills.

Decision required:

- A decision will be required as the deferral order will expire on Jan. 15, 2021. The decision required is unknown at this timeAdvice/Recommentations

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **90-day decision**
- British Columbia (B.C.)'s Trans Mountain Expansion Project (TMX) Reconsideration Process requires a decision in 90 days.
- The TMX Reconsideration Process also requires a public comment period (PCP) in 30 days.

Background:

- In September 2019, the B.C. Court of Appeal (BCAA) made two decisions regarding the Trans Mountain Expansion Project's (TMX) Environmental Assessment Certificate (EAC) (*Squamish Nation v. British Columbia (Environment)* and *Vancouver (City) v. British Columbia (Environment)*).
- The BCCA decisions upheld all aspects of the provincial environmental assessment process and decision but noted that, in February 2019, the NEB issued the Reconsideration Report as directed by the Governor in Council.
- As a result, the BCCA concluded that the Ministers of Environment and Climate Change Strategy and of Energy, Mines and Petroleum Resources (Ministers) should have the opportunity to consider the portions of the NEB's report that were altered so they may adjust provincial conditions as they consider appropriate in response to those changes, within the limits of provincial jurisdiction.
- Consistent with the BCCA decision, in early April 2020, the Ministers directed the Environmental Assessment Office (EAO) to initiate a process to identify and consider the portions of the NEB Reconsideration Report that differ from the original 2016 Report and provide recommendations regarding any new or amended EAC conditions in response to those portions, within the limits of provincial jurisdiction.
- The reconsideration process will provide Ministers a brief report for their consideration summarizing:
    - The changes to the NEB's Reconsideration Report that are within provincial jurisdiction;
    - The activities undertaken during the EAO's reconsideration process;
    - The views of the three Parties as they pertain to the TMX project and the results of consultation; and
    - Any recommendations from the EAO for revisions to the EAC conditions.
- The EAO initiated the reconsideration process as directed by the Ministers with Squamish Nation, Tsleil-Waututh Nation, and the City of Vancouver (the Parties). The EAO has been taking a collaborative approach these Parties, and engagement has been positive and productive.
- The EAO has also been engaging Trans Mountain Pipeline ULC (Trans Mountain), provincial government agencies, federal government agencies, marine Indigenous nations, local governments and some environmental non-governmental organizations (NGOs).

- Engagement to date strongly suggests that the Parties and NGOs expect substantive new conditions that push the bounds of provincial regulatory involvement in areas of primarily federal jurisdiction and that address issues which groups believe are inadequately regulated by the NEB; while Trans Mountain is of the view that all issues have been adequately addressed by NEB and the focus of the reconsideration is in areas of federal jurisdiction.

Intergovernmental Communications

- A public comment period on the draft report was directed by Ministers. This was originally anticipated for mid-October and is now deferred to allow the Minister to be briefed by staff prior to public comment period. The public comment period will be 45 days.
- The original referral date for Ministers' decision, as directed by Ministers, was planned to be in October 2020. However, due to the considerations listed above, the estimated referral date is now January/February 2021.

Decision required:

- The EAO will refer the report for Ministers' decision regarding any new or amended EAC conditions in response to portions of the NEB Reconsideration Report that differ from the 2016 Report, within the limits of provincial jurisdiction.
- The EAO is planning to refer to Ministers in early 2021. The EAO's ability to achieve this timeline depends on the timing of the public comment period after the interregnum period and on the timeliness of feedback from participants.

MINISTRY OF FINANCE

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1

Cabinet Confidences; Advice/Recommentations

Community Benefits Agreement Legal Challenge

Advice/Recommentations

Non-Consensual Distribution of Intimate Images

Cabinet Confidences

30/60/90 Day Issues for Decision – Appendix C-2

30 Day Decisions

Electronic Meetings

Crown Mandate Letter Process

Ministry and Crown Service Planning Process

Ports Competitiveness Initiative – Designations

60 Day Decisions

Cabinet Confidences; Advice/Recommentations

90 Day Decisions

Status of Women – FPT Documents

Cabinet Confidences

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: Cabinet Confidences; Advice/Recommentations

Background:

- The Community Benefits Agreement (CBA) describes how workers are hired and employed on select major public infrastructure projects in B.C.
- The agreement is signed between BC Infrastructure Benefits Inc. (BCIB) and the Allied Infrastructure and Related Construction Council (AIRCC).
- BCIB, a crown corporation, was established to implement and operationalize all the components of the CBA and is the employer of the workforce on CBA public infrastructure projects.
- Since the CBA was established in July 2018, there have been several items brought forward that required amendments to the original CBA. The amendments have been implemented either through Errata, enabling agreements, or project-specific appendices, as the circumstances required.

Advice/Recommentations

Advice/Recommentations; Legal Information

Issue/Opportunity:

Advice/Recommentations; Legal Information

Withheld pursuant to/removed as

Advice/Recommentations; Legal Information

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- A petition was filed on August 27, 2018 in the Supreme Court of British Columbia by a group of petitioners including the Independent Contractors and Businesses Association (ICBA), various construction associations, non-Building Trades Unions and non-Building Trades contractors to challenge the use of the Community Benefits Agreement (CBA) on public infrastructure projects, including the Pattullo Bridge Replacement Project.
- This petition challenges the decision of the Minister of Transportation and Infrastructure to impose use of the CBA through a request for qualifications and similar future decisions. ICBA alleges imposing the CBA was unreasonable as it was done to reward political allies (the Building Trades Unions) and is unconnected to any legitimate objective. They also allege it infringes Charter protections for freedom of association and freedom of expression.

Background:

- A petition was filed on August 27, 2018 in the Supreme Court of British Columbia by a group of petitioners including the Independent Contractors and Businesses Association (ICBA), various construction associations, non-Building Trades Unions and non-Building Trades contractors to challenge the use of the Community Benefits Agreement (CBA) on public infrastructure projects, including the Pattullo Bridge Replacement Project.
- This petition challenges the decision of the Minister of Transportation and Infrastructure to impose use of the CBA through a request for qualifications and similar future decisions. ICBA alleges imposing the CBA was unreasonable as it was done to reward political allies (the Building Trades Unions) and is unconnected to any legitimate objective. They also allege it infringes Charter protections for freedom of association and freedom of expression.
- A BC Court of Appeal ruling made on August 28, 2020 upholds a decision by the Supreme Court of BC earlier in 2020 that decided the Court did not have jurisdiction over the Charter arguments and should instead be heard by BC's Labour Relations Board (LRB).
- Historical Timeline:
    - February 27 through March 1, 2019: The Supreme Court of BC heard applications by the Province and the Allied Infrastructure and Related Construction Council (AIRCC) arguing that the Supreme Court of BC does not have jurisdiction over the matter and that the petition should be dismissed. The Province argued, in part, that the matter should instead be before BC's LRB.
    - July 23, 2019: Supreme Court of BC found most of the petition, including the Charter claims were within the jurisdiction of BC's LRB. However, the Court did find it was at least arguable that the Minister's decision is subject to judicial review on other grounds.
    - February 3, 2020: The Supreme Court of BC clarified the ruling from July 2019, making clear that no arguments based on the Charter could be advanced under the petition and directed dispute on those issues to BC's LRB.
    - February 19, 2020: ICBA filed a Notice of Appeal in the BC Court of Appeal.
    - July 16 and 17 2020: The BC Court of Appeal hearing took place and reserved their

judgment.

- August 28, 2020: The BC Court of Appeal released its ruling and upholds a decision by the Supreme Court of BC that decided the Court did not have jurisdiction over the Charter arguments and should instead be heard by BC's Labour Relations Board (LRB).

Issue/Opportunity:

Business Information; Advice/Recommentations

Page 012 of 503 to/à Page 015 of 503

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Government Financial Information

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Review and refresh Crown Agency Governance Framework to strengthen crown oversight with updated best practices and governing in the pubic interest lens. Advice/Recommentations

Advice/Recommentations

Background:

- A number of best-practice, governance, and accountability documents for BC's Public Sector Organizations have been developed over time, building on the 2000 Budget Transparency and Accountability Act. They include, but aren't limited to:
- Performance Reporting Principles for the British Columbia Public Sector 2003
- Best Practice Guidelines: Governance and Disclosure Guidelines for Governing Boards of BC 2005
- Public Sector Governance: A Guide to the Principles of Good Practice. How are we Doing? The Public Reporting of Performance Measures in British Columbia – Auditor General 2008
- Shareholder's Expectations for British Columbia Crown Agencies 2011
- Taxpayer Accountability Principles 2014/2015

Issue/Opportunity:

- With a new administration, the opportunity for a refreshed and updated Crown Agency Governance Framework and supporting documents is timely. This would allow for framing that emphasizes a more modern framework while building more robust communication with public sector organizations and their governing boards.
- A refreshed Governance Framework will provide an effective tool for framing and communicating the governance pathway for public sector organizations in support of achieving overarching BC's economic framework and public policy goals. It will articulate and support stronger relationships between the Province and the Province's public sector organizations, which deploy two thirds of government expenditures and are critical in delivering services people in British Columbia count on. Public sector organizations are a form of distributed governance for the government of BC and their effectiveness is crucial in meeting public policy goals.

Advice/Recommentations

Advice/Recommentations

- Timing the release of a new framework for May 2021, in conjunction with a sceond governance conference and training event, modeled after the 2019 Governing in the Public Interest event, offers a window of opportunity for public profiling.

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Advice/Recommentations Non-Consensual Distribution of Intimate Images (NCDII) Legislation.

Background:

- NCDII is a form of gender-based violence.
- More commonly referred to as revenge porn, it can be part of domestic violence as partners use the threat of distributing intimate images to prevent women from leaving the relationship, or distribute the images to cause economic, psychological, and physical harm when they do.
- It can also be used as a tool for sexual cyberbullying, often targeting teenage girls.
- In the context of COVID-19, the spike in youth and adults' online activity raises the risk of intimate images being created and shared without consent in the near and long term. Reports related to this heightened risk are materializing.[1]
- Although NCDII is a crime in Canada, six provinces[2] (Alberta, Manitoba, Saskatchewan, Newfoundland and Labrador, and PEI) have legislation that provide victims recourse through the civil court system, including compensation for the harm caused by the circulation of images.
- Advice/Recommentations

- Appendix One provides a breakdown of the civil legislation in place in other provinces, and the ULCC draft statute Advice/Recommentations Distinct features of the latter include:
  - expands the definition of intimate image to include altered images i.e. deep fakes
  - applies both to circulating intimate images without consent and threatening to distribute intimate images without consent
  - provides victims two types of recourse, a new fast tract option focused on the expeditated take-down and de-indexing of images, plus a more standard claim for damages via statutory tort. A person can pursue both remedies.

---

[1] i.e. *Coronavirus: 'Revenge porn' surge hits helpline* (https://www.bbc.com/news/stories-52413994); *Sexual image extortions on the rise in Surrey: RCMP* (https://vancouversun.com/news/sexual-image-extortions-on-the-rise-in-surrey-rcmp)

[2] Under their respective acts, Alberta, Manitoba, Saskatchewan, Newfoundland and Labrador, PEI make revenge porn a statutory tort. Nova Scotia legislation does not provide for a victim to file a tort claim, but the courts can still award damages.

Issue/Opportunity:

Advice/Recommentations

Page 020 of 503

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- COVID-19 OIC extension to allow for corporate electronic meetings under MO-116 and MO-138.
- **This requires a decision in 30 days.**

Background:

- The ability for corporations (i.e., companies, societies, cooperative associations, and credit unions) to host meetings in-person has been impacted as a result of the COVID-19 pandemic.
- The legal frameworks for these corporations limit them from having fully electronic meetings (i.e., virtual or telephone meetings).
    - For example, the relevant statutes require that meetings take place "in BC," and that meeting notices specify the "location" of the meeting.
    - These types of limitations apply to annual general meetings and also to other types of meetings under the statutes, such as creditor meetings.
- To ensure corporations can continue to meet during this period, two emergency Ministerial Orders were issued in April to allow them to meet electronically despite anything in their own articles/bylaws/rules or the relevant statutes. The Orders also set out special requirements for electronic meetings (e.g., that notices for electronic meetings instruct invitees on how to participate).
    - MO-116 applies to companies, societies, and cooperative associations.
    - MO-138 applies to credit unions.
- Under the *COVID-19 Related Measures Act*, these Orders will be in effect for 90 days after the current state of emergency ends. However, the act allows the LGIC to extend the Orders, with the latest possible date for repeal of the Orders being July 10, 2021. Any extension must be done before the Orders expire.
- Stakeholders and corporations have provided positive feedback about the use of fully electronic meetings during the state of emergency. Corporations are also supportive of statutory amendments that would permanently give them the flexibility to host electronic meetings, unless their articles/bylaws/rules state otherwise. The potential benefits of electronic meetings include more inclusivity and greater participation. Increased flexibility also allows corporations to choose a meeting format that is most appropriate for their needs and can therefore reduce regulatory burden. Advice/Recommentations

Advice/Recommentations

Decision required:

Advice/Recommentations

- **This is a 30 day issue.**

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- Determine process to develop, review and approve Crown, Health Authority and Post-Secondary Institution Mandate Letters for fiscal year 2021-22.
- **Requires a decision within 30 days**

Background:

- Ministers responsible for Crown Corporations, Health Authorities and Post-Secondary Institutions (Crowns) issue these entities annual mandate letters to set clear expectations and establish alignment between government priorities, public policy objectives and the work of the organizations.
- Since the mid-2000s, mandate letters (previously "Shareholder's Letters of Expectation", and then "General Letters of Expectation") for Crowns have been approved by Cabinet – a policy decision intended to further strengthen the accountability of these organizations to government.
- The Crown Agencies and Board Resourcing Office (CABRO) manages the Crown mandate letter process and works with Cabinet Operations to have proposed priorities for each Crown reviewed by Cabinet Committees.
- The mandate letter process is typically initiated at least six months prior to Budget Day, so that the development and approval of mandate letter priorities coincides with the Budget approval process and drafting of Crown service plans, ensuring that mandate letter priorities reflect and are reflected in these annual planning documents.
- The materials required for the mandate letter process are approved by the Minister of Finance and include:
    1. **Process instructions and timelines** for development, review and approval of priorities for each Crown and agency. (Developed by CABRO in collaboration with Cabinet Operations and the Deputy Minister of Finance's Office.)
    2. A **Cabinet Committee submission template** designed to support Ministries to consistently explain and rationalize proposed priorities for inclusion in each entity's mandate letter. (Developed by CABRO in collaboration with Cabinet Operations.)
    3. **Standardized core language** outlining government priorities and expectations relevant to all Crowns and agencies and including a placeholder for the individual priorities to eventually be inserted. (Developed by CABRO in collaboration with the Policy and Coordination Office.)
- Since 2018, CABRO has coordinated a process by which Cabinet Committee submissions drafted by Ministries responsible have undergone three reviews before being signed by Ministers and submitted to Cabinet Operations for review by Cabinet Committees:
    1. **CABRO** – to ensure process/format is followed and intent of each section in the Cabinet Submission is fulfilled,
    2. **TBS** – to ensure fiscal impacts are appropriately stated, and that there are no implied commitments for which funding is not approved, and
    3. **Central DM Committee** – to ensure cross-governmental priorities and issues are taken into consideration.

- Development and review of Cabinet Committee submissions for 2021-22 Crown mandate letters began in August 2020 and were halted when the interregnum period began on September 25, 2020.

Decision required:

- Determine whether to proceed with the previously approved 2021-22 Crown, Health Authority and Post-Secondary Institution Mandate Letter process and whether changes are required to the previously approved Cabinet Committee Submission Template.
- **This is a 30 day issue**

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- Determine process and format for 2021/22 – 2023/24 Ministry and Crown Service Plans.
- **Requires a decision within 30 days**

Background:

- The *Budget Transparency and Accountability Act* (BTAA) requires that Service Plans for Ministries and Crown agencies be made public on the date when the Main Estimates are presented to the Legislative Assembly. By convention, on Budget Day, the Minister of Finance tables Ministry and Crown Service Plans on behalf of all Ministers Responsible, along with other Budget documents.
- For Budget 2019/20, a new approach was implemented for Ministry Service Plans to make them more strategic and concise by aligning content with government's overarching priorities and priorities outlined in Minister Mandate Letters. Crown Service Plans also require a demonstration of alignment with government's overarching priorities but content in these documents tends to be broader in scope – reflecting the variation in the business of B.C.'s Crowns.
- The Crown Agencies and Board Resourcing Office (CABRO) manages the Ministry and Crown service planning process and works with:
    - Treasury Board staff and Queen's Printer staff to set timelines for the development, reviews, approvals, and printing of Service Plans to ensure they are ready to be tabled on Budget Day.
    - Treasury Board staff to review performance related content for accuracy, consistency and readability, and ensure financial content included within is consistent with that presented in the Estimates.
- The Deputy Minister of Finance typically initiates the service planning process approximately four months prior to Budget Day by distributing the year's updated templates, guidelines, and timelines for development and review to all Deputy Ministers.

Decision required:

- Determine whether to continue with the current approach to service planning including templates and guidelines consistent with those used since Budget 2019/20.
- **This is a 30 day issue**

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- Ports Competitiveness Initiative
- The Minister of Finance must:
  - Inform the Minister responsible for the *Assessment Act* if there are new properties to designate for prescribed land valuations under that act. (a 30-day issue for that minister)
  - Decide whether to renew the schedule for designations under the *Ports Property Tax Act*.
- **This is a 30 day issue.**

Background:

- Under the Ports Competitiveness Initiative certain port properties receive favourable property tax treatment (low tax rate caps and reduced property valuations).
- Typically, two regulations are required annually, before December 31, for the Ports Competitiveness Initiative.
- Policy direction for both comes from the Minister of Finance.
- The minister responsible for the *Assessment Act* must prescribe land values for designated ports each year. This is a statutory requirement. The Minister of Finance must advise if there are new folios for that minister to designate.
- New designations under the *Assessment Act* are required if there is a change in folio number for ports properties currently benefiting from the program. Folio numbers are updated occasionally, and BC Assessment informs the Ministry of Finance of any changes in the Fall.
- The Minister of Finance may also wish to amend the existing regulation under the *Ports Property Tax Act* to include a new property. Two ports properties have requested to be added to the program this year.

Decision required:

- The Minister of Finance will receive a briefing note on whether any new folio designations are required and a decision note on the ports properties that have requested to be added to the program.
- **This is a 30 day issue.**

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

Cabinet Confidences; Advice/Recommentations

- The BC Economic Recovery Plan calls for establishing BC's own strategic investment fund – InBC – with the mandate to take direct investments in promising ventures. InBC would have an initial $500M in capital infusion; would be complementary to private investment; and would be on the same terms as the private investment.

Cabinet Confidences; Advice/Recommentations

- **A decision within 30 – 60 days** Cabinet Confidences; Advice/Recommentations

Background:

<u>InBC – Strategic Investment Fund</u>

- BC Economic Recovery Plan (Recovery Plan) contemplates the following:
  - Provincial funding has helped foster an exciting set of companies in BC. But too many find themselves unable to scale up successfully. Others are bought up by companies from outside BC. When this happens, it means British Columbians don't realize fair value for their investments.
  - A key initiative in addressing this challenge will be establishing BC's own strategic investment fund – InBC – with the mandate to take direct investments in promising ventures. These investments would be complementary to private investment and would be on the same terms as the private investment. Having an additional source of financing will reduce the likelihood that these companies would need to sell out to a larger organization controlled outside BC.
  - The government intends to launch a $500M strategic investment fund — called InBC fund — to invest in small and medium-sized BC businesses to help them scale up, and to anchor talent, intellectual property, and good jobs in the province. The fund will invest in high growth potential firms, and leverage investments from the private and public sectors, to help businesses scale up. It will be based on a "double bottom line" approach aiming to achieve both a commercial return on investment, as well as advancing important policies that make life better for British Columbians — such as creating jobs and economic growth, advancing reconciliation with Indigenous communities, promoting diversity and inclusion, and achieving CleanBC goals. Investments will also support business confidence and improve supply chains.
  - Investment decisions will be made by an independent Chief Investment Officer.

Cabinet Confidences; Advice/Recommentations

Decision required:

- **Decisions are required within 60 days** Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

Ministerial Approval of Status of Women federal-provincial-territorial documents

- The Federal-Provincial-Territorial (FPT) forum of Ministers responsible for the Status of Women are meeting virtually for their annual ministerial meeting in winter 2020/21 (likely early January 2021).
- At the annual ministerial, the co-chairs (Canada and Newfoundland and Labrador) will seek formal approval from FPT Ministers on the following documents: 1) *FPT Ministers Responsible for the Status of Women Strategic Framework and Priorities 2021-2024*; and 2) *National Action Plan to End Gender-Based Violence*.
- **This issue requires a 90 day decision.**

Background:

- In 2018, the Parliamentary Secretary for Gender Equity was appointed as British Columbia (BC)'s elected representative, with staff support from the Ministry of Finance's Gender Equity Office (GEO). All jurisdictions have an elected official at the table. Prior to the Parliamentary Secretary's appointment, BC was represented by a Director of Women's and Maternal Health in the Ministry of Health.
- In 2019, BC co-chaired the FPT forum with Canada and hosted the annual ministerial on December 3-4, 2019 in Victoria. BC also hosted a pre-meeting between National Indigenous Leaders and Ministers on December 3, 2019.

Intergovernmental Communications

Intergovernmental Communications

Decision required:

- Does BC formally approve of the 1) FPT Ministers Responsible for the Status of Women Strategic Framework and Priorities 2021-2024; and 2) National Action Plan to End Gender-Based Violence?

Advice/Recommentations; Intergovernmental Communications

- **This issue requires a 90 day decision.**

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

Cabinet Confidences; Advice/Recommentations

Background:

- The *Securities Act* regulates the buying and selling of securities such as stocks, bonds and other financial instruments and the raising of funds by companies in the capital markets.
- The BC Securities Commission (BCSC) is the regulator that is responsible for the administration of the *Securities Act*.
- In 2019, a large package of amendments to the *Securities Act* was passed. The main focus of the amendments was on measures to strengthen fine collection and enforcement. The amending bill also created a regulatory regime for over the counter derivatives, and modernized and strengthened BC's legislative framework for securities.
- In March 2020, the majority of the amendments were brought into force, Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

Decision required:

Advice/Recommentations

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

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Economic Recovery Proposals
BC's Forest Sector: Competitiveness, Timber Supply and Revitalization
Land Use Policy
Old Growth
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
Coast Market Pricing System Stumpage Update
Interior Market Pricing Update
Caribou Section 11 Partnership Agreement
Legislative Amendments
Site C
60 Day Decisions
Commercial Recreation Tenure/Permit Holders
90 Day Decisions
Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Implementation of Economic Recovery Proposals.

Background:

- FLNR received $100M in operating funding to support economic recovery initiatives through the Contingencies (All Ministries): Pandemic Response and Economic Recovery Vote.
- Additionally, FLNR received $2.4M in access to capital contingencies to deliver infrastructure projects under the Rural and Remote Roads Community Access Program.
- Projects include:
    - Community Job Creation;
    - Converting Underperforming Forests;
    - Expansion of the Forest Employment Program;
    - Detection and Removal of Invasive Species;
    - Community Economic Recovery Infrastructure Program;
    - Forest Service Roads; and
    - Expansion to the Recreation Sites and Trails program.

Issue/Opportunity:

- FLNR programs support the economic recovery priorities of protecting the environment and supporting job creation.
- Benefits of the programs include creating jobs and supporting existing jobs in the pulp and paper, wood pellet and bioenergy sectors in various communities across B.C.
- A key aspect of the approved funding is that it provides access to contingencies for 2020/21, therefore programs must be delivered by March 31, 2021.
- Ministry executive are closely tracking and monitoring the progress of these programs to ensure delivery by March 31.

Advice/Recommentations

Appendix C-1

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 (Mm^3) and is 48.22 Mm^3 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/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- A new provincial land use policy to guide BC's conservation and protected spaces approach for economic development, reconciliation, climate change and conservation across Crown lands.

Background:

- 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.
- 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. However, historical decisions and processes did not generally incorporate Indigenous values and participation or consider a changing landscape due to climate change.

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:
  1. adopting the following set of principles to guide strategies to address these issues:
     - Reflect today's drivers of economic prosperity, reconciliation and climate change.
     - Build cross-government cohesion, alignment and consistency of approach.
     - Focus on resolving conflicts and challenges where they exist, while maintaining consensus where it exists.
     - Build on past knowledge and experiences but shape for future conditions and challenges.
     - Ensure public involvement and transparency.
     - Find basis in collaboration.
     - Respect the co-existence of western and Indigenous knowledge.
  2. endorsing the following key messages to Canada regarding BC's expectations for any further discussions or actions regarding additional conservation or protection:
     - BC is supportive of IPCAs in concept and commits to working with Indigenous communities to develop a "made in BC" approach that is aligned with our reconciliation objectives, regional economic development objectives and modernized land use planning.
     - BC will work with Canada on initiatives that benefit federal, provincial and Indigenous

governments, but expects Canada to respect BC jurisdiction and planning processes, and provide fair compensation for the cost of analysis, implementation and economic impacts including foregone revenue.
    - Having exceeded the 17% target, any decision to protect additional lands will be made on a case-by-case basis, aligned with the Economic Plan, land use planning, treaty negotiations, and non-treaty government-to-government agreements with Indigenous Nations.
3. beginning development of 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.

Issue/Opportunity:

- Currently, decisions regarding new conservation and protection requests, impacts of climate change, and BC's approach to expanding IPCAs are addressed in an *ad hoc* fashion. Challenges include understanding the trade-offs that occur on protection decisions given 50% of BC's economy is natural resource driven. Clarity on what BC has accomplished for conservation and protection to date is not well known, and new approaches using lands already in conserved or protected status for Indigenous values has not yet advanced.
- Existing policies that govern conservation decisions range in age, with some dating back to the early 1990s. As reconciliation has advanced and the impacts of changing landscapes due to climate change are more prevalent, these policies require modernizing to ensure consistent and fulsome considerations of the impacts of land use decisions on government objectives.
- 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 who want new protection measures and designations.
- The lack of clarity and consistency of approach in considering conservation measures is having a negative impact on stable and predictable resource revenues and economic impacts. For example, the federal process that resulted in significant expectations for new IPCAs in BC did not consider lost jobs, revenues, compensation and other economic challenges.
- The focus of modernizing land use policy is not to oppose new protection approaches where needed, but instead creates a consistent approach for assessment and socio-economic impact analysis. It ensures policies reflect modern and future objectives, and policy gaps are addressed. It will also ensure conservation initiatives are outcome based for best results and not just measured on quantitative measures (such as reaching percentage targets).
- 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. There may be protected areas and conservation lands identified on a case-by-case basis where intended values no longer exist due to climate change, fire, or other major land altering events and could be considered for adjustment as part of larger land planning projects. At the same time, careful consideration of larger, systematic changes could result in public

backlash.

- The result of a modernized 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 for 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.
- No resources exist for this work. It is one three new initiatives that were assigned to the Resource Stewardship Division that lack resources (the others are the Old Growth Strategic Review and work on Indigenous Protected and Conserved Areas). Cabinet Confidences

Cabinet Confidences

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Confirmation on the approach and next steps resulting from the independent old growth panel report "*A New Future for Old Forests*" including the approach for future engagement, development of policy options and key decision points to support implementation.

Background:

- In mid-2019 Minister Doug Donaldson announced a process to address the growing debate on the future of old growth forests. In addition to lobbying for increased protection of old forests by some non-government organizations, Indigenous governments and local governments, there was increased incidents of blockades and actions in old growth areas.
- The approach was to have a two-person independent panel undertake conversations with British Columbians to seek advice and information on old forests. The panel was to report back to the Minister by the end of April 2020 with recommendations.
- The panel travelled to 45 communities between October 2019 and February 2020. They held over 200 meetings and met in person with over 800 people. They received more than 300 written submissions and more than 400 published articles, reports and papers. They received over 18,500 survey responses and had about 9000 e-mail submissions. Overall, it was among the highest engagement processes supported by EngageBC.
- Participants included industry, non-government organizations, stakeholders, local governments and the public. Indigenous Nations were invited to participate with the understanding this was not consultation, but a dialogue meant to assist in developing recommendations. The panel reported that while not everyone agreed on the future of old forests, there was overwhelming support that change was needed and that the *status quo* was not meeting most interests.
- The panel delivered their report to the minister and it included 14 recommendations that potentially have broad implications across all aspects of forest management (not just old growth).

Advice/Recommentations; Intergovernmental Communications

- The initial deferral areas are meant to demonstrate good faith by the province in taking the report recommendations seriously and provide a starting point for future discussions regarding the recommendation addressing deferrals criteria. It is expected that ENGO and conservation groups will want to see further old growth deferral areas implemented in the short term. Adding further deferral areas may be possible depending on negotiations with Indigenous Nations and further analysis on the impacts to tenure holders and BCTS.
- In addition to the report release, government also announced a new regulation to protect up to 1500 of the largest trees across BC including one-hectare buffer areas.

Issue/Opportunity:

- Old growth harvesting has been a "hearts and minds" issue for over three decades. The initial Old Growth Strategy for British Columbia was developed in the early 1990s but not all actions were fully implemented. Old growth harvesting remains a divisive issue and recent escalating actions threaten BC's forest sector reputation and create instability and uncertainty in the forest sector.
- Although the independent panel report is wide-ranging and daunting, it may provide a more grounded conversation about the future of old forests in BC that could better address the issue and alleviate increasing conflict. The report remains as general advice and requires consultation with Indigenous Nations, industry, non-government organizations, and local governments.
- Full socio-economic analysis of the recommendations has not been completed, and further analysis is needed on each recommendation to determine the policy options and impacts. This analysis is needed to help further shape discussion with Indigenous Nations and stakeholders.
- There are connections between this initiative and other initiatives that involve conservation management (e.g. modernized land use planning, a new land use policy (conservation policy), the Together for Wildlife initiative, and species at risk management). Careful policy development will need to consider how other initiatives could benefit as well as impacts on economic, reconciliation and climate change objectives.
- Next key steps for the old growth initiative will be to develop and initiate consultation and begin initial work on immediate-term actions such as working with Indigenous Nations, improving public information, addressing areas where compliance issues exist and further analysis on deferral areas. Key first steps for engagement would include:
    1. Public engagement that encourages the public to read and understand the report.
    2. Develop policy options and corresponding impact analysis (concurrent with 1).
    3. Cabinet approval on policy options for public discussion and overall engagement approach.
    4. Engage with the public on policy options and approach for each of the recommendations.

- Due to the level of engagement with the panel process from across BC, significant expectations have been set and the ministry expects high demand for new approaches to management of old forests. Focused work is needed over the next few years is needed if government is to commit to implementing the report. The report was estimated by the panel to take at least three years to implement – a time frame that was both ambitious and developed pre COVID-19.

Cabinet Confidences

Appendix C-2

30 DAY DECISION NOTE

Issue:

- Coast Market Pricing System Stumpage Update
  - A decision is required by December 1, 2020 in order to implement the changes on December 15, 2020.

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/Recommentations

- 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.
- The following are the key components proposed for the December 15th Coast Appraisal Manual update:

Advice/Recommentations

- 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.
- Coast Industry was advised of these changes and implementation of December 2020 a year ago.

Appendix C-2

30 DAY DECISION NOTE

Issue:

- Interior Market Pricing Update – 30 Days (Traditionally November 1).

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.
- 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.
- The Minister can approve changes by signing the attached Memorandum on or before the intended effective date of November 1st.

Decision required:

- The following are the key changes recommended:

Advice/Recommentations

30/60/90 DAY DECISION NOTE

Issue:

- **Implementation of the Section 11 and Partnership Agreements to support recovery of Southern Mountain Caribou (SMC) (30 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 Saulteau 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 that are intended to support caribou recovery in the Central Group area, including over 700,000 hectares of habitat protections, habitat restoration, maternity penning, creation of Land use Objectives and predator management.
  - The habitat protections set out in the Partnership Agreement are expected to result in 284,000m3 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

  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. Recent correspondence related to the development of harvest blocks in the Argonaut Creek watershed are an example of the type of issue across all SMC habitat.
  - 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.
  - BCTS' current plan is to develop and auction approximately 30,000 m^3/year[1] over the next 10 years generating an estimated $10,500,000 of direct stumpage revenue[2] and $45,000,000 of total economic activity[3]. Associated TSLs would provide an ongoing source of potential wood

[1] This represents 70% of BCTS total apportionment in the Revelstoke TSA (44,000 m^3 per year)
[2] Applying TOC's average stumpage rate of $35 per m^3
[3] Applying Economic Services Branch multiplier of $150 per m^3

supply for local mills (e.g. Downie Timber).

- In addition to letters of concern received from environmental groups regarding the development of this watershed, a request was recently received from Environment and Climate Change Canada (ECCC) for information about the Argonaut Creek development. BCTS has paused further development in the watershed pending the outcome of the herd planning process.
- Across all SMC herds there are substantial areas of caribou habitat that remain unprotected. 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 m^3.)
- Preventing further development in Critical Habitat will benefit caribou, however it will negatively impact fibre supply, communities and jobs. Habitat and timber supply modeling analysis is currently underway to determine habitat requirements to support minimum sustainable caribou populations objectives and the impacts on fibre supply. Habitat protection options will be presented to government before being presented to herd planning tables. This is anticipated to maintain Caribou in specified areas at a viable population while minimizing impacts to local communities that depend on the forest sector.
- 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. In 2019/20 the Caribou Recovery Program completed predator management in 12 caribou herds, removing over 460 wolves as part of a 2-year plan. 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).

Decisions required:

Funding for Partnership Agreement Tenure Compensation and Economic Impacts

Cabinet Confidences; Advice/Recommentations

Partnership Agreement Habitat Protections

Advice/Recommentations

Section 11 Habitat Options for Herd Planning

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: ***Advanced legislative amendments for consideration***

Cabinet Confidences; Advice/Recommentations

Background:

Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

Decisions required:

- **Within 30 days, direction is required for each of the three amendment packages to continue progress, or redirect efforts, specifically: i) whether the amendments are a government priority; and if yes ii) what legislative session the amendments would likely be introduced in the legislature.**

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **Site C Clean Energy Project**

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 licences.
- 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 licences. Schedule A of the water licences 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 in the first 30 days include the diversion of the Peace River around the dam site. The diversion is being initiated in early October 2020 with the opening of the diversion tunnels. Over the next several weeks berms across the river will complete the diversion.
- Over the following 60 days (December to January), the diversion is expected to be complete by January when berms will be completed across the river, coffer dams will be well under construction. 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 oversite 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/Recommentations

- 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 licences and that any safety concerns are considered and addressed as appropriate.

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- Commercial recreation tenure/permit holders operating on Crown land who are identified in an Order-in-Council (OIC) made under the *Financial Administration Act* have had their annual base rent forgiven for one year. The rent forgiveness applies to rental payments that would have been collected between May 1, 2020 and April 30, 2021.

Cabinet Confidences

Cabinet Confidences

Background:

- The Provincial Health Officer has designated the tourism sector as a non-essential service during the COVID-19 pandemic.
- Due to travel restrictions, cancellations, and demand for refunds resulting from the pandemic, cash reserves of commercial recreation business are severely depleted.
- TB approved a total amount of rent forgiveness for eligible tenure/permit holders. On September 18, 2020, an OIC (No. 518) authorized forgiveness of one year of rental payments for commercial recreation tenures (under the *Land Act*) and permit holders (under the *Park Act*) operating on Crown land.

Cabinet Confidences

Decision required:

Cabinet Confidences

Withheld pursuant to/removed as

Advice/Recommentations; Intergovernmental Communications

GOVERNMENT COMMUNICATIONS AND PUBLIC ENGAGEMENT

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
COVID-19 Advertising
COVID-19 Digital Communications
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
No 30 day decisions
60 Day Decisions
No 60 day decisions
90 Day Decisions
No 90 day decisions

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- It's imperative British Columbians are provided with current and accurate information about COVID-19.
- From health and public safety, to the economic restart and recovery, government advertising has an important role to play in communicating COVID-19 information to British Columbians
- At the same time, we are making historic investments in child care and housing throughout our province and investing in infrastructure such as schools and hospitals.
- Our communications are focused on making sure people have information on the programs and services that will benefit them.
- Sharing information with people who will benefit is part of good government and our commitment to working for people.

Background:

Budgets for Information Campaigns by Fiscal:

Fiscal 2020-21:
The 2020-21 STOB 67 blue book budget for government information campaigns is $9.966 million (as listed in the 'blue book'):

- $685,000 allocated to the Offices of the Legislature, such as Elections BC, Office of the Ombudsperson, and the Representative for Children and Youth **(Votes 1-9)**.
- $410,000 allocated to the Public Service Agency (PSA).
- Almost $8.9 million on various information campaigns.
- Additional access to contingencies of $10.3 million has been approved by Treasury Board in support of the continuation of the COVID-19 information campaign.

Various information campaigns planned for fiscal 2020-21 include:

Advice/Recommentations; Government Financial Information

Advice/Recommentations; Government Financial Information

Issue/Opportunity:

STOB 67 total government spending on information campaigns.
Does not include Votes 1-9 and Public Service Agency.

Budget Year	2016-17	2017-18	2018-19	2019-20	2020-21 (estimated)
Total amount	$15 million	$5.6 million (includes $833K miscoded to STOB 60)	$12.4 million	$13.4 million	Advice/Recommentations; Government Financial Information

In progress and proposed information campaigns for 2020-21 fiscal

[April 1, 2020 to March 31, 2021] includes:

Advice/Recommentations; Government Financial Information

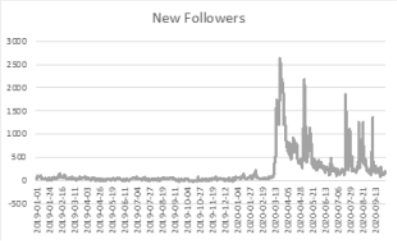
Withheld pursuant to/removed as

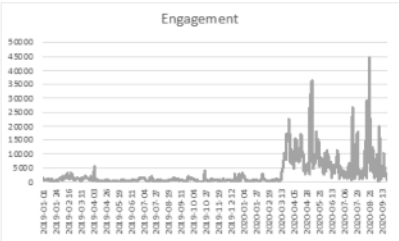
Advice/Recommentations; Government Financial Information

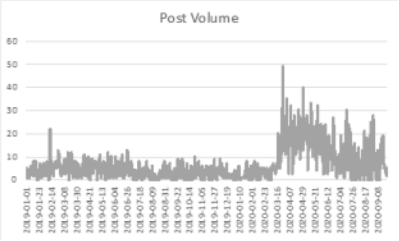
CORPORATE ISSUE/OPPORTUNITY NOTE

Digital Communications

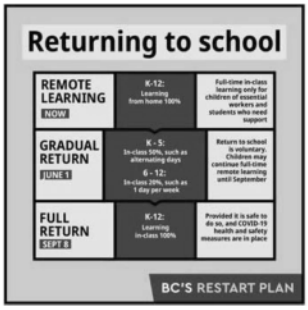
COVID-19 pandemic communications became a core focus of the Digital Communications unit as the depth of the public health crisis became clear in March of this year. This significantly impacted how, what, and how frequently we communicated with the people of B.C., and has resulted in an explosion of people following our channels and engaging with our posts.







Our primary content focus starting on March 13, 2020, became sharing COVID-19 information and pandemic-specific supports with British Columbians. The following are samples of some of our most engaged with posts.

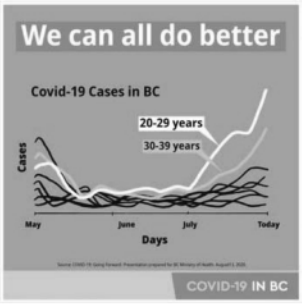


Two aspects of our work changed significantly as part of our pandemic response communications.

1. We started livestreaming the COVID-19 media updates from Provincial Health Officer Dr. Bonnie Henry and Health Minister Adrian Dix on a regular basis. We also added support and back-end systems to support ASL translation and live, human-produced closed captions. At the beginning, we broadcast these livestreams nearly daily on Facebook, Twitter, and YouTube, and now do so consistently twice a week.
2. We increased the resources we devote to community management. The community managers answer questions as quickly as possible and direct people to resources. By providing timely responses, we take pressure off of the 8-1-1 line, build trust, and meet people where they're at, and on the digital platform they're using.

We began our COVID-19 coverage with the basics: handwashing, testing, when to call 8-1-1, and information on health orders and guidelines. To ensure we reached as many people as possible, we also started translating this content and distributing to partner groups.

In summer, we encouraged safe inter-provincial travel and safe socializing. We also shifted messaging to connect with young adults, who led the resurgence of new cases in mid-July. We created Dr. Bonnie Henry's Good Times Guide, amplified B.C. influencers, and reinforced new orders.



In late summer, we began to share more details about the return to school, complementing the paid media campaign.

And this fall, we have focused on messages about how to stay healthy, protect others, and celebrate safely, while also adding to our Good Times Content.

COVID-19 Digital Communications Snapshot by the Numbers

- ~200 total livestreams in 2020 so far. In 2019, we broadcast 17 livestreams.
- 105 of those live videos were COVID-19 updates

- 2,000 posts published so far, a 300% increase over 2019
- 1.3 million reactions, comments, and shares on Facebook in 2020. In 2019, we had 200,000.
- 651% increase in followers from 2019 to 2020

MINISTRY OF HEALTH

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
7,000 Full-time Equivalent Hires
Single Site Level Wages
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
Cambie Surgeries Corporation Appeal and Injunction Next Steps Advice/Recommentations; Government Financial Information Cabinet Confidences
60 Day Decisions
Cabinet Confidences; Advice/Recommentations;
90 Day Decisions
Modernization of Health Professionals Regulation
Medical Services Plan Temporary Coverage Policy

CORPORATE ISSUE / OPPORTUNITY NOTE

Issue: 7,000 Full-time Equivalent Hires

- The COVID-19 pandemic has significantly increased the need for workers in a variety of roles to deliver critical health services.
- In the long-term care and assisted living settings, the COVID-19 pandemic has exacerbated pre-existing workforce challenges across the sector.
- The Province is providing opportunity to hire up to 7,000 people at a time when job losses as a result of COVID-19 are challenging the province.

Background:

- On September 9, 2020, the Province announced a plan to add 7,000 net new full-time equivalents (FTEs) to the health sector. The 7,000 FTEs will be distributed over three initiatives:
  1. 2,000 net new FTEs to support visitation in long-term care and assisted living. These roles will draw down on previously allocated funding to assist with activities such as scheduling family visits, screening visitors, assisting with Infection, Prevention and Control practices and meeting reporting requirements.
  2. 3,000 FTEs for the new Health Career Access Program (HCAP). Participants will start work in long-term care and assisted living sites with publicly funded beds as a Health Care Support Worker, a new provincial position fully funded by the Government of BC, and complete a work-integrated learning pathway to become a Health Care Assistant after 12-18 months.

     Advice/Recommentations; Government Financial Information
  3. 2,000 FTEs to fill existing vacancies through a provincial recruitment campaign. The campaign will highlight opportunities available in BC for a variety of roles in long-term care and assisted living.

Issue / Opportunity:

Visitation in Long Term Care and Assisted Living (2,000 new FTEs)

- Hiring for the 2,000 new positions is currently underway.
- A mechanism for providing detailed reporting has been developed and health authorities are working to provide information to the Ministry from 564 individual operators.

Health Career Access Program (3,000 new FTEs)

- As of October 15, 2020, over 8,000 individuals have expressed interest in the HCAP. Government Financial

Government Financial Information

- Employers will be completing an expression of interest form so the Ministry can collect basic data to support allocation of FTEs regionally and to specific sites and to gather information on current vacancies across the sector.

Advice/Recommentations; Government Financial Information

- An early adopter program for current health sector employees in non-clinical roles to enter the new modular Health Care Assistant training program will be rolling out in mid-November 2020.

CORPORATE ISSUE / OPPORTUNITY NOTE

Provincial Recruitment Campaign (2,000 new FTEs)

- The Government announcement on September 9, 2020 was accompanied by a social media campaign to raise awareness of the HCAP Expression of Interest.
- In addition to HCAP, candidates who expressed interest will also be referred to employers with identified vacancies across the province.
- Advice/Recommentations

Appendix C-1

CORPORATE ISSUE / OPPORTUNITY NOTE

Issue: Single Site Level Wages

The Ministry of Health's COVID-19 Fall/Winter Plan includes a commitment to support the permanency of the Single Site directive, including maintaining the temporary level wages across all facilities identified in the Facility Staff Assignment Order of the Provincial Health Officer (PHO): long-term care, extended care, seniors assisted living, and mental health facilities.

Background:

- On April 15, 2020, the PHO issued the Facility Staff Assignment Order effectively restricting most staff at long-term care, extended care, seniors assisted living, and mental health facilities to one site.
- In order to address potential conflicts with staff rights under the Health Employers Association of BC (HEABC) collective agreements, HEABC negotiated the Single Site Transition Framework (SSTF) with the Community Bargaining Association, Facilities Bargaining Association, Nursing Bargaining Association and Health Sciences Professional Bargaining Association, as well as Hospital Employees' Union, Health Sciences Association, BC Government and Service Employees' Union, and the BC Nurses' Union in their capacity as unions representing employees at non-HEABC employers. The SSTF included the requirement that all staff be paid at the wages identified in the HEABC collective agreements.
- Under Ministerial Order 220, all employers are committed to following the terms of the SSTF until July 2021, assuming the PHO Order remains in effect. The Ministerial Order also commits the Ministry of Health to compensate employers (including non-HEABC members) for any amount they pay in increased wages, incremental employer benefit costs and employer health tax obligations to level all employees up to HEABC collective agreement wages.

Advice/Recommentations; Government Financial Information

Issue / Opportunity:

Advice/Recommentations; Government Financial Information

30/60/90 DAY DECISION NOTE

Issue: Cambie Surgeries Corporation Appeal and Injunction Next Steps – **30 Days (by end of October)**

Advice/Recommentations; Legal Information

Background:

- In January 2009, in order to prevent the Medical Services Commission (MSC) from conducting an audit to detect evidence of systematic violation of the *Medicare Protection Act* (MPA), Cambie et al commenced legal proceedings against the Minister of Health, the MSC, and the Attorney General of BC alleging sections of the MPA that prohibit extra billing and private insurance for Medical Services Plan benefits are in breach of the *Canadian Charter of Rights and Freedoms.*
- In November 2018, following an application by the plaintiffs, the Court issued an injunction preventing the enforcement of the prohibitions on extra billing until June 1, 2019. An application for leave to appeal the injunction was dismissed on January 24, 2019. The parties entered into a Consent Order in September 2019 that continued a very limited form of injunction (preventing use of most of the Bill 92 enforcement provisions against private surgical clinics) until the decision on the constitutional challenge was issued.
- On September 10, 2020, the BC Supreme Court ruled in the Province's favour; all sections of the MPA being challenged in this litigation were upheld.
- On September 11, 2020, counsel for Cambie notified counsel for the Province of their intention to file appeal that same day, and of the further intention to file an application for injunction the week of September 21, 2020. The previous injunction effectively expired when the Court's decision on the constitutional challenge was received on September 10, 2020.
- Appeal of the constitutional challenge is expected to be heard the week of June 14, 2021.

Advice/Recommentations; Legal Information; Intergovernmental Communications

Withheld pursuant to/removed as

Advice/Recommentations; Legal Information

Page 063 of 503 to/à Page 064 of 503

Withheld pursuant to/removed as

Advice/Recommentations; Government Financial Information

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Cabinet Confidences

Background:

- In July 2020, the Ministry of Health approved providing funding in fiscal 2020/21 to the Sts'ailes, via Fraser Health Authority,Intergovernmental Communications

Cabinet Confidences; Intergovernmental Communications

Decision Required:

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications; Government Financial Information

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Government Financial Information

Page 067 of 503

Withheld pursuant to/removed as

Cabinet Confidences

30/60/90 DAY DECISION NOTE

Issue: Modernization of Health Professionals Regulation - **90 Days (by end of January 2021)**

In August 2020, the multi-party Steering Committee on Modernization of Health Professional Regulation recommended modernizing the provincial framework for how health professions are regulated. Concerns have been raised that the *Health Professions Act* (HPA), which provides a regulatory framework for health professions in BC, does not fully enable modern ways of regulating and should be modernized.

Background:

- In April 2019, the steering committee was formed in response to the suggestions on modernizing BC's regulatory framework for health professions found in part two of the report *An Inquiry into the performance of the College of Dental Surgeons of BC and the HPA* (the Cayton report).
- The Honourable Adrian Dix, Minister of Health, established and chaired the steering committee which included MLA Norm Letnick, then health critic for the Official Opposition, and MLA Sonia Furstenau, then health critic and house leader for the BC Green Party caucus.
- On August 27, 2020, the steering committee released its final report, *Recommendations to modernize the provincial health profession regulatory framework*. The steering committee's final report makes recommendations in six areas:
  1. Cultural Safety and Humility – recommended work be undertaken to determine how cultural safety and humility should be supported by the regulatory framework.
  2. Improved Regulatory College Governance – recommended regulatory colleges have smaller boards with equal numbers of public and registrant board members; that all board members are appointed via a competency-based process (shift away from election of registrant board members); and fair and consistent board member compensation.
  3. Reduction in the number of regulatory colleges from 20 to six[1] – recommended three existing regulatory colleges remain:
     - College of Physicians and Surgeons of BC (with the addition of Podiatric Surgeons);
     - College of Pharmacists of BC; and
     - BC College of Nurses and Midwives.

     Three new 'umbrella' or multi-profession regulatory colleges were recommended:
     - Oral health regulatory college which would include the four current oral health regulators (College of Dental Surgeons of BC, College of Dental Hygienists of BC, College of Dental Technicians of BC, College of Denturists of BC);
     - Regulatory College of Allied Health and Care Professionals which would regulate dietitians, occupational therapists, opticians, optometrists, physical therapists, psychologists, and speech and hearing professionals, as well as diagnostic and therapeutic professions; and
     - Regulatory College of Complementary and Alternative Health and Care Professionals which would regulate chiropractors, massage therapists, naturopathic physicians, and traditional Chinese medicine practitioners and acupuncturists.

     Feedback from public consultation helped the steering committee to refine its earlier proposal on a College of Health and Care Professions of BC, and to split that proposed college into the two latter proposed umbrella colleges above.

[1] As of September 1, 2020, there are 18 health profession regulatory colleges in BC due to two recent amalgamations. On August 31, 2020, the College of Physicians and Surgeons of BC and the College of Podiatric Surgeons of BC amalgamated. On September 1, 2020, the BC College of Nursing Professionals and the College of Midwives of BC amalgamated and became the BC College of Nurses and Midwives.

4. Creation of an Oversight Body – a 'regulator of regulators' was recommended, to promote accountability, transparency and consistency across regulatory bodies. The oversight body would conduct routine audits of regulatory colleges based on clear performance standards, give guidance on regulatory policy and practice, and make recommendations on health occupations to be regulated under the HPA. The steering committee recommended the Health Professions Review Board remain separate from the oversight body (based on public consultation feedback).
5. Improved Complaints Process and Transparency – a new discipline process was recommended, to separate the investigation stage of complaints (which would remain with colleges) and the discipline stage (which would be supported by the oversight body). To increase transparency, information about all agreements made in future between colleges and registrants in complaints matters would be public. Colleges would fund counselling for victims of sexual abuse and sexual misconduct and be able to recover costs from registrants who perpetrate harm.
6. Information Sharing – regulatory colleges would be enabled to share information between each other and with other agencies where necessary for public safety and protection.
7. The steering committee reviewed and considered the Cayton report's suggestions and feedback received during two phases of public consultation to develop and finalize its recommendations.
8. An initial public consultation was held for one month (until June 14, 2019) and garnered over 300 written submissions. In the second consultation (held between November 27, 2019 to January 10, 2020) a total of 4,018 surveys and 1,480 written submissions were received.
9. The authority to modernize the provincial regulatory framework and implement many of the recommendations in the steering committee's final report rests with Cabinet and the Legislative Assembly.

Decision Required:
Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Medical Services Plan Temporary Coverage Policy - **90 Days (by end of January 2021)**

- Medical Services Plan (MSP) Response to COVID-19 – a decision is required on whether to extend the temporary policy for those unable or unwilling to attend an Insurance Corporation of BC (ICBC) Drivers Licensing Office to complete Medical Services Plan (MSP) enrolment and obtain or renew their BC Services Card.
- Decision required within 90 days as the exemption is set to expire January 2021.

Background:

- With the introduction of the BC Services Card, the Ministry of Health implemented a policy that most adult BC residents must periodically obtain a new BC Services Card and renew their MSP enrollment, generally every five years.
- To renew MSP enrollment and obtain a new BC Services Card, most adults must attend an ICBC driver licensing office in person to verify their identity and confirm their BC residency. Most people do this when they renew their BC Drivers' License.
- To enroll in MSP, most new adult BC residents must register with Health Insurance BC and must also attend an ICBC driver licensing office in person to verify their identity and confirm their BC residency.
- If an existing MSP beneficiary cannot attend an ICBC driver licensing office due to an urgent health issue, they may be issued a temporary Confirmation of Coverage document that confirms they are eligible for MSP coverage despite not having a valid BC Services Card. Confirmation of Coverage documents are normally valid for three months.
- Due to the COVID-19 pandemic, many individuals may be unable or unwilling to attend an ICBC driver licensing office. In response, the Beneficiary and Diagnostic Services Branch approved the issuance of Confirmation of Coverage documents for all existing MSP beneficiaries who are unable or unwilling to attend an ICBC driver licensing office. The Beneficiary and Diagnostic Services Branch approved these documents to be issued until January 31, 2021.
- The Medical Services Commission also approved an exemption for new MSP applicants who are unwilling or unable to visit an ICBC driver licensing office to complete their MSP enrolment. These individuals may be enrolled in MSP with temporary coverage if they have successfully registered with Health Insurance BC, but they are not issued a BC Services Card. The exemption to allow temporary coverage is valid until January 31, 2021.
- In June 2020, ICBC began implementing an appointment-based system for the BC Driver's License and BC Services Card to control office volumes and improve customer convenience. At the time ICBC indicated they had a backlog of 13,000 people waiting to identity proof due to COVID-19, in addition to the usual 10,000 people per month who identity proof.
- In September 2020, ICBC indicated approximately 55% of their clients are using the appointment system and it is allowing ICBC to deal with the backlog in a controlled manner.
- ICBC continues to offer 90-day extensions for drivers' licenses for customers who identify as not being able to attend an office.
- Safety enhancements have been made to all ICBC drivers licensing offices, including implementation of plastic barriers between customers and staff.
- The decision on whether to extend the current Ministry of Health exemptions must be made in consultation with ICBC, as obtaining a BC Services Card requires an in person visit to an ICBC office.

30/60/90 DAY DECISION NOTE

Decision Required:

- The Ministry should continue to monitor the messaging from the Office of the Provincial Health Officer and their current recommended Guidelines as the BC Restart Plan moves through its phased approach to reopening.
- The Ministry should work with ICBC to determine if the backlog has been cleared and if ICBC can safely accommodate the 10,000 BC residents who need to identity proof each month.
- If ICBC cannot safely accommodate all BC Driver's License and BC Services Card clients, the Ministry should extend the exemptions for Confirmation of Coverage documents and temporary coverage.
- An extension to the COVID-19 policy for MSP Enrolment for any length of time as outlined will require a new approved Medical Services Commission Minute of the Commission for implementation.

INTERGOVERNMENTAL RELATIONS SECRETARIAT

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Transboundary Mining
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
Special Ministerial Appointments
Canada/U.S. Agreement on Border Closures
Council of the Federation and First Ministers – Biweekly Calls
First Ministers' Meeting – Canada Health Transfer
Imperial Metals – Upper Skagit River watershed
U.S. Elections
60 Day Decisions
Access to Federal COVID Funding for "Safe Return to Class"
90 Day Decisions
No 90 day decisions

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: BC-U.S. Transboundary Mining

Issue/Opportunity:

Advice/Recommentations; Intergovernmental Communications

Background:

- B.C. has transboundary agreements with the neighbouring U.S. states of Montana, Washington, and Alaska.
- The 1909 Boundary Waters Treaty between Canada and the United States established the International Joint Commission (IJC), which may be activated by the federal government of either country to resolve transboundary disputes. Activation of the IJC effectively overrides provincial jurisdiction.

Montana:

- Since 2014, Teck Resources Ltd. has been developing water treatment facilities to improve water quality downstream of five coal mines in the Elk Valley, north of Lake Koocanusa in Montana and the Kootenai River watershed. Selenium accumulations are a primary concern.
- U.S. actors have publicly indicated B.C. is violating the Boundary Waters Treaty.

Advice/Recommentations; Intergovernmental Communications

- Historically, water quality levels have been mutually agreed-to by B.C. and Montana. The Montana Governor's Office imposed an end of 2020 deadline (to coincide with the end of Governor Bullock's term in office) to establish a joint selenium standard.

Advice/Recommentations; Intergovernmental Communications

- In August 2020, Canada required the proposed Teck Resources Castle Mine expansion project be subject to federal environmental assessment. This decision followed requests from U.S. stakeholders, U.S. Tribes and B.C. and Alberta First Nations. Canadian federal agencies also supported federal designation of the project. Intergovernmental Communications

Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

- In June 2019, the U.S. Supreme Court determined that it would not hear an appeal by Teck Resources in a case brought by the Colville Confederated Tribes. The court ruling awarded more than $8 million in legal costs to the Colville Confederated Tribes and requires that Teck clean up the historic contamination caused by pollutants released from their Trail smelter into the Columbia River and Lake Roosevelt under CERCLA (Comprehensive Environmental Response, Compensation, and Liability Act) legislation. Intergovernmental Communications

Intergovernmental Communications

Advice/Recommentat ions;

Advice/Recommentations; Intergovernmental Communications

30/60/90 DAY DECISION NOTE

MINISTERIAL APPOINTMENTS (3)

- Minister as Chair of the Medal of Good Citizenship Selection Committee
- Minister responsible for Francophone Affairs
- Minister responsible for Government's Relations with Foreign Representatives (the Consular Corps)

Issue: **The following three ministerial appointments need to be made in the first 30 days. The Ministers are supported by the Intergovernmental Relations Secretariat in the delivery of their responsibilities corresponding to these appointments.**

1. Minister as Chair of the Medal of Good Citizenship Selection Committee

Cabinet Confidences

- The Medal of Good Citizenship recognizes individuals who have acted in a particularly generous, kind or selfless manner for the common good and without expectation of reward. The medal reflects acts of selflessness, generosity, and service to community life.
- A selection committee meeting is tentatively scheduled for December 4, 2020.

2. Minister Responsible for Francophone Affairs

- Since 2001, a B.C. Minister has been assigned the responsibility for Francophone Affairs as is the case in every province and territory. The Minister oversees the government-wide delivery of French language services (excluding education) and administers funding to over 40 francophone organizations and non-profit organizations across the province. The start of the application period for the 2021 provincial funding to francophone non-profit organizations is to be announced by the Minister in the fall. A Federal/Provincial-Territorial ministers of Francophone Affairs meeting will be held before the end of 2020.

3. Minister Responsible for the Consular Corps

- There are 76 countries represented by 82 foreign representatives who comprise the Consular Corps of British Columbia.
- As part of their work, foreign representatives make regular requests to meet with the Premier and the minister responsible for the consular corps to establish or strengthen relationships between their country or jurisdiction and B.C.
- The appointment of a Minister allows the Premier to delegate some of these meetings. The relationships created by the Minister with foreign representatives are key to attract people whose skills are in demand in B.C., international students, foreign investments, and to create scientific, cultural or social partnerships.
- Recently, ministerial relations with foreign representatives have resulted in other countries or jurisdictions donating medical supplies to protect British Columbians during the COVID-19 pandemic. Over the years, it also led to reciprocal exchange of personnel and equipment in times of need (wildfires, etc.).

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Canada / U.S. Border Closure

- **The Canada/U.S. agreement on border closures will expire on November 21, 2020. The Prime Minister consults with Premiers monthly to solicit their position on the border closure.**

Background:

- The border was closed to non-essential traffic effective March 21, 2020.
- With the exception of immediate family, Canada restricts all foreigners (including Americans) from visiting for non-essential travel.
- Canadians may fly to the U.S. uninhibited.
- Provinces and territories have called on Canada to jointly develop a strategy to allow the gradual re-opening of the borders – recognizing the strategy will not be implemented until COVID numbers are lower in the U.S.
- Pilot projects are underway in Alberta and Ontario including new testing protocols being trialed. These include temperature check of passengers; rapid testing; and the possible reduction of the 14-day self-isolation period.
- Between April-July 2020, there were 468,399 inbound border crossings at B.C. points of entry. This includes 103,370 non-resident travelers (-97% from 2019); 119,095 Canadian residents (-98% from 2019); and 245,934 other travelers (includes aircraft, marine and ground transportation crews and immigrants, -64% from 2019).
- Between April-August 2020, B.C. admitted 5,410 essential workers (agricultural, caregivers, live-in caregivers), versus 7,360 in 2019 (-26.5%).
- Concerns about the social and economic impacts of the border closures on two border communities have been raised with the Premier, who, in turn has shared these concerns with Canada. These are:
  - Hyder, Alaska and Stewart, B.C.
  - Point Roberts, Washington
- In the case of Hyder/Stewart, Alaska's Governor and federal Senators, the Member of Parliament for Skeena—Bulkley Valley, community leaders and residents of both border communities have called on the Canadian and U.S. governments to create a local bubble – exempting them from the border closure.
- In the case of Point Roberts, local officials and residents dispute the flexibility being provided on a case by case basis by Canada Border Services Agency to enter Canada for essential reasons.
- Advocates have repeatedly written to the Washington Governor, state officials, and federal congressional representatives asking for an exemption to enter Canada uninhibited. The Governor has raised it with the Premier and the Prime Minister.

Decision required:

- Assess if extension for another 30 days is appropriate.

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Council of the Federation and First Ministers – biweekly calls

- **Premier's participation on biweekly Premiers' (Council of the Federation) calls and calls with the Prime Minister within the first 30 days.**

Background:

- Prime Minister Trudeau has convened regular teleconferences of First Ministers since March to discuss common challenges and responses.
- The Council of the Federation also met frequently – usually in advance of the First Ministers' calls in order to find consensus positions to advance to the Prime Ministers.
    - Premier François Legault of Québec is this year's Chair of Canada's Premiers.
    - Council of Federation decisions are by consensus; no action can be taken without the consent of all Premiers.
- First Ministers and Council of Federation calls will likely continue bi-weekly. Intergovernmental Communications

Intergovernmental Communications

Decision required:

Advice/Recommentations

30/60/90 DAY DECISION NOTE

Issue: **30 day issue - First Ministers' Meeting – Canada Health Transfer**

Background:

- At the request by Canada's Premiers (the Council of the Federation or COF), Prime Minister Trudeau agreed to hold a First Ministers' Meeting (FMM) in the fall of 2020 dedicated to a discussion of the Canada Health Transfer (CHT). The final agenda has not been confirmed by the Prime Minister. The timing of the First Ministers' meeting is likely early December.

Intergovernmental Communications

- The Council of the Federation is a consensus organization. No positions are advanced without the unanimous support of all provinces-territories.

Health Care Funding

- Premiers have called on Canada to increase funding by $28 billion to the Canada Health Transfer. The Canada Health Transfer is currently $42 billion. This increment will increase the federal share of health spending to 35% nationally.
- Premiers are also requesting an annual escalator Intergovernmental Communications The current escalator is 3%.
- Premiers are requesting this funding Intergovernmental Communications given health care is a provincial responsibility. Canada has indicated their intention to introduce long term care standards and a national pharmaceutical program.

Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

Intergovernmental Communications

Fiscal Stabilization

- Intergovernmental Communications in the year prior to COVID, Premiers called on Canada to make changes to the Fiscal Stabilization Program to make it more responsive to downturns in resource sector revenue. Specifically, Premiers asked for three changes:
  - elimination of the per capita limit;
  - lowering the qualifying thresholds to a 3% decline in non-resource revenue (currently 5%); and,
  - a 40% decline in resource revenue (currently 50%).
- Premiers also asked the new formula be retroactive to include the 2015 downturn; and that enhancements not be made at the expense of other transfers.
- Intergovernmental Communications

- B.C. has not received fiscal stabilization funding since the 1980s.

Infrastructure

- Premiers have called on Canada to increase infrastructure spending by $10 billion per year for 10 years and streamline the approach to cost-shared infrastructure programs. Premiers also requested more flexibility to PTs in order to respect their priorities.

Decisions required:

Within 30 days:
Advice/Recommentations

30/60/90 DAY DECISION NOTE

Issue: Intergovernmental Communications **by the Statutory Decision Maker (SDM) (Ministry of Energy, Mines and Petroleum Resources) on proposed resource extraction by Imperial Metals in the Upper Skagit River watershed near Hope, B.C.**

Background:

- Possible mining development in the Upper Skagit area is a cross-border environmental issue that has been raised with the Premier's Office by the mayor of Seattle, the Governor of Washington State, Washington State Senator, and other U.S. elected officials. Intergovernmental Communications

Intergovernmental Communications

- The Upper Skagit watershed (including Silverdaisy) is recognized in the Ross Lake/Seven Mile Reservoir Treaty between Canada and the U.S. and is within the purview of the binational Skagit Environmental Endowment Commission (SEEC). SEEC consists of a Canadian delegation appointed by the Premier of B.C. and a U.S. delegation appointed by the Mayor of Seattle.
- The *1909 Boundary Waters Treaty* between Canada and the U.S. is also applicable to B.C.'s activities in the Skagit watershed because it established the International Joint Commission (IJC). The IJC may be activated by the federal government of either country to resolve transboundary disputes, which would pose a risk to B.C.'s ability to make independent decisions regarding resource use in the Skagit since it effectively overrides provincial jurisdiction.
- On December 19, 2018, Imperial Metals submitted a Notice of Work permit application to the Ministry of Energy, Mines and Petroleum Resources (EMPR) to undertake exploratory mining activities related to their tenures in the Upper Skagit watershed.
- The Province has an administrative law obligation to receive, review and consider all applications filed.
- The permit application is currently under review by a Statutory Decision Maker (SDM). There is no legislated timeframe for the decision and the SDM will make a decision once they have completed a thorough review of all the input submitted during the consultation process.
- Public interest in this file has been consistently high and comments were received from Indigenous groups and stakeholders, including SEEC, BC Parks, U.S. tribes, and U.S. and B.C.-based environmental non-governmental organizations. There has been also some media interest in the possible development in the Upper Skagit watershed.
- The Province is aware that SEEC is interested in acquiring the existing mineral tenures in the Silverdaisy area and seeing a park established.
- SEEC is holding discussions with the owner of the tenures, Imperial Metals. Advice/Recommentations; Intergovernmental

Advice/Recommentations; Intergovernmental Communications

- As directed by the Premier in early 2019, IGRS has been having regular calls with representatives from the City of Seattle to coordinate and facilitate the continued sharing of information with relevant B.C. ministry experts.
- IGRS is working with EMPR to ensure that the City of Seattle is informed in a timely way once the decision by the SDM has been made and announced.

Decision:

Advice/Recommentations

30/60/90 DAY DECISON NOTE

Issue: **U.S. Elections**

- **The outcomes of the November 3rd election in the United States at the national and state levels impact B.C.'s strategies going forward.**

Federal Election

Advice/Recommentations; Intergovernmental Communications

- Currently, softwood lumber is stalled at the World Trade Organization (WTO) appeal stage because the U.S. has refused to name members to the appellate body; a safeguard investigation has been launched on imported Canadian blueberries; and aluminum imports remain closely watched by the U.S. Trade Representative.
- The Democrats support free trade and globalization and intend to pursue Buy America policies aggressively through a proposed $1 trillion infrastructure and green jobs economic recovery strategy. Buy America policies are particularly challenging for Canadian manufacturing.
- The Democrats also support international organizations like the WTO, however repopulating the appellate body and resolving trade disputes like softwood lumber will be slow.

Intergovernmental Communications

- An unclear or contested election outcome may result in legal challenges which could take months to resolve. It is the national government's responsibility to make any comment on the outcome of the election and Canada has indicated they will not comment until the final outcome is known.
- Regardless of the national outcome, B.C.'s investment in subnational relations with neighbouring U.S. states, and multi-laterally through consensus-based partnerships such as the Pacific NorthWest Economic Region and the Pacific Coast Collaborative, will continue to be important in advancing B.C.'s priorities on issues like trade, clean energy, climate strategy, environment, transportation and natural resource development in transboundary areas.
- In addition to the race for president, there are federal Congressional races in Alaska, Washington, Idaho and Montana, as well as gubernatorial elections in Washington and Montana.

B.C.-Washington State Relations

- Washington State Governor Jay Inslee is running for a third term against Republican Loren Culp.

Advice/Recommentations; Intergovernmental Communications

B.C.-Montana Relations

- The primary cross-border issue is selenium accumulation in Elk Valley waterways as water flows into Lake Koocanusa in Montana.
- Outgoing Democratic Governor Steve Bullock is in a hotly contested race for one of Montana's two federal Senate seats. His opponent, Republican incumbent Steve Daines, has held the seat since 2015.Advice/Recommentations; Intergovernmental Communications

Advice/Recom

- Montana's Governorship is up for election and is considered to be the closest gubernatorial race in the country. Candidates are Republican Congressman Greg Gianforte and current Democratic Lieutenant Governor Mike Cooney.

Advice/Recommentations; Intergovernmental Communications

B.C.-Alaska Relations

Intergovernmental Communications

B.C.-Idaho Relations

Intergovernmental Communications

- Senator Risch currently chairs the Foreign Relations Committee, which is responsible for treaties.
- Columbia River Treaty (CRT) negotiations are under way,Advice/Recommentations; Intergovernmental

Advice/Recommentations; Intergovernmental Communications

e

Decisions required:

Within 30 days:

Advice/Recommentations

30/60/90 DAY DECISION NOTE

Issue:

- **A letter from the Premier to the Prime Minister is required within 60 days, by December 31, 2020, to access federal COVID funding for Safe Return to Class.**

Background:

- On August 26, 2020, the Prime Minister announced a new fund of up to $2 billion nationally for provinces and territories to ensure the safety of students and staff members through the school year.
- The "Safe Return to Class" federal funding can be used for provincial priorities such as supporting adapted learning spaces, improved air ventilation, increased hand sanitation and hygiene, and purchases of personal protective equipment and cleaning supplies.
- The funding comes in two tranches. B.C.'s share of the fund is $242.36 million. B.C. received the first half on September 30, 2020.
- To access the second tranche, the Premier is required to send a letter to the Prime Minister by the end of 2020 outlining how the investments of the first tranche were made, and how the government plans to use the second tranche.
- IGRS will work with the Ministries of Education, Finance and Health to develop the draft letter for signature by mid-December.

Decision required:

Advice/Recommentations

MINISTRY OF INDIGENOUS RELATIONS AND RECONCILIATION

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Wet'suwet'en Reconciliation Dialogue and Engagement Sessions
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
No 30 day decisions
60 Day Decisions
Cabinet Confidences
Cabinet Confidences
90 Day Decisions
Cabinet Confidences

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **Wet'suwet'en Reconciliation Dialogue and Engagement Sessions**

Background:

- Wet'suwet'en Hereditary Chiefs, BC Minister of Indigenous Relations and Reconciliation Scott Fraser, and Minister of Crown-Indigenous Relations Carolyn Bennett signed a Memorandum of Understanding (MOU) recognizing Wet'suwet'en rights and title on May 14, 2020.

Intergovernmental Communications

Intergovernmental Communications

Intergovernmental Communications

- A Wet'suwet'en-BC community engagement strategy launched on September 10, 2020; the initial meeting included almost 60 key regional stakeholders.
- A smaller Core Advisory Council of Cabinet Confidences who will work more closely with Wet'suwet'en and the Province throughout negotiations and implementation.
- Working groups will be formed for key topic areas, and public sessions will be held as required.
- Negotiations and engagement have been paused during interregnum. Technical work such as the Wetzin'kwa Water Sustainability project, led by the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) is proceeding.

Issue/Opportunity:

Intergovernmental Communications

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Cabinet Confidences

Advice/Recommentations

Background:

- On November 28, 2019, the *Declaration on the Rights of Indigenous Peoples Act* (Declaration Act) received Royal Assent, following full support of the Legislature.
- Section 4 of the Declaration Act states that the government must work in consultation and cooperation with Indigenous peoples to prepare and implement an action plan to achieve the objectives of the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration).
- The action plan is proposed to be a provincial scale document that combines a strategic vision with tangible actions that incrementally advance implementation of the UN Declaration within government policy, programs, and legislation.
- The strategic vision and overarching goals of the action plan would provide a guiding framework for the work ahead, while the actions themselves would be renewed on a 3-5 year basis to build upon progress made and address emerging priorities.
- The action plan is not intended to include all reconciliation work with Indigenous partners underway across government, but to highlight key areas of focus and initial priorities for action.
- Early engagement with Indigenous partners on priorities and themes for the action plan began in July 2020. Further engagement with Indigenous partners is required, following the interregnum period, to build on these conversations and to provide opportunity for feedback on substantive components of the action plan prior to its release.
- While drafting of the action plan has been initiated, informed by analysis of Indigenous-identified priorities, government direction on the action plan is required.
- In the 2019/20 Declaration Act Annual Report, government committed to release of the action plan by end of year. To accommodate for sufficient engagement with Indigenous partners, as well as stakeholders, Advice/Recommentations

Decision required:

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Cabinet Confidences

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations

Background:

- With a population of 3,916, Lax Kw'alaams is located near Prince Rupert on the Tsimpsean Peninsula.
- Along with the Metlakatla First Nation (Metlakatla), Lax Kw'alaams represents the joint descendants of the Nine Allied Tribes of the Coast Tsimshian and asserts rights and title on the northwest coast centred in the Prince Rupert area.
- Lax Kw'alaams is not involved in treaty negotiations.

Advice/Recommentations; Intergovernmental Communications

Decision required:

Advice/Recommentations; Intergovernmental Communications

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations

Background:

- On October 4, 2018, B.C. and shíshálh Nation signed the shíshálh Foundation Agreement. This agreement builds on the 2016 Government-to-Government and Reconciliation Agreements.
- Key components of the shíshálh Foundation Agreement include the establishment of a government-to-government working relationship, new decision-making structures for natural resource use, economic and socio-cultural investments, land-use planning, and the transfer of three parcels of Crown land for economic, social and cultural purposes.
- Implementation of the Foundation Agreement is proceeding well and the B.C.-shíshálh working relationship is excellent.
- The Foundation Agreement also committed the parties to:
    - Negotiate and attempt to reach agreement on consent-based decision-making initiatives that can be implemented;
    - Locate 80 hectares of Crown land for residential use. If unsuccessful, B.C. committed to seek approval to provide cash to shíshálh for the acquisition of private lands; and
    - Establish a process for adding lands held by shíshálh Nation in fee simple to shíshálh Nation lands as defined by the *Sechelt Indian Band Self-Government Act*.
- Since January 2019, MIRR and the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) staff have been engaged in exploratory discussions with shíshálh on potential consent-based decision-making options. Advice/Recommentations

Advice/Recom

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

- Over the last two years, MIRR engaged in extensive analysis of crown land options for shíshálh residential purposes; however, no suitable Crown lands were available, resulting in shíshálh unilaterally purchasing 160 hectares of suitable private land.

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications; Government Financial Information

- BC is working with shíshálh and Canada to determine how to best add fee simple lands to shíshálh Nation Lands;Advice/Recommentations; Intergovernmental Communications

Advice/Reco
mmentations;

Decision required:
Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

Cabinet Confidences

Advice/Recommentations

Background:

- Taseko holds mineral tenures within the Tŝilhqot'in proven Aboriginal rights area and wishes to develop the New Prosperity cooper gold mining Project. The Project is strongly opposed by the Tŝilhqot'in Nation, due to the potential environmental impact and the proposed use of Fish Lake – a key spiritual area for the Tŝilhqot'in - as a tailings pond.
- This is a longstanding dispute that has been actively litigated by both Tŝilhqot'in and Taseko over the past ten years.

Intergovernmental Communications

Intergovernmental Communications

Intergovernmental Communications On December 16, 2019, the Province passed a regulation that varied the Environmental Assessment Act restriction that an EA Certificate (EAC) may only be extended one time. The regulation allowed EAO to extend the Prosperity EAC for one further year. In the absence of the extension, the Project's EAC would have expired, given that Taseko has not substantially started the Project. Following consultation with other potentially affected First Nations, the EAC was extended and now expires January 14, 2021.

- Ministry of Energy, Mines and Petroleum Resources decision makers extended the existing Notices of Work (NoW), mining lease and mineral tenures for an additional year. The Ministry of Forests, Lands, and Natural Resource Operations (FLNRO) also extended the existing Occupant Licence to Cut (OLC) associated with the mine site for an additional year, as per the joint request.
- Taseko requires a federal EA approval in order to develop the Project. Taseko had been challenging the federal government's rejection of the Project through the courts but has now exhausted those options. In May 2020 the Supreme Court of Canada declined to hear Taseko's appeal. Taseko will now require a new federal EA in order to develop the project.

Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

Additional Background:

The New Prosperity Mine Project:

- The Project is ranked as one of the top 15 known, undeveloped copper/gold deposits in the world. The proposed mine site includes the open pit, concentrator facility, support infrastructure, and associated tailings and waste rock areas, and also includes an approximately 125km long power transmission line corridor, an existing concentrate load-out facility at Macalister, BC, and existing access from Williams Lake with construction of 2.8km of new mine road.
- The Project has the potential to create 550 direct jobs and 1280 indirect jobs over 20 years of operation, annual government revenues of $26.2 million per year during construction and $48.4 million during operations, $11 billion in gross domestic product and 57,000 person years of employment, benefitting the Cariboo-Chilcotin Region.

The Environmental Assessment Certificate:

- In 2010, Taseko was granted a provincial Environmental Assessment Certificate for the Prosperity Gold Copper Project, a proposed open-pit mining project to be located southwest of Williams Lake. In 2010, the federal government rejected the Project. In 2011, Taseko submitted a revised project proposal, but a subsequent federal review resulted in another rejection in 2014. The Project's provincial environmental certificate was extended in 2015 for a further 5 years and then in 2020 for one further year.
- The Project was strongly opposed by the TNG, including its potential environmental impact and the proposed use of Fish Lake. The Project falls within an area over which the courts have declared that the TNG have Aboriginal rights to hunt and trap and to trade the products of those activities. In June 2014, the SCC made a declaration of Aboriginal title to an area near the New Prosperity area, but not the proposed Project area.

Decision required:

Advice/Recommentations; Intergovernmental Communications

MINISTRY OF JOBS, ECONOMIC DEVELOPMENT AND COMPETITIVENESS

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Labour Market and Jobs
StrongerBC –Agritech Grant Program
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
InBC Investment Corporation
60 Day Decisions
Cabinet Confidences; Advice/Recommentations
British Columbia Provincial Nominee Program
Small Business Roundtable
90 Day Decisions
Cabinet Confidences; Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Employment recovery – impact of COVID-19

Background:

- In response to the increasing spread of COVID-19 various levels of government implemented travel restrictions, business closures and physical distancing measures beginning in March.
- These actions to protect public health shut down the economy, and a resulting shock to the labour market.
- In March, 80,400 persons left the labour force and another 172,400 left in April while the number of jobs decreased (-264,100) in April as well, adding to the loss of 132,400 jobs in March.
- Overall, B.C. lost nearly 400,000 jobs in the months of March and April and total employment stood at 85 per cent of its pre-pandemic level (February 2020).
- The latest LFS release (October 9, 2020), reported 2,444,300 jobs in September, up 2.3% (+54,800) from August. From May until September, B.C. has reported job gains every month totaling just over 300,000 and overall employment is now at 96.3 per cent of its pre-COVID February level.

Issue:

- While B.C. continues to regain jobs, the employment recovery has been uneven with some sectors and demographic groups not recovering as quickly as others.
- After making gains in June, July and August, employment in construction declined by 14,600 jobs in September and now stands at 200,900 or 89.8 per cent of its pre-COVID levels. This translates into 39,200 lost jobs since February.
- Employment in wholesale and retail trade was little changed for the second consecutive month in September. After increasing sharply from April to July, retail sales slowed markedly over the following two months with 9,900 jobs lost in August and September. Employment totaled 369,900 in September and compared with February; it was down by 33,400 jobs (-8.3%).
- Employment in accommodation and food services declined by 2,200 (-1.2 per cent) to 178,300 positions in September. This was the first monthly decline since April and jobs in the sector were down 16,600 (-8.5 per cent) from their pre-pandemic February level.

Advice/Recommentations

- While women were impacted more than men earlier in the pandemic, the gap appears to have disappeared, and female employment is at 98.1 per cent of its pre-pandemic level. This compares to male employment which was at 94.6 per cent of its February level in September.

- On the other hand, young people continue to be disproportionately impacted and the number of employed youth (15 to 24 years-old) in September was 88.7 per cent of its February level. The unemployment rate for youth was 15.9 per cent in September, this compares to 7.4 per cent for core-working age (25 to 54 years-old) and a youth unemployment rate of 9.1 per cent in February.

- The next LFS release for the reference month of October will be on November 6 and will provide the most recent update of employment recovery data for British Columbia.

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Update on StrongerBC Agritech Grant Program

Current State:

- The Agritech Grant Program is intended to accelerate the growth of BC's agritech sector using grant funding to enable the scale up and growth of companies working on technology-based approaches and solutions related to growing more food and / or growing food while reducing impacts on the environment.
- Eligible businesses will receive a grant of up to $500,000 to support the costs of implementing eligible project plans that clearly link how the funding will promote scaling, growth and commercialization of the company.

Cabinet Confidences; Advice/Recommentations

Next Steps:

Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations launch the Agritech Grant program which will have a time limited in-take.

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- InBC Investment Corporation was established and announced on September 17, 2020. Cabinet Confidences; Advice/Recommentations Cabinet Confidences; Advice/Recommentations Cabinet Confidences; Advice/Recommentations

Background:

- Every year, British Columbia invests more than $700 million in the technology and innovation sectors. While this has helped foster an exciting set of companies in the province, there have been challenges in ensuring that the full range of benefits from that investment stay in the province and accrue to all British Columbians.
- Too often, early stage businesses either fail to scale up or are acquired by companies from outside the province. When control moves outside of B.C., this can result in the good jobs, intellectual property, economic growth and development associated with them also leaving B.C. In other words, British Columbians do not realize fair value for their investment.
- On September 17, 2020, as part of B.C.'s Economic Recovery Plan, "StrongerBC", the Premier and the Minister of Finance announced the establishment of a new strategic investment fund for British Columbia. Called InBC, the fund will initially be capitalized at $500 million and will have a mandate to place direct investments in promising B.C. ventures with a focus on scale-up. Cabinet Confidences; Advice/Recommentations Cabinet Confidences; Advice/Recommentations
- The aim is for InBC to anchor high-growth firms, and their associated jobs and intellectual property, here in B.C. for the long term; restore the province's revenue base; and through the investments it makes, advance the government's broader policy objectives, including those set out in B.C.'s Economic Framework [https://news.gov.bc.ca/files/BC-Economic-Framework-2019-20.pdf].

Cabinet Confidences; Advice/Recommentations

- InBC will have a 'double bottom line' mandate. That means that (1) investments will aim to achieve a commercial rate of return, but (2) will also be configured to achieve certain specified policy aims. Advice/Reco Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

Advice/Recommentations

- As of September 17, 2020, InBC Investment Corporation exists as a BC Business Corporations Act corporation. An existing Crown corporation – the BC Immigrant Investment Fund – was renamed Advice/Re commenta Advice/Recomme ntations The corporation is housed within the Government Reporting Entity and the share capital is held by the Crown. The Board of Directors is partially constituted (both the Deputy Ministers of Finance and Jobs, Economic Development and Competitiveness are named), Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

- InBC will be required to submit annual reports pursuant to the Budget Transparency and Accountability Act Advice/Recommentations The aim will be to operate the fund as transparently as possible and to disclose as much information as possible on its website. Advice/Recommentations
- A basic website has been established [https://www.inbcinvestment.ca/] and key social media accounts have been reserved. As the fund is further developed, it will be necessary to supplement the website and populate the social media channels with content.
- Since InBC was announced, departmental officials have been engaging with key stakeholders in the marketplace to inform them of the fund and to solicit feedback. These engagements have ranged from business associations and boards of trade to academic institutions and venture capital and private equity funds to organizations specific to women-led businesses or Indigenous entrepreneurs. Advice/Recommentations Advice/Recommentations Advice/Recommentations All the feedback received to date has been positive. That engagement process continues.
- Since InBC was announced, it has received relatively little media attention. Any coverage it has received has mostly been a factual reporting of its key features.

Decision required:
Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

Cabinet Confidences; Advice/Recommentations

Background:

- The BR4BC process was designed bundle small regulatory changes from across government to improve service delivery, enhance regulatory clarity and contribute to keeping the regulatory framework streamlined.
- Established in 2016, BR4BC provides a dedicated channel for ministries to identify regulations suitable for repeal or amendment. Cabinet reviews proposed items as one package and the approved changes are enacted on or before the first Wednesday of March, to coincide with Red Tape Reduction Day.
- Since the process was established, over 100 regulatory items have been accommodated through the process. In 2020, twenty improvements were made through the process.

Cabinet Confidences; Advice/Recommentations

Decision required:

Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: British Columbia Provincial Nominee Program (PNP) policy decisions

- There are **four 60-day decisions** discussed below.

Background:

- In 2019, 6,550 skilled newcomers were nominated under the Provincial Nominee Program. Despite the COVID-19 pandemic, BC expects to nominate between 6,100 and 6,400 newcomers in 2020 under the PNP.
- There have been unprecedented employment declines in BC as a result of the pandemic. Between February and April 2020, employment fell by 396,500. Despite some recovery in employment numbers, the outlook is for a slower pace of growth for the near-term.
- The PNP can help the province meet the skilled workforce needs and be a driver of economic recovery in BC, however, there are several factors influencing upcoming policy decisions:
    - In March 2020, the PNP restricted nominations for workers in specific tourism, hospitality, and personal services occupations; a restriction that remains in place for the remainder of 2020.
    - During 2020/21 academic year BC public post-secondary institutions (PSIs) are offering classes primarily through distance learning. Taking most or all courses online is making some international students ineligible for the PNP program as the program requires Canadian experience and excludes education programs where more than half of credits are earned through online courses.
    - The Entrepreneur Immigration Regional Pilot (EI-RP), a two-year PNP pilot started in March 2019 and is set to expire in March 2021, can support economic recovery by working with smaller communities to attract entrepreneurs to invest and start businesses in the regions.
    - In June 2020, the BC Office of Auditor General (OAG) released an audit report on the BC PNP. In their recommendations, OAG noted that the program could improve how it measures program performance in achieving objectives.

Cabinet Confidences; Advice/Recommentations

Page 100 of 503

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- The Minister of Jobs, Economic Development and Competitiveness serves as Chair of the BC Small Business Roundtable and will make a decision within 60 days related to the Terms of Reference, membership succession plan and regularly scheduled meetings for the Roundtable.
- **60 days**

Background:

- The Roundtable is made up of up to 25 small business owners and industry leaders that meet regularly to provide advice and recommendations to government, to help make B.C. more "Open for Business." Its mandate is formalized in its Terms of Reference which was last amended in 2016.
- The Roundtable was established in 2005 to provide small business with a direct voice to government. It generally meets quarterly (pre-pandemic) with the last in-person quarterly meeting occurring on January 24, 2020 in Vancouver and the last virtual meeting held on September 1, 2020.
- The Roundtable has provided a valuable small business perspective in government's ongoing response to the COVID-19 pandemic and the design of key government programs or initiatives, such as the Procurement Strategy, BC Employers Grant (Canada-BC Job Grant), technology related initiatives, accessibility initiatives and the Export Navigator Pilot.
- During the initial response to COVID-19, Roundtable meetings were scheduled bi-weekly beginning March 26, and went to monthly effective June 30. During the COVID-19 pandemic, key priorities discussed by the Roundtable included easing the eligibility requirements for federal and provincial support programs.
- An offshoot of the roundtable, the Small Business Task Force was launched in May 2018 to better understand the issues and opportunities facing the sector. The group presented the report, *"Small Business Speaks: Hearing from BC Small Businesses about How to Help Make their Future Bright"* in fall 2018.
- The Roundtable's Building Skills Fund (BSF) supports training initiatives for small businesses and entrepreneurs. The BSF has contributed funding to the BC Chamber of Commerce #TRADETALKS event and YELL's Young Entrepreneurs Summit. The BSF was also used since 2018 to fund the partnership with Small Business BC to co-deliver the Open for Business Awards, which was put on hold by the Roundtable at the September 1 virtual meeting.
- To support B.C.'s Restart Plan, in the summer of 2020, $218,000 from the BSF was provided in equal shares to six organizations helping B.C. small businesses navigate through COVID-19: BC Chamber of Commerce; BC Restaurant & Foodservices Association; Forum for Women Entrepreneurs; Retail Council of Canada (BC Chapter), BC Hotel Association; and, Alliance of Beverage Licensees of BC. Outcomes will be reported to the Roundtable in late 2020. Note: The BSF funds have been fully allocated as of 2020 with no current remaining balance.

- Succession needs for the Roundtable are regularly reviewed to ensure the diversity of the sector is represented with a balance of business owners and industry organizations that advocate on their behalf, with all economic regions currently represented. Industry associations currently represented include the Canadian Federation of Independent Business, the Forum for Women Entrepreneurs, the Business Improvement Areas of BC, the BC Restaurant and Foodservices Association, the BC Chamber of Commerce and ex-officio member Small Business BC.
- It is recommended the Minister meet with the Roundtable's Vice Chair to discuss Roundtable needs including meeting frequency, membership and priorities/approach moving forward.

Decision required:

- The Minister will confirm the mandate and current priorities for the Small Business Roundtable and establish the frequency of meetings.

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Cabinet Confidences; Advice/Recommentations

-
- **90 day issue**

Background:

- The Canada-BC Immigration Agreement (the "Agreement") outlines B.C. and federal roles in managing immigration and provides a platform to co-operate on issues of shared interest. Various versions of the Agreement have been in place since 1998. The Agreement was established under Section 8(1) of the Federal Immigration Refugee Protection Act and Section 5 of the British Columbia Ministry of International Business and Immigration Act.
- The Agreement gives B.C. the authority to: nominate potential immigrants through the Provincial Nominee Program; receive immigration data; collaborate on initiatives regarding foreign worker protections and international students; and support the Microsoft Centre of Excellence's designation as a Significant Investment Project for the purposes of hiring foreign workers.
- Without an Agreement in place, B.C. would not have the authority to administer the Provincial Nominee Program or receive immigration data from Immigration, Refugees, and Citizenship Canada (IRCC).
- The most recent Agreement was signed in 2015 and expires on April 06, 2021.

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

- Under section 5 of the Ministry of International Business and Immigration Act the Minister can only enter into immigration agreements with the Government of Canada with the prior approval of the Lieutenant Governor in Council.

Decision required:

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

MINISTRY OF LABOUR

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Employment Standards Act
Minimum Wage Supports for Workers
Workers Compensation Act
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
Successorship in the Forestry Sector
Safety Headgear
60 Day Decisions
No 60 day decisions
90 Day Decisions
Asbestos

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Opportunities to update the *Employment Standards Act*.

Background:

- The *Employment Standards Act* (Act) sets minimum standards for terms of employment and working conditions that apply in most workplaces in British Columbia (BC), including minimum wage, overtime, statutory holidays, and vacation entitlement.
- An ongoing issue/opportunity for the employment standards system is standards that respond to the ever-evolving world of work while still achieving the purposes of the Act, which include:
  - promoting the fair treatment of employees and employers; and
  - fostering the development of a productive and efficient labour force that can contribute fully to the prosperity of the province.
- Prior to 2018, the last significant changes were made to the Act in 2002. 2018 saw the expansion of some of the Act's existing unpaid, job-protected leaves (such as compassionate care leave), as well as the introduction of new unpaid, job-protected leaves (leave for the death of a child and leave for the crime-related disappearance of a child).
- In 2014, the BC Law Institute (BCLI), a not-for-profit law reform agency, began an independent review of the Act -- the first in nearly 25 years -- with the goal of identifying the contemporary needs and circumstances of BC's workplaces and examining evolving trends in other jurisdictions. The BCLI Project Committee included both business and worker representatives, and the review included a public consultation component.
- In 2018, the BCLI Project Committee published its final report, which included over 70 recommendations for modernizing the Act.
- These recommendations, along with submissions from the Employment Standards Coalition, the BC Federation of Labour, and workers, employers, and the public, helped inform a number of the changes that were subsequently made to the Act in 2019 and 2020.
- The focus of the changes made in 2019 was on four priority areas of employment standards, with changes to:
  - update the child labour provisions to align with international standards and those in other Canadian jurisdictions;
  - reform the employment standards complaint process, including removing the Self-Help Kit;
  - provide more job protection to workers who require a leave from work to deal with domestic or sexual violence; and
  - ensure workers are paid the wages they are owed, and that those employers that violate the law do not have an unfair economic advantage.
- 2020 saw the introduction of employer-paid domestic and sexual violence leave (the first paid leave under the Act), unpaid, job-protected personal illness or injury leave, and unpaid, job-protected COVID-19-related leave.
- The ministry's priority in recent years has been on amending the Act. However, the BCLI's final report included a recommendation that Government undertake a systematic review of the

Employment Standards Regulation's existing exclusions from all or parts of the Act for certain occupations and professions to ensure that they make sense in today's economy.
In recent years, worker representatives have focused on vulnerable workers (such as young workers, immigrants, and "gig economy" workers who are employed through short-term contacts or work freelance), advocating that every worker be covered by employment standards and receive fair working conditions. They also support an employment standards system that recognizes the importance of work/life balance.

- While many employers welcome the modernization of employment standards, they remain concerned about the cost impact of any legislative changes. They also advocate for an employment standards system that is flexible and responsive to the realities of doing business in the 21st century.
- NDP Platform: an NDP government would further improve rights and benefits for all workers, including precarious and gig economy workers.
- Liberal Platform: no specific commitments with respect to employment standards.
- Green Party Platform: a Green government would seek out ways to modernize employment standards and reduce inequality in employment relationships.

Issue/Opportunity:

- Although worker and employer stakeholders have different views on whether the Act strikes the appropriate balance between worker and employer interests and which areas or provisions require amendment, both recognize the need for employment standards to be reviewed on occasion to ensure that the Act reflects the evolving world of work.
- An opportunity exists for government to further modernize employment standards through those BCLI recommendations that have yet to be acted upon, including the recommendation that the Employment Standards Regulation be reviewed.

Advice/Recommentations

- The COVID-19 pandemic creates a specific issue for consideration as part of any employment standards reform.

Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Opportunities within the Ministry of Labour to address issues pertaining to wages, benefits and other financial supports for British Columbia workers, including during the COVID-19 pandemic.

Background:

- The Ministry of Labour's role in this issue primarily rests in establishing minimum standards for wages and other conditions of employment through the *Employment Standards Act* (Act).
- An ongoing issue/opportunity is having a minimum wage and other standards that are fair and appropriate for both workers' well-being and employers' financial and operational viability.
- The COVID-19 pandemic provides an additional context when considering wages and supports for workers at this time. Pandemic-specific concerns include adequate supports for workers and the economic impact for employers in these vulnerable times.

Minimum Wage

- In 2017, government created an independent Fair Wages Commission (FWC) to consult experts and stakeholders and provide recommendations on issues related to the minimum wage.
- Based on FWC recommendations provided in early 2018, annual increases were implemented to reach $15.20/hour for the general minimum wage and to eliminate the lower rate for liquor servers on June 1, 2021. Advice/Recommentations

Advice/Recommentations

- For the final phase of its mandate, the FWC was directed to work with economists, workers, the technology sector, small businesses, youth and others from all regions to make recommendations to address the discrepancy between the minimum wage and "living wages" in B.C. This final FWC report is expected to be issued to government in the near future.
- With the appearance of the pandemic in early 2020, employers requested that the scheduled June 2020 increase to the minimum wage be deferred to avoid a cost increase for employers, who were also feeling the economic impact of COVID-19. The government carried through with the scheduled increase on the basis that the increase was an important support to maintain for minimum wage workers impacted by the pandemic and that other economic supports were in place to support employers affected by COVID-19. This request will likely reappear with respect to the scheduled 2021 increase.

Job-protected leaves and related financial benefits

- Another important support for workers under the Act is job-protected leaves, which enable employees to take time off work for specified reasons without losing their job.

- In most cases, the minimum standard is for an unpaid leave. Financial support for workers during a job-protected leave is thus available only if there is a corresponding federal program (e.g., Employment Insurance for maternity or compassionate care leave) or employers voluntarily provide financial support or are required to do so under an employment contract or collective agreement with their employees (e.g., paid bereavement leave or sick leave).
- In 2020, government introduced the first mandatory paid leave under the Act, requiring employers to pay employees for up to five days if they need time off because of domestic or sexual violence.
- The COVID-19 pandemic has highlighted the issue of paid sick leave, particularly in the context of public health guidelines advising sick workers to stay home. Workers and labour groups have lobbied for the legislative establishment of paid sick days, both in relation to COVID-19 and permanently for other illnesses.
- While in March 2020 government introduced unpaid leave for employees diagnosed with COVID-19 or requiring time off for other reasons related to COVID-19, along with three days of general unpaid sick leave in the Act, it did not impose any requirements for employer-paid sick leave for COVID-19 or other illnesses because of cost concerns for employers during the pandemic. Instead, British Columbia and other provinces successfully lobbied Canada to establish a federally administered and funded sickness benefit that is specific to COVID-19 and is available until September 2021 to workers who do not have existing sickness benefits.

Party Platforms

- NDP: Tie minimum wage increases to the rate of inflation after June 2021 and continue pressuring the federal government to follow through on providing a sick leave program that protects workers and businesses.
- Green Party: Establish a permanent Fair Wages Commission to recommend consistent and predictable increases in the minimum wage and consider profit-sharing as a means to ensure businesses who are profitable are paying their workers a living wage.
- Liberal Party: No specific platform commitments on these issues.

Issue/Opportunity:

- Government has an opportunity to shape new policy on the future of minimum wage increases.
    - The final scheduled increase to $15.20 on June 1, 2021 is established under an OIC. In the economic context of COVID-19, should a change be considered, Advice/Recommentati

Advice/Recommentations

    - Employee stakeholders and the labour movement more broadly will likely support measured and regular increases.
- The FWC report on closing the gap between the minimum wage and living wages may provide policy options and considerations around the broader issue of ensuring that living wages in BC are not out of reach for lower wage workers in BC. Many of these options and considerations may lie outside of the Act and the Ministry of Labour and be cross-government issues.
- Addressing paid sick leave in a manner that works for employers remains an ongoing issue/opportunity in relation to illnesses beyond COVID-19 and in relation to the September 2021 end date of the new federal paid sick leave program for COVID-19.

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- *Workers Compensation Act* – Potential Reforms.

Background:

- The *Workers Compensation Act* (Act) establishes three key purposes for British Columbia's workers' compensation system:
  - Prevent work-related injuries, illnesses and deaths.
  - Rehabilitate injured workers so that they can return to productive employment.
  - Provide financial support to injured workers, and to the surviving dependants of workers killed on the job, to compensate for a worker's loss of earnings due to a work-related injury, illness or death.
- Employers fund the workers' compensation system generally through assessments levied on their payroll. Government does not provide funding for the system, other than to contribute its share as an employer in the province.
- The Act establishes the Workers' Compensation Board, known as WorkSafeBC, to administer all aspects of the system, including prevention, rehabilitation, compensation, and assessments.
- An ongoing issue and opportunity for the workers' compensation system is achieving the purposes of the Act with an appropriate balance between worker and employer interests:
  - Ensuring that workers remain safe and healthy at work and that they receive effective rehabilitation and fair compensation if they are injured or become ill.
  - Ensuring that the system remains affordable, and that the rules and regulations are manageable, for employers.
- Since 2012, governments from different parties have amended the Act to strengthen the occupational health and safety framework under the Act. Many of these changes were recommended in reviews conducted in response to the two tragic 2012 sawmill explosions, which identified the need for improvements in BC's worker health and safety laws.
- Since 2005, governments from different parties have also established and expanded occupational disease presumptions for firefighters, and since 2018 the government of the day established and expanded a mental disorder presumption for first responders and similar workers exposed to trauma at work.
- In 2020, the government passed amendments to increase the compensation and supports for injured workers and surviving dependants, based on three reviews and reports completed between 2018 and early 2020. The previous significant amendments affecting compensation were made in 2002 based on a Royal Commission report and subsequent core review.
- In 2019, the Minister of Labour appointed lawyer Janet Patterson to conduct a review of the workers' compensation system based on specific terms of reference. The final report was released in August 2020 and includes recommendations for legislative changes, including changes to the compensation provisions.
- Worker stakeholders generally support the Patterson report recommendations. Employer

stakeholders are strongly opposed to implementing the Patterson report.

- Worker and employer stakeholders consider the COVID-19 pandemic to be an important factor in considering workers' compensation reforms at the current time. Issues they have identified include:
  - Appropriate supports for workers arising from COVID-19.
  - Worker and workplace safety while work continues through the pandemic.
  - Employers' capacity to absorb additional assessment costs and additional administrative and regulatory requirements while having to cease, reduce or modify their operations during the pandemic.
  - The simultaneous impact of the pandemic and any potential legislative changes on WorkSafeBC's funding position and operations.
- Looking at the longer term beyond the COVID-19 pandemic:
  - Worker stakeholders consider that aspects of the existing compensation provisions are unfair for workers. They seek long-term compensation increases to, in their view, restore an appropriate balance. They consider that compensation improvements can be funded using the excess surplus that WorkSafeBC accumulated in recent years prior to the pandemic.
  - Employer stakeholders are opposed to significant changes that would increase the workers' compensation costs to do business in British Columbia. Their view is that surpluses should be returned to employers through lower assessments or rebates.
  - Both stakeholder groups support the goal of worker health and safety as an ongoing priority, but often have different views on how to achieve this through laws, employer obligations and WorkSafeBC programs.

Issue/Opportunity:

- Worker and employer stakeholders have different views on whether the existing legislation strikes the appropriate balance between worker and employer interests, and which areas or provisions require amendment.
- There is a continuing opportunity for government to establish further reviews to identify whether amendments should be made to improve the system. Generally, a review process that includes stakeholder consultations takes place before significant legislative amendments.
- The Patterson report represents a completed review that has not yet been acted on and which is available for consideration in any review of workers' compensation reform.

Advice/Recommentations

- The COVID-19 pandemic creates a specific issue for consideration as part of any workers' compensation reform at this time.
- This issue is significant for government as part of any commitments or plans for supporting workers and employers, including during the COVID-19 pandemic.

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **30-Day Decision:** 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/Recommentations
- 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/Recommentations

Decision required:

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **30-Day Decision:** Accommodating Workers who Wear Turbans and Other Religious Head Coverings under WorkSafeBC's Safety Headgear Regulation.

Background:

- Section 8.11(1) of the Occupational Health and Safety Regulation (OHSR) requires safety headgear (hard hats) to be worn by a worker where there is a danger of head injury from falling, flying or thrown objects, or other harmful contacts.
- The Sikh community has raised concerns that employers are effectively applying this regulation as a blanket requirement for hard hats, resulting in turban-wearing Sikh workers not being able to fully participate in the workforce.
- Male Khalsa Sikhs are required by religious convention to wear a turban to manage their long uncut hair even when in the workplace. In addition, a Sikh turban is a distinct symbol of the Sikh identity.
- Scientific examination of the safety capabilities provided by the Punjabi Style turban has indicated that the conventional Sikh turban does not conform to the impact requirements of the standard for industrial protective headwear.
- Each jurisdiction in Canada has a safety headgear requirement similar to that which currently exists in BC's OHSR. There is no jurisdiction in Canada that provides an exemption from wearing Occupational Health and Safety protective headgear on religious grounds.
- Pursuant to section 116 of the *Workers Compensation Act*, the Minister of Labour directed WorkSafeBC to consider amending the OHSR to accommodate turban wearing Sikhs where there is no risk of head injury, while continuing to protect their health and safety. If WorkSafeBC does not make, repeal or amend the regulation as recommended, the Lieutenant Governor in Council may pass a regulation in accordance with the Minister's recommendation.
- WorkSafeBC has developed a proposed regulation amendment that would clarify that employers must first take steps to eliminate or minimize, through engineering and/or administrative controls, the risk of head injury to workers from falling, flying or thrown objects, or other harmful contacts, before relying on safety headgear.
- The proposed regulation does not specifically refer to turbans or other specific religious head coverings, nor would it provide a blanket hard hat exemption, but it would better accommodate workers who wear religious head coverings by requiring employers to adopt other safety measures before they can require that workers must wear a hard hat.
- As part of its regulation development process, WorkSafeBC undertakes extensive public consultation. WorkSafeBC received 178 submissions from stakeholders as part of a consultation that closed on July 31, 2020.
- WorkSafeBC is also required to hold a public hearing before changes can be made to the *Occupational Health and Safety Regulation*.
- WorkSafeBC cancelled its scheduled October 2020 public hearing on this issue when the provincial election was announced.

- WorkSafeBC plans to commence public hearings in December 2020 or January 2021, unless otherwise directed.

Decision required:
Advice/Recommentations

- This is a 30-day issue for government because it is an important issue for the Sikh community and responds to the principle of religious accommodation balanced with the safety of workers, and because WorkSafeBC is expected to continue work on this issue shortly after the election Advice/Recommentations

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **90-Day Decision:** Asbestos - Government and WorkSafeBC Actions to Address the Safe Use, Handling, Abatement, Transfer and Disposal of Asbestos Materials and Products

Background:

- The Ministry of Labour is leading a cross-ministry Asbestos Working Group mandated "to identify, review and report on outstanding risks that asbestos poses for British Columbians and the environment, and additional strategies and initiatives that the British Columbia government and its agencies could undertake to further protect people and the environment from the dangers of asbestos."
- The cross-ministry Asbestos Working Group includes representatives from the Ministry of Labour, along with the Ministries of Health, Environment and Climate Change Strategy, and Municipal Affairs and Housing, and from WorkSafeBC.
- Since its creation in February 2017, the Working Group reviewed available evidence to identify the nature and magnitude of outstanding asbestos risks for British Columbians and the province's natural environment and identified a number of initiatives that ministries and agencies are currently undertaking or are considering going forward.
- The Asbestos Working Group consulted on the identified issues and potential initiatives including how to better protect people and the environment from asbestos with business and employer representatives, the BC Federation of Labour, the BC Building Trades and other worker representatives, asbestos contractors, the Union of BC Municipalities, selected local governments and other appropriate stakeholders identified by the Working Group.
- As part of its mandate, in December 2018, the Working Group released a report *"Keeping Workers, the Public and the Environment Safe from Asbestos: Working Group Draft Final Report and Recommended Actions"* (the Report). The Report, through research and analysis, identified key issue areas surrounding asbestos that span through a continuum of identification, handling, abatement and disposal.
- The Report also identified 16 recommendations on strategies and initiatives that the British Columbia government and its agencies could undertake to further protect British Columbians and the environment from the dangers of asbestos.

Advice/Recommentations

Advice/Recommentations

Advice/Recommentations

Decision required:

Advice/Recommentations

Advice/Recommentations

MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Affordable Housing
Safe Restart Grant to Local Governments
Lower Post Project
Mass Timber Implementation Strategy
Property Assessment Strategic Review
Safe Restart Contribution Agreement TransLink
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
CMHC Rapid Housing Initiative
COVID-19 Related Measures Act Regulation
Emergency Program Act Modernization
Expiry of Temporary Accommodation Leases
Integrated Transportation Development Strategy
Large Entrenched Homeless Encampments
Cabinet Confidences; Advice/Recommentations
Surrey Langley SkyTrain
60 Day Decisions
No 60 day decisions
90 Day Decisions
Cabinet Confidences; Advice/Recommentations
Strata Insurance
TransLink Investment Plan Regional Tools

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **Housing affordability** remains an issue across income brackets throughout B.C, both for rental housing and homeownership. This situation causes hardship for a growing segment of residents, contributes to a widening wealth gap in society, complicates health and mental health challenges for individuals and population groups, and impacts economic growth and sustainability of B.C. communities.

Background:

- The Homes for BC: A 30-Point Plan for Housing Affordability in British Columbia was released in February 2018 and is helping to increase the supply of affordable housing, close loopholes and stem demand. Government completed 16 of the actions relatively quickly and 24,400 units of housing are completed or underway.
- Despite this success, B.C.'s housing market continues to show a misalignment between income levels and housing prices, resulting in affordability and mobility challenges and reduced housing security.
- Approximately 68 percent of B.C. households (nearly 1.3 million households) live in homes they own, while 32 percent are renters (600,000 households) and 0.1 percent live in First Nation band housing.
- A generally accepted measure of housing affordability is 30 percent of a household's gross income paid to housing costs (either mortgage and insurance costs or rent).
- In B.C, the average household includes 2.43 people and the median annual household income is $69,995. Annual incomes are slightly higher Victoria at $70,283, and in Vancouver at $72, 662. This means that for half of Vancouver households, their affordable monthly housing costs would start at approximately $1800 a month, the other half can only afford lower payments or rents.
- The cost of homeownership remains high in B.C, and virtually unattainable for many people in large metropolitan areas.
    - In September 2020, the Multiple Listing Service prices for benchmark single detached dwellings were $1.52M in Metro Vancouver, $1.03M in the Fraser Valley and $793,000 in Greater Victoria.
    - The mortgage payment on a $1M home, with a 20 percent down payment, at 1.85 percent interest, amortized over 25 years, is approximately $3300 per month.
- The cost of rental housing in B.C is also high in many communities. In September 2020, the median monthly asking price for a one-bedroom rental in Greater Vancouver was $1,650 and $1,350 in Greater Victoria. For these one-bedrooms to be considered affordable requires an annual household income of $64,000 in Greater Vancouver and $54,000 in Greater Victoria.
- The supply of housing has increased in the last few years; rates of construction for housing both for sale and purpose-built rental (PBR) were higher and government efforts to increase housing supply have experienced moderate success, but the price of housing has not reduced sufficiently and the number of units with lower rents in the primary rental market is declining.

Issue/Opportunity:

Advice/Recommentations

-

- From January through early March 2020 (prior to COVID-19), the ministry hosted a series of roundtables with Indigenous groups and key stakeholders to check-in on the state of housing in B.C. and to solicit ideas for other actions to consider. Advice/Recommentations

Advice/Recommentations

- The Canada-British Columbia Expert Panel on the Future of Housing Supply and Affordability was established in September 2019 to examine housing trends for rental and homeownership and to explore options to allow British Columbians increased access to housing that they need and can afford. Advice/Recommentations

Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- COVID-19 Canada-BC Safe Restart Funding for Local Governments:
  - Timing and communication of payment of the direct allocation-based grants to Local Governments
  - Timing and administration of application-based streams for Local Governments.

Background:

- On August 10, 2020, Premier Horgan addressed a "Safe Restart Letter" to Prime Minister Trudeau which served as the basis of a COVID-19 restart funding agreement. The local government component of this funding was approximately $540 million equally shared between the Federal Government and the Province.

Cabinet Confidences

Local Government

Advice/Recommentations

Advice/Recommentations

Strengthening Communities' Services

Advice/Recommentations

Advice/Recommen ($100 million to be allocated on demonstrated need through an application process) Advic

Advice/Recommentations

- Funding from the Strengthening Communities stream is intended to provide grants to local governments to support local services for vulnerable populations experiencing homelessness and address community concerns regarding the impacts of the COVID-19 pandemic on unsheltered populations. Advice/Recommentations

Advice/Recommentations

Advice/Recommentations

Advice/Recommentations

Advice/Recommentations

Advice/Recommentations

Issue/Opportunity:

Local Government

Advice/Recommentations

- Prompt payment will ensure local governments address various issues relating to COVID-19 including the safe restart of community services and facilities, emergency response measures, and other fiscal measures relating to COVID-19.

Advice/Recommentations

Strengthening Communities' Services

- The issue is the urgent need to support local governments in addressing the disproportionate health, social, and economic impacts of the COVID-19 pandemic on vulnerable populations through the creation of a grants-based process to distribute $100M to local governments.

Cabinet Confidences; Advice/Recommentations

Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Investing in Canada Infrastructure Program (ICIP) under 2018 Integrated Bilateral Agreement (IBA) with Canada - **Lower Post Project**

Background:

- Under the ICIP Community, Culture, and Recreation (CCR) program, the Daylu Dena Council (Lower Post) Multi-Purpose Cultural Building project Cabinet Confidences; Advice/Recommentations
  Cabinet Confidences;
- The Daylu Dena Council, located in Lower Post in northern BC, Advice/Recommentations; Intergovernmental Communications
  Advice/Recommenta construction of a new multi-purpose cultural building that will serve as a space for community events and gatherings; as there is no appropriate space in the community. This project will enable the demolition of the former residential school.
- Project was submitted to program partner (Infrastructure Canada) for final approval. Advice/Recommentations:
  Advice/Recommentations; Intergovernmental Communications
- Project furthers government-First Nations reconciliation and is supported by MAH and Ministry of Indigenous Relations and Reconciliation.
  Advice/Recommentations; Intergovernmental Communications
- Premier Horgan travelled to Lower Post and met with members of the Daylu Dene on October 1st, 2019.

Issue/Opportunity:

Advice/Recommentations; Intergovernmental Communications

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Mass timber implementation – current state and next steps

Background:

- Mass timber refers to engineered wood products that allow for taller, larger and more complex building types than standard wood frame. Products have advanced to be alternatives to concrete and steel or used in hybrid applications with those materials. Mass timber presents significant environmental benefits when compared to traditional products, including reduced greenhouse gas emissions, and improvements in health and wellness for building occupants.
- In Spring 2020, the Office of Mass Timber Implementation (OMTI) was established in the Ministry of Municipal Affairs to expand the production and use of mass timber building products through the deployment of policy levers and statutory authorities distributed across government.

Issue/Opportunity:

- Forestry in B.C. is at a crossroads due to shrinking timber supply, low lumber prices, U.S. duties and increased competition. A forward-looking mass timber strategy will support the forest sector's transition from high volume to high value production and improve the economic situation.
- Various ministries have been working in relative isolation since 2009 to promote mass timber production and use. While much of this work is having a positive effect, it has not collectively been transformative in moving the dial in the development, construction and forest product manufacturing sectors.
- In Spring and Summer 2020, engagement with key thought leaders from the development, construction and forest product manufacturing sectors informed a better understanding of the current state, barriers, inefficiencies and opportunities for mass timber in B.C. and globally.

Advice/Recommentations

- Through the COVID-19 Economic Recovery plan, funding has already been allocated to programs that support the strategy, including:
    - technical research and an incentive program for new mass timber demonstration in the private sector (JEDC),

- funding for new projects that accelerate the availability, acceptability and affordability of low-carbon building solutions, such as mass timber (EMPR), and
- a new mass timber micro-credential delivered by BCIT (AEST).

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Property Assessment Strategic Review

Background:

- Metro Vancouver has in recent years experienced dramatic increases in property values and associated taxes, and this has been particularly impactful for commercial tenants under triple-net leases. The issue is exacerbated by densification efforts that lead to changes in the highest and best use of properties where there is development potential, requiring tenants to pay taxes not just on the value of the current use, but on the value of the potential use of the property.
- An Intergovernmental Working Group (IWG) was formed with Metro Vancouver municipal members and provincial government representatives to evaluate potential mitigation strategies.
- In June 2019, Municipal IWG members wrote to Premier Horgan requesting that the Province implement a commercial/light industrial sub-class for the 2020 tax year. The sub-class would capture the value of the development potential and allow local governments to tax it at a lower rate.
- Rather than the sub-class, which was not implementable in that timeframe, the Province introduced the Interim Business Property Tax Relief legislation in February 2020 and committed to developing a long-term solution.
- Due to COVID-19 and timing constraints there was no uptake of the legislation, which was optional for local governments.

Issue/Opportunity:

Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Safe Restart Contribution Agreement – TransLink

Issue:

- Canada-British Columbia Safe Restart Funding for TransLink

Background:

- The COVID-19 pandemic has caused significant impacts on public transit and by extension has created unprecedented financial pressure for TransLink due to the pandemic's effect on travel demand.
- TransLink is required by statute to be self-financed in the delivery of operating services and capital projects. Regional revenue sources include fares, regional property, fuel and parking taxes, and other own sources. In 2019, transit revenue made up 39.7% and fuel tax, parking rights tax and property tax combined made up 51.9% of total revenue before loss on disposal and senior government funding.
- Low travel demand has significantly reduced TransLink's primary revenue sources (transit fares, fuel tax, and parking tax); with total boardings across the conventional system decreasing by 85% in April 2020 and slowly rebounded with overall ridership down approximately 61% in September 2020 compared to the same time in 2019.
- TransLink's forecast pandemic-related operating losses is at $600M for the combined 2020 and 2021 calendar years based on a Medium Case scenario that includes service levels at 100% with ridership levels growing to approximately 60% of 2019 levels in 2021.
- Recognizing the key role of transit in B.C.'s successful recovery, in June 2020, the Province, TransLink and the Mayors' Council entered into a Memorandum of Understanding (MOU) to collaborate on exploring options for TransLink to continue to deliver essential transit service during and after the pandemic period while avoiding service cuts that are not in the public interest and do not align with B.C.'s Restart Plan.
- In addition, the MOU recognizes the critical role the region plays in ensuring its transit system's short, medium and long-term recovery.
- In the summer of 2020, Canada and British Columbia announced that they would provide up to $540 million each (or over $1 billion in total) to transit operators in British Columbia, including TransLink, to offset the impacts of the COVID-19 pandemic.

Issue/Opportunity:

- Under the Provincial State of Emergency, public transit has been recognized as an essential service. It has provided an affordable, reliable and safe transportation option throughout the pandemic, and plays an important role in supporting social and economic recovery efforts.
- On September 18, 2020, British Columbia and Canada announced that TransLink would receive one-time funding of $600 million to help close TransLink's projected COVID-19-related operating funding gap in 2020 and 2021 as well as $44 million to offset further revenue loss from reducing an annual fare increases to 2.3% annually through 2024 so that transit fares can remain as low as possible without risking TransLink's financial stability.
- This immediate relief for TransLink in the short-term (2020 and 2021) will allow TransLink to set their budget and service levels for 2021.

- The Province has drafted a contribution agreement, to be signed by the Deputy Minister of Municipal Affairs and Housing, to convey the Canada – British Columbia Safe Restart funding.
- The Safe Restart funding will allow TransLink to maintain service levels that adapt to changing demands (with upside capacity potential) while minimizing service reductions or pass-up trends as much as possible.

Advice/Recommentations

- TransLink is expected to limit fare increases to no more than 2.3 percent per year until 2024 with the earliest increase in July 2021.
- TransLink is anticipating that ridership will recover slowly and expects to be at approximately 60 percent of historical ridership levels by late 2021 based on the Medium Case scenario.

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **30 Day Decision Canada Mortgage and Housing Corporation (CMHC) Rapid Housing Initiative**

Advice/Recommentations; Intergovernmental Communications

Background:

- On September 21, 2020 the Government of Canada announced the creation of a $1 billion RHI to help address urgent housing needs of vulnerable Canadians by rapidly creating new affordable units. The initiative will cover the construction of modular housing, as well as the acquisition of land, and the conversion of existing buildings to affordable housing (note: it will cover capital costs, but it will not cover operating costs).
- RHI will be available to municipalities, provinces, territories, Indigenous governing bodies and organizations, and non-profit organizations. This funding can be spent on First Nations' reserve lands.
- According to a staff-level briefing provided by the CMHC on September 23, the capital funding is aimed at ending chronic homelessness with a focus on supportive housing, though all different types of affordable housing will be eligible. CMHC intends to have all funds disbursed by March 31, 2021.

Advice/Recommentations

- Once the program criteria are known, MAH will work with BC Housing to determine what projects already under development may be appropriate for an application to the RHI and if there are any partnership opportunities with local governments. Advice/Recommentations

Advice/Recommentations

Decision required:

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **30-Day Issue: *COVID-19 Related Measures Act* (CRMA)** Cabinet Confidences; Advice/Recommendations

Cabinet Confidences; Advice/Recommentations

Background:

- A Provincial State of Emergency (PSOE) was declared on March 18, 2020 in relation to COVID-19, and since then, several Ministerial Orders (MOs) under section 10 of the *Emergency Program Act* (EPA) have been enacted.
- On July 8, 2020, the CRMA came into force; the CRMA incorporates and extends certain Ministerial Orders made under the EPA, including the following orders:
  - *MO159: Local Government Finance Order*: authorizes critical local government financial measures around borrowing from reserve funds, revenue anticipation borrowing and tax sales;
  - *MO192: Local Government Meetings and Bylaw Process (No.3)*: provides local governments with necessary governance authorities in light of the challenges presented by the COVID-19 pandemic, for open and electronic meetings, public hearings, and bylaw and other procedural matters;
  - *MO114: Electronic Attendance at Strata Property Meetings*: ensures that all strata corporations can comply with Provincial Health Officer (PHO) orders related to COVID-19 (i.e., restrictions on gatherings of 50 or more persons) and conduct their necessary business safely.
- The CRMA allows a regulation to be made under the Act to extend Orders for up to one year after the CRMA comes into force.
- Under the CRMA, unless a regulation is enacted, all of the MOs will expire 90 days after the PSOE expires or is cancelled.

Cabinet Confidences; Advice/Recommentations

Page 131 of 503

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

Cabinet Confidences; Advice/Recommentations

Background:

- Emergency Management BC (EMBC) is developing a modernized *Emergency Program Act* (EPA) to better reflect the United Nation's Sendai Framework for disaster risk reduction as well as reconciliation, diversity and inclusion principles. A key outcome of this effort is to improve disaster risk reduction and mitigation measures which will aid in building community resiliency.
- The EPA modernization discussion paper, approved by Cabinet and released in October 2019, included policy proposals that would require local governments to give greater consideration of risk and mitigation requirements when approving development in hazardous areas such as floodplains.

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Withheld pursuant to/removed as

Advice/Recommentations; Intergovernmental Communications; Cabinet Confidences

30/60/90 DAY DECISION NOTE

Issue:

- **30 Day Decision - Expiry of Temporary Accommodation Leases**

Advice/Recommentations

e

Cabinet Confidences

Background:

- In response to the COVID-19 pandemic, BC Housing secured temporary spaces to house homeless and vulnerable individuals in a combination of additional shelter spaces, leased hotels/motels, and other Emergency Response Centres (ERCs) which include community centres and other civic spaces.
- The temporary spaces were secured to: a) support physical distancing by thinning shelters, b) support women and children fleeing violence and c) provide self-isolation and quarantine space to COVID-positive residents, d) set aside surge capacity on as needed basis, and e) fulfill emergency orders to decamp Oppenheimer, Pandora and Topaz Park.
- As of August 30, 2020, a total of 2,362 shelter and hotel spaces were being leased across the province. BC Housing continues to monitor regional needs in the context of current COVID-19 clusters and regional homelessness pressures are adjusting inventory accordingly.
- Following a government commitment to permanently house the decamped populations, BC Housing acquired four hotels and have provided supportive housing to approximately 400 individuals. Approximately 200 people from the decampments remain in leased, temporary housing.
- MAH and BC Housing are working to understand the ongoing use and occupancy of the approximately 2400 leased spaces based on operator data. Based on initial reporting for the month of August, only approximately 10-25% of spaces are being used for isolation or quarantine, and the rest are being used for emergency shelter overflow and to shelter women and children fleeing violence Advice/Recommentations

Advice/Recommentations

Advice/Recommentations

Advice/Recommentations

- With shelters in some communities full, and little to no vacancy in social or subsidized housing;

unless leases are extended, individuals currently residing in leased hotels or in temporarily extended shelters will lose their accommodation and are likely to return to homelessness.

Decision required:

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **30-Day Issue: Integrated Transportation and Development Strategy**

Background:

- The Ministries of Transportation and Infrastructure (TRAN) and Municipal Affairs and Housing (MAH) are leading the development of an Integreated Transportation and Development Strategy (ITDS). The long-range strategy will build upon and better align provincial priorities with local, regional, and Indigenous community transportation and land use objectivesAdvice/Recommentations

Advice/Recommentations

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Large Entrenched Homeless Encampments

- **Within 30 days,** Advice/Recommentations **to large entrenched homeless encampments (30 days)** —large encampments in Victoria (Beacon Hill and Central Park) and Vancouver (Strathcona Park).

Background:

- Encampments have grown in number, size and complexity across the Province, exacerbated by the economic and social impacts of COVID-19. Health and safety risks are high in entrenched encampments in Victoria and Vancouver.
- Homelessness solutions require significant additional resources and partnerships between government, the social service sector, health authorities and local governments.

Advice/Recommentations

- Local co-ordinated access and assessment tables used to fill supportive housing vacancies prioritize the most vulnerable and provide a mechanism to case manage people out of encampments when housing is available.

Advice/Recommentations

Vancouver:

- In April/May, 261 people from Oppenheimer Park were housed under an *Emergency Program Act* order to evacuate the park. Despite this, a new camp emerged, first at Crab Park, and now in Strathcona Park.
- Since the Strathcona Park encampment was established in July, the number of people sheltering grew to 350 in September. As of October 7, there were approximately 200 people sheltering in the Park. Advice/Recommentations

Advice/Recommentations

- On October 8th, 2020 Vancouver City Council passed a motion to provide $30 million for Emergency COVID-19 Relief for unsheltered residents and directed staff to lease or purchase the following types of housing: vacant apartment buildings, vacant commercial hotels or other buildings and/or vacant single-room occupancy buildings.
- Vancouver City Council voted against the option of a long-term managed encampment.
- The City plans to immediately open two city sites: 2400 Motel on Kingsway and the Jericho Hostel, and find a location for a temporary COVID-19 shelter.

Advice/Recommentations

Victoria:

- In Victoria, 344 people were housed in temporary and permanent accommodation through the decampment of Pandora Ave and Topaz Park under the *Emergency Program Act* order.
- As of October 7, there are about 100 people sheltering in Beacon Hill Park, 90 people sheltering in Central Park, with a total of 250-260 people sheltering in parks across the city, up from150 people in July.
- The City of Victoria has revised its Parks Bylaw outlining limits and conditions for sheltering in parks and will revisit the decision to allow 24/7 sheltering after the provincial state of emergency is lifted.
- The City is pursuing a dispersed encampment model throughout its parks but is also receiving significant pressure from communities regarding health and safety concerns in the parks where people are camping.

Advice/Recommentations

Immediate Options:

Advice/Recommentations; Government Financial Information

Decisions required:

Advice/Recommentations

Page 139 of 503

Withheld pursuant to/removed as

Advice/Recommentations; Cabinet Confidences

Page 140 of 503 to/à Page 142 of 503

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

Cabinet Confidences; Advice/Recommentations

Background:

- The 2014 Mayors' Council's 10-Year Vision included 27 kilometers of LRT in Surrey. Phase Two of the Vision, approved by the Mayors' Council in 2018, included a 10.5 km, $1.65B Surrey-Newton-Guildford (SNG) LRT project. It was intended that a future Phase Three would include 16.6 km of LRT along Fraser Highway from Surrey to Langley.

Advice/Recommentations; Government Financial Information

- In response to a request from Surrey, in 2019 the Mayors' Council suspended SNG LRT and instructed TransLink to proceed with planning and project development for SkyTrain on Fraser Highway from Surrey to Langley, using only funds approved for SNG LRT.
- In January 2020, TransLink submitted a business case to the Province for SLS, which assumes TransLink ownership and delivery of the project. The business case, which focusses on SLS Stage 1 from Surrey's King George SkyTrain station to Surrey's Fleetwood Town Centre, estimates that SkyTrain can be extended 7 km from King George to Fleetwood for $1.63B and that continuing from Fleetwood to Langley City Centre would cost an additional

Advice/Recommentations

Decision required:

Cabinet Confidences; Advice/Recommentations

30/60/90 DAY DECISION NOTE

COVID-Related Amendments to Local Governmen

Cabinet Confidences; Advice/Recomme

Issue:

- **90-Day Issue**

Cabinet Confidences; Advice/Recommentations

Background:

- A Provincial State of Emergency (PSOE) was declared on March 18, 2020 in relation to COVID.
- To provide local governments with the necessary authorities to be able to govern, operate and manage their unexpected fiscal pressures in light of the pandemic, a number of extraordinary measures were taken including the enactment of the following two MOs under *Emergency Program Act* (EPA) which were then incorporated into the CRMA.
    - *MO159: Local Government Finance Order*: authorizing critical local government financial measures for borrowing from reserve funds, revenue anticipation borrowing and tax sales; and
    - *MO192: Local Government Meetings and Bylaw Process (No.3)*: providing local governments with governance authorities in light of the challenges presented by COVID-19, for open and electronic meetings, electronic public hearings, and bylaw and other procedural matters.

Cabinet Confidences; Advice/Recommentations

Page 145 of 503

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **90 Day Decision - Strata Insurance**
  Advice/Recommentations

Background:

- The *Strata Property Act* requires strata corporations obtain insurance for the full replacement value of their property.
- Beginning in fall 2019 many strata corporations in B.C. began reporting strata insurance issues including marked increases in the annual cost of strata insurance (an average increase of 40 percent, but some stratas had increases of 200 percent or more); deductibles also sharply increased (e.g. from $25,000 to $100,000). Some stratas also have had difficulty in obtaining full replacement value insurance.
- As a result of rising insurance costs, strata owners could face strata fee increases of $200 to $500 a month or special levies paid by each strata owner. Affordability is a key concern for strata owners, many of whom are seniors on fixed incomes, first time home buyers or owners with moderate incomes. Ministry correspondence on this issue increased dramatically.
- The Housing Policy Branch continues to work with strata and insurance industry stakeholders, the Ministry of Finance and the BC Financial Services Authority (BCFSA) to understand the issues and seek solutions. The BCFSA is expected to issue a final report on strata insurance issues; timing of the report will be determined by the incoming Minister of Finance.
- In summer 2020, the government passed legislation (Bill 14) to mitigate the insurance issue. It included changes to the *Financial Institutions Act* (Finance) and the *Strata Property Act* (MAH). Measures that will be in force as of November 1, 2020 include provisions to: require full disclosure of broker commissions to strata corporations; prohibit referral fees to strata managers; require insurance brokers to provide more advance notice to strata corporations on insurance renewal changes; and require the strata corporation to quickly inform owners of strata insurance policy changes.
- Government also indicated that it may take additional action in fall 2020 following further consultation, the final report on strata insurance from the BCFSA, and the development of regulations.
- The additional actions under the *Strata Property Act* already authorized by Bill 14 may include: strengthening depreciation report requirements; capping the amount owners would have to pay for insurance deductibles; disclosing the strata corporation's insurance status to prospective purchasers; determining whether full replacement value insurance would still be required; defining a "standard unit" for strata corporations to insure and increasing owner and developer contributions to the contingency reserve fund.

Advice/Recommentations

.

Decision required:

Cabinet Confidences

30/60/90 DAY DECISION NOTE

Issue:

- **90 Day Decision TranskLink Investment Plan Regional Tools**
  Advice/Recommentations

Background:

- The *South Coast British Columbia Transportation Authority (SCBCTA) Act* requires TransLink to develop an investment plan that identifies planned transportation services, initiatives, and capital investments for the next ten years (Investment Plan). The SCBCTA Act requires that TransLink update its Investment Plan every three years, or more frequently.
- In 2014, the Mayors' Council on Regional Transportation approved a 10-Year Vision for transportation and transit investments and service increases in Metro Vancouver. The Vision was structured to be delivered in three phases and through three separate, overlapping 10-Year Investment Plans.
- The Phase One Investment Plan was approved in 2016 with provincial and federal contributions of $246 million and $370 million, respectively. It included rail and bus transit service increases, new SkyTrain and West Coast Express cars, as well as other capital investments.
- In June 2018, the Mayors' Council approved their Phase Two Investment Plan which includes construction of rapid transit in Surrey and Vancouver. The Province is funding 40% (estimated at $2.54B) of the capital costs leveraging over $2 billion of federal funding through the federal Investing in Canada Infrastructure Program.
- As part of Phase Two negotiations with the region, the Province passed multiple pieces of legislation to assist TransLink with its regional share of funding the 10-Year Vision including a new development cost charge and increasing the parking rights tax and motor fuel tax.
- Prior to COVID-19, TransLink was developing a Phase Two Investment Plan *Update* for June 2020, for Surrey-Langley-SkyTrain (SLS) Stage 1 and planning for a Phase Three Investment Plan in spring/summer 2021, Advice/Recommentations
- Due to the unprecedented financial impacts of COVID-19 and resulting uncertainty, the Mayors' Council terminated Phase Two *Update* planning in April 2020. TransLink postponed work to develop the next Investment Plan until the extent of senior government support to help offset COVID-19 losses, replenish reserves and fund new projects was known. TransLink stated that future planning was also dependent on greater stability in revenue tools and having an ability to forecast future financial capacity.
- Recognizing the key role of transit in B.C.'s successful recovery, (particularly in the Lower Mainland), in June 2020, the Province, TransLink and the Mayors' Council entered into a Memorandum of Understanding (MOU) to collaborate on exploring options for TransLink to continue to deliver essential transit service during and after the pandemic period while avoiding service cuts that are not in the public interest and do not align with B.C.'s Restart Plan. Work under this MOU is intended to lead to a jointly-developed short and longer-term proposals for consideration and direction at the regional and provincial level.

- In September 2020, the federal and provincial governments committed to providing $644 million of one-time funding to TransLink, cost-shared 50-50 basis through the Canada – B.C. Safe Restart Agreement. This immediate relief funding will help close TransLink's projected COVID-19-related operating funding gap in the 2020 and 2021 calendar years, as well as offset the additional revenue loss from reduced fare increases.
- The pandemic is expected to impact TransLink's operating revenue well beyond 2021 with TransLink forecasting significant long-term financial and debt pressures ranging from $2 billion to $4.4 billion over the next 10 years. As the future course of the pandemic is uncertain, the projected financial impacts may worsen and TransLink has a legislative requirement to balance its budget over its 10-year Investment Plan.
- TransLink's revenue model has remained largely unchanged since its founding, with the current model still based on the three original dedicated taxes (fuel tax, parking tax, and property tax) in addition to transit fares. In 2019, transit revenue made up 39.7% and fuel tax, parking rights tax and property tax combined made up 51.9% of total revenue before loss on disposal and senior government funding.

Advice/Recommentations

Decision required:

- TransLink intends to update its Investment Plan for spring 2021 that reflects its updated financial position and the effects of COVID-19, while balancing that requirement against evolving priorities of the TransLink Board of Directors and Mayor's Council, as well as the Province.
- In a June 2020 submission to the Select Standing Committee on Finance and Government Services, the Mayor's Council said TransLink must reduce its reliance on transit fares and fuel tax. For TransLink to support the region in a post-pandemic world, the Mayors' Council is interested in working with the Province to modernize TransLink's revenue tools into a diversified portfolio.

Advice/Recommentations

MINISTRY OF MENTAL HEALTH AND ADDICTIONS

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Expanded Access to Safer Pharmaceutical Alternatives
Overdose Deaths
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
Decriminalization
Federal Safe Restart Funding
Overdose Emergency Response (Community Innovation Fund) Grants
Stabilization Care
60 Day Decisions
First Nations Health Council MOU Extension
Pathway to Hope Public Report
90 Day Decisions
No 90 day decision

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Expanded Access to Safer Pharmaceutical Alternatives

Background:

- B.C. is at an all-time high for both fatal and non-fatal overdose events. After seeing a steady decline in 2019, BC Coroners Service data for January to September 2020 shows an alarming increase with 1,202 deaths from confirmed or suspected illicit drug toxicity.
- Month over month increases in deaths have been observed since the advent of the COVID-19 public health emergency in March 2020. The highest number of deaths ever recorded in one month occurred in June 2020 at 181. May to July 2020 saw over 170 deaths each month, the first time this many deaths have been recorded in one month.
- The key driver of increased mortality is the growing toxicity and unpredictability of street drugs since late March 2020, likely due to disruptions to the drug supply chain. Higher fentanyl concentrations and an increase in unexpected, dangerous combinations of drugs (e.g., benzodiazepines) have been observed across multiple drug surveillance data sources across the province.
- In September 2020, the Ministers of Health and Mental Health and Addictions approved new policy direction to provide prescribed pharmaceutical alternatives to the toxic drug supply. Providing low barrier access to a consistent supply of unadulterated opioids will not only prevent overdose events, but can potentially reduce drug-related harms, and improve overall health and well-being, as evidenced by studies demonstrating the effectiveness of prescribed diacetylmorphine and hydromorphone. It also creates an opportunity to connect individuals to other health services and the continuum of substance use care.
- This new policy:
    - Expands eligibility criteria to address the widespread risk of overdose primarily due to an increasingly toxic drug supply.
    - Provides a broader range of medications to address the realities of high potency of illicit fentanyl and the modes of drug use such as inhalation.
    - Provides more specific guidance to support principles of care, prevent diversion and assessment of patient outcomes including harms and benefits.
- The public announcement of the new policy guidance was accompanied by a public health order issued by the Provincial Health Officer authorizing registered nurses and registered psychiatric nurses to prescribe pharmaceutical alternatives to help separate more people from the toxic illicit drug supply to save lives and provide opportunities for ongoing care, treatment and support.
- In the context of dual public emergencies, work on the detailed policy guidance and the clinical guidance and support tools necessary to fully implement the policy direction has continued during September and October 2020. Work has also continued to support implementation of the public health order authorizing registered nurses and registered psychiatric nurses to prescribe.
- A range of health system partners and stakeholders are involved in the development of the clinical and other components of the policy including addiction medicine specialists, public health and harm reduction staff, the First Nations Health Authority, partner ministries, and people with lived and living experience as well as professional colleges and associations.

Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

Issue/Opportunity:

Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue: Overdose Deaths

Background:

- B.C. is at an all-time high for both fatal and non-fatal overdose events. After seeing a steady decline in overdose deaths in 2019, BC Coroners Service data for January to September 2020 show an alarming increase with 1,202 deaths from confirmed or suspected illicit drug toxicity.
- A dramatic increase in deaths month over month has been observed since the advent of the COVID-19 public health emergency in March 2020.
- The highest number of deaths ever recorded in one month occurred in June 2020 at 181. May to July 2020 saw over 170 deaths each month, the first time this many deaths have been recorded in one month.
- In September 2020 there were 127 suspected illicit drug toxicity deaths. This represent a 115% increase over the number of deaths seen in September 2019 (60) and a 15% decrease over the number of deaths in August 2020 (150).
- Overdose deaths are occurring in all regions of B.C. By Health Authority (HA), in 2020, the highest rates were in Northern Health (44 deaths per 100,000 individuals) and Vancouver Coastal Health (37 per 100,000).
- Extremely high overdose events have also been reported across B.C. including in small and mid-sized communities. BC Emergency Health Services volumes of paramedic-attended overdose events have been high and steady since late 2016 to present without reprieve (increased 2% between 2018 and 2019). Paramedic attended overdose deaths have increased from just 1,000 in January 2020 to over 1,600 in August 2020, with a high of 1,785 in June 2020.
- Recent data from the First Nations Health Authority show that First Nations individuals are 5.6 times more likely to die from an overdose than all others – First Nations women are most disproportionally impacted – 8.7X times the rate of other women in BC in 2019.
- Overdose continues to be the leading cause of unnatural death in B.C. surpassing homicides, suicides, and motor vehicle collisions combined; life expectancy at birth is declining in British Columbia largely due to the overdose public health emergency.
- For British Columbians who use substances, the intersection of the public health emergencies of overdose and COVID-19 has exacerbated health inequities, the ongoing risk of overdose, and other harms due to the toxic street drug supply. Additional risks faced by this group include severe illness from COVID-19 infection, due to a higher prevalence of underlying health conditions, and the risk of withdrawal among those who are self-isolating.
- Since COVID-19 measures have been in place, there has been reduced availability of overdose prevention and supervised consumption services, reduced access to these services by people who use drugs, and reduced community drug checking services; increased social isolation, stress, and anxiety; and changes in employment, income, and housing. Attendance at overdose prevention services was down by as much as 50% in May and June 2020.
- While these issues are contributing to the worsening of overdoses in B.C., the key driver of increased mortality is the growing toxicity and unpredictability of street drugs since late March 2020, likely due to disruptions to the drug supply chain. Higher fentanyl concentrations and an increase in unexpected, dangerous combinations of drugs (e.g., benzodiazepines) have been observed across multiple drug surveillance data sources across the province. BC Coroner's reports also show evidence of "extreme" fentanyl concentrations in at least 14% of cases from April to August, compared to 8%

from January 2019 to March 2020.

Escalating the Response to the Overdose Crisis

- Since March 2020, MMHA has led a set of actions to respond to the increase in overdoses fatalities and events:
    - **Risk Mitigation in the Context of Dual Public Health Emergencies**: To reduce the spread of COVID-19, the BC Centre for Substance Use (BCCSU) with the support of the Province of BC, issued the interim clinical guidance document: *Risk Mitigation in the Context of Dual Public Health Emergencies* on March 26, 2020. The guidance supports people who are at risk of COVID-19 infection, people who have a confirmed infection or a suspected case pending diagnosis and people who have a history of substance use, including opioids, stimulants, alcohol, benzodiazepines or tobacco.
    - **Episodic Overdose Prevention**: On May 6, 2020, the *COVID-19: Provincial Episodic Overdose Prevention Services (e-OPS) Protocol* was released to provide step by step guidance to health and social service sectors for safely observing the consumption of substances to support safety and dignity outside of established supervised consumption and overdose prevention service locations.
    - **Lifeguard App:** On May 20, 2020, the Provincial Health Services Authority announced the launch of the Lifeguard mobile application which is intended to reduce the risk of fatal overdose for individuals using alone and for those who have access to a cell phone with WIFI and/or data. As of August 30, 2020, there were 6,215 all-time sessions, with 1,918 unique users. To-date Lifeguard usage has prompted 14 emergency responder calls resulting in all overdoses being successfully attended and reversed.
    - **Accelerated Overdose Services:** On August 4, 2020, BC announced $10.5 million in funding to accelerate the response to an increasingly toxic drug supply due to COVID-19. The funding will further scale up overdose prevention services, expand access to safe prescription alternatives to separate people from toxic street drugs and add new outreach teams to help prevent overdose deaths, save lives and connect more people to treatment and recovery throughout the province.

Issue/Opportunity:

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Decriminalization

- The decriminalization of people who use drugs in B.C. would be a significant step in responding to the overdose crisis and provide an important opportunity to address the stigma and discrimination faced by people who use drugs. **A decision is required within 30 days.**

Background:

- Canada criminalizes the unauthorized simple possession of drugs under the *Controlled Drugs and Substances Act* (CDSA), section 4(1).
- Possession continues to be the most prevalent drug-related criminal offence in Canada, despite a decreasing rate.[1]
- In B.C., the criminalization of people who use drugs exacerbates stigma associated with substance use and may prevent people from accessing life-saving health and social services. In addition, the long-term impact of a criminal record on obtaining employment, applying for housing/an apartment and certain restrictions related to free movement (e.g., passport rules of various other jurisdictions) are significant.
- On July 9, 2020 the Canadian Association of Police Chiefs endorsed the decriminalization of simple possession of illicit drugs. This endorsement echoes recent recommendations from B.C.'s Provincial Health Officer Dr. Bonnie Henry, Chief Coroner Lisa Lapointe, and others who believe that substance use in our society should be treated as a health issue rather than a moral or criminal issue. Many police agencies in B.C. have adopted policies and/or practices to not refer simple possession offences to the Prosecution Service for charge consideration but rather choose other avenues available for disposition of the offence. Police may refer a matter to Crown for consideration of more serious charges but due to various reasons, the Prosecution Service may reduce the eventual charge to a lesser offence such as simple possession.
- Despite these policies and practices, front-line workers in the overdose crisis and advocacy groups for people with lived and living experience continue to report that fear of arrest and prosecution for the use or possession of drugs or of injecting supplies is deterring people from seeking health and social services.
- On July 20, 2020, Premier John Horgan wrote to the Prime Minister to urge the federal government to develop a national plan to decriminalize the possession of controlled substances for personal use Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

[1] Statistics Canada. Table 35-10-0030-01 Adult criminal courts, guilty cases by type of sentence (https://doi.org/10.25318/3510003001-eng)

Page 155 of 503

Withheld pursuant to/removed as

Advice/Recommentations; Intergovernmental Communications

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Federal Safe Restart Agreement

- Allocation of Federal Safe Restart Mental Health and Problematic Substance Use Funding to support proposals to address the impacts of COVID-19 on the mental health and wellbeing of British Columbians during the pandemic. – **A decision is required within 30 days**.

Background:

- On June 5, 2020, the Prime Minister announced a $14B commitment to a Safe Restart Agreement. The initial term sheets had a large portion of the funding being spent directly by the federal government, and funding that was available for provinces and territories and the process to obtain that funding was not clear. In the end, First Ministers reached a $20B agreement, almost $13B of which is being provided to provinces and territories in a streamlined, largely equal per capita cash basis – including $1.963B for B.C.
- Of the $500M that is being distributed to provinces and territories for mental health and problematic substance use, B.C.'s per capita share will be about $67.4M.
- Under the Agreement, the funding for Mental Health and Problematic Substance Use is to be used to:
    - Help cover one-time pandemic preparedness costs to provide wrap-around care and mental health supports, including supports for people experiencing homelessness.
    - Help cover one-time pandemic preparedness costs for supports, provided through services from community organizations, to protect people who use substances and those experiencing problematic substance use challenges.
- This funding will be used to offset some of the investments B.C. has already made during the COVID-19 pandemic to increase access to mental health and addictions supports, such as:
    - Enhanced mental health and addictions services (including virtual services), with a focus on adults, youth and front-line health care workers;
    - Introducing the Lifeguard application, which provides individuals with a means to call emergency services if they become unresponsive while using opioids alone; and
    - Increasing funding to service providers developing and delivering evidence-based substance use treatment and recovery services for people with addictions to ensure they can maintain services while addressing additional COVID-19-related costs.

Cabinet Confidences

Cabinet Confidences

- A decision is required on a timely basis as the funds received by B.C. under the Federal Safe Restart Agreement must be expensed by March 31, 2021.

Decision required:

Cabinet Confidences

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Overdose Grants

- Overdose Emergency Response (Community Innovation Fund) Grants to support community-based actions in response to the overdose crisis – **A decision is required within 30 days**.

Background:

- Budget Update 2017 provided $138M per year to respond to the overdose emergency - $6M per year is allocated to the Community Innovation Fund to support nimble, innovative, community-based actions with an immediate impact on the ground in responding to the overdose emergency.
- Funding within the Community Innovation Fund is typically provided through grants to community-based organizations and entities to support the actions and projects.

Cabinet Confidences

Cabinet Confidences; Advice/Recommentations

- A timely funding decision is required to implement these initiatives as soon as possible to address urgent needs in communities across B.C. in their response to the overdose emergency, particularly, during the COVID-19 pandemic.

Decision required:

Cabinet Confidences

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Stabilization Care for Youth

- Whether to move forward with amendments to the *Mental Health Act* related to Stabilization Care for Youth. **A decision is required within 30 days.**

Background:

- Government introduced amendments to the *Mental Health Act* (MHA) in the summer 2020 legislative session. Bill 22 proposed to establish a second part of the MHA to enable short-term involuntary stabilization care for youth experiencing severe problematic substance use:
  - Designated hospitals with stabilization facilities would have the ability to involuntarily admit a youth for 48 hours, and when required up to 7 days, provided the youth had recently experienced an overdose, and in the opinion of a physician was engaged in problematic substance use and not stable.
  - Admitted youth would not be compelled to involuntarily enter treatment beyond addressing acute symptoms related to the overdose and other trauma.
  - The stabilization facility director would be responsible to inform the youth of their rights. The youth may request a review of their admission, which would be carried out by another physician, or by the recommending physician if no others are available.
  - The period of admission would allow the youth's decision-making capacity to recover and allow health care providers the time to communicate and plan for the youth's future care with families, communities, and other services.
- There are a wide range of strongly held opinions regarding the use of involuntary admission for youth substance use. The policy work that led to developing the amendments was informed by clinical experts at BC Children's and Kelowna General Hospitals and they support the amendments, as do other clinicians such as the Doctors of BC Child and Youth Community of Practice, front line service organizations such as the Vancouver Aboriginal Child and Family Services Society, as well as a number of parent and family advocates who spoke in favour of the changes. Other stakeholder groups hold the opinion that the amendments did not go far enough and assert a more expansive regime should be introduced in line with the Safe Care Act Bill introduced by the Official Opposition in 2019. A third group of stakeholders were in opposition to the amendments and this group occupied most of the public/media discourse following introduction of Bill 22.

Advice/Recommentations

Advice/Recommentations

- In July 2020, the Minister of Mental Health and Addictions announced that Bill 22 would not proceed in the current legislative session, noting that concerns had been raised and a pause would allow for further consultations.

Advice/Recommentations

- Related to the broader issue of youth substance use, in September 2020 Government announced an investment to double the number of youth substance use beds in the province, and the ministry continues to work with partners and agencies such as Foundry to develop an improved system of care for young people.

Decision required:

- A decision is required on whether to proceed with amendments to the *Mental Health Act* in line with Bill 22, and if so on what timeline. There are a range of approaches that can be pursued including:

  Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Tripartite MOU Extension

- The First Nations Health Council (FNHC) has requested that the Province agree to an extension of the *Memorandum of Understanding: Tripartite Partnership to Improve Mental Health and Wellness Services and Achieve Progress on the Determinants of Health and Wellness* ('the MOU') Advice/Recommentations – **A decision on the extension of the MOU is required within 60 days**.

Background:

- The health partnership between the Province and BC First Nations is described in a series of health plans and agreements, including the *Tripartite First Nations Health Plan* (2017), the *Framework Agreement on First Nations Health Governance* (2011) and the *Health Partnership Accord* (2012).
- These health plans and agreements stand as a shared commitment to improve health and wellness outcomes for First Nations in B.C.
- First Nations in B.C. have established a health governance structure that enables engagement and planning at local, regional and provincial levels.
- Since 2015, the FNHC has been engaging B.C. First Nations on strategies to address the social determinants of health (e.g., housing, child welfare, justice, education, etc.). The FNHC has conducted this engagement in the context of its mandate to work with partners to address broader issues that impact the health and wellbeing of First Nations in B.C.
- In March 2016, the FNHC and the Province (represented by the Minister of Aboriginal Relations and Reconciliation) signed a partnership agreement that facilitated engagement on the social determinants of health with a priority focus on children and family wellbeing, justice and education. First Nations identified mental health and wellness as the top priority through this process.
- In July 2018, the FNHC, the Government of Canada (represented by the Minister of Indigenous Services Canada) and the Province of BC (represented by the Ministers of Health, Mental Health and Addictions, Children and Family Development, and Indigenous Relations and Reconciliation) signed the MOU.
- The parties agreed to an initial implementation timeframe of two years from the date of signing of the MOU (July 2018 to July 2020).
- The MOU commits the parties to make immediate improvements to mental health and wellness services while setting a foundation for a long-term strategy aimed at addressing the social determinants of health.
- Each partner committed $10M (for a total of $30M) to support activities associated with the MOU. The Province has transferred $10M to the First Nations Health Authority (FNHA) in fulfilment of this funding commitment. FNHA is administering funding on behalf of the parties.
- A key innovation of the MOU has been the creation of a new and more flexible funding model that provides First Nations more autonomy in the allocation of resources and the ability to design and deliver a full continuum of care.

- This flexible funding model has enabled First Nations to allocate resources based on population need and factors that are specific to their local, historical or cultural contexts. This is intended to support a broader shift from a program- and proposal-based funding model to a funding model that is focused on achieving optimal population outcomes as determined by First Nations.
- In this context, the MOU aligns with and advances the objectives of the *Declaration on the Rights of Indigenous* Peoples (2019).

Government Financial Information

- An early success of the MOU has been the ability to facilitate a high degree of collaboration among communities through a Nation-based approach. This collaboration among communities is critical for achieving economies of scale and sustainability in health service delivery, particularly for smaller communities in rural and remote areas.
- The MOU also committed the parties to develop a ten-year strategy with B.C. First Nations that would replace the MOU when completed.

Intergovernmental Communications

- An extension of the MOU will allow more time to establish pilot projects that demonstrate the efficacy of a fully flexible funding model, enable FNHA to fully expend existing resources, and allow for further engagement with B.C. First Nations on a ten-year strategy.
- There are no financial implications to extending the MOU as commitments can be fulfilled using existing resources.

Intergovernmental Communications

Decision required:

Advice/Recommentations; Intergovernmental Communications

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue: Pathway to Hope

- Public release of the first annual progress report on *A Pathway to Hope: a roadmap for making mental health and addictions care better for people in British Columbia* – **A decision is required within 60 days**.

Background:

- *A Pathway to Hope: a roadmap for making mental health and addictions care better for people in British Columbia* (the Pathway) was released in June 2019.
- The Pathway lays out a 10-year vision for mental health and addictions care, beginning with 33 priority actions over three years – 2019/20 to 2021/22.
- The four pillars of the Pathway are:
  - Improved wellness for children, youth and young adults
  - Supporting Indigenous-led solutions
  - Substance use: better care, saving lives (including overdose emergency response)
  - Improved access, better quality
- The Pathway includes a commitment to report out annually on progress: "By reporting out annually on our progress, we will be transparent and accountable in evaluating the developments we're making on delivering effective care when and where people need it" (page 11).
- The first annual public report was being targeted for Cabinet Confidences; but was paused due to the election. The report intended to include:
  Advice/Recommentations

- There has not been a large amount of attention from stakeholders regarding annual reporting, but there have been occasional media inquiries on the topic. Earlier in the year, the response to media was an annual report would be released in the fall.

Decision required:

- A decision is required to determine the timing of releasing an annual report.

Advice/Recommentations

- As the Pathway was released in June of 2019, to meet the commitment to reporting annually on progress, the first public report would need to be released before the end of 2020. Advice/Recommentati ons

Advice/Recommentations

PUBLIC SECTOR EMPLOYERS' COUNCIL SECRETARIAT

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Temporary Pandemic Program Implementation
K-12 2019/20 Executive Compensation Disclosure
K-12 Bargaining Structure
K-12 Principals and Vice Principals Unionization SD05
Advice/Recommentations; Government Financial Information
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
Advice/Recommentations; Government Financial Information
60 Day Decisions
BC Ferries Assistance and Advice/Recommendations
90 Day Decisions
Advice/Recommentations; Government Financial Information

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **60-day Issue: B.C. Temporary Pandemic Pay program implementation update**

Background:

- On May 7, Prime Minister, Justin Trudeau, announced that all provinces and territories were making plans to cost share wage top-ups for essential workers.
- The Government of Canada committed to provide up to $3 billion in support to increase the wages of low-income essential workers. Each province or territory was provided latitude to determine which workers would be eligible for support, and how much support they would receive.
- Broad criteria for B.C.' approach to its Temporary Pandemic Pay program (TPP) included:
    - Focused on frontline workers in health, social services and corrections who provide a range of in-person, clinical and supportive services to vulnerable populations where physical distancing is difficult or impossible.
    - Pandemic pay would be equivalent to $4 per hour and delivered in lump sum payments.
    - March 15 as the start date of the 16-week period to reflect the height of the Province's pandemic response.
    - Did not apply to executive/management and fee-for-service health care providers (physicians and their medical office staff).
    - For contracted service providers, the TPP funding would be proportionate to the value of provincially-funded services provided.
- On May 19, the Province announced its pandemic pay program by news release and a webpage to support the communications.
- TPP applies to hours worked, including overtime hours and hours worked over a stat holiday. "Straight-time" was used as a way to convey that the TPP was a flat-rate and would not be grossed up when working overtime or holidays.
- About 250,000 employees working in health, social services and corrections are expected to receive this temporary lump sum payment via their employer or contracted service provider.
- The total approved budget for TPP is $425M, of which 78% is expected to flow to health sector and Public Service employees and 17% to community social service providers.

Issue/Opportunity:

- Since the announcement of the TPP program, staff across seven ministries, two Crown corporations, and two employers' associations have been working to get the lump-sum onto eligible employees' pay cheques.
- This is a complex employer environment. TPP impacts hundreds of different employers ranging from large health authorities to small community social service agencies. Most employers with eligible employees or subcontractors are funded through multiple provincial ministries.

- Given these complexities, it took time to a build a coordinated and centralized process to ensure basic validation and accountability, Cabinet Confidences

Cabinet Confidences

- On September 14, the claim form process was initiated with the employers and service providers in order to receive the employee numbers and hours worked – which also includes subcontractors. There is a deadline of October 31 for the submission process and funding will continue to be disbursed beyond October.
- Employers must follow the claim process and provide all required information to the Ministry of Finance for validation. Validation time may be affected when a claim is incomplete or requires further information to be accurate. Employers that receive the funding are responsible for:
    - Ensuring the funds are accurately distributed to their eligible employees as soon as they receive them from the Province. Likely a lump-sum payment on a regular pay cheque
    - Making best efforts to provide the pay to eligible employees who have resigned or retired from the organization
    - Addressing any issues arising from employees. For example, the amount of pandemic pay or the hours that were worked in the 16-week period
    - Ensuring TPP funds are not used to reimburse employers for any top-up pay that they independently committed to their employees prior to the announcement of the program on May 7, 2020.
- On October 9, the top-up began to flow to employees paid by health authorities and will similarly be paid to eligible employees in the Public Service starting on October 16 and 30. Other service providers, mainly in community social services, have not yet had funding disbursed as the claims are being reviewed and validated by funders.
- As of October 13, 900 providers had submitted their claims of which 330 are awaiting validation. About 145 claims are ready for expense authorization approval.
- Employers with eligible employees are concerned about the significant incremental and unplanned payroll taxes and deductions (employer-paid EI, CPP, WSBC, and EHT).

Cabinet Confidences

- It is anticipated that a further update will be provided in late October 2020.

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **30-day Issue: Annual K-12 Executive Compensation Disclosure – 2019/20**

Background:

- Compensation for executive and exempt employees in the K-12 sector is managed by the British Columbia Public School Employers' Association (BCPSEA) in accordance with the *Public Sector Employers Act* (the Act) and government policy that requires these employers to submit compensation plans for employees not subject to collective agreements. The Minister responsible for the Act approves compensation plans and any changes to these plans.
- In 2007/08 the Act was amended to require that all public sector employers annually disclose total compensation amounts for the top five executive decision-makers with base salaries of $125K or above, including the position of CEO/Superintendent in the K-12 sector.
- Superintendents are the only excluded position not covered by a Minister-approved compensation plan. Boards of Education have sole responsibility for all compensation-related issues and specific terms of employment for the position of Superintendent. For the purposes of the public disclosure requirements of the Act, however, total compensation for Superintendents must be disclosed in full.
- Under the Act, executive compensation disclosure is generally released within six months of an employer's fiscal year end. For most employers, fiscal year end is March 31 and the annual compensation disclosure occurs in conjunction with release of the Province's Public Accounts. For the K-12 sector, however, the fiscal year is established under the *School Act* as June 30, therefore the disclosure occurs before the end of December.
- The Public Sector Employers' Council Secretariat (PSEC Secretariat) coordinates the annual K-12 public disclosure in consultation with the Ministry of Finance, the Ministry of Education, BCPSEA, and individual school districts (SD). Typically, the disclosure information is simply posted to the PSEC Secretariat website without any proactive media advisory or public announcement.

Issue/Opportunity:

- On August 31, government released public accounts and included the executive compensation disclosure for the other 63 public sector employers.
- As part of that release, an executive compensation freeze was announced as follows:
    - While we continue to implement B.C.'s restart plan and ensure these services are maintained, it is prudent to put a pause on compensation increases for the most highly paid leadership roles in the public sector during the coming year.
    - This direction will apply to CEO's, Vice Presidents, Deputy Ministers, Assistant Deputy Ministers and comparable roles across the public sector.

- While the authority of the *Public Sector Employers Act* does not include K-12 public school superintendents, there is an expectation that the boards of education responsible for these compensation decisions will honour the spirit and intent of this direction.

- K-12 school districts have been providing the 2019/20 executive compensation data to the PSEC Secretariat's LIGER data base for processing. Of the 60 districts, 55 have completed their submission and no major issues have been identified to date. Based on the information currently available, Boards of Education appear to have approved, on average, 4% increases to executive salaries in recognition of their performance during the 2018/19 school year.
- PSEC Secretariat will continue to analyze the remaining data and will provide the incoming Minister of Finance and Minister of Education with a briefing note outlining the highlights of 2019/20 disclosure.
- Of note, some district boards have sent correspondence about the compensation freeze. Some have asked for clarification on the length, and others identify the challenges this will present in a year of added responsibilities and increased workload for administrators and executives.

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **K-12 Teacher Bargaining Structure – Labour Relations Code s.53 Mediation Process and opportunities to improve the teacher collective bargaining process**

Background:

- The current two-tier (provincial and local) collective bargaining structure for teachers has remained unchanged since its establishment following the *Commission of Inquiry into the Public Service and Public Sector (Korbin Commission)* in 1993. The Commission referred to the structure of teacher bargaining as "the most contentious subject reviewed in the sector."

Advice/Recommentations; Government Financial Information

- The current bargaining structure is established by the *Public Education Labour Relations Act* (PELRA), which designates matters for both provincial and local bargaining. PELRA did not require the creation of a master collective agreement similar to those in the health sector and core public service.
    - Major cost items (salaries and benefits, workload, and paid leaves) are bargained provincially.
    - The K-12 system has 60 different versions of the collective agreement instead of a single provincial collective agreement for all school districts.
    - PELRA does not define a transition process to move the provincial items from each local agreement to a master agreement.
    - In some cases, PELRA does not provide clarity on where collective agreement provisions are to be bargained, which leads to disputes and delays during bargaining.
- Over the past 20 years, there have been multiple external reviews and reports underscoring the challenges of the current structure.
- Most recently, Mediator David Schaub assisted the parties in reaching an agreement in March 2020 after more than a year of negotiations. In his report, Mr. Schaub noted "…that as important as it is to conclude a collective agreement, it is equally important to create an environment where an agreement can be reached."
- During negotiations, the parties agreed to a process under s.53 of the *Labour Relations Code* to review the bargaining structure and develop a more productive process for future negotiations. This process is expected to begin by January 2021.
- The s.53 mediation process is not binding but may see the Mediator issue recommendations in the absence of consensus between the parties.

Issues and Current Context:

Advice/Recommentations; Government Financial Information

Advice/Recommentations; Government Financial Information

Issue/Opportunity:

Advice/Recommentations; Government Financial Information

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **Principals and Vice Principals – Unionization in SD05 (Southeast Kootenay)**

Background:

- There are over 2,500 Principals and Vice Principals (PVPs) in B.C.'s public K-12 education system – there are approximately 30 PVPs in School District 5 (SD05).
- PVPs are not subject to the provisions of the Labour Relations Code (the Code) as the *School Act* excludes principals, vice-principals and directors of instruction from the definition of employee. PVPs are considered by employer boards of education as management employees and are entirely excluded from the structure of labour relations in British Columbia.
- On March 10, 2020 the Southeast Kootenay Principals and Vice Principals Association (SKPVPA) applied to the Labour Relations Board (LRB) for the district's PVPs to be certified under s.18(1) of the Labour Relations Code. The employer board of education is represented by the BC Public School Employers' Association (BCPSEA).

Business Information

Government Financial Information

- The BC Principals and Vice-Principals' Association (BCPVPA) has been advocating for "negotiation agency" for all PVPs across the province in an effort to have greater consistency in contract terms and conditions of employment for its members. This would allow the BCPVPA to negotiate on behalf of its members agreed upon terms and conditions of employment.

Government Financial Information

Mediation and LRB Hearing:

Government Financial Information

Issue/Opportunity:

Advice/Recommentations

Advice/Recommentations may be necessary following the decision(s) from the LRB.

- On October 14, the BCPVPA issued a news release about the matter outlining their commitment to the application with the LRB, and to the cause of unionization of their members.

Page 173 of 503 to/à Page 174 of 503

Withheld pursuant to/removed as

Government Financial Information; Advice/Recommentations

Withheld pursuant to/removed as

Advice/Recommentations; Government Financial Information

60 DAY DECISION NOTE

Advice/Recommentations

Issue: **BC Ferries Federal/Provincial Safe Restart Contribution and**

- The *Coastal Ferry Act* (Act) requires the BC Ferry Authority to establish an executive compensation plan for BC Ferries, with one of the criteria being that the resulting compensation be no greater than that provided by public sector employers in BC to individuals who perform similar services or hold similar positions to BC Ferries executives

Advice/Recommentations

Background:

- BC Ferries was a former Crown corporation, now owned by the BC Ferry Authority (Authority), an independent, no-share capital corporation created under the *Coastal Ferry Act* (the Act) outside the Government Reporting Entity. The Authority is the sole voting shareholder of BC Ferries.
- Legislative changes to the *Act* in 2019 resulted in the Province now appointing four of the nine members of the Authority instead of two.

COVID – 19 Relief – Federal/Provincial Safe Restart Contribution

- Under the federal 'Safe Restart' program, the federal government agreed to assist provinces with their own restart plans, including assistance for ferry services. The federal government committed to provide to the Province up to $540 million, conditional on the Province matching federal contributions under a 50/50 cost-sharing arrangement, to be used for transportation operating relief from the effects of COVID-19, including coastal ferry services.
- BC Ferries has experienced significant fiscal impacts since mid-March 2020, due to the COVID-19 pandemic's effect on travel demand. BC Ferries requested support from both the provincial and federal governments to address its near-term forecast net operating financial gap caused by lost revenues and additional COVID-19-related operating costs, and to help ensure that essential ferry services continue and remain affordable to users through pandemic recovery.
- Treasury Board approved that the Province will provide a Contribution of $308 million to BC Ferries. The Contribution is intended to be used by BC Ferries solely to (i) provide relief from the combined estimated operational and fiscal impacts of COVID-19 during BC Ferries' 2020/21 and 2021/22 fiscal years under a medium-case scenario; (ii) cover BC Ferries' combined estimated revenue losses from limiting average annual public fare increases otherwise charged to 0% in 2020/21 and 2.3% in each of BC Ferries' 2021/22 – 2023/24 fiscal years under a medium-case scenario; and (iii) ensure that Discretionary Sailings continue to be delivered to the end of fiscal year 2023/24. Work to finalize a provincial contribution agreement is currently underway.

Advice/Recommentations

Page 177 of 503 to/à Page 179 of 503

Withheld pursuant to/removed as

Advice/Recommentations; Government Financial Information

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Capital Funding for Nanaimo Correctional Centre
Indigenous Justice Strategy
Response to Illicit Drug Toxicity Emergency
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
Cowichan Tribes – Cannabis Production and Cannabis Retail
60 Day Decisions
Enhanced Drivers License
90 Day Decisions

Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- $157 million in capital funding was approved in May 2019 to replace the Nanaimo Correctional Centre (NCC) on its existing site.

Background:

- Constructed in 1953 for use as a boys' reform school, the existing NCC is operationally obsolete, highly susceptible to earthquake damage and has an ongoing risk of environmental issues (e.g. mold, asbestos) and building failures (e.g. roof leaks).

- The new campus style, multi-security level facility will maintain existing capacity (190 rooms) while creating new space for women (an additional 12-room unit) and providing modern, purpose-built spaces for health care and various programs. This includes enhancing the 50-room Guthrie Therapeutic Community – proven to reduce reoffending by 33%.

Issue/Opportunity:

- A decision on who will design and build the centre will be made in late 2020 with construction expected to begin in early 2021, and project completion anticipated for 2024. (The existing centre will remain operational throughout construction).

- The decision will be made consistent with government procurement policy.

- This project is expected to bring major regional economic benefits, including approximately 650 direct and 275 indirect jobs, plus nearly 100 additional jobs associated with re-spending by workers.

- The site sits on the traditional territory of the Snuneymuxw and Snaw-Naw-As First Nations. Through the Design-Build contractor, protocols have been developed to incorporate cultural elements of the Coast Salish peoples.

- In addition to supporting the design of the new centre, BC Corrections has committed to working with both the Snuneymuxw and Snaw-Naw-As First Nations to enhance opportunities for Indigenous programming and Elder involvement when the replacement centre is operational.

- BC Corrections continues to share project updates with staff and internal and external stakeholders on a regular basis.

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- BC First Nations Justice Strategy
- Métis Justice Strategy

Background:

BC First Nations Justice Strategy

- In September 2017, the Attorney General, Public Safety and Solicitor General, and the BC Aboriginal Justice Council (BCAJC), now the BC First Nations Justice Council (BCFNJC), signed an MOU, under which the partners agreed that they would make best efforts to develop an Indigenous Justice Strategy within two years of the signing of the MOU, which was not to preclude mutually agreed upon immediate actions improving outcomes for Indigenous people in the justice system.
- In March 2019, the BCAJC announced that they had received formal endorsement through resolutions from its three founding organizations, the First Nations Summit, the Union of BC Indian Chiefs and the BC Association of First Nations (collectively First Nations Leadership Council-FNLC), to change its name to the BC First Nations Justice Council (BCFNJC), to change its mandate to focus on First Nations specific justice issues and to develop a First Nations Justice Strategy.
- This change recognized that Indigenous peoples in BC (First Nations, Métis, and Inuit) have different cultures, priorities and histories with the Province, that the BCFNJC could not speak for all Indigenous groups and has resulted in the development of two Justice Strategies, one for the First Nations and one for the Métis. Intergovernmental Communications

Intergovernmental Communications

- The BC First Nations Justice Strategy was approved by Cabinet on February 26, 2020 Cabinet Confidences;

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

- The Strategy was endorsed by the Province and the BCFNJC and announced to the public on March 6, 2020 at a signing ceremony in Nanaimo, BC.

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Métis Justice Strategy:

- In May 2019, given the change to the BCFNJC mandate, the Métis Nation BC (MNBC) created the Métis Nation BC Justice Council (MNBCJC) to develop a Métis specific justice report, which would inform the development of a Métis Justice Strategy.

Advice/Recommentations; Intergovernmental Communications

Issue/Opportunity:

BC First Nations Justice Strategy

Cabinet Confidences

Métis Justice Strategy

Advice/Recommentations; Intergovernmental Communications

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Appendix C-1

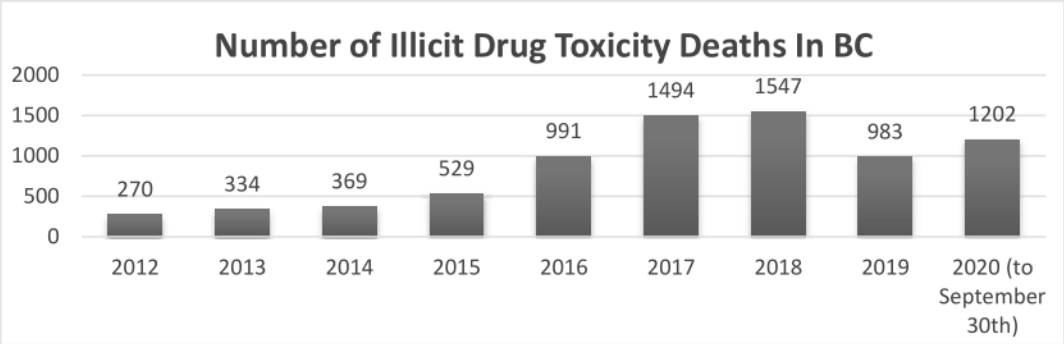
CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- PSSG Response to B.C.'s illicit drug toxicity public health emergency.

Background:

- In April 2016, B.C.'s Provincial Health Officer, Dr. Perry Kendall, declared a Public Health Emergency in response to Coroners Service data showing dramatically increased rates of death across the province due to illicit drug toxicity.
- From 2000 – 2012, B.C. experienced fewer than 300 deaths per year due to illicit drug toxicity. In 2013, the number of deaths began to increase and then surged dramatically.



Issue/Opportunity:

<u>BC Coroners Service Response and Observations</u>

- In 2016, the Coroners Service established a Drug Death Investigation Team (DDIT) to ensure thorough and consistent information-gathering for all drug toxicity deaths. This information is shared regularly with local, provincial, and national stakeholders to inform death prevention efforts.
- Information gathered by the DDIT is released on a monthly basis via an *Illicit Drug Toxicity Deaths in BC* report that is posted to the Coroners Service website. The data has demonstrated:
    - Throughout the drug toxicity public health emergency, men continue to account for the majority of deaths (80% in 2020) and most of those dying are aged 30-59. Youth are under-represented and comprise 1% of all deaths.
    - Illicit fentanyl is involved in approximately 80% of all drug toxicity deaths. Increasingly, post mortem toxicology results suggest a great number of deaths showing extreme fentanyl concentrations.
    - Indigenous communities continue to be disproportionally affected by illicit drug toxicity deaths. First Nations people represented 16% of all overdose deaths between January and May 2020, while representing approximately 3.3% of B.C.'s population.
    - Indigenous women experience very high rates of overdose; overdose deaths occurred at 8.7 times the rate of other women in B.C. in 2019.
- The Coroners Service has held two inquests and two Death Review Panels into Illicit Drug Toxicity Deaths in B.C. Recommendations from juries and Death Review Panels have focused on the need for an accessible evidence-based system of treatment for those experiencing substance use disorder in B.C.

Policing Response

- *PSSG-related initiatives:* Since the declaration of the public health emergency and to date, PSSG provided funding and leadership in the following areas:
    - The provision of naloxone supplies for RCMP and municipal police departments (2016 - until April 2020).
    - Training of RCMP Clandestine Laboratory Enforcement and Response (CLEAR) team members and funding for police to purchase drug detection equipment.
    - Establishment of an Operational Task Force to target mid-level fentanyl traffickers and increased funding to the Combines Forces Special Enforcement Unit-BC.
    - Establishment of Situation Tables involving multi-agency partners focused on addressing situations in communities of highest risk. Facilitated by Policing and Security Branch – Office of Crime Reduction and Gang Outreach (OCR GO).
    - Creation and implementation of the *Pill Press and Related Equipment Control Act* and associated regulations.
    - Facilitating the establishment of police referral-to-treatment pilot projects in three B.C. communities.
    - Police agencies participate in the Provincial Tactical Enforcement Priority (PTEP) process, which identifies and targets priority gang-affiliated individuals in each district of the province. An additional $3.5M in funding was allocated (for 2019/2020 and 2020/21 fiscal years) by the Province at a 70/30 cost-share with the Federal government to increase enforcement efforts against high-level organized crime.
- *Fentanyl and COVID-19:* Increasingly, fentanyl has been detected in overdose deaths in B.C. The changing patterns of production and importation of fentanyl, as well as increased toxicity levels, may have implications for police enforcement and resources required.
    - Despite disruption to transport methods during the COVID-19 pandemic, no significant drug supply shortages have been observed by police.
    - Preliminary observations from police suggest some organized crime groups may be producing fentanyl locally in order to meet demand, potentially leading to increased toxicity.

Harm Reduction and Cross-Ministry Collaboration

- Harm reduction measures, including access to naloxone, drug-testing services, access to Opioid Agonist Therapy (OAT) and Injectable Opioid Agonist Therapy (IOAT) and the establishment of Overdose Prevention Sites, offer safer use for those using illicit substances and work to treat those who are at risk of an overdose. However, these services have been significantly impacted by the Province's Pandemic Response.
- Police have formal and informal policies and practices that support a harm reduction approach whereby incidents involving only 'simple possession offences' are not normally disposed of by charge recommendation.
- Recent provincial policing priorities delivered to the Municipal Police Boards included guidance for any policing units who have not already done so to consider pursuing a public health and harm reduction approach in line with the April 2019 recommendations of the BC Provincial Health Officer in the report "Stopping the Harm: Decriminalization of People Who Use Drugs in BC", and work to support community efforts to reduce stigma and enhance pathways for those facing substance use challenges into substance use systems of care.
- PSSG works collaboratively with other ministries to address the public health emergency, including participating in the Joint Steering Committee of the Operational Structure of the Overdose Emergency Response; Drug Overdose Alert Partnership, Overdose Emergency Response Centre.
- Currently, PSSG works with MMHA and to support initiatives that lead individuals who require assistance to the appropriate substance use systems of care.

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **30 Day Decision** required regarding Cowichan Tribes' legal participation in both cannabis production and cannabis retail.

Background:

- Cowichan Tribes is the largest single First Nation band in B.C., with more than 5,100 registered members, approximately 50% of whom live on 5,900 acres of reserve land.
- Cowichan Tribes holds a 51% interest in Costa Canna, a limited liability partnership, Intergovernmental Communications Intergovernm ental
- Costa Canna operates two provincially licensed retail stores in Duncan, B.C., one of which is located on Cowichan Tribes reserve land. Costa Canna also has two pending retail license applications for stores located off-reserve in Saanich and Colwood, B.C.
- Cowichan Tribes also holds a 51% interest in Costa Canna Production, another limited liability partnership Intergovernmental Communications
- B.C.'s *Cannabis Control and Licensing Act* (CCLA) does not restrict a licensed retailer from acquiring a federal production licence. However, it does expressly prohibit the General Manager (GM) from issuing or renewing a retail licence to or for a federal producer. This restriction supports development of a diverse and robust B.C. cannabis market and reduces the risk of market domination by large players.

Advice/Recommentations; Intergovernmental Communications

- Under Section 119 of the CCLA the Minister may, on behalf of the government and subject to certain requirements, enter into agreements with Indigenous nations with respect to cannabis (Section 119 agreements). The Attorney General is the Minister responsible for section 119 under the *Constitution Act.* However, the Minister of Public Safety and Solicitor General (PSSG) is the provincial lead on cannabis, and section 119 negotiations are led out of PSSG by the Cannabis Secretariat, which works closely with Liquor and Cannabis Regulation Branch and Liquor Distribution Branch.
- A Section 119 agreement could allow Cowichan Tribes to operate in both retail and production.

Advice/Recommentations; Intergovernmental Communications

- To date, government has entered into one Section 119 agreement with an Indigenous nation

(Williams Lake First Nation). That agreement does allow the nation to operate in both production and retail, but it is limited to a micro production facility wholly owned by either the nation itself, or the nation in partnership with another nation. Advice/Recommentations; Intergovernmental

Advice/Recommentations; Intergovernmental Communications

- In August 2020, Costa Canna Production purchased a federally licensed production facility.
- With the purchase of a federally licensed production facility, the CCLA would prohibit the GM from renewing or issuing new retail licenses to Costa Canna.

Advice/Recommentations; Intergovernmental Communications

- Costa Canna's new retail license applications still require local government approval which may take longer than November 2020, but they do have one retail licence set to expire on December 31, 2020.

Decision(s) required:

Advice/Recommentations; Intergovernmental Communications

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **60 Day Decision** on public announcement regarding the wind-down of the Enhanced Driver's Licence (EDL) program.

Background:

- In 2008, B.C. introduced the EDL, a United States (US) approved secure travel document alternative to the passport for entry by land or water into the U.S. The program also offers an Enhanced ID Card (EIC) for B.C. residents who do not have a driver's licence.

- The program operates under a Memorandum of Understanding between the Province (Ministry of Public Safety and Solicitor General) and the Government of Canada (Canada Border Services Agency and Immigration, Refugees and Citizenship Canada).

- The Insurance Corporation of BC (ICBC) administers the program on behalf of the Province.

- With the availability of other travel document alternatives offering further enhanced features (i.e. longer expiry date, cost effective, air travel), demand for EDLs has been steadily declining and the program deficit has grown substantially, making it no longer useful or viable.

- Intended to be cost-recovery based, the program has run deficits consistently most years. Since the program's inception, the Province has reimbursed ICBC over $7.5 million.

Cabinet Confidences

- Government decided to terminate the EDL/EIC program in November 2019.

Cabinet Confidences

- Manitoba is the only other province with an EDL program. In July 2019, Ontario announced elimination of its program due to lower than expected uptake. Quebec eliminated its program in 2014.

- The application process for EDL and EIC cards was suspended by ICBC in mid-March 2020 due to the COVID-19 pandemic and will not be reinstated following the decision to wind-down the program. No new cards have been issued since that time.

- During the wind-down of the program, active EDL and EIC cards will remain valid through their expiry. Cardholders requiring renewal or replacement can apply for a BC Driver's Licence (BCDL) or BC Identification Card (BCID).

- The full phase out of active EDL and EIC cards will take up to five and a half years from the date the last new card was activated.

- Communications to EDL and EIC cardholders and key stakeholders, including Canada and Washington State, is an outstanding priority to the wind-down of the EDL program.

- ICBC and the Ministry of Public Safety and Solicitor General have prepared a communications plan that identifies stakeholders to be notified.

Decision required:

- Approval to communicate to the public and stakeholders regarding the wind-down of the EDL program is required.

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **90 Day Decision** Cabinet Confidences; Advice/Recommentations
  Cabinet Confidences; Advice/Recommentations

Background:

- On June 3, 2019 the commission of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) released its final report, including 231 Calls for Justice addressing broad systemic causes of violence.

- Over the course of summer 2019, the Province of B.C. supported the facilitation of a series of Indigenous-led, community-based engagement sessions intended to: support healing and community dialogue; and, identify priorities for action and early opportunities to address violence.

- Based on information provided by community members during these sessions, and considering historic input provided by Indigenous communities, survivors and family members, a series of foundational recommendations to inform a 'path forward to ending violence' have been developed and are pending Government review and decision.

- In the interim, to commemorate the anniversary of the release of the final report, the Province publicly released a milestone document on June 3, 2020, confirming government's commitment to ending violence and highlighting key actions taken to respond to the Calls to Justice.

- The federal government is currently in the process of articulating a framework for the development of a National Action Plan (NAP).
  Intergovernmental Communications

  - Working groups, chaired by Indigenous leaders, have been established to inform the development of the NAP. This includes a 'core working group' co-chaired by the federal government and the Yukon Government, which will assist in co-ordination and information sharing among parties.

Intergovernmental Communications

Decision required:

Cabinet Confidences; Advice/Recommentations

MINISTRY OF SOCIAL DEVELOPMENT AND POVERTY REDUCTION

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Additional Workforce Development Agreement Funding
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
$300 Crisis Supplement
Potential Restart –Three-Week Work Search
60 Day Decisions
Exempting Federal Benefits: EI, CERB, and CRB
90 Day Decisions
Basic Income

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Additional Workforce Development Agreement (WDA) and Labour Market Development Agreement (LMDA) flexibilities: Canada is providing SDPR and AEST with $212 million for employment and skills training services, including $59 million for disability employment services.

Background:

- In 2020, the COVID-19 pandemic caused significant increases in unemployment across BC, while public health protocols impacted the delivery of employment services and skills training funded under the LMDA and WDA.

- These impacts were experienced in all provinces and territories.

- On September 25, 2020, Canada offered BC new temporary flexibilities under the Labour Market Transfer Agreements, including both the LMDA and WDA, and additional one-time funding under the WDA to support economic recovery. The temporary changes under the WDA include:

    - Additional one-time funding of $212M under the WDA, for use in 2020/21;

    - Ability to carry forward up to 20% of unspent 2020/21 contributions for use in 2021/22;

    - Flexibility to spend 20% of the additional funding on eligible administrative costs;

    - Broadened eligible costs including mobility and mental health supports; overhead costs related to IT and infrastructure; and administrative costs including office redesign to ensure compliance with public health protocols;

    - A requirement to allocate and use an amount equal to the funding formula for spending toward program costs for programs for persons with disabilities (PWD); and

    - A requirement to use existing reporting mechanisms to report on the use of the additional funding to support:

        - Workers, especially those in the sectors hardest hit by the pandemic; and
        - Individuals from vulnerable and/or underrepresented groups that have been particularly disadvantaged as a result of the pandemic.

- Temporary flexibilities under the LMDA include the increased carry forward, increased

maximum administrative spending, and broadened eligible costs. In addition, the definition of 'EI participant' is temporarily changed to allow BC to serve Service Canada EI-Emergency Response Benefit recipients under the LMDA. No additional LMDA funds were offered.

- Of the total $212M additional WDA funding, $59M is allocated to programs for persons with disabilities; $112M is allocated to other programs; and $42M is allocated to administrative spending. Up to $67M could be carried forward for use in 2021/22.

- The Ministry of Advanced Education, Skills and Training (AEST) is signatory to the WDA, and transfers WDA funds to the Ministry of Social Development and Poverty Reduction (SDPR) to administer WDA programs for persons with disabilities.

Issue/Opportunity:

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **30-day decision:** $300 Crisis Supplement

Cabinet Confidences; Advice/Recommentations

Background:

- In response to the COVID-19 pandemic, the ministry has been providing a Temporary COVID-19 Crisis Supplement of $300 per month to eligible adults.
- Each adult receiving income or disability assistance, the Senior's Supplement, or comforts allowance while living in a Special Care Facility are eligible for the $300 COVID-19 crisis supplement.
- Adults who are receiving emergency federal pandemic income supports, such as the Canada Emergency Response Benefit (CERB), are not eligible for the COVID-19 crisis supplement – approximately 10,000 clients.
- The temporary crisis supplement was first provided in April for the May benefit month and was originally approved for three months with the last payment being made in June.
- The supplement was extended by Treasury Board for two more months until August, and subsequently extended until December 2020.

Decision required:

Cabinet Confidences; Advice/Recommentations

Page 197 of 503

Withheld pursuant to/removed as

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **30 Day decision:** Setting a restart date of three-week work search and employment obligations, including completing Employment Plans (EP) and WorkBC referrals.
- A decision to restart the three-week work search and employment obligations was approved, then delayed during the interregnum.

Background:

- Applicants for income assistance that are assessed as Expected to Work (ETW) category are required to complete a three-week work search. All recipients with employment obligations must complete an Employment Plan (EP) as a condition of eligibility. A common requirement in the EP is a referral to WorkBC. The intent of this requirement is to encourage labour market attachment and improve employment outcomes for applicants before coming on to income assistance.
- The Minister may specify the conditions in an EP and has discretion to suspend, amend or cancel an EP.
    - EPs outline employment objectives and compliance requirements for clients.
    - An EP may also include referral to employment programs, such as WorkBC.
    - The sanction for non-compliance with an EP is ineligibility for assistance, unless the ministry determines that there are legitimate mitigating circumstances.
- In response to the COVID-19 pandemic, effective March 19, 2020, the Ministry of Social Development and Poverty Reduction (SDPR) implemented temporary policy and service delivery measures, including:
    - Suspending the requirement to enter into an employment plan (EP) and suspending the enforcement of conditions in the EP.
    - Suspending employment-related obligations (i.e. suspension of consequences for not meeting employment-related obligations).
    - Waiving work search requirements, including the three-week work search for new applicants.
    - Temporarily pausing all SDPR client referrals to WorkBC.
- These temporary changes were made under existing policy and Regulation and are not contingent upon the Ministerial Order issued under the *Emergency Program Act*.
- In alignment with supporting BC's economic recovery, SDPR will need to establish plans for a phased resumption of employment-related obligations and employment plan activities, including client referrals to WorkBC.
- Currently, WorkBC centres have reopened with the appropriate COVID-19 measures in place and are providing services to citizens. While all SDD client referrals to WorkBC are on hold, SDPR clients may self-refer to WorkBC.

- The ministry will continue to use discretion, given the nature of the pandemic and ongoing health and safety concerns. The client's individual circumstances will be considered when assessing employment related obligations and clients will be exempted if they are unable to pursue employment for medical reasons.
- It is expected that stakeholders will have concerns about resuming employment activities, given the rise in COVID-19 cases. Community Relations and Service Quality Managers are closely connected to stakeholders and will resolve any specific client issues. With the ability to apply exemptions, stakeholder issues are expected to be managable.
- There is now a backlog of clients (approximately 1900) with a pending WorkBC referral. This includes clients who were identified for referral pre-pandemic.
- In anticipation of an influx of new SDPR clients when federal Canada Emergency Response Benefits (CERB) cease, the ministry would like to re-start referrals, starting with the backlog of pre-identified referrals by Fall 2020.
- Two weeks advance notice will be required for the ministry to prepare staff and contractors, and to brief stakeholders for the restart.
- Other jurisdictions are referring clients to employment services but maintaining flexibility/discretion for clients who may be unable to participate in these services. Jurisdictions are not closing files for non-compliance.

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **60 day decision:** Exempting Federal Benefits: EI, CERB, and CRB
- The ministry's temporary income and asset exemptions for Employment Insurance (EI), Canada Emergency Response Benefit (CERB), and new Canada Response Benefit (CRB) programs are scheduled to end on December 31, 2020.
- The December 31 expiry coincides with the end of the CERB program. However, EI is an ongoing program and CRB programs will continue until September 25, 2021.
- Consequently, all recipients who receive EI or CRB payments in January 2021 will declare it as income in February which will be deducted off their March assistance (February cheque issue). Depending on the amount of the EI or CRB payment, some clients could potentially be no longer eligible for ministry assistance.
- Before the COVID-19 pandemic, EI was considered unearned income and deducted dollar for dollar.

Background:

- On March 18, 2020, BC declared a provincial state of emergency due to the COVID-19 pandemic.
- On March 25, 2020, the federal government introduced CERB which provided $2,000 per month for people who stopped working because of COVID-19. It was available for the period of March 15, 2020 to September 26, 2020 but people can apply retroactively until December 2, 2020.
- On April 2, 2020, the ministry established a temporary three-month income and asset exemption for COVID-19 federal emergency benefits, including EI and CERB, for people eligible for income and disability assistance or who had the Persons with Disabilities designation as of April 2, 2020. The exemption allowed existing clients to benefit from the federal programs without any reduction to their monthly assistance cheques.
- In August 2020, the ministry extended the exemption for an additional four months for payments received through December 31, 2020.
- As of September 27, 2020, the federal government ended CERB and transitioned recipients to a more flexible EI program and introduced the CRB for people who don't qualify for EI. Both are in effect for one year.
- EI Changes:
    - A minimum unemployment rate of 13.1% applies to all regions across Canada. If a region's unemployment rate is higher than 13.1%, the higher actual rate is used to calculate benefits.
    - Regular benefits are accessible for at least 26 weeks.
    - 120 insured hours is needed to qualify for benefits. A one-time credit of 300 insured hours is provided to meet the required 420 insured hours of work.
    - At least $500 per week is provided.
    - If a person received CERB, the 52-week period to accumulate insured hours is extended.
- CRB Programs:
    - The Canada Recovery Benefit provides $500 per week for up to 26 weeks, to workers who are self-employed or are not eligible for EI and who still require income support and who are available and looking for work.

    - The Canada Recovery Sickness Benefit provides $500 per week for up to two weeks, for workers who are sick or must self-isolate for reasons related to COVID-19.
    - The Canada Recovery Caregiving Benefit provides $500 per week for up to 26 weeks per household, for eligible Canadians unable to work because they must care for a child or family member due to COVID-19.
- In October 2020, the ministry exempted the CRB program payments under the same parameters as the EI and CERB exemption.

Decision required:

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **90-day decision:** Release of the Basic Income report in January and the government's response
- The Basic Income Expert Panel will be releasing their final report to the Ministry in late December for public release in January 2021.
- Government will have to respond to the report in January 2021. This is a 90-day issue**.**

Background:

- As part of the 2017 Confidence and Supply Agreement the government committed to test whether giving people a basic income is an effective way to reduce poverty, improve health, housing and employment.
- BC determined that the most effective approach would be to first convene an independent expert committee whose mandate would be to study basic incomes in the BC context and apply basic income concepts to BC's current income support system.
- The committee was formed in June 2018 and is comprised of the following:
    - David Green (chair) Department of Economics – UBC
    - Lindsay Tedds School of Public Policy – Univ. of Calgary
    - Jonathan Rhys Kesselman School of Public Policy – SFU
- The committee is conducting research on the various basic income models and will assess their implications for BC. To support this, they will simulate the basic income models on BC's population to identify impacts, winners and losers, and financial implications.
- The committee is also looking at BC's existing income support system and how the ideals of a basic income could be used to transform and enhance it. The project will put special focus on BC's more disadvantaged populations, including persons with disabilities, Indigenous people, and gender-diverse people.
- An interim report on the findings of the project was delivered in early August 2020.
- The final report is due December 31, 2020. The related research projects will start to be completed and made available in early 2021.
- The interim report contains their findings on the feasibility of a basic income for British Columbia. Advice/Recommentations

Advice/Recommentations

Withheld pursuant to/removed as

Advice/Recommentations

MINISTRY OF TOURISM, ARTS AND CULTURE

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Film Industry: Return to Production Considerations (COVID-19 Testing Issues)
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
Tourism Task Force
60 Day Decisions
No 60 day decisions
90 Day Decisions
Recovery Program Funding Decisions

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Film Industry: Return to Production Considerations (COVID-19 testing issues)

Background:

- B.C.'s motion picture industry contributes more than $3.2 billion to the provincial economy annually, employs over 70,000 workers and is the third largest production hub in North America (behind California and New York).
- On March 13, 2020, all film and television productions in B.C. were halted, impacting approximately 40,000 workers that rely upon physical production (filming) for employment.
- In July 2020, film and television productions were permitted to resume activity with the start of Phase 3 of the B.C. Restart Plan.
- As per WorkSafe BC guidelines, all workplaces, including production sets, must develop their own individualized COVID-19 Safety Plans that outline the policies, guidelines, and procedures put in place to reduce the risk of COVID-19 transmission.

<u>COVID-19 Testing</u>

- In B.C., Public Health recommends only people with symptoms or people otherwise identified by a health professional should be tested for COVID-19. Asymptomatic testing is not recommended. This approach recognizes that when the prevalence of COVID-19 is very low as it is in B.C., the likelihood of finding a positive result is even lower; and the likelihood of finding a positive result in a person without symptoms is almost negligible and thus not an effective use of health system resources.
- During the first wave of COVID-19, test kits, reagents, PPE, and health care workers were in short supply. Industries providing asymptomatic testing for their employees will be competing with public health for these resources, access to some of which continues to be unstable.
- Other Canadian jurisdictions were initially providing asymptomatic testing to support industries return to work strategies; however, in the face of growing evidence supporting the need to preserve supplies for public health testing, jurisdictions recently approved the pan-Canadian testing and screening guidelines that focus on symptomatic testing for public health purposes.
- Many productions filmed in B.C. feature American casts who are represented by U.S. unions that require mandatory testing of cast and crew for productions taking place in B.C.
- American studios undertake regular testing of asymptomatic crew members (1-3 times/week for most crew, daily for some) as part of their negotiated agreements with unions and guilds.
    - This has now become a Hollywood requirement to film internationally, including here in B.C.
    - Of the approximately 70,000 British Columbians that work in the film industry, 90% are unionized workers that are subject to union agreements that require mandatory testing.
- In B.C., asymptomatic testing is not an insured benefit and is therefore not provided by the public system.
    - Private companies must, at their own expense, use a private laboratory to conduct testing.
    - Private laboratories must be accredited under the Diagnostic Accreditation Program (currently only LifeLabs is accredited to provide COVID-19 testing) and report all positive and negative test results to public health officials to ensure tracing and immediate follow-up.
- The return to filming in B.C. has resulted in a record number of active productions and a high demand for COVID-19 testing and testing backlog.

- In late September 2020, approximately 10 productions were halted given a backlog in private COVID-19 testing, impacting Advice/Recommentations B.C. workers.

- The film industry is requesting access to approximately 25,000 NAT PCR tests/week.
  - B.C.'s public test capacity is approximately 10,000 test/day, with plans to increase capacity to 20,000 tests/day by the end of October 2020.
  - Public testing capacity has been used in very limited circumstances for asymptomatic testing for the Canadian Navy and Canadian Coast Guard. In both cases the testing was a one-time event, was provided on a cost recovery basis, and occurred when demand for symptomatic testing was significantly lower.

Advice/Recommentations

  - The film industry informed the Ministry of Health that antigen testing does not meet the film industry's current testing requirements.
  - Health Canada is reviewing and approving new COVID-19 testing devices, including rapid PCR and antigen tests that can be used outside of a lab environment Advice/Recommentations

Advice/Recommentations

Advice/Recommentations

- There are many other industries that also want to engage in private testing Advice/Recommentations

Advice/Recommentations Advice/Recommentations

Advice/Recommentations

-

Issue/Opportunity:

- B.C.'s motion picture industry continues to prioritize the health and safety of its workers and ensure adherence to COVID-19 safety rules, making B.C. one of the most desirable filming locations in North America.
- While immediate COVID-19 testing needs have been met, the motion picture industry employs 70,000+ B.C. workers and more testing capacity may be required in the future, particularly as other sectors seek out private testing also.

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **30 Day Decision.** Approval of the penultimate Tourism Task Force (TTF) Terms of Reference

Advice/Recommentations

Background:

- The TTF was appointed by the Minister of Tourism, Arts and Culture on September 18, 2020, to provide COVID-19 recovery recommendations to government for the tourism industry. The Task Force held its first meeting on September 25, 2020 and to date has met three times.
- There are 11 appointed members (see Appendix A for the membership list).
- In order to allow the TTF to begin its work, a "penultimate" version of the Terms of Reference was shared with members. Members were asked to keep the document confidential, as it has not been shared publicly.
- Government allocated $50 million to implement actions that result from the TTF's report, due on December. 31, 2020.

- The TTF will engage tourism stakeholders and seek their views on:

  - Near-term measures to support a successful recovery for the 2021 tourism season(s);
  - Recommendations to encourage rehiring of existing employees when work resumes; and
  - Envisioning a sustainable tourism future.

- A final report will be provided to the Minister outlining recommendations for:

  - Near-term measures to support recovery of tourism businesses and support rehiring of employees within the 2021 season(s);
  - Specific advice on actions that could be taken to accelerate growth and enhance the sustainability of B.C.'s tourism sector, and;
  - Informing and updating the Province's Strategic Framework for Tourism in B.C.

- Scope includes:

  - Consultation on issues specific to COVID-19 impacts on tourism in B.C. and what actions the provincial government could take to help B.C.'s tourism businesses' (and other directly impacted sectors related to the tourism economic collapse) near-term recovery.

  - The TTF will leverage existing input from the tourism sector on major policy issues, potential barriers to growth and opportunities to strengthen the sector's recovery near-term as well as provide fiscally feasible recommendations in line with Provincial Health Orders to enhance sustainability of the sector.

Decision required:

- **30-day issue.**
- A decision is requested from the Minister to approve the Terms of Reference.

Advice/Recommentations

Tourism Task Force Membership

- Tamara Vrooman, President and CEO, Vancouver International Airport (chair);
- Walt Judas, CEO, Tourism Industry Association of BC;
- Brenda Baptiste, Chair, Indigenous Tourism BC;
- Nancy Small, Chair, BC Destination Management Organization Association, Tourism Richmond;
- Ingrid Jarrett, President and CEO, BC Hotel Association;
- Rod Harris, Adjunct Professor, Royal Roads University;
- Glenn Mandziuk, Vice-chair, Minister's Tourism Engagement Council, and President and CEO, Thompson Okanagan Tourism Association;
- Richard Porges, Interim President and CEO, Destination BC
- Amy Thacker, Chair, BC Tourism Regional Secretariat, and CEO, Cariboo Chilcotin Coast Tourism Association;
- Gavin McGarrigle, WesternRegional Director, UNIFOR; and
- Stephanie Smith, President, BC Government and Service Employees' Union (BCGEU)

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **90 Day Decision**: Minister decision required on program funding recommendations for each of the Tourism Recovery Programs that were announced on September 17, 2020.

Background:

- On September 17, 2020, as part of Government's COVID-19 Economic Recovery Plan, the following three tourism-specific funding initiatives were announced:
    1. The Destination Development Stream of the Community Economic Recovery Infrastructure Program (CERIP): a $20M fund established to support destination development projects;
    2. The Tourism Dependent Communities Fund: a $19.4M envelope established to support Advice/ tourism dependent communities build, adapt and/or diversify their tourism infrastructure and tourism sub-sectors; and,
    3. The Targeted Regional Tourism Development Initiative: a $13.6 million fund established to support targeted tourism development partnership initiatives in the six tourism regions.
- The overarching focus of the initiatives is to support job creation and maintain, build and/or develop tourism infrastructure to support tourism recovery and resiliency.
- While each initiative implementation schedule varies slightly, all funds must be distributed prior to March 31, 2021. All funded activities must start prior to December 31, 2021, and all projects must be completed by March 31, 2023.
- Implementation is underway and on track for all three initiatives.
- The number of unique submissions from the Tourism Dependent Community Advi ce/R and the Targeted Regional Tourism Development Initiative (6) is known. However, the number of submissions expected to be received from the Destination Development Stream of the Community Economic Recovery Infrastructure Program will only be known in late November 2020.
- The total number of proposals received (one submission may have more than one project proposal) is unknown at this time.
- Each submission will be subject to a Ministry evaluation process.

Decision required:

- **90-day issue.** A decision from the Minister will be required to approve funding proposals submitted to the Ministry to support tourism sector recovery.

MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE

Issues and Opportunities and 30/60/90 Day Issues for Decision

TABLE OF CONTENTS

Issues and Opportunities – Appendix C-1
Container Trucking Services License Issuance and Overall Truck Tag Reduction
Federal Funding for Priority Infrastructure Projects
Fraser Valley Integrated Transportation Development Plan
George Massey Crossing
Safe Restart Contribution Agreement – BC Ferries
Safe Restart Contribution Agreement – BC Transit
30/60/90 Day Issues for Decision – Appendix C-2
30 Day Decisions
George Massey Crossing
Investing in Canada Infrastructure Program Amendment
Surrey Langley SkyTrain
60 Day Decisions
Completion of Container Trucking Off Dock Report
90 Day Decisions
No 90 day decisions

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **2020 Container Trucking Services License Issuance and Overall Truck Tag Reduction**

Background:

- In 2014, the Province enacted the *Container Trucking Act* and Regulation establishing the Office of the BC Container Trucking Commissioner (OBCCTC) in order to bring stability to the container trucking industry that services lower mainland ports and other container logistics facilities.
- The *Act* provides the CTC with authority to issue and manage the Container Trucking Services Licences (CTS Licence) and the Truck Tag policy. Each licence is assigned a number of Truck Tags, which Licensees can assign to fleet trucks (driven by company employees), or trucks owned and operated by Independent Owner-Operators (I/Os) who must enter into a Sponsorship Agreement with the Licensee.
- From September 2019 to the end of February 2020 the OBCCTC conducted stakeholder engagement on proposed reforms to the CTS licensing process and the truck tag policy, including updated information requirements and clear evaluation criteria.
- The licensing process was last performed in 2015, and licenses have been renewed by the Commissioner over the intervening years.
- The purpose of the licensing reform process was to ensure better enforcement and to ensure companies have the appropriate amount of truck tags for available work.
- This will assist with enforcement through better tracking and ensures that drivers (I/Os) are directed to available work.
- The process will ultimately benefit drivers by better matching the number of drivers with available work. Companies that have been misrepresenting the number of tags they have for available work could be exposed through the process.
- Some trucking companies will benefit with fairer distribution of tags.
- Due to the uncertainties arising from COVID 19, the licensing application process was postponed until Summer 2020 and the license term was extended until November 30 to give companies more time to comply with the requirements.
- License applications were open from July 6, 2020 to August 4, 2020. On September 9, 2020 the OBCCTC issued conditional approvals to companies stating the number of truck tags to be issued effective December 1, 2020.
- The OBCCTC will be working with companies over the coming weeks to determine final tag numbers and how they will be allocated to either company trucks or I/O trucks. Current tags and licenses will remain in effect until the final licenses and tags are issued on December 1, 2020.
- On October 9, 2020, the Port Transportation Association and a group of small companies filed a petition in the Supreme Court for a Judicial Review on the licensing process.
- The review is expected to be heard in late November/early December.
- The OBCCTC has agreed to suspend the licensing process for those petitioners until a decision is made.

Issue/Opportunity:

- Currently there are 1,618 tags in the system.
- The Commissioner is prioritizing the removal of truck tags that are vacant or severely underutilized over several years (an estimated 50-60 tags).
- Truck tags will be assigned to applicants based upon historic fleet efficiency, compliance history and their business case. If an I/O truck loses a truck tag and a sponsorship agreement is severed, this will not occur until November 30.

Advice/Recommentations

- The Commissioner is currently engaging industry on the findings of the recently released Province/OBCCTC Off-Dock Drayage Insights report.
- The report included insights regarding licensed fleets using untagged and/or unlicensed trucks to perform off-dock container moves at rates lower than the Commissioner's off-dock rates.

Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **Funding for Priority Infrastructure Projects**

Background:

- There are a number of priority provincial major infrastructure projects with strategic regional significance the Province is looking to advance for federal funding partnership.

Project	Est. Capital Cost	Federal funding request	Status
George Massey Crossing Program	Cabinet Confidences; Advice/Recommentations		
Royal BC Museum Modernization			
Belleville International Ferry Redevelopment			
Surrey/Langley SkyTrain Phase 2 (Fleetwood to Langley)			

Advice/Recommentations

- The federal government committed, in its election platform, to create a National Infrastructure Fund to support major nation-building projects that will benefit people across various regions, connect our country, and help improve the quality of life and standard of living of Canadians in significant and long-lasting ways. This Infrastructure fund has yet to materialize.
- In September 2020, Premiers asked the federal government for an additional $10 billion per year over 10 years to fund infrastructure projects across the country.
- The federal government frequently suggests that provinces seek Canada Infrastructure Bank (CIB) funding. The CIB provides loans only (not grants) of minimum $100 million at rates competitive with what provinces and Crown Corporations are likely able to secure.
- However, without a revenue stream, these projects would likely not be candidates for CIB financing.

Issue/Opportunity:

- There are a number of priority provincial major infrastructure projects with strategic regional significance the Province is looking to advance for federal funding partnership.
- These projects include the George Massey Crossing program, redevelopment of the Royal BC Museum, the Belleville International Ferry Terminal and the second phase of the Surrey/Langley SkyTrain.

Advice/Recommentations; Intergovernmental Communications

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue/Opportunity:

- **Fraser Valley Integrated Transportation Development Plan**

Background:

- The Fraser Valley Regional District (FVRD) is comprised of six member municipalities and eight electoral and has a population surpassing 300,000. The (Pre-COVID) FVRD population is expected to surpass 440,000 by 2041, a 46% increase from the 2016 population number.
- The Fraser Valley region is experiencing rapid growth, resulting in heavy demands on the highway system (Pre-COVID 11% growth in traffic per year).
- The Fraser Valley does not currently have an integrated multimodal transportation planning strategy for the region. Transportation plans or strategies are traditionally developed by different levels of government, and are limited in the modes of transportation considered, or are contained within jurisdictional boundaries.
- Congestion on Highway 1 through the Fraser Valley continues to increase due to a combination of growing commercial truck traffic, local trips within the valley, and commuting trips to Metro Vancouver. Increasing congestion on the Highway 1, has led to requests for more investment in the transportation network through the Fraser Valley.
- TRAN has initiated an integrated multi-modal transportation and development plan for the Fraser Valley.
- TRAN is working with MAH and JEDC on land use, housing, economic development and innovation corridors focusing on distributed growth, to enable people to live close to their jobs and have ready access to services they rely on.
- This study will look at traffic congestion and travel demand in this fast-growing region and examine and evaluate options for all modes, including new transit and transportation initiatives to enable the efficient movement of people and goods in/through the region. The study will also look at the relationship between land use and transportation investment decisions, to see if efficiencies and congestion solutions can be achieved long-term.
- Current invest in transportation infrastructure in the region, includes:
    - Widening of Highway 1 between 202nd Street and 216th Street with a new interchange at 216th Street ($61.9M);
    - Widening of Highway 1 between 216th Street and 264th Street to 6-lanes to provide including reconfiguring the 232nd Street interchange and new underpasses at Glover Road and the CP Rail crossing ($235M).
    - Planning work that is building on high-level work completed in 2016, to understand future access requirements on Highway 1 between 264th Street and Mt. Lehman Rd.

Advice/Recommentations

Advice/Recommentations

Advice/Recom

- Regional transit service is currently provided by BC Transit. The Fraser Valley Express (FVX) Route 66 links Chilliwack and Abbotsford and it also connects both services to TransLink via the Carvolth Exchange in Langley.

- The Province continues to support local, regional and inter-regional transit, and will continue to work with TransLink on their Transport 2050 plan, as well as BC Transit, local governments and their communities to investigate ways to more efficiently move people within/through the region and reduce congestion.

Issue/Opportunity:

- The Province recognizes the critical role that Highway 1 plays in supporting an innovation growth corridor through the Fraser Valley to ensure a sustainable economic future.
- Transit ridership in the Fraser Valley is currently around 2%. The majority of car trips that originate in the Fraser Valley also terminate in the Fraser Valley. Through the study there are opportunities to improve transit ridership and study the regional road network to investigate efficiencies.
- The study will represent a demonstration project for Integrated Transportation and Development Strategy (ITDS). Findings and recommendations from this study will inform transportation and housing investments, and provincial and national trade corridor needs and impacts.
- Phase one engagement was launched in the summer with participants including regional districts, local governments, First Nations, transit agencies and the public to understand the City's priorities, values and aspirational goals regarding transportation and development in the Fraser Valley.
- Next steps will be broader engagement, followed by technical planning work and investment recommendations.

Advice/Recommentations

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **George Massey Crossing - Option Decison**

Background:

- In December 2018, an Independent Technical Review was completed. Based on the Independent Technical Review, the ministry committed to three phases of a GMC Improvement/Replacement program:
  - $40 million in immediate safety improvements to be completed in 2021
  - Phase I – identify measures to improve circulation that could be tendered in fall 2020
  - Phase II – complete a business case for a replacement tunnel project by fall 2020
- In July 2019, the Metro Vancouver Task Force endorsed a short list of six options, focused on addressing significant off-peak congestion, managing peak congestion, and providing attractive options for transit and active transportation. All the shortlisted options call for a total of eight lanes with two priority lanes for transit. The short-list was:
  - 6-lane bridge, plus 2 traffic lanes and multi-use path (MUP) in existing tunnel
  - 6-lane bored tunnel, plus 2 traffic lanes and MUP in existing tunnel
  - 6-lane immersed tube tunnel, plus 2 traffic lanes and MUP in existing tunnel
  - 8-lane bridge with MUP
  - 8-lane bored tunnel, plus MUP in existing tunnel
  - 8-lane immersed tube tunnel, plus MUP in new or existing tunnel
- In October 2019, the Metro Vancouver Task Force indicated their preference for the 8-lane immersed tube tunnel option, which was later endorsed by the Metro Vancouver Board.
- The Ministry hosted two public open houses - one on February 5th 2020, in Richmond, and a second on February 6th, 2020 in Delta. The purpose of the open houses was to review the potential interim improvements and to provide an update on the progress that has been made towards a long-term solution.
- The Ministry has continued to engage with Transport Canada, Vancouver Fraser Port Authority, Metro Vancouver Board, municipalities and communities to assess a solution that aligns with federal and regional plans until the end of September 2020.
- The Ministry has also continued to engage with the twelve identified Indigenous groups to understand their priorities for the project and the future state of the river.

Advice/Recommentations; Intergovernmental Communications

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **Safe Restart Contribution Agreement – BC Ferries** (Canada-British Columbia Safe Restart Funding for BC Ferries)

Background:

- The COVID-19 pandemic has caused a significant decline in ferry traffic. Since March 11, 2020, when the pandemic was declared, passengers and vehicles are down 47% and 32%, respectively, compared to the same period last year.

Advice/Recommentations; Government Financial Information

- BC Ferries was a former crown corporation, now owned by the BC Ferry Authority, an independent, no-share capital corporation created under the *Coastal Ferry Act* (British Columbia). BC Ferries is subject to the *Coastal Ferry Act,* regulated by the BC Ferries Commissioner, and operates outside the Government Reporting Entity.
- In the Spring of 2020, a task force was established to develop a Planning Framework to determine the anticipated impacts of the pandemic. The task force includes staff of the Ministries of Transportation and Infrastructure and Finance, the Chairs of BC Ferries and the BC Ferry Authority and is supported by BC Ferries' management.
- In the summer of 2020, Canada and British Columbia announced that they would provide up to $540 million each (or over $1 billion in total) to transit operators in British Columbia, including BC Ferries, to offset the impacts of the COVID-19 pandemic.

Issue/Opportunity:

- On September 18, 2020, British Columbia and Canada announced that BC Ferries would receive one-time funding of $308 million to offset the impacts of the COVID-19 pandemic.
- The Province has drafted a contribution agreement, to be signed by the Deputy Minister of Transportation and Infrastructure, to convey the Canada – British Columbia Safe Restart funding.
- The funding is intended to address three primary objectives: 1) offset the anticipated net revenue losses due to COVID-19, 2) limit the fare increases over the next three to an average of 2.3% per year, and 3) ensure the continuation of discretionary sailings above contract levels on the minor and northern routes for the next three years (NB: BC Ferries had planned to discontinue these sailings due to the company's financial losses).
- The contribution agreement includes a number of conditions.
- BC Ferries has received a draft of the contribution agreement but has not yet signed.
- The Ministry of Transportation and Infrastructure will continue to work with BC Ferries to monitor the traffic and financial position of the company going forward to ensure that ferry services meet the needs of British Columbians.

Appendix C-1

CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **Safe Restart Contribution Agreement – BC Transit** (Canada-British Columbia Safe Restart Funding for BC Transit)

Background:

- The COVID-19 pandemic has caused significant impacts on public transit and by extension has created unprecedented financial pressure for BC Transit and its local government partners.
- Across the province, ridership levels dropped by an average of 75% in early April, and as of September, has only recovered to 41% compared to September 2019.
- Funding for BC Transit is cost-shared between the Province and local government partners.
- Overall, the Province funds just under half of BC Transit's operating and capital costs, while local governments fund the remaining amount.
- The local government partner share is made up of revenue from fares, local property taxes and in the case of the Victoria Regional Transit System (VRTS), a regional motor fuel tax.
- The forecast revenue shortfall and increased expenditures associated with COVID-19 is anticipated to be $86 million Advice/Recommentations; Government Financial Information
- In the summer of 2020, Canada and British Columbia announced that they would provide up to $540 million each (or over $1 billion in total) to transit operators in British Columbia, including BC Ferries, to offset the impacts of the COVID-19 pandemic.

Issue/Opportunity:

- Under the Provincial State of Emergency, public transit has been recognized as an essential service.
- On September 18, 2020, British Columbia and Canada announced that BC Transit would receive one-time funding of $86 million to provide relief for the direct benefit of BC Transit Local Government Partners to help offset the impacts of the COVID-19 pandemic.
- The Safe Restart funding will assist local governments to maintain essential transit service levels, with minimal or no workforce reductions, through March 31, 2022.
- Local governments will be expected to limit fare increases to no more than 2.3 percent per year until March 31, 2024.

Advice/Recommentations

- BC Transit has received a draft of the contribution agreement but has not yet signed it.

Advice/Recommentations

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **George Massey Crossing Business Case**
- **Within 30 Days, require a decision on the preferred crossing option.**

Background:

- In December 2018, an Independent Technical Review was completed. Based on the Independent Technical Review, the ministry committed to three phases of a GMC Improvement/Replacement program:
    - $40 million in immediate safety improvements to be completed in 2021
    - Phase I – identify measures to improve circulation that could be tendered in fall 2020
    - Phase II – complete a business case for a replacement tunnel project by fall 2020
- In July 2019, the Metro Vancouver Task Force endorsed a short list of six options, focused on addressing significant off-peak congestion, managing peak congestion, and providing attractive options for transit and active transportation. All the shortlisted options call for a total of eight lanes with two priority lanes for transit. The short-list was:
    - 6-lane bridge, plus 2 traffic lanes and multi-use path (MUP) in existing tunnel
    - 6-lane bored tunnel, plus 2 traffic lanes and MUP in existing tunnel
    - 6-lane immersed tube tunnel, plus 2 traffic lanes and MUP in existing tunnel
    - 8-lane bridge with MUP
    - 8-lane bored tunnel, plus MUP in existing tunnel
    - 8-lane immersed tube tunnel, plus MUP in new or existing tunnel
- In October 2019, the Metro Vancouver Task Force indicated their preference for the 8-lane immersed tube tunnel option, which was later endorsed by the Metro Vancouver Board.
- The Ministry hosted two public open houses - one on February 5th, 2020, in Richmond, and a second on February 6th, 2020 in Delta. The purpose of the open houses was to review the potential interim improvements and to provide an update on the progress that has been made towards a long-term solution.
- The Ministry has continued to engage with Transport Canada, Vancouver Fraser Port Authority, Metro Vancouver Board, municipalities and communities to assess a solution that aligns with federal and regional plans until the end of September 2020.
- The Ministry has also continued to engage with the twelve identified Indigenous groups to better understand their priorities for the project and the future state of the river.

Advice/Recommentations; Intergovernmental Communications

Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

- **Canada Infrastructure Program**
- **Within 30 days, co-sign an amending agreement to the Investing in Canada Infrastructure Program (ICIP) Integrated Bilateral Agreement (IBA) with Canada, which includes a new 'COVID-19 Resilience Stream' to deliver more infrastructure projects during the pandemic, as well as broader eligibility for some project within existing streams.**

Background:

- ICIP is a cost sharing program administered by Canada (the Ministry of Infrastructure and Communities) that invests through four targeted funding streams: *Public Transit; Green Infrastructure; Community, Culture and Recreation; and Rural and Northern Communities.*
- The terms and conditions of Canada's contributions are set out in the Integrated Bilateral Agreement (IBA) signed by the Province (represented by the Ministries of Transportation and Infrastructure (TRAN) and Municipal Affairs and Housing (MAH)) in March 2018.
- On August 5, 2020 Canada announced a new COVID-19 Resilience Stream within the ICIP to support pandemic response and economic recovery. The stream provides expanded project eligibility, faster approvals and increased federal cost shares.
- To bring the changes into effect, the Ministers of Transportation and Infrastructure and Municipal Affairs and Housing, who are co-signatories to the original Integrated Bilateral Agreement (IBA) with Canada, must co-sign an amending agreement.
- The Province has identified $109M of federal ICIP funding (and Government of matching Provincial funding) from the *Rural and Northern Communities* and *Green Infrastructure* funding streams for re-profiling to the COVID-19 Resilience Stream.
- The Province's Legal Services has reviewed the draft IBA amendment and MAH is forwarding final comments to Canada. The Amendment should be ready for signature when a new Government is sworn in.

Decision required:

- If approved, the Ministers of TRAN and MAH on behalf of the Province must co-sign an amending agreement to the IBA with Canada for the changes to take effect.

Appendix C-2

30/60/90 DAY DECISION NOTE

Issue:

Cabinet Confidences; Advice/Recommentations

Background:

- The 2014 Mayors' Council's 10-Year Vision included 27 kilometers of LRT in Surrey.
- Phase Two of the Vision, approved by the Mayors' Council in 2018, included a 10.5 km, $1.65B Surrey-Newton-Guildford (SNG) LRT project. It was intended that a future Phase Three would include 16.6 km of LRT along Fraser Highway from Surrey to Langley.
- In March 2018, Treasury Board approved allocation of Governm in provincial funding for Phase 2 of the Vision, which included SNG LRT, consistent with a provincial commitment to fund 40 per cent of the capital costs of all phases of the Mayors' Council Vision.
- In response to a request from Surrey, in 2019 the Mayors' Council suspended SNG LRT and instructed TransLink to proceed with planning and project development for SkyTrain on Fraser Highway from Surrey to Langley, using only funds approved for SNG LRT.
- In January 2020, TransLink submitted a business case to the Province for SLS, which assumes TransLink ownership and delivery of the project. The business case, which focusses on SLS Stage 1 from Surrey's King George SkyTrain station to Surrey's Fleetwood Town Centre, estimates that SkyTrain can be extended 7 km from King George to Fleetwood for $1.63B and that continuing from Fleetwood to Langley City Centre would cost at least an additional Advice/Recomme

Decision required:

Cabinet Confidences; Advice/Recommentations

30/60/90 DAY DECISION NOTE

Issue:

- **Container Trucking Off-Dock Report**
- **Within 60 days a decision on recommendations from the Container Trucking Commissioner's Off-Dock Report is required.**

Background:

- The evolution of the drayage industry with respect to on/off-dock movements began in 2003 when marine terminals lacked the space to store empty containers due to increasing volumes of port activity.
- This resulted in the off-dock storage of containers at various locations throughout the Lower Mainland by private container storage companies.
- With the advent of off-dock container storage, demand for container trucking services increased.

Commissioner's Mandate

- In late 2014, following a four-week labour disruption at the Port of Vancouver, the province enacted the *Container Trucking Act* (the Act), Regulations and established the Office of the BC Container Trucking Commissioner (OBCCTC).
- Under the Act, the Container Trucking Commissioner has a mandate to manage Container Trucking Service (CTS) licenses, enforce regulatory compliance, set trucking rates and remuneration for licensees, and facilitate ongoing policy and regulatory reviews.
- Trucking companies engaged only in off-dock trucking that do not require access to marine terminals are not required to have a license and do not fall within the scope of the Act and Regulation.
- A truck can essentially operate without a license of tag if they only move containers from off-dock locations.
- The OBCCTC only regulates and enforces rates of off-dock activity for trucks that have licenses and tags. For this there are separate regulated rates for off-dock and on-dock work.
- The off-dock rates are only slightly lower than on-dock rates.

Off Dock Activity

- A number of container trucking stakeholders have raised concerns over the Commissioner's enforcement of off-dock activity.
- As noted above, the extent of the Commissioner's regulatory jurisdiction and enforcement of off-dock rates extends only to companies with CTS licenses that permits them to access port terminals.
- The Act and Regulation, and the regulated off-dock rates, do not apply to companies without a license.

Advice/Recommentations

- The Province and the OBCCTC commissioned a study to better understand off-dock truck trips that support containerized shipping throughout the lower mainland.
- The report was released publicly in September and the Commissioner is engaging industry on its findings to help support the development of a report and recommendations to the Minister.

Advice/Recommentations

Decision required:

Advice/Recommentations

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.

	Health		
	Commitment	**Min**	**Implementation information**
1.	**A New Hospital at Home program** Page: 3 *a new Hospital at Home program so patients can get safe care while in the comfort of their homes and taking pressure off hospitals.* Estimated Operating: Advice/Recomm Estimated Capital: TBC	HLTH	Advice/Recommentations; Legal Information
2.	**Pandemic Prevention Plan** Page: 3 *continue developing a pandemic prevention plan that brings to BC state-of-the-art testing, contact tracing, and hospital management procedures and technology.*» Estimated Operating: Advice/Recomme Estimated Capital: TBC	HLTH/EMBC	
3.	**Provide free COVID-19 vaccines** Page: 3 *Provide free COVID-19 vaccines when they are approved and available to anyone who wants the vaccine will receive it.* Estimated Operating Advice/Reco Estimated Capital: TBC	HLTH	
4.	**Deliver 2 million doses of flu vaccines** Page: 3 Estimated Operating: Advice/Re comment Estimated Capital: TBC	HLTH	

Advice/Recommentations

» Related Briefing Note in Binders

	Care in your Community	
5.	**More Urgent Primary Care Centres** Page: 6 *In addition to the 21 UPCCs opened or coming soon, ten more are on their way to deliver better and faster care in more communities, attach people to doctors, and help take the pressure off emergency rooms.* Estimated Operating: Advice/Reco Estimated Capital: TBC	HLTH
6.	**Expanded Primary Care Networks** Page: 6 *Bring this vital health care network to more BC communities.* Estimated Operating: Advice/Rec ommentatio Estimated Capital: TBC	HLTH
7.	**The Hospital at Home Program - expand e-health and tele-health services** Page: 6 *The Hospital at Home program is a blueprint for expanding e-health and tele-health services more broadly, so people can get virtual visits from doctors and nurses at home.* Estimated Operating: Advice/Rec Estimated Capital: TBC	HLTH
8.	**A new focus on rural communities** Page: 6 *The rural collaborative framework is delivering more immediate and culturally safe care closer to home.* Estimated Operating: Advice/Reco mmentations; Estimated Capital: TBC	HLTH

Advice/Recommentations; Intergovernmental Communications

Advice/Recommentations

» Related Briefing Note in Binders

9.	**Bring housekeeping and dietary hospital workers, and long-term care aides back into the public service** Page: 6 *Bring housekeeping and dietary hospital workers, and long-term care aides back into the public service* Estimated Operating: Advice/Reco Estimated Capital: TBC	HLTH
10.	**Health care workforce that better represents the communities it serves** Page: 6 *Health care that respects and reflects our diverse province. On the heels of our government's investigation into racism in the health care system, we are reaching out to health employers and unions to prioritize the hiring of a health care workforce that better represents the communities it serves.* Estimated Operating: Advice/R Estimated Capital: TBC	HLTH
11.	**Building more hospitals and additions** Page: 6 Advice Estimated Operating: Advice/Reco Estimated Capital: TBC	HLTH
	Reducing your wait for care	
12.	**Maximizing the capacity of existing surgical and diagnostic space** Page: 7 *Develop new strategies to optimize surgical and diagnostic space and teams, so BC can keep pace with the demand for new surgeries and increase the number of MRIs annually – reducing people's wait for care and relief.* Estimated Operating: Advice/Recommentations; Estimated Capital: TB	HLTH

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

13.	**Adding four more MRI machines in the next year** Page: 7 *Put more MRIs in areas of highest remaining demand – Ridge Meadows Hospital (Maple Ridge), Langley Memorial, Vancouver General and St. Paul's, with more to come.* Estimated Operating: Advice/ Estimated Capital: Advice/	HLTH
14.	**Providing the hospital staff needed to perform more surgeries and other procedures** Page: 7 *Our training, recruitment, certification and retention strategies will help make sure BC has the skilled health workforce to deliver care faster.* Estimated Operating: TBC Estimated Capital: TBC	HLTH
	More doctors, nurses & health professionals	
15.	**Launch BC's second medical school** Page: 8 *Launch BC's second medical school to expand our health care workforce: This means more doctors, nurse practitioners, nurses and other health professionals trained, graduating and working right here in BC.* Advi Estimated Operating: Advice/Re Estimated Capital Advice/R	HLTH/AEST

Advice/Recommentations; Government Financial Information

16.	**Comprehensive health care human resources strategy** Page: 8 *A comprehensive health care human resources strategy including credential recognition: From doctors and nurses to long-term care aides, we will make sure BC is well-prepared to deal with future demand and pressures. In addition to expanding training in all fields of health care, we'll be improving the province's credential recognition process and licensing so that people trained in other countries can provide their skills and knowledge here in BC.* Estimated Operating: Advice/Re comment Estimated Capital: TBC	HLTH
	A better life for seniors	
17.	**Keep seniors safer in a crisis** Page: 9 *Make sure long-term care remains robust, well-funded, and able to quickly respond to a crisis.* Adv Estimated Operating: Advice/Recom mentations; Estimated Capital: TBC	HLTH

Advice/Recommentations

» Related Briefing Note in Binders

2020 BC NDP Platform: Working for You

18.	**Hire 7,000 new health care workers in long-term care and assisted living** Page: 9 *Hire 7,000 new health care workers in long-term care and assisted living: In addition to bringing back the long-term care jobs that were privatized by the BC Liberals, we're investing $44 million to hire and train 7,000 new health care workers for long-term care homes and assisted living facilities. This Health Career Access Program will provide new opportunities for workers who lost their jobs in other sectors due to COVID-19.*» Estimated Operating: Advice/Rec Estimated Capital: TBC	HLTH/AEST
19.	**Staffing retention strategy -Care for Seniors** Page: 10 *Develop a staffing retention strategy that provides workers in long-term care and assisted living with "levelled up wages" even after the pandemic ends, and restore provincial standards for wages, benefits, and working conditions that were cut by the BC Liberals.* Estimated Operating: TBC Estimated Capital: TBC	HLTH/PSEC
20.	**Building better, public long-term care homes** Page: 10 *Work with non-profits to build public care homes that keep seniors safer, healthier and more comfortable.* Estimated Operating: Advice/Re Estimated Capital: TBC	HLTH

» Related Briefing Note in Binders

2020 BC NDP Platform: Working for You

21.	**Launch a Silver Alert system** Page: 10 *Working with community groups and the BC Seniors Advocate, develop a made-in-BC Silver Alert system to help assist first responders locate missing seniors, particularly those with dementia and Alzheimer's disease.* Adv Estimated Operating: TBC Estimated Capital: TBC	PSSG/EMBC
22.	**Make sure private operators deliver better care** Page: 11 *Make sure private operators deliver better care: For-profit care home operators failed to deliver more than 200,000 hours of care they were paid by the public to provide. We're putting care before profit through new requirements that will make sure private operators are more transparent and accountable for the public funding they get.* Estimated Operating: TBC Estimated Capital: TBC	HLTH

Cabinet Confidences; Advice/Recommentations; Government Financial Information

23.	**Improve home care for safe, independent living** Page: 11 *Expand publicly funded home care to provide better care and help with daily living - bathing, dressing, meal preparation and more - so people can stay in their own homes for as long as is safely possible. Improve continuity of care with seniors receiving visits from a more consistent group of care aides.* Estimated Operating: Advice/Re Estimated Capital: TBC	HLTH
	A 10-year cancer care plan	
24.	**10 Year Cancer Care Plan** Page: 11 *Work with BC Cancer and BC's Health Authorities to:(1) ensure all cancer care patients get information and care when they need it, including in rural communities.(2) Provide more individualized care for cancer patients, including dedicated teams providing a full continuum of care.(3) Improve continuum of care by investing in new equipment, systems and procedures that deliver leading-edge prevention, screening, diagnosis and treatment services.(4) Expand and fund enhanced research and diagnostic capabilities, allowing health professionals to improve the precision of disease risk prediction, prevention, diagnostics and treatment.* Adv Estimated Operating: Advice/Reco Estimated Capital: TBC	HLTH

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations; Government Financial Information

	Saving Lives, healing pain	
25.	**Scale up BC's response to the opioid crisis** Page: 12 *Before COVID-19 hit, BC had its first drop in the rate of overdose deaths since 2012. As we now deal with two public health emergencies, we will keep accelerating BC's response across the full continuum of care: prevention, harm reduction, safe prescription medications, treatment, and recovery.*[Ad]» Estimated Operating: Advice/Re Estimated Capital: TBC	MHA

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations

26.	**Crack down on the toxic drug supply** Page: 12 *Free up police to focus on serious crime in BC communities, including cracking down on those who distribute toxic drugs on the streets. Explore new ways to help prescribers separate more people from the toxic drug supply through safe prescription alternatives.*» Estimated Operating: Advice/ Recom Estimated Capital: TBC	PSSG

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Intergovernmental Communications

27.	**Fast-track move toward decriminalization** Page: 12 *Work with police chiefs to push Ottawa to decriminalize simple possession of small amounts of illicit drugs for personal use or develop a made-in-BC solution that will help save lives.* Advi Estimated Operating: Advice/Re commenta Estimated Capital: TBC	AG

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations; Government Financial Information

28.	**Develop better options for chronic work-related pain** Page: 12 *In partnership with WorkSafeBC, identify new ways of improving pain management practices for injured workers – and mandate WorkSafeBC to provide treatment on demand to those with chronic pain as a result of workplace injuries.* Estimated Operating: Estimated Capital: TBC	LBR
29.	**Expand the availability of treatment beds for people** Page: 13 *Expand the availability of treatment beds for people: Build new treatment, recovery, detox and after-care facilities across the province, including in communities with an expressed need such as Maple Ridge, with some beds specifically for British Columbians under age 24.* Estimated Operating: Estimated Capital:	MHA

Advice/Recommentations; Government Financial Information

Advice/Recommentations

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations

30.	**Step up oversight of recovery homes** Page: 13 *Step up oversight of recovery homes and other private treatment providers to ensure quality care, accountability, and value for money.* Estimated Operati Advice/Rec ommentati ons; Governme Ad vic Estimated Capital:	MHA
31.	**New mental health initiatives for kids and young adults** Page: 13 *Establish successful Foundry youth centres in more communities and dedicated mental health teams in school districts.* Estimated Operating Advice/Reco mmentations; Estimated Capital: TBC	MHA

Advice/Recommentations

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

32.	**Develop Complex Care housing** Page: 13 *Provide an increased level of support – including more access to nurses and psychiatrists – for BC's most vulnerable who need more intensive care than supportive housing provides, including in places like the Riverview lands in Coquitlam.* Estimated Operating: Estimated Capital: TBC	HLTH/MAH/SDPR
33.	**Expand access to counselling** Page: 13 *Invest in new e-health and other technologies, to bring mental health care to more people in all regions of BC – reducing counselling costs for people in rural and remote communities, in particular.* Estimated Operating: Estimated Capital: TBC	HLTH/MHA

Advi

Advice/Rec

Advice/Recommentations;

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications

	Making health care more affordable	
34.	**Fight for a national pharmacare program** Page: 14 *Fight for a national pharmacare program* Ad Estimated Operating: TBC Estimated Capital: TBC	HLTH

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

35.	**Enhance Fair Pharmacare** Page: 14 *Continually review cost thresholds and drug eligibility with the goal of bringing the cost of prescription drugs.* Estimated Operating: Advice/Recommentations; Estimated Capital: TBC	HLTH
36.	**Free Prescription Contraception** Page: 14 *While condoms can be easily found for little or no cost, and vasectomies are covered under MSP, prescription contraception is not covered.* Estimated Operating: Advice/R Estimated Capital: TBC	HLTH

Advice/Recommentations

» Related Briefing Note in Binders

	Home and Community		
	Commitment	**Min**	**Implementation information**
	A recovery benefit for British Columbians		Cabinet Confidences; Advice/Recommentations; Government Financial Information
37.	**COVID Relief - Families** Page: 19 *A one-time $1,000 direct deposit to families whose household income is under $125,000 annually – with a sliding scale up to $175,000. A one-time $500 direct deposit to single people earning less than $62,000 annually – with a sliding scale up to $87,000.* Advi Estimated Operating: Advice/Re Estimated Capital: TBC Program payment costs to British Columbians are estimated at Advice/Reco mmentations;	FIN	
	More affordable housing		
38.	**Freeze rents to end of 2021** Page: 20 *Freeze rents until the end of 2021.* Advic e/Rec Estimated Operating: TBC Estimated Capital: TBC	MAH	

Advice/Recommentations

» Related Briefing Note in Binders

39.	**Cap rent increases after 2021** Page: 20 *After 2021, permanently limit rent increases to the rate of inflation.* Ad Estimated Operating: TBC Estimated Capital: TBC	MAH	Rent increases are already capped at rate of inflation. Advice/Recommentations Advice/Recommentations
40.	**Provide a renter's rebate** Page: 20 *Bring in an income-tested renter's rebate of $400 a year for households earning up to $80,000 annually that are not already receiving other rental support.* Adv Estimated Operating: TBC Estimated Capital: TBC Program is estimated to cost Advice/ in payments to British Columbians	MAH/FIN	Comprehensive advice has been developed and was provided to previous government. Advi ce/R Advice/Recommentations; Government Financial Information
41.	**Reduce construction costs to make homes more affordable - eliminating outdated parking minimums** Page: 20 *Streamline and modernize housing construction by eliminating outdated parking minimums in projects close to public transit* Ad Estimated Operating: TBC Estimated Capital: TBC	MAH	Advice/Recommentations
42.	**Reduce construction costs to make homes more affordable - single-window provincial permitting** Page: 20 *Develop a single-window provincial permitting process* Advi Estimated Operati Advice/Rec ommentatio ns; Governmen Estimated Capital:	MAH	

Advice/Recommentations

» Related Briefing Note in Binders

43.	**Reduce construction costs of homes - streamline local approvals** Page: 20 *Work with communities to streamline approval processes at the local level.* Ad Estimated Operating: Advice/Re Estimated Capital: TBC comment	MAH	In progress. Advice/Recommentations Advice/Recommentations
44.a	**Control rising cost of strata insurance - close loopholes** Page: 20 *Close loopholes in strata insurance and beef up regulatory powers* A **»** Estimated Operating: TBC Estimated Capital: TBC	MAH/FIN	Underway. Cabinet Confidences; Advice/Recommentations Cabinet Confidences; Advice/Recommentations Cabinet Confidences; Advice/Recommentations
44.b	**Control rising cost of strata insurance - BC Financial Services Authority** Page: 20 *BC Financial Services Authority to investigate and find new ways to help bring insurance costs down.* Ad **»** Estimated Operating: TBC Estimated Capital: TBC	MAH/FIN	
45.	**Continue to deliver a steady supply of new affordable homes** Page: 21 *Continue to roll out the Homes For BC plan and 114,000 new, affordable housing.* **»** Estimated Operating: TBC Estimated Capital: TBC	MAH	

Advice/Recommentations

» Related Briefing Note in Binders

46.	**Provide more homes for Indigenous people - deliver the remaining units** Page: 21 *Deliver the remaining units in the $550 million commitment to building 1,750 new homes, both on and off-reserve.* Estimated Operating: TBC Estimated Capital: TBC	MAH	Advice/Recommentations Ready. Advice/Recomme ntations Legislative Implications: None
47.	**Provide more homes for Indigenous people - Pressure the federal government** Page: 21 *Pressure the federal government to do its share in providing urgent housing for Indigenous people.* Estimated Operating: TBC Estimated Capital: TBC	MAH	Advice/Recommentations; Intergovernmental Communications Legislative Implications: None
48.	**More affordable housing through Housing Hub partnerships - loans** Page: 21 *Provide additional low-interest loans to add tens of thousands more homes for middle-income families.* Advi Estimated Operating: $2M Estimated Capital: TBC	MAH	Cabinet Confidences; Advice/Recommentations Legislative Implications: None
49.	**Expand role of the Housing Hub - new partnerships** Page: 21 *Expand the role of the Housing Hub to partner with non-profit and co-op housing providers to acquire and preserve existing rental housing.* Adv Estimated Operating: TBC Estimated Capital: TBC	MAH	Advice/Recommentations Underway - Advice/Recommentations Legislative Implications: None

Advice/Recommentations

» Related Briefing Note in Binders

50.	**Housing Hub - new pathways to home ownership** Page: 21 *Instruct the Housing Hub to look for new pathways to home ownership through rent-to-own or other equity-building programs.* Estimated Operating: TBC Estimated Capital: TBC	MAH	Underway Legislative Implications: None
51.	**Build more supportive housing - increase to at least 5,000 units** Page: 21 *Increase total units of supportive housing from 2,800 to at least 5,000 units through our 10-year Homes For BC plan to help curb existing encampments and prevent new encampments from being created.* Estimated Operating: Estimated Capital:	MAH	Underway Legislative Implications: TBD
	Better access to affordable child care		
52.	**Protect child care in law** Page: 22 *Protect the principles of affordable, accessible, and inclusive quality child care in legislation.* Estimated Operating: Estimated Capital: TBC	CFD	

Advice/Recommentations

Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

Advice/Recommentations

Advice/R

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations; Government Financial Information

53.	**Bring $10-a-day child care to more families** Page: 22 *Partnering with the federal government, expand the number of $10-a-day child care spaces while enhancing our other affordability measures.* Estimated Operating: TBC Estimated Capital: TBC	CFD
54.	**More child care spaces - child care included in capital plans** Page: 22 *When government builds a new school, housing complex or other projects, work to ensure child care is included in their capital plans.* Estimated Operating: TBC Estimated Capital: TBC	CFD/EDUC
55.	**More convenient and secure child care at local schools** Page: 23 *Work to provide universal access to before- and after-school care on school grounds.* Estimated Operatin Estimated Capital:	EDUC

Advice/Recommentations; Government Financial Information

Advice/Recommentations

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations; Government Financial Information

56.	**More convenient child care options for working parents** Page: 23 *New partnerships with crown corporations, universities, local governments, First Nations, and public and private sector employers to make sure new office/business construction and upgrades include space for child care centres.* Estimated Operating: TBC Estimated Capital: TBC	CFD
57.	**Make sure Early Childhood Educators (ECE) are a well-supported profession** Page: 23 *Make sure Early Childhood Educators (ECE) are a well-supported profession, just like teachers and other professionals who work in BC's education system.* Estimated Operating: Advice/Recommentati Estimated Capital: TBC	CFD
58.	**Train and keep more early learning educators - Recruitment and Retention Strategy** Page: 23 *Continue to implement and enhance the Early Care and Learning Recruitment and Retention Strategy which includes expanding our successful ECE wage enhancement program.* Ad Estimated Operating: TBC Estimated Capital: TBC	EDUC

Advice/Recommentations

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations; Government Financial Information

59.	**Move responsibility for child care to the Ministry of Education** Page: 23 *EDUC will oversee delivery of all child care initiatives and funding, manage a capital investment program to build more new spaces, and ensure quality care through ongoing curriculum enhancements.* Advi Estimated Operating: TBC Estimated Capital: TBC	EDUC
	Better learning for BC students	
60.	**Keep kids safe during the pandemic** Page: 24 *Continue to make classrooms safer through the installation of new ventilation systems, plexiglass barriers in key areas of the school, comprehensive cleaning stations, and by ensuring more hours of cleaning in all schools.* Ad vic Estimated Operati Advice/Recom Estimated Capital: mentations; Government	EDUC
61.	**Focus on mental health in schools - build on investments** Page: 24 *Build on investment into mental health supports for students and staff* Estimated Operating: Advice/Rec Estimated Capital: TBC	EDUC

» Related Briefing Note in Binders

2020 BC NDP Platform: Working for You

62.	**Focus on mental health in schools - children and youth with special needs** Page: 24 *Better support children and youth with special needs and their families, so everyone involved in our kids' learning gets the help they need.* Ad Estimated Operating: TBC Estimated Capital: TBC	EDUC
63.	**Fast-track improvements to online and remote learning - investments** Page: 24 *Invest in more computers and tablets, more training for teachers and support staff* Estimated Operating: TBC Estimated Capital: TBC	EDUC

2020 BC NDP Platform: Working for You

64.	**Fast-track improvements to online and remote learning - improve social e-learning** Page: 24 *Invest in new ways to improve social e-learning that promotes group interactions between students and teachers.* Adv Estimated Operating: Advice/Re Estimated Capital: TBC	EDUC
65.	**Modernization of schools - seismic requirements** Page: 24 *Focus on meeting seismic requirements* Adv ice/ Estimated Operating: TBC Estimated Capital: Advice/Re	EDUC
66.	**Modernization of schools - energy efficiency standards** Page: 24 *Meet climate change and energy efficiency standards as set out in our CleanBC plan.* Estimated Operating: TBC Estimated Capital: Advice/Re	EDUC
67.	**Bring in local food programs in partnership with school districts:** Page: 25 *Work with school districts to help create local school meal programs based on district data and priorities and integrate FeedBC into this plan so that districts can include locally grown food.* Adv Estimated Operating: Advice/Reco mmentations: Estimated Capital: TBC	EDUC

Advice/Recommentations

» Related Briefing Note in Binders

2020 BC NDP Platform: Working for You

68.	**Make sure classrooms have the resources they need** Page: 25 *Deliver targeted investments to help make sure students have the classroom supplies they need to succeed, so parents and teachers don't have to pay the full cost out-of-pocket.* Adv Estimated Operating: Advice/R ice/ Estimated Capital: TBC	EDUC
69.	**Take the fundraising burden off parents** Page: 25 Ad Estimated Operating: TBC Estimated Capital: TBC	EDUC

Advice/Recommentations; Legal Information; Government Financial Information

	Moving you around faster & more affordably	
70.	**Make car insurance more affordable** Page: 26 *Move ICBC to a new enhanced care model to reduce premiums by an average of 20 percent* Advi » Estimated Operating Estimated Capital: $	AG

Advice/Recommentations; Government

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

71.	**Deliver a fair deal for BC drivers** Page: 26 *Provide COVID-19 premium rebates to BC drivers from any surplus ICBC delivers during the pandemic.*[Ad] **»** Estimated Operating: TBC Estimated Capital: TBC	AG

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

72.	**Make BC Ferries work better - accountability** Page: 26 *Make BC Ferries more accountable to the people it serves and reset its priorities around you.*Advi Estimated Operating: TBC Estimated Capital: TBC	TRAN/FIN
73.	**Make BC Ferries work better - peak time service** Page: 26 *Improve service at peak time*Ad Estimated Operating: TBC Estimated Capital: TBC	TRAN
74.	**Make BC Ferries work better - more space to reservations** Page: 26 *Allocate more space to reservations and allow walk-on reservations*Ad Estimated Operating: TBC Estimated Capital: TBC	TRAN
75.	**Make BC Ferries work better - Coordinate with BC Transit and Translink** Page: 26 *Coordinate with BC Transit and Translink to align scheduling and provide a more seamless passenger experience.* Estimated Operating: TBC Estimated Capital: TBC	TRAN
76.	**Free transit up to and including age 12** Page: 27 *Make transit (Translink and BC Transit) throughout the province free for kids up to and including age 12.*Ad Estimated Operating: Advice/Recommentations; Estimated Capital: TBC	TRAN

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

77.	**Expand transit options - Fraser Valley and the Sea-to-Sky region** Page: 27 *Increase connections within the Translink network for people living in the Fraser Valley and the Sea-to-Sky region.* Ad Estimated Operating Advice/R Estimated Capital: $4M	TRAN
78.	**Expand Transit Options - West Coast Express** Page: 27 *Expand West Coast Express service.* Adv Estimated Operating: TBC Estimated Capital: TBC	TRAN
79.	**Expand Transit Options - BC Bus North program** Page: 27 *Expand service for the BC Bus North program for rural communities.* Advi Estimated Operating: TBC Estimated Capital: TBC	TRAN
80.	**Widen the Fraser Highway to ease congestion** Page: 27 *Modernize and widen it with a completion date of 2026* Ad Estimated Operating: TBC Estimated Capital: TBC	TRAN

Advice/Recommentations

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations; Government Financial Information

81.	**Improve connections to Surrey and Langley - Skytrain** Page: 27 *Work with communities to complete the Skytrain expansion project* A » Estimated Operating: TBC Estimated Capital: TBC	TRAN
82.	**Improve connections to Surrey and Langley - rail and rapid bus** Page: 27 *Add new rail and rapid bus lines.* A Estimated Operating: TBC Estimated Capital: TBC	TRAN
83.	**Better transit for the South Island - South Island Transportation Strategy** Page: 27 *Implement the South Island Transportation Strategy* Estimated Operating: TBC Estimated Capital: TBC	TRAN
84.	**Better transit for the South Island - active transportation infrastructure** Page: 27 *Provide more active transportation infrastructure* Ad Estimated Operating: TBC Estimated Capital: TBC	TRAN

Advice/Recommentations

» Related Briefing Note in Binders

2020 BC NDP Platform: Working for You

85.	**Better transit for the South Island - rapid bus service to the West Shore** Page: 27 *Provide rapid bus service to the West Shore* Estimated OperatingAdvice/Rec Estimated Capital: TBC	TRAN
86.	**Better Transit for the South Island - Malahat Highway** Page: 27 *Provide safety upgrades to the Malahat highway.*Ad Estimated Operating: TBC Estimated Capita Advice/Rec	TRAN
87.	**Plan for future clean transit projects with long-lasting economic benefits** Page: 27 *Work with communities and regions to support planning and development of key projects*Ad Estimated Operating: TBC Estimated Capital: TBC	TRAN
88.	**Plan for future clean transit projects - High-speed transit links for the North Shore** Page: 27 *High-speed transit links for the North Shore* Estimated Operating: TBC Estimated Capital: TBC	TRAN
89.	**Plan for future clean transit projects - Expansion of rail up the Fraser Valley** Page: 27 *Expansion of rail up the Fraser Valley*Ad» Estimated Operating: TBC Estimated Capital: TBC	TRAN

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

90.	**Promoting cleaner communities and better health through active transportation** Page: 27 *Work with communities to expand their networks of active transportation as we move towards our CleanBC goal of doubling trips taken via walking, biking and other kinds of active networks by the year 2030.*Ad Estimated Operating: TBC Estimated Capital:Advice/Re commenta	TRAN
	Tackling climate change, protecting nature	
91.	**Make electric vehicles more affordable** Page: 28 *Provide a new income-tested incentive on new and used zero-emission vehicles to get more people into the electric vehicle rebate program, regardless of their income*Adv Estimated Operating: Advice/R Estimated Capital: TBC	ENV

Advice/Recommentations; Government Financial Information

92.	**Increase public vehicle charging availability - home and workplace** Page: 28 *Expand home and workplace charging through increased incentives* Estimated Operating: Advice/Recommentatio Estimated Capital: TBC	EMPR
93.	**Increase public vehicle charging availability - "right-to-charge" legislation** Page: 28 *Provide 'right-to-charge' legislation that gets charging infrastructure into more strata and apartment buildings.* Advi Estimated Operating: TBC Estimated Capital: TBC	EMPR
94.	**Making e-bikes more affordable** Page: 28 *Remove the PST on e-bikes.* Estimated Operating: TBC Estimated Capital: TBC	FIN

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

95.	**Better camping experiences - new campgrounds, trails, and protected areas** Page: 29 *Create new campgrounds, trails, and protected areas.*[A] » Estimated Operati Advice/Recommentations; Estimated Capital: Government Financial	ENV

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

96.	**Better camping experiences - funding to improve infrastructure and protect park ecosystems** Page: 29 *Increase funding to improve infrastructure and protect park ecosystems.* Estimated Operating: TBC Estimated Capital: TBC	ENV
97.	**Ban single-use plastics** Page: 29 *Begin the phase-out of single use plastics province wide*Adv Estimated Operating: Advice/Reco Estimated Capital: TBC	ENV

» Related Briefing Note in Binders

Advice/Recommentations

98.	**Increase protection of wildlife and habitats** Page: 29 *Work with neighbouring jurisdictions to cooperatively develop and invest in new strategies aimed at better protecting our shared wildlife and habitat corridors.* Ad Estimated OperatingAdvice/ Estimated Capital: TBC	FLNR

Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

99.	**Protect more of BC's old-growth forests** Page: 29 *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.*Ad» Estimated OperatingAdvice/ Estimated Capital: TBC	FLNR

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Intergovernmental Communications

100.	**Clean water - Create a watershed security strategy** Page: 29 *Create a watershed security strategy to plan, manage and protect local watersheds for the public good* Estimated Operating: Advice/Recommendations; Estimated Capital: TBC	ENV
101.	**Clean water - fair rates for bulk sale of water** Page: 29 *Make sure BC gets fair rates for the bulk sale of water moving forward* Estimated Operating: Advice/Recommendations Estimated Capital: TBC	ENV

Advice/Recommentations; Intergovernmental Communications

102.	**Create local projects and jobs protecting water** Page: 29 *Seek a partnership with the federal government to establish a Watershed Security Fund to fund Indigenous, local, and regionally led clean water initiatives – and create good, sustainable, local jobs for British Columbians in watershed restoration, monitoring, technology, training, and education.* Estimated Operating: Advice/Re comment Estimated Capital: TBC	ENV

Advice/Recommentations

» Related Briefing Note in Binders

2020 BC NDP Platform: Working for You

103.	**Make polluters pay for cleanup of abandoned projects** Page: 29 *Make sure owners of large industrial projects are bonded moving forward, so that they pay the full cost of environmental cleanup if their projects are abandoned.*Adv Estimated Operating:Advice Estimated Capital: TBC	ENV

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications; Government Financial Information

	Greater self-determination for Indigenous peoples	
104.	**Move further towards long-term agreements that provide greater self-determination** Page: 30 *Move from short-term transactional arrangements to long-term agreements that recognize and support reconciliation, self-determination, and economic independence.* Advi ce/R **»** Estimated Operating: TBC Estimated Capital: TBC Based on 1993 federal/provincial Cost-Sharing MOU, BC's share is $Advice/Rec) in land and cash.	IRR
105.	**Partner with Indigenous peoples through evolving shared decision making** Page: 30 *When moving forward with key decisions on regional land and resource use allocation, partner with First Nations, providing a clear, stable and sustainable path for everyone to work together.*A **»** Estimated Operating: TBC Estimated Capital: TBC	IRR

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Intergovernmental Communications

106.	**Extend BC's support for cultural preservation and revitalization** Page: 30 *Extend funding for key projects designed to preserve and respect Indigenous cultures – including the retention and revitalization of First Nations languages, putting additional languages into BC's curriculum, and reflecting Indigenous peoples' history and cultures in provincial parks and wilderness areas.* Ad Estimated Operating: Advice/R Estimated Capital: TBC	IRR
107.	**Connect urban Indigenous peoples to their home communities** Page: 30 *Expand support of Aboriginal Friendship Centres that serve the needs of local Indigenous communities while playing a vital role in connecting urban Indigenous peoples from across the province to their home communities.* Advic Estimated Operatin Advice/Reco mmentations; Estimated Capital: TBC	IRR

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Intergovernmental Communications

108.	**Improve Indigenous input on provincial policy and legislation** Page: 30 *In consultation and cooperation with Indigenous leadership, create a dedicated Secretariat to ensure new legislation and policies are consistent with the UN Declaration on the Rights of Indigenous Peoples.* Estimated Operating: Advice/ Estimated Capital: TBC	IRR/AG
	Equality, inclusion & human rights.	
109.	**Close the gender pay gap** Page: 31 *Continue to address systemic discrimination in the workplace and move closer to equal pay for equal work through new pay transparency legislation.* Adv Estimated Operating: Advice/Rec Estimated Capital: TBC	LBR/PSEC
110.	**Deliver a new law to take on racism** Page: 31 *Conduct a full review of anti-racism laws in other jurisdictions and launch a full stakeholder consultation leading to a new Anti-Racism Act that better serves everyone in BC.* Ad vic Estimated Operating: Advice/R Estimated Capital: TBC	TAC

Advice/Recommentations; Government Financial Information

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations

111.	**Ensure better representation in the public sector** Page: 31 *Support increased IBPOC (Indigenous, Black, and People of Colour) representation within government and set targets for IBPOC representation in the public sector.* Estimated Operating: TBC Estimated Capital: TBC	PSA/PSEC

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

112.	**Increase immigrants' participation in the workplace** Page: 32 *Streamline foreign credential assessments processed by various regulatory bodies and health-related Colleges to make sure immigrants can more easily strengthen their language skills and access job opportunities in their field of training.*Advi Estimated Operating: Advice/R ecomme Estimated Capital: TBC	AEST	
113.	**Create a more welcoming province** Page: 32 *Provide a one-stop-shop for newcomers and the settlement sector to advocate in Victoria for key issues related to immigrant integration, policy, and services.* Estimated Operating: Advice/R ecomme Estimated Capital: TBC	JEDC	Advice/Recommentations Advice/Recommentations Settlement and career paths are in progress Advice/Recommentations Advice/Recommentations Career Paths for Skilled Immigrants ($5.8M per year) provides individualized case management with language upgrading, skills enhancement programs, mentoring and help navigating re-credentialing processes. Advice/Recommentations; Government Financial Information Advice/Recommentations: Government Legislative Implications: Potential interaction with Provincial Immigration Programs Act

Advice/Recommentations

» Related Briefing Note in Binders

114.	**Deliver a comprehensive approach to period poverty** Page: 32 *Create a multi-sectoral Period Poverty Task Force to develop a long-term response to period poverty in BC.* Estimated Operating: TBC Estimated Capital: TBC	SDPR	Policy development in progress. In 2019, SDPR provided a $95,000 grant to United Way to distribute menstrual products to 12 non-profit agencies that serve vulnerable populations throughout the province and undertake research on the impact of period poverty. A final report is expected in December 2020. In 2019, EDUC issued a Ministerial Order requiring all B.C. public schools to provide stigma-free access to free menstrual products for students in school washrooms. A task force can be established with secretariat support to develop a comprehensive approach for government consideration. Work to address period poverty is aligned with the social supports pillar of TogetherBC. Future updates to the poverty reduction strategy could highlight progress on period poverty. The Gender Equity Office (Finance) and Education also have an interest in this issue. Costs will be informed by scope and scale of initiatives approved for implementation. Legislative Implications: None Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications
115.	**Modernization of the Police Act** Page: 32 *Based on recommendations of the Special Committee on Reforming the Police Act, modernize the Police Act, with priorities on: tackling systemic racism, creating a dedicated hate crime unit within local police forces, and reviewing training and procedures related to 'wellness checks'.*Adv Estimated Operating: TBC Estimated Capital: TBC	PSSG	

Advice/Recommentations

» Related Briefing Note in Binders

2020 BC NDP Platform: Working for You

116.	**Build a new South Asian-Canadian museum** Page: 32 *Embark on a project to create a first-of-its-kind museum to document the history, art and contributions of South Asian people in BC.* Estimated Operat Estimated Capital	TAC
117.	**Honour the Japanese-Canadian community** Page: 32 *Provide lasting recognition in libraries, communities and the BC Legislature of the traumatic internment of more than 22,000 Japanese-Canadians during World War II.* Estimated Operating: Estimated Capital: TBC	TAC

Advice/Recommentations; Government Financial
Adv ice/
Advice/Recom mentations; Government Financial
Advi ce/
Advice/

Cabinet Confidences; Advice/Recommentations; Intergovernmental Communications; Government Financial Information

118.	**Launch a plan to help end gender-based violence** Page: 32 *We will develop an action plan to end gender-based violence, including: minimum standards for sexual assault response; more training for police, crown council, and justices; establishing core funding for sexual assault centres; and more.*Adv Estimated Operatin Advice/Recommentations Estimated Capital: TBC	PSSG
119.	**Launch a plan to help end gender-based violence: Response standards** Page: 32 Estimated Operating: TBC Estimated Capital: TBC	PSSG

‡ May require Cabinet review/direction
+ Legislation required in first session
» Related Briefing Note in Binders

	Safer, caring & healthier neighbourhoods		
120.	**Create opportunities for people living in poverty** Page: 33 *Based on the 10-year Poverty Reduction Plan and recommendations of the Expert Panel on Basic Income coming later this year, determine the best approach and path-forward to reduce poverty long-term and provide opportunities for jobs and skills training through our Economic Recovery Plan.*Advi Estimated Operating: TBC Estimated Capital: TBC	SDPR	Policy development in progress. TogetherBC, B.C.'s first poverty reduction strategy, was released in March 2019 and outlines a cross-government approach to meet legislated poverty reduction targets through action in six priority areas: housing; families, children and youth; education; employment; income supports; and social supports. Recent B.C. investments in response to COVID19 further support the goals and action areas outlined in TogetherBC. In December 2020, the Expert Panel on Basic Income will deliver a report to government on how the principles of a basic income could be used to transform and enhance B.C.'s existing income support system. Advice/Recommentations Legislative Implications: TBD – some Basic Income Panel recommendations may have legislative and regulatory impacts.

» Related Briefing Note in Binders

121.	**Increase food security for people in need - food banks** Page: 33 *Increase supports to food banks* Estimated Operating: Advice/Reco Estimated Capital: TBC	SDPR	Policy development not yet started. In addition to food banks, there are a range of options for charitable food programs that could be considered including food hubs, meal programs, and food system networks. The non-profit sector has identified a need for a province-wide policy response to food insecurity that does not rely on charitable food programs. For example, this was raised at the United Way of the Lower Mainland Food Security Roundtable (September 2020). MAH's Community Gaming Grants (CGG) program provides funding annually to not-for-profit organizations throughout B.C., including food banks, to support delivery of ongoing programs and services. In March 2020, the CGG program provided a $3M emergency grant to Food Banks British Columbia in response to the COVID-19 pandemic. The $3M in gaming grant funding ran out in just over a month. Donations and volunteers are also down across the sector and unemployment remains higher despite improvements Advice/Recommentations; Advice/Recommentations; Government Financial Information Legislative Implications: None
122.	**Increase food security for people in need - program partnerships** Page: 33 *Develop program partnerships with grocery stores and not-for-profits – such as Quest and The Mustard Seed – to develop discounted food market, food recovery, and redistribution programs.* Estimated Operating Advice/Re Estimated Capital: TBC	SDPR	Policy development in progress. In April 2019, SDPR provided $3Mto the Victoria Foundation to improve access to fresh food. $2Mwas used to purchase a food re-distribution centre and $1Mhas been allocated to a new fund to support food security projects throughout BC. This work is supported by AGRI and emerged from issues raised by the Food Programs for Vulnerable Populations Working Group convened by EMBC during the pandemic. Advice/Recommentations SDPR and HLTH have been exploring the development of a cross-government food policy framework. As an initial step, representatives for a cross-ministry Director/Executive Director Steering Committee have been identified to clarify ministry roles related to food security. The framework would be developed in collaboration with community partners, including the charitable food sector, and support emergency food responses, longer-term planning to respond to household food insecurity, and Indigenous food sovereignty. Advice/Recommentatio Advice/Recommentations; Government Financial Information Legislative Implications: None

» Related Briefing Note in Binders

2020 BC NDP Platform: Working for You

Cabinet Confidences; Legal Information

123.	**Accessibility legislation** Page: 33 *Work with people across the province to develop and bring in comprehensive accessibility legislation.* Adv Estimated Operating: Advice/Recommentations; Estimated Capital: TBC	SDPR
124.	**Support police to focus on serious crime and safer neighbourhoods** Page: 33 *Invest more in community-based mental health and social services so there are more trained front-line workers to help people in crisis.* Estimated Operating: TBC Estimated Capital: TBC	HLTH/PSSG

Advice/Recommentations; Government Financial Information

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations; Legal Information

125.	**Keep streets safer from gangs and guns** Page: 33 *Introduce legislation to improve information sharing for law enforcement agencies, regulate imitation firearms, strengthen regulation of shooting ranges, and close regulatory gaps.* Advic Estimated Operating: TBC Estimated Capital: TBC	PSSG	
126.	**Support communities to address street disorder and public safety concerns** Page: 34 *Continue to fund mental health intervention teams like the six new Assertive Community Treatment (ACT) teams recently announced for communities experiencing increased challenges with vulnerable residents.* Estimated Operating: Advice/Rec Estimated Capital: TBC	HLTH	Advice/Recommentations; Government Financial Information

Advice/Recommentations

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations

127.	**Strengthen local communities' ability to respond to crises** Page: 34 *Through the community safety fund, local governments can apply for funding to help them tackle street disorder, cleanliness, and public safety – and strengthen their ability to respond to challenges posed to businesses and neighbourhoods by increased visible homelessness as a result of the pandemic.* Estimated Operating: Advice/Recom Estimated Capital: TBC	MAH	Legislative Implications: None
128.	**Expand ability of communities to keep people safer** Page: 34 *Work with interested communities to connect front-line workers from different health, safety, and social service sectors to identify and help vulnerable people before a traumatic personal event takes place.* Estimated Operating: Advice/Recom Estimated Capital: Advice/Re comment	SDPR (Link with Item 127)	Expanding the Community Integration Services (CIS) model allows for a greater focus on vulnerable populations including homeless individuals, Indigenous people, and youth. The CIS program connects people to the services they need by working closely with Corrections Centers, Hospitals, Police and RCMP, and service providers. These connections encourage a less intrusive approach and better care in supporting those who struggle with mental health, addiction and poverty. CIS staff complement other outreach services such as the BC Housing Homeless Outreach Program and Ministry of Health ACT teams (Six additional teams have recently been funded for a total of 27 teams located throughout the provinces). The CIS expansion will support greater stabilization for these vulnerable groups across the province, allow for better integration of multiple services including those in rural and remote communities that are currently under-resourced. Advice/Recommentations Legislative Implications: TBD

129.	**Work with Indigenous communities to improve access to culturally appropriate justice** Page: 34 *Work with the BC First Nations Justice Council in establishing Indigenous Justice Centres across the province to provide services that include legal advice and representation, advocacy and support in dealing with police and provincial agencies, and restorative justice.*» Estimated Operating: Advice/ Estimated Capital: TBC	PSSG/AG
130.	**Update emergency procedures and infrastructure to keep our province safer** Page: 34 *Work with communities to identify holes in existing emergency response procedures and resources, with the goal of updating and future-proofing our province-wide ability to respond to crises.* Estimated Operating: TBC Estimated Capital: TBC	PSSG

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations

131.	**Update emergency procedures and infrastructure to keep our province safer (EMBC).** Page: 34 *From wildfires to, now, COVID-19, British Columbia's emergency preparedness resources are being stretched further and further. We will work with communities to identify holes in existing emergency response procedures and resources, with the goal of updating and future-proofing our province-wide ability to respond to crises.* Estimated Operating: Advice/Recommentations; Estimated Capital: TBC	PSSG/EMBC	
	Good Jobs and Livelihoods		
	Commitment	**Min**	**Implementation information**
	An economy that benefits everyone		
132.	**Deliver local jobs and community benefits** Page: 38 *Wherever possible, attach Community Benefits Agreement (CBAs) to projects launched through the Recovery Investment Fund.* **»** Estimated Operating: TBC Estimated Capital: TBC	FIN/TRAN	In progress – continuation of Community Benefits Agreement through the Community Benefits Office Legislative Implications: None

» Related Briefing Note in Binders

	A clean-energy economy & future		
133.	**Commit BC to achieving net-zero emissions by 2050** Page: 39 *Pass legislation requiring BC to reach net-zero by 2050 – meaning there are either no harmful carbon emissions or they are offset by natural carbon sinks, carbon capture or other technologies.*Adv Estimated Operati Advice/Recommentations; Estimated Capital: Government Financial Information	ENV	Advice/Recommentations

Advice/Recommentations

» Related Briefing Note in Binders

			Advice/Recommentations
134.	**Invest in made-in-BC carbon capture technology** Page: 39 *Make strategic investments in research and development to prevent carbon emissions and support net-zero emissions.* Adv Estimated Operating: TBC Estimated Capital: TBC	EMPR	
135.	**Require greener buildings - carbon pollution performance standards** Page: 39 *Empower local governments to set their own carbon pollution performance standards for new buildings.* Adv Estimated Operating: Advice/Re commentat Estimated Capital: TBC	MAH	Legislative Implications: None

‡ May require Cabinet review/direction

+ Legislation required in first session

» Related Briefing Note in Binders

136.	**Require greener buildings - realtors provide energy efficiency information** Page: 39 *Require realtors to provide energy efficiency information on listed homes to incent energy-saving upgrades and let purchasers know what energy bills they will face.* Estimated Operating: TBC Estimated Capital: TBC	FIN	Advice/Recommentations The BC Building Code does not currently require energy assessments for existing stock, just for some new construction. There are currently no provincial energy labelling requirements for new construction.Advice/Recommentations Advice/Recommentations
137.	**Accelerate energy efficiency retrofits** Page: 40 *Spur more energy-efficiency upgrades with programs and incentives for both residential and commercial buildings – including PACE (Property Assessed Clean Energy) financing that allows homeowners to take out loans for efficiency upgrades and pay them back over time through annual property taxes.* Estimated Operating: TBC Estimated Capital: TBC	EMPR	

Advice/Recommentations; Government Financial Information

138.	**Expand CleanBC and the zero-emissions vehicle program to industrial vehicles** Page: 40 *Expand CleanBC's SUVI program to get more trucks, buses, ports, airports, and marine vessels off fossil fuels.* Estimated Operating: Advice/Recommentations; Estimated Capital: TBC	ENV/EMPR
139.	**Move towards a net-zero emission bus fleet** Page: 40 *Accelerate the move towards a provincial fleet powered by electrification, hydrogen fuel cell technologies, and other zero-emissions technologies.* Estimated Operating: TBC Estimated Capital: TBC	EMPR

Advice/Recommentations; Government Financial Information

140.	**Ramp up CleanBC's industrial emissions strategy** Page: 40 *Provide additional funding for our CleanBC industrial emissions strategy so that more mines, pulp mills, oil and gas processing plants, and other industrial facilities can reduce harmful emissions and move to cleaner operations.* Estimated Operating: Advice/Recommentations Estimated Capital: TBC	EMPR
141.	**Employ best-in-the-world emission detection** Page: 40 *Employ world-leading regulations and technologies to detect and reduce harmful methane emissions.* Estimated Operating: TBC Estimated Capital: TBC	EMPR

Advice/Recommentations; Intergovernmental Communications; Government Financial Information

142.	**Fast-track our industrial electrification strategy** Page: 40 *Work with the federal government and BC Hydro to expand electrification infrastructure to make it easier for industries to go green.*Ad Estimated Operating: TBC Estimated Capital: TBC	EMPR
143.	**Review royalties from an environmental lens** Page: 40 *Conduct a comprehensive review of oil and natural gas royalty credits*Adv Estimated Operating: TBC Estimated Capital: TBC	EMPR/FIN

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

	A strong future for resource workers & communities	
144.	**More opportunities and sustained growth through an industrial and manufacturing strategy** Page: 41 *Develop a strategy aimed at delivering smart, distributed industrial and manufacturing activity and growth to all parts of the province.* Adv Estimated Operating: TBC Estimated Capital: TBC	EMPR/JEDC
145.	**Maximize government support for workers and communities** Page: 41 *Establish a new Worker Training & Job Opportunity Office to maximize the impact of our Economic Recovery Plan for workers and communities during COVID-19 and beyond – with a focus on retraining workers, supporting resource communities facing job loss, developing higher value goods, and accessing new global markets and opportunities for BC products.*Ad Estimated Operating: TBC Estimated Capital: TBC	JEDC

» Related Briefing Note in Binders

Advice/Recommentations

146.	**More logs for job creators** Page: 42 *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.* Advi ce/R Estimated Operating: TBC Estimated Capital: TBC	FLNR
147.	**Plant more trees** Page: 42 *Continue to make significant investments in forest health, wildfire protection, silviculture, and revitalizing our forests.* Estimated Operatin Advice/Reco Estimated Capital: mmentations; Government	FLNR

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Intergovernmental Communications

148.	**More jobs and opportunities through a world class BC shipbuilding industry** Page: 42 *The federal government's National Shipbuilding Strategy is helping turn Seaspan's Vancouver Shipyards into a thriving facility. Working with Seaspan, Point Hope and other shipyards, leverage that work with a long-term BC shipbuilding strategy to drive more global projects and create new jobs.* Estimated Operating: TBC Estimated Capital: TBC	
149.	**Stronger future for BC's mining industry and workers** Page: 42 *Create a Mining Innovation Hub to identify and support innovation, offer training for workers in new technologies, regulatory excellence, environmental management, and low-carbon approaches.* Estimated Operating: Estimated Capital: TBC	EMPR/FIN

Advice/Recommentations; Government Financial Information

Ad

Advice/Recommentations

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

150.	**Capitalize on potential of BC's aerospace industry - training opportunities** Page: 42 *Support BC's aerospace industry by providing more training opportunities for the next generation of aerospace workers.* Estimated Operating Advice/ Estimated Capital: Advice/Recom	AEST/JEDC
151.	**Protect marine life and habitats while enhancing coastal economies** Page: 42 *Develop a new provincial coastal strategy – in partnership with First Nations and federal and local governments – to better protect coastal habitat while growing coastal economies. A priority will be working with the federal government to address freighter traffic management and anchorage around southern Vancouver Island and the Gulf Islands.* Estimated Operating Advice/R Estimated Capital: TBC	ENV/FLNR/TRAN

Advice/Recommentations

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations

152.	**An LNG industry that meets BC's needs and conditions** Page: 42 *Comprehensively monitor the $40 billion LNG Canada project to ensure it delivers on BC's conditions, including living up to our climate commitments.*» Estimated Operating: TBC Estimated Capital: TBC	EMPR/FIN
153.	**Capitalize on potential of BC's aerospace industry - open up new global markets** Page: 42 *Support BC's aerospace industry by partnering with the industry to open up new global markets.* Estimated Operating: TBC Estimated Capital: TBC	JEDC/AEST
154.	**Protect BC's salmon populations** Page: 43 *Work with the federal government to develop new strategies that: (1) Protect and revitalize BC's salmon populations by building on the successful Broughton process and supporting innovation in fish hatcheries; (2) Step up protection of fish habitat through our biodiversity strategy; (3) Ensure BC processing of BC-caught fish.*» Estimated Operatir Estimated Capital:	AGRI

Advice/Recommentations

Intergovernmental Communications

Intergovernmental Communications; Government Financial Information

Advice/Recommentations

Advice/Recommentations; Government Financial

Advice/Recommentations

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations

155.	**Create jobs for workers, opportunities for farmers, and sustainability for BC agriculture** Page: 43 *A new Regenerative Agricultural Network will bring together natural systems of production with agri-technologies that enhance production – such as robotics, precision farming, and mesh networks. This kind of innovation can bring greater food security, agricultural sustainability, and job creation.* A Estimated Operating: Advice/ Estimated Capital: TBC		
156.	**Strengthen the Grow, Feed and Buy BC programs** Page: 43 *Expand the Grow, Feed and Buy BC programs with new worker training, land acquisition supports, and new processing hubs.* Ad Estimated Operating: Advice/Rec Estimated Capital: TBC	AGRI	
	Becoming a global producer of low-carbon products & services		
157.	**Deliver high-speed connectivity throughout the province** Page: 44 *$50 million dedicated to expanding high-speed networks in 2019 and $90 million through the Economic Recovery Plan. Continue these priority investments until all regions are connected to the high-speed network.* Estimated Operating: Estimated Capital: TBC	JEDC/TRAN	Advice/Recommentations Legislative Implications: None. Requires permitting only.

Advice/Recommentations

» Related Briefing Note in Binders

Cabinet Confidences; Advice/Recommentations

158.	**Help innovative BC-based start-ups grow and hire** Page: 44 *Through the strategic investment fund announced as part of the Economic Recovery plan, make targeted investments in high-potential, innovative businesses based in BC.* Adv Estimated Operating: Advice/R Estimated Capital: TBC ecommen	JEDC/FIN	
159.	**Support innovation clusters across BC** Page: 44 *Foster that collaboration, with a particular focus on emerging industries, where BC companies have developed the early lead – such as life sciences, emergency management technology, engineered wood, clean tech, artificial intelligence, quantum, and virtual reality technologies* Advi Estimated Operating Advice/Rec Estimated Capital: TBC	JEDC/AEST	Advice/Recommentations To be effective, clusters need to involve post secondary institutes and industry - AEST and line regulatory ministry participation Advice/Recommentations Advice/Recommentations t. Money is already committed to quantum ($15M over four years). Legislative Implications: None
160.	**Help create more jobs and train more people - 2,000 new tech-relevant spaces** Page: 44 *Create 2,000 new tech-relevant spaces in public post-secondary institutions.* Estimated Operating: 2 Estimated Capital: Advice/	AEST	Advice/Recommentations; Government Financial Information

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

161.	**Help create more jobs and train more people - more ISI grants** Page: 44 *Provide start-ups with more ISI grants to hire new grads – with a priority on placements for women, Indigenous people, transitioning workers and others.* Ad Estimated Operating: Advice/Rec Estimated Capital: TBC	JEDC	
162.	**Help create more jobs and train more people - expand scholarships** Page: 44 *Expand scholarships for people using online courses for necessary skill upgrades.* Ad Estimated Operating: Advice/R Estimated Capital: TBC	AEST	
163.	**Make BC a preferred location for new ideas and tech (IP first patent)** Page: 44 Advic Estimated Operating: Advice/Reco mmentations Estimated Capital: TBC	JEDC/FIN	In progress with regard to IP strategy development. FIN may have a role related to issuance of tax credits. Legislative Implications: N/A

Advice/Recommentations

» Related Briefing Note in Binders

	Promoting the strengths of BC's small & medium-sized businesses		
164.	**Connect small business owners to mentors** Page: 46 *Expand the successful RevUp program that brings business owners together with experienced mentors who provide coaching and advice on growing a successful, innovative business.* Ad Estimated Operating: Advice/R Estimated Capital: TBC	JEDC	Cabinet Confidences; Advice/Recommentations; Government Financial Information
165.	**Help small businesses access new markets** Page: 46 *Expand BC's Export Navigator program which helps local businesses find and access new global markets.* Ad Estimated Operating Advice/R ecomme Estimated Capital: TBC	JEDC	
166.	**Enhance mass timber's potential as the construction material of the future** Page: 46 *Continue to make mass timber a priority for public buildings moving forward.* Estimated Operating Advice/Re Estimated Capital: TBC	MAH	Shelf ready strategy and action plan complete. Cabinet Confidences; Advice/Recommentations Cabinet Confidences; Advice/Recommentations

167.	**Support new companies who are bringing innovation to agriculture** Page: 46 *Increase support for agri-tech through the Canada/BC Agri-Innovation Program – helping BC companies grow, hire more workers, and position our province as an agri-tech leader, while protecting farm lands in the ALR.* Ad Estimated Operating:Advice/ Estimated Capital: TBC	AGRI	Policy development in progress. Two application intakes remain for the Canada-BC Agri-Innovation Program (CBCAIP) (Sept 15-Oct 30, 2020 and fall 2021) under the current Canadian Agricultural Partnership (CAP) agreement, and mechanisms/opportunities for increasing support for agri-tech under the current programming/funding envelope would require further analysis/coordination with the program delivery partner (Investment Agriculture Foundation). The current CAP agreement/programming runs to 2022-23, and opportunities to increase support for agri-tech with new funding through CBCAIP could potentially occur during CAP 2 negotiations. There are additional AGRI programs that support new companies who are bringing innovation to the agriculture/food sector, including the Provincially Significant Projects program (CAP Innovation); BC Food Hub Network Program (including an economic recovery commitment to fund 7 new regional hubs before March 31, 2021); Agritech Innovation Challenges (previous challenges occurred 2016 and 2019, future challenge dates/funding not yet confirmed); and the Agriculture Venture Acceleration Program (AVAP) (delivery partner and funding mechanism not confirmed past March 31, 2021). JEDC also has ongoing programs and services to support BC agri-tech companies (plus an economic recovery commitment to disperse $3 million in grants for high-potential agri-tech companies before March 31, 2021) and Cabinet Confidences; Advice/Recommentations Cabinet Confidences; Advice/Recommentations Cabinet Confidences; A coordinated approach to a BC Agri-tech Innovation Strategy would help Ministries to align and leverage current work underway with platform and mandate commitments and may also respond to the BC Food Security Task Force recommendations. Legislative Implications: None

Advice/Recommentations; Government Financial Information

168.	**Help BC restaurants and hospitality businesses through COVID-19 and beyond** Page: 46 *Make permanent the urgent action taken in the spring: (1) authorizing the expansion of service areas, such as patios; (2) allowing restaurants and pubs to purchase beer, wine, and spirits at wholesale cost instead of liquor store retail prices; and (3) allowing liquor delivery with takeout.* Adv Estimated Operating: Advice/Recommentat ions Advice/Rec Estimated Capital: TBC	AG

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

169.	**Support tourism industry recovery** Page: 46 *Provide critical supports, including a Tourism Task Force that brings together leaders from business, labour, First Nations and not-for-profits and act on the ideas coming out of their work.* Estimated Operating: TBC Estimated Capital: TBC	TAC
170.	**Keep film and TV production competitive** Page: 46 *Re-establish the government-film sector task force to recommend the size and term of a new visual effects tax credit based on production costs and help this sector weather the pandemic's impact while protecting jobs and market share.*[A] **»** Estimated Operating: TBC Estimated Capital: TBC	TAC/FIN
171.	**Support the creation of dedicated arts and culture spaces** Page: 46 *Under our Recovery Investment Fund, expand our new $2 million Arts Infrastructure Program to help communities build new cultural spaces and renovate existing ones.* Estimated Operating: Advice/Recommentatio Estimated Capital: TBC	TAC

Advice/Recommentations

» Related Briefing Note in Binders

	Training for a changing economy		
172.	**Make education and training more affordable for more students** Page: 47 *Expand the BC Access Grant program by increasing eligibility to reduce barriers and make sure more British Columbians have the skills they need for the jobs ahead.* Estimated Operating: Advice/Re Estimated Capital: TBC	AEST	Advice/Recommentations; Government Financial Information
173.	**Keep student fee increases low - Tuition Fee Limit Policy** Page: 47 *Strengthen the existing Tuition Fee Limit Policy to make sure institutions are not increasing fees beyond the prescribed limits.* Estimated Operating: TBC Estimated Capital: TBC	AEST	
174.	**Keep student fee increases low - review of post-secondary education operating grants** Page: 47 *Conduct a funding review of post-secondary education operating grants to make sure public post-secondary institutions are aligned for economic recovery and student success.* A **»** Estimated Operating: Advice/Reco Estimated Capital: TBC	AEST	

Advice/Recommentations

» Related Briefing Note in Binders

Advice/Recommentations; Government Financial Information

175.	**Make post-secondary education and training more available** Page: 47 *Create more learning and training opportunities around the province, particularly in fast-growing fields like health care and high tech. Open BC's second medical school to expand our health care workforce; create new spaces in early childhood education; and 2,000 new tech-relevant spaces in public post-secondary institutions.* Advi Estimated Operating: TBC Estimated Capital: TBC	
176.	**Invest in apprenticeships to deliver good-paying jobs and keep the public safe** Page: 47 *Restore the compulsory trades system to improve safety and give more workers access to apprenticeships that develop their skills for the work ahead.* Advi Estimated Operating: Advice/Recommentati Estimated Capital: TBC	AEST
177.	**Expand tuition waivers to all former youth in care** Page: 47 *Expand the Provincial Tuition Waiver Program to all former youth in care, regardless of age.* Ad Estimated Operating: Advice/Recom Estimated Capital: TBC	AEST

Advice/Recommentations

» Related Briefing Note in Binders

	Helping workers stay safe and get ahead		Advice/Recommentations
178.	**Greater security and stability for BC workers** Page: 48 *Develop a precarious work and gig economy strategy focused on: (1) Developing employment standards targeted to precarious and gig economy workers; (2) Making sure every worker has the right to join a union and bargain for fair working conditions. The strategy will be developed in partnership with labour and business organizations, and will reflect the diverse needs and unique situations of modern workplaces.*Advi Estimated Operating: TBC Estimated Capital: TBC	LBR	
179.	**Pensions and benefits for precarious and gig workers** Page: 48 *As part of our precarious work and gig economy strategy, develop a government-backed, collective benefit fund for independent contractors, the self-employed, and part-time workers – and expand access to a voluntary pooled-capital pension plan for workers who do not otherwise have coverage..*Adv Estimated Operating: TBC Estimated Capital: TBC	FIN/LBR/PSEC	

» Related Briefing Note in Binders

Advice/Recommentations

180.	**Tie the minimum wage to rate of inflation** Page: 49 *Tie minimum wage to the rate of inflation to provide predictability for employers and workers.*A **»** Estimated Operating: TBC Estimated Capital: TBC	LBR
181.	**Increase workplace safety inspections** Page: 49 *Increase safety inspections to help make sure employers are abiding by all worksite requirements for keeping their workers safe.* Estimated Operating: TBC Estimated Capital: TBC	LBR
182.	**Demand action by the federal government on paid sick leave** Page: 49 *Keep pressuring the federal government to follow through on providing a paid sick leave program that protects workers and businesses.* Estimated Operating: TBC Estimated Capital: TBC	LBR
183.	**Ramp up the province's capacity to enforce workers' rights** Page: 49 Estimated Operating: Advice/Recommentations Estimated Capital: TBC	LBR

‡ May require Cabinet review/direction
+ Legislation required in first session
» Related Briefing Note in Binders

2020 BC NDP Platform: Working for You

Advice/Recommentations; Government Financial Information

	Commitment	Min
184.	**Partner with the community by committing provincial funding support to the redevelopment of the Jewish Community Centre in the Oakridge neighbourhood, delivering 400 child care spaces as part of a new 220,000 square foot community centre. No specific financial contribution is included. https://www.bcndp.ca/releases/bc-ndp-invest-redevelopment-jewish-community-centre-new-child-care-spaces** Page: Post-Platform Release: A Estimated Operating: TBC Estimated Capital: TBC	MAH
187.	**Support New Film Studio at Camosun College** Page: Post-Platform Release Estimated Operatin Advice/Reco	TAC

Estimated cost to implement these commitments (All $ amounts in this document are rounded to the nearest Million)

Operational Total Advice/Recom

Capital Total: Advice/Recom mentations; Government

» Related Briefing Note in Binders

Key Dates and Events

Date	Key Event	Notes/Details	Ministry Lead
Nov 1 - 30	Indigenous Disability Awareness Month	Provincial Proclamation. Recognizes and celebrates the contributions of Indigenous people with disabilities.	SDPR
Nov 1 - 30	Apprenticeship Month 2020	Designated by the Industry Training Authority (ITA) to highlight importance of trades careers in the province. B.C. is home to over 100 trades and there are nearly 39,000 apprenticeships.	AEST
Mon, Nov 2	New Douglas Elementary opens in South Surrey	Students begin moving into the new $28.3-million Douglas Elementary School from Sunnyside Elementary School on Nov. 2 and from Halls Prairie Elementary on Nov. 9. Project first announced in December 2018. New school includes Neighbourhood Learning Centre for childcare.	EDUC
Sun, Nov 8	National Aboriginal Veteran's Day	Annual day to commemorate the achievements and sacrifices of Indigenous veterans in the two World Wars and the Korean War.	IRR
Tue, Nov 10	B.C.'s State of Emergency Extension	May be extended an additional two weeks today to support continued coordination of B.C.'s COVID-19 response.	EMBC
Wed, Nov 11 10:20 AM - 12:00 PM	2020 Remembrance Day Ceremony, Parade and Flag Half-Masting	PO designates who will attend and place a wreath on behalf of the BC Government at Cenotaph on Remembrance Day. Flags at half mast.	IGR
Nov 15 - 21	Multiculturalism Week	The B.C. Multiculturalism Act, which was legislated in 1993 and updated in 1996.	TAC
Fri, Nov 20	Child and Youth Day	Provincial Proclamation.	CFD
Fri, Nov 20	UN Transgender Day of Remembrance	BC Place and Vancouver will light up in recognition of this annual awareness date.	FIN
Tue, Nov 24	B.C.'s State of Emergency Extension	May be extended an additional two weeks today to support continued coordination of B.C.'s COVID-19 response.	EMBC
Wed, Nov 25	International Day for the Elimination of Violence Against Women	United Nations declared day to raise public awareness of violence against women. Start of the annual 16 days of activism against gender-based violence.	FIN
Wed, Nov 25 1:55 - 2:00 PM	National Public Alerting System Test	These tests are scheduled twice a year: May (Emergency Preparedness Week) and November (usually third week). Canada has a National Public Alerting System (NPAS) which provides emergency management organizations across the country with the capability to rapidly warn the public of imminent or unfolding hazards to life. Public alerts are issued through radio, cable and satellite television, email, text services and on compatible wireless devices.	EMBC
Nov 25 - 26	Joint virtual AGM for Thompson Okanagan & Cariboo Chilcotin Coast Tourism Associations	Theme is "building forward better". AGM is open to media - small fee for members and another for public to join. New TAC minister requested to speak.	TAC

Nov 26 - 28	Anniversary of passing of the Declaration on the Rights of Indigenous Peoples Act (Results)	One year since Bill 41, the Declaration on the Rights of Indigenous Peoples Act, passed unanimously on Nov. 26 and received Royal Assent on Nov. 28. B.C. is the first province to pass legislation to implement the UN Declaration – recognizing in law the human rights of Indigenous peoples.	IRR
Mon, Nov 30	CGG: Application Intake Closes - Human and Social Services	Intake closes for Community Gaming Grant applications for Human and Social Services sector not-for-profits. Notifications of funding will be sent to organizations by February 28, 2021 -- this date has been adjusted as part of changes made to support organizations in light of COVID-19 pandemic. Intake runs June 15 - Nov. 30, 2020. The Province invests $140M per year in not-for-profits through Community Gaming Grants.	MAH
Dec 2 - 4	HSG Annual Housing Central Conference (Virtual event Dec. 2-4, 2020)	Largest affordable housing conference in Canada presented annually by BC Non-Profit Housing Association (BCNPHA), Co-op Housing Federation of BC (CHF BC) and the Aboriginal Housing Management Association (AHMA). The conference attracts over 1,000 people from the non-profit housing sector, local, federal and First Nations governments, to network and share ideas to bring affordable housing to British Columbia.	MAH
Thu, Dec 3	UN International Day of Persons with Disabilities	Proclaimed in 1992 by the United Nations General Assembly. Aims to promote the rights and well-being of persons with disabilities in every aspect of political, social, economic and cultural life.	SDPR
Fri, Dec 4 10:00 - 10:05 AM	Stats Canada's Labour Force Survey (November 2020)		JEDC
Sun, Dec 6	National Day for the Elimination of Violence Against Women	This year marks the 31st anniversary of the murders in 1989 of 14 young women at L'Ecole Polytechnique de Montreal.	FIN
Tue, Dec 8	B.C.'s State of Emergency Extension	May be extended an additional two weeks today to support continued coordination of B.C.'s COVID-19 response.	EMBC
Thu, Dec 10	International Human Rights Day	BC Place and Vancouver Convention Centre will light up in recognition of this awareness date.	TAC
Fri, Jan 8 10:00 - 10:05 AM	Stats Canada's Labour Force Survey (December 2020)		JEDC
Tue, Jan 12	Request for Qualifications - Collections and Research Building	The Province will post the Request for Qualification for RBCM's Collections and Research Building (CRB). This launches the procurement phase for the CRB as part of the Royal BC Museum Modernization project. Infrastructure and economic recovery.	TAC

Table of Contents

Status Updates **Tab 1**

COVID-19 ..... A

Economic Recovery Implementation Program Update ..... B

Major Corporate Issues **Tab 2**

Issues and Opportunities and 30/60/90 Day Issues for Decision **Tab 3**

Premier's Office

Intergovernmental Relations ..... PO – IGR

Advanced Education and Skills Training ..... AEST

Agriculture ..... AGRI

Attorney General ..... AG

Children and Family Development ..... CFD

Citizens' Services ..... CITZ

Education ..... EDUC

Energy, Mines and Petroleum Resources ..... EMPR

Finance ..... FIN

Government Communications and Public Engagement ..... FIN – GCPE

Public Sector Employers' Council ..... FIN – PSEC

Forests, Lands and Natural Resources ..... FLNR

Health ..... HLTH

Indigenous Relations and Reconciliation ..... IRR

Jobs, Economic Development and Competitiveness ..... JEDC

Labour ..... LBR

Mental Health and Addictions ..... MHAH

Municipal Affairs and Housing ..... MAH

Public Safety and Solicitor General ..... PSSG

Emergency Management BC ..... PSSG - EMBC

Social Development and Poverty Reduction ..... SDPR

Tourism, Arts and Culture ..... TAC

Transportation ..... TRAN

Platform Commitments and Analysis **Tab 4**

Key Dates and Events **Tab 5**

Table of Contents

Economic Overview **Tab 1**

Introduction to BC's Economy (pre-COVID) ..... A

Current Fiscal Outlook **Tab 2**

First Quarterly Report update for 2020/21 ..... A

Cabinet Confidences ..... B

COVID-19 Spending Measures C

Cabinet Confidences

5 year Economic and Fiscal Outlook **Tab 3**

Economic Outlook ..... A

Cabinet Confidences ..... B

Discretionary Spending Decisions C

Budget Development **Tab 4**

Budget Development Process ..... A

Budget 2021 Timelines ..... B

Annual Financial Reporting Cycle C

Fiscal History & Outlook **Tab 5**

Summary Accounts Budgeting ..... A

Operating Overview 1998/99 – 2020/21 ..... B

Revenue Trends 1998/99 – 2020/21 C

Expense Trends 1998/99 – 2020/21 ..... D

Capital Trends 1998/99 – 2022/23 ..... E

Debt Trends 1998/99 – 2020/21 ..... F

Commercial Crown Corporations ..... G

Inter-Provincial Perspective **Tab 6**

Fiscal Balances/Projections ..... A

Trends in Provincial 2020 Budgets ..... B

Comparisons of Revenue & Expenditure, per Capita, 2020/21 C

Major Transfer Programs ..... D

Overview of British Columbia's Tax System ..... E

Comparison of Provincial Taxes by Province – Individuals & Families ..... F

Table A3 – Comparison of Provincial & Federal Taxes by Province – 2020

Competitiveness Issues – Taxation of Business ..... G

Table A2 – Interprovincial Comparisons of Tax Rates – 2020

Credit Ratings ..... H

Table of Contents

Economic Overview **Tab 1**

Introduction to BC's Economy (pre-COVID) ..... A

Current Fiscal Outlook **Tab 2**

First Quarterly Report update for 2020/21 ..... A

Cabinet Confidences ..... B

COVID-19 Spending Measures C

Cabinet Confidences

5 year Economic and Fiscal Outlook **Tab 3**

Cabinet Confidences ..... A

..... B

Budget Development **Tab 4**

Budget Development Process ..... A

Budget 2021 Timelines ..... B

Annual Financial Reporting Cycle C

Fiscal History & Outlook **Tab 5**

Summary Accounts Budgeting ..... A

Operating Overview 1998/99 – 2020/21 ..... B

Revenue Trends 1998/99 – 2020/21 C

Expense Trends 1998/99 – 2020/21 ..... D

Capital Trends 1998/99 – 2022/23 ..... E

Debt Trends 1998/99 – 2020/21 ..... F

Commercial Crown Corporations ..... G

Inter-Provincial Perspective **Tab 6**

Fiscal Balances/Projections ..... A

Trends in Provincial 2020 Budgets ..... B

Comparisons of Revenue & Expenditure, per Capita, 2020/21 C

Major Transfer Programs ..... D

Overview of British Columbia's Tax System ..... E

Comparison of Provincial Taxes by Province – Individuals & Families ..... F

Table A3 – Comparison of Provincial & Federal Taxes by Province – 2020

Competitiveness Issues – Taxation of Business ..... G

Table A2 – Interprovincial Comparisons of Tax Rates – 2020

Credit Ratings ..... H

AN INTRODUCTION TO BC'S ECONOMY (PRE-COVID)

Data as of October 19, 2020

This note starts by describing the framework that the Ministry of Finance uses to assess the economy's performance and outlook. It includes:

- A framework for measuring the economy
- Information on using available data to assess economic performance
- A description of forecasting the economy

The note then describes some of the main characteristics of the BC economy, prior to the COVID-19 pandemic. It includes:

- A brief history of the BC economy
- BC's economic structure and pre-COVID trends in GDP and employment
- Information on regional employment
- Interprovincial comparisons

The note concludes with a discussion of the current economic situation, since the COVID-19 pandemic.

A Framework for Assessing the Economy's Performance and Outlook

A Framework for Measuring the Economy

Every day, government statistics agencies release economic data. As well, private companies, non-government organizations, think tanks, interest groups, and advocacy groups frequently distribute data on various aspects of the economy.

Interpreting what is happening in the economy and how it will perform in the future is more of an art than a science. There are some economists who think that their preferred indicator tells you all that you need to know about how the economy is doing now or how it will fare in the future. However, one can make sense of the stream of economic data and events by using a framework for thinking about the economy and its various components. Having a framework for looking at the economy helps to evaluate all of the data (statistics collected by official agencies), qualitative indicators (consumer and business confidence surveys and polls) and anecdotes (such as "the malls are crowded, so people are spending lots of money").

In the post-World War II years, economists and statisticians developed a framework for measuring the size and growth of economies. At the urging of the United Nations, most developed countries adopted this framework and began producing 'national economic accounts'. The purpose of these accounts was to measure the total volume of economic activity in a country year by year. The measure of total economic activity became known as 'real gross domestic product' (real GDP).

A second measure of GDP is called nominal or current-dollar GDP. The difference between the two measures is that nominal GDP uses the current price level whereas real GDP uses a fixed price level. This means that nominal GDP is affected by inflation, whereas real GDP is not. Because the government's revenues and costs are measured at current prices, nominal GDP is useful for government budgeting. Real GDP is useful for comparing the actual economic output of the economy, without inflation affecting the analysis. Unless otherwise stated, the rest of this document refers to real GDP.

A key principle of this economic accounting framework is that GDP measures all transactions of goods and services for money in the marketplace. This is done activity by activity, measuring the revenue from each good or service produced and sold minus the cost of production. This is known as "value added", so GDP is the sum of value added by all activities. The change in the volume of economic activity (real GDP) measures how much "economic progress" was made over any selected period.

Statistics Canada measures GDP from three different angles: the Expenditure Side, the Income Side and the Industry Side. Each side measures GDP from a slightly different approach, though in theory the result is the same for each side of the economic accounts.

- Expenditure Side: Aggregate expenditures and aggregate demand (e.g. consumption, investment etc), real and nominal GDP;
- Income Side: Total incomes earned in the economy (payments made to factors of production such as labour and capital); only nominal GDP; and
- Industry Side: The sum of value added by each industry (sector) in the economy; real and nominal GDP.

In theory, all three approaches should produce equivalent measures of GDP. In practice, however, most national statistical agencies, analysts and forecasters put more weight on the expenditure-side approach (it is considered the most accurate of the three approaches). The Ministry of Finance also focuses on the expenditure-side in its economic forecasting and monitoring.

Using Available Data to Assess Economic Performance

Statistics Canada produces quarterly GDP figures for the Canadian economy two months after the end of each quarter. It does not produce quarterly estimates of provincial GDP. Annual Statistics Canada estimates of provincial expenditure-side and income-side GDP are produced in November of the following year (for example, the 2019 BC real GDP figures will be released in November 2020). Statistics Canada releases preliminary industry-side estimates of provincial GDP earlier in the year (typically in May), which provides a preliminary estimate of how the economy performed in the prior year. However, the differences in the preliminary data estimates between industry-side GDP and expenditure-side GDP can be significant due to source data revisions and methodology. In the past ten years, the differences in annual real GDP growth rates between these two different methods have been as large as 0.5 percentage points on occasion and 0.2 percentage points on average.

Since real GDP is the main statistic for measuring the actual growth of the economy and the main focus of forecasts, during the year we want to have some idea of how the provincial economy is progressing relative to the previous year and relative to the forecast. Using a number of indicators which are produced in a more timely fashion (e.g. data from the labour force survey, retail trade survey, and merchandise export reports) a "bottom-up" approach to estimate GDP is used as the year progresses. There are many statistical indicators available for some of the components of GDP; for others there is little or no solid data. Unfortunately, data problems are sometimes greatest in volatile areas of the economy. Where data are lacking, staff end up talking to people in the relevant areas of the economy, researching private sector views and assembling anecdotal or qualitative information to form assumptions about what is happening. This is where assessing economic conditions is more art than science.

Combined, the in-year (year-to-date) indicators for real and nominal GDP give us a fairly good idea of how the economy is performing. There are times, however, when the available indicators send misleading signals. This occurs when volatile components for which minimal in-year data is available, such as investment and inventory changes, are moving differently than was assumed.

Forecasting the Economy

The Economic Forecasting and Analysis branch in Treasury Board Staff uses Statistics Canada's expenditure-side and income-side provincial economic account framework to make formal forecasts of the economy. The forecast takes all the information we have about the past performance of the economy and estimates its performance five years into the future. The model is a system of linked mathematical equations that are based on historical relationships between different sectors of the economy.

Because many factors affecting the provincial economy are determined outside the province's borders (e.g. foreign economic growth, interest rates, the value of the Canadian dollar, commodity prices), staff have to make assumptions about these factors. Based on these assumptions, the model projects the performance of these sectors and components and adds

them up to determine the level and growth rate of total provincial GDP, the forecast number that everyone focuses on.

Models are useful in ensuring consistency between and among the assumptions and variables being forecast. Nevertheless, staff can temper the model's predictions with their own judgements and knowledge of real-world developments that may be difficult to incorporate in the model, as well as applying a level of prudence that is determined by perceived downside risks. The result is a forecast that is internally consistent and prudent when compared to private sector forecasts.

A Brief History of the BC Economy

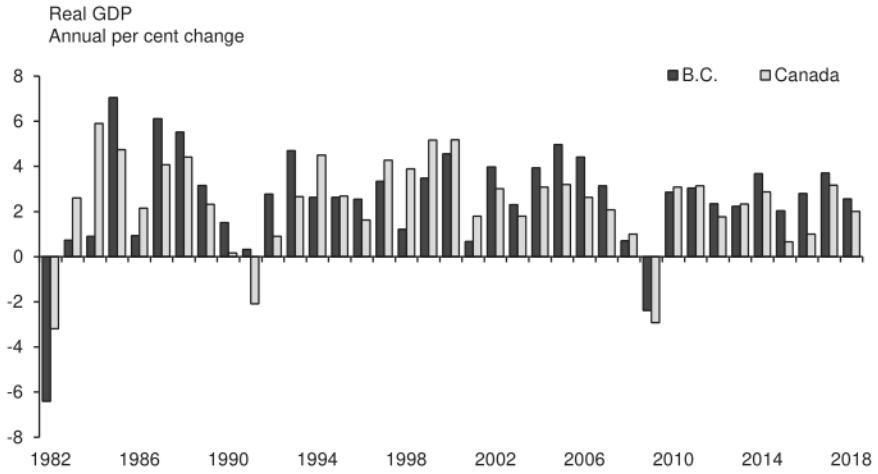
There were 5.1 million people living in BC in 2019. With 13.5 per cent of the Canadian population, it is now Canada's third most populous province, after Ontario and Quebec. BC produced about 13 per cent of the country's total GDP as of 2018. Vancouver is home to almost 2.7 million people, making it the third largest metropolitan area in Canada (after Toronto and Montreal) and one of only six Canadian cities with a population in excess of one million. It has become an important financial and industrial centre, and with its location on the west coast of the country, it is also a major transportation hub.

BC's population is aging: about 33 per cent of British Columbians are currently under 30, and about 33 per cent are aged 55 or older. In recent years, immigration, especially from Asia, has been a major source of population growth. As a result, the Vancouver area, along with other parts of the province, is becoming more culturally and ethnically diverse.

BC's economy grew by an average annual rate of 2.6 per cent since 1981, slightly above the Canadian average of 2.4 per cent during this period.[1]

[1] Calculation based on Statistics Canada Provincial Economic Accounts (1981-2018).

B.C. and Canada Real GDP Growth Rates (1982 – 2018)



Sources: Statistics Canada, Haver

BC's economy experienced two years of annual contraction since 1981, both brought on by major downturns in the global economy. The first occurred in 1982 (when BC's real GDP fell by 6.4 per cent), a result of a major US economic downturn. In the early 1980s, the US implemented contractionary monetary policy in an effort to slow rapidly rising inflation. The second annual decline took place in 2009 (a 2.4 per cent annual decline), in the wake of the 2008/09 global financial crisis. BC also saw very weak growth in 1991 (a 0.3 per cent increase), 1983 (a 0.7 per cent increase), and 2001 and 2008 (0.7 per cent increases in both years).

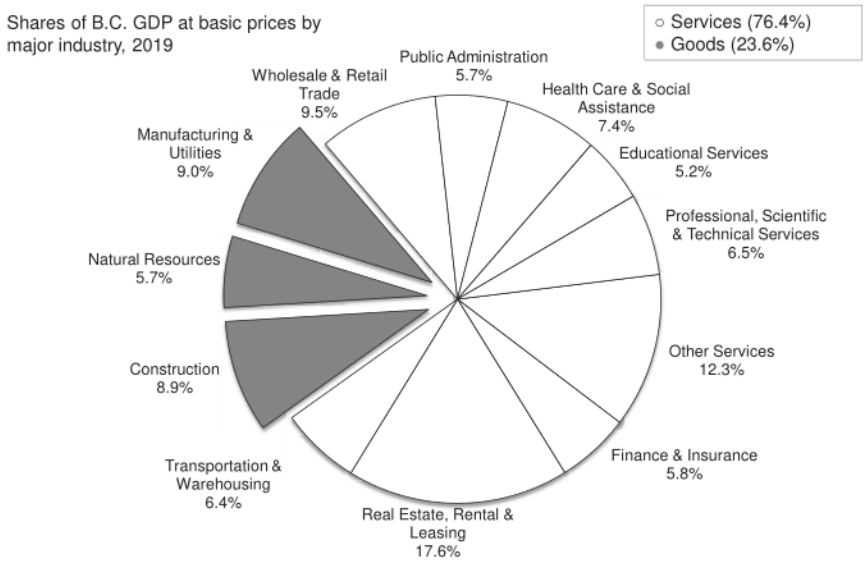
BC is a small, open economy and is therefore vulnerable to economic downturns in its major trading partners. However, over the past two decades, destinations for BC's exports have diversified, with a significant share going to Asian markets. This diversification has helped BC's economy to weather changes in demand from the US (BC's largest trading partner). In 2001, just 2.3 per cent of BC's total international merchandise exports went to China and 69.8 per cent went to the US. By 2019, however, 14.9 per cent of BC's total went to China and 50.6 per cent went to the US.

BC's Economic Structure and Pre-COVID Trends in GDP and Employment

Service industries have made up at least two thirds of BC's economy since the 1980s, but their proportion of the total has gradually increased over the last 30 years. Some service industries have close ties to goods production, providing transportation, wholesaling, retailing, insurance and other services to producers who must move their products to markets where they can be bought and sold. In some cases (for example, freight transportation), these industries would not exist, or would be greatly reduced in scope, without clients in the goods sector. At the same

time, some goods industries would not be able to function the way they do without service industries to support them.

Composition of British Columbia GDP by Industry

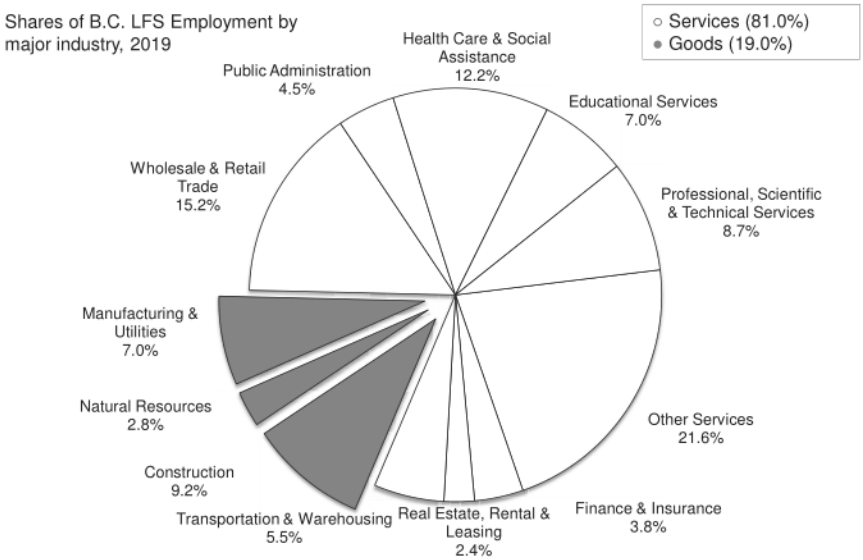


Sources: Statistics Canada, Haver
(numbers may not add to 100 per cent due to rounding)

The goods sector produced about 24 per cent of BC's real GDP in 2019, down from about 31 per cent in 1981. It includes industries that most people are familiar with: agriculture, forestry, fishing, mining, quarrying, oil and gas, manufacturing, construction and utilities. Construction, and manufacturing and utilities produced the highest amount of GDP in the goods sector in 2019, with manufacturing and utilities accounting for 9.0 per cent of BC's total GDP and construction making up 8.9 per cent. These sectors are also the biggest employers in the goods-producing sector, providing about 85 per cent of the jobs in BC's goods-producing industries. Primary resource extraction and harvesting (agriculture, logging, mining and fishing) are relatively small employers at the provincial level, however they have a large impact on regional economies.

The services sector produced about 76 per cent of BC's real GDP in 2019, an increase from about 69 per cent in 1981. The two biggest service industries are finance, insurance and real estate services (23.5 per cent of BC's total real GDP) and public administration, health care and social assistance, and educational services (18.3 per cent of BC's total real GDP). Public administration, health care and social assistance, and educational services (23.7 per cent of total employment in 2019) employs more people than the entire goods-producing sector. Wholesale and retail trade (15.2 per cent), transportation and warehousing (5.5 per cent of total), and finance, insurance and real estate services (6.2 per cent of total) also employ many service sector workers. The real estate sectors share of provincial GDP has increased slightly over the years, rising from 19.7 per cent in 1997 (furthest data available) to 23.8 per cent in 2019.

Composition of British Columbia Employment by Industry



Sources: Statistics Canada, Haver
(numbers may not add to 100 per cent due to rounding)

Diversified Economy and Trade

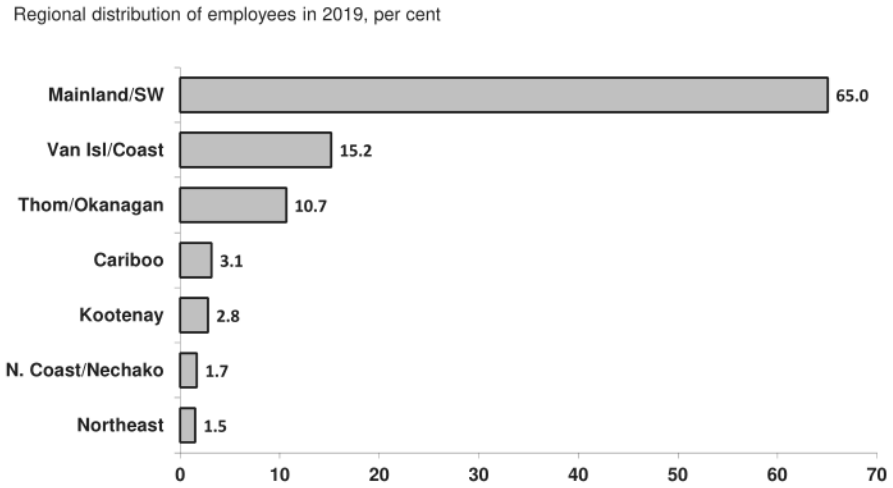
The pace of economic growth in the goods sector is somewhat volatile, as these industries experience periods of relatively rapid growth and decline in response to changing world demand for commodities such as wood, paper, metals, natural gas and other resource products. The services sector can be thought of as a buffer that insulates BC's economy from some of the volatility in the goods sector. Although less reliance on resource industries means we are not as likely to feel the full effect of downturns in world markets for resource-based products, it also means that when these markets are booming, the benefits are not as noticeable either.

BC's trade diversity helps to shelter its economy from US downturns and allows BC to take advantage of rapidly expanding markets like China. While most of Canada is highly dependent on the US as an export destination (both Alberta and Ontario send more than three quarters of their merchandise exports to the US), BC currently sends around half of its total merchandise export to the US.

Employment in BC's Regions

About 4 out of 5 jobs in BC are located in the Lower Mainland (65.0 per cent in 2019) and Vancouver Island (15.2 per cent in 2019) areas. This is not surprising, as these two regions also contain most of the provincial population. Almost 11 per cent work in Thompson/Okanagan—the region around Kamloops, Kelowna and Vernon. Cariboo (3.1 per cent), Kootenay (2.8 per cent), North Coast and Nechako (1.7 per cent) and Northeast (1.5 per cent) each employ a relatively small percentage of the province's workers.

Composition of British Columbia Employment By Region



The northern and interior regions of the province, where many of the mineral and forest resources are located, are most reliant on goods production as a source of employment. About 30 per cent of jobs in the Kootenay, North Coast/Nechako, Northeast and Cariboo regions are in goods-producing industries. Goods account for a smaller percentage of total employment in the most densely populated regions, where the service sector is more dominant. Goods producing industries account for around 17 per cent of jobs in the Vancouver Island/Coast and Mainland/Southwest regions.

Interprovincial Comparisons

The tables, charts, and text below compare selected BC economic indicators to Ontario, Quebec, Alberta, and the national average. Other provinces may not have the same economic composition.

GDP by Industry:

- The natural resource sector makes up a large component of AB's economy (about 18 per cent) relative to the other provinces.
- ON and QB's manufacturing and utilities sectors are large compared to BC and AB.
- Finance, insurance and real estate makes up around 23 per cent of BC and ON's economies, in contrast to somewhat smaller shares in AB and QB.

GDP By Selected Industries (As a % of Total Real GDP), 2019

(% of Total)	Natural Resources	Manufacturing and Utilities	Construction	Transportation and Warehousing	Wholesale and Retail	Finance, Insurance and Real Estate	Public Admin., Health Care and Education	Other Services
BC	5.7	9.0	8.9	6.4	9.5	23.5	18.3	18.7
AB	17.9	10.0	8.8	5.7	9.0	16.3	16.4	15.9
ON	1.8	13.9	6.8	4.3	11.0	22.2	20.5	19.6
QB	3.1	16.7	6.8	4.7	11.3	17.2	22.6	17.7
Canada	9.6	12.4	7.2	4.5	10.3	19.4	19.2	17.3

Rank (within province)	Natural Resources	Manufacturing and Utilities	Construction	Transportation and Warehousing	Wholesale and Retail	Finance, Insurance and Real Estate	Public Admin., Health Care and Education	Other Services
BC	8	5	6	7	4	1	3	2
AB	1	5	7	8	6	3	2	4
ON	8	4	6	7	5	1	2	3
QB	8	4	6	7	5	3	1	2
Canada	6	4	7	8	5	1	2	3

Employment by Industry:

- Public administration, health care and social assistance, and educational services accounts for approximately one quarter of employment by industry in all jurisdictions. Wholesale and retail trade is the second largest employer in all regions.
- The natural resource sector makes up a much higher share of AB's total jobs (largely due to employment in the oil and gas industry) than in other provinces.
- Manufacturing and utilities accounts for a higher share of employment in QB and ON relative to BC and AB.

Employment By Selected Industries (As a % of Total Employment), 2019

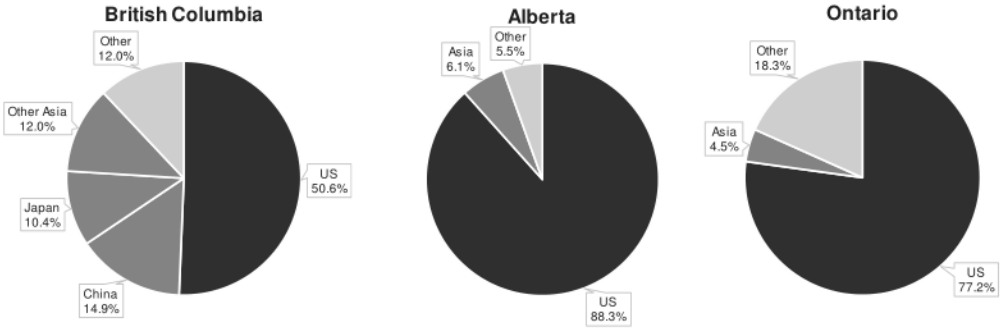
(% of Total)	Natural Resources	Manufacturing and Utilities	Construction	Transportation and Warehousing	Wholesale and Retail	Finance, Insurance and Real Estate	Public Admin., Health Care and Education	Other Services
BC	2.8	7.0	9.2	5.5	15.2	6.2	23.7	30.4
AB	8.3	6.8	10.1	5.9	14.4	4.5	24.2	25.8
ON	1.5	10.9	7.3	5.4	14.7	7.9	24.6	27.7
QB	2.2	12.1	6.1	5.4	15.3	5.6	26.8	26.4
Canada	3.3	9.8	7.7	5.4	14.9	6.3	25.6	27.0

Exports by Destination:

- BC has a diversified export market relative to other Canadian provinces.
- Most of Canada is highly dependent on the US. In 2019, 88.3 per cent of Alberta's total international merchandise exports, 72.8 per cent of Quebec's total international merchandise exports and 77.2 per cent of Ontario's total international merchandise exports went to the US. This is considerably higher than the 50.6 per cent of BC's total international merchandise exports to the US.
- This diversification helps to shelter BC from US downturns, compared to other provinces, and allows BC to take advantage of faster growing markets, particularly in Asia.

B.C.'s Export Trade Diversity

Annual share of international goods exports from selected provinces, 2019 (per cent)



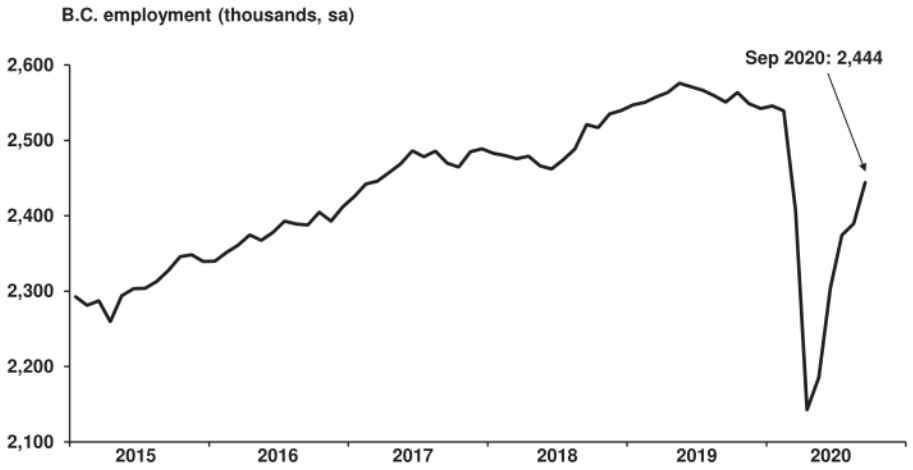
Source: BC Stats
Note: Other Asia includes Hong Kong, Taiwan, South Korea and India
(numbers may not add to 100 per cent due to rounding)

Current Economic Situation (Since COVID-19)

Similar to other economies globally and in Canada, BC's economy has been significantly impacted by the COVID-19 pandemic, as demonstrated by wide-spread job losses and impacts to businesses. However, the province began easing restrictions in mid-May, and is currently in Phase 3 of BC's Restart Plan. This reopening, along with the relief measures and supports introduced by the provincial and federal governments and the Bank of Canada, will support the economy along its recovery path.

After experiencing substantial job losses in March and April, the BC labour market has shown signs of improvement. However, there were still 94,800 fewer jobs in September compared to February (-3.7 per cent). On a year-to-date basis, employment in BC is down 190,000 jobs (-7.4 per cent) in the first nine months of the year compared to the January to September period of last year. The year-to-date employment declines have been mainly concentrated in the service producing sectors, with notable declines in the information, culture and recreation sector, accommodation and food services sector, wholesale and retail trade sector, and business, building and other support services sector. Among the good producing sectors, job losses have been mainly concentrated in construction. Some people have been impacted more than others, most notably women and youth as these groups tend to be over-represented in some of the hardest hit service sectors, however some improvements have been observed as the economy recovers. Overall, the unemployment rate in BC was 8.4 per cent in September, up from 5.0 per cent in February. On a year-to-date basis, the BC unemployment rate averaged 9.4 per cent in the first nine months of the year compared to 4.7 per cent in the January to September period of last year.

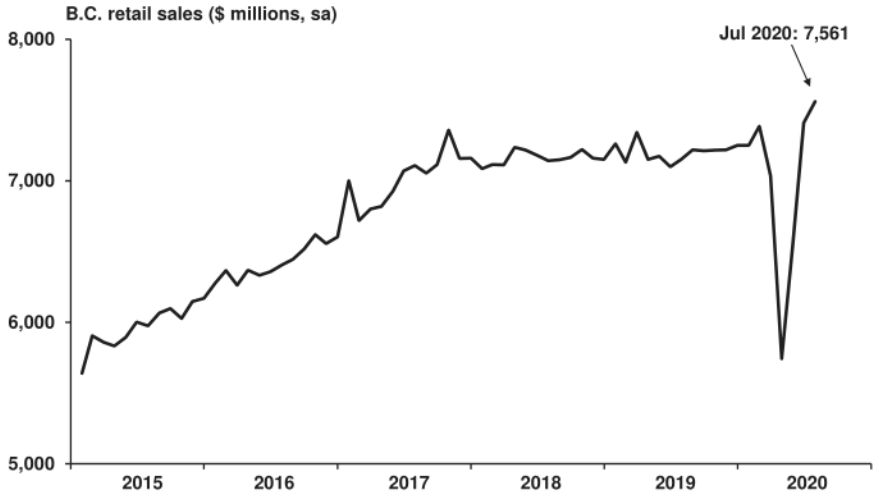
B.C. Employment



Sources: Statistics Canada (Labour Force Survey); Haver Analytics

Consumer spending patterns have been heavily influenced by the COVID-19 pandemic. While households increased spending on some essential items earlier in the year (such as food and beverages and household-related supplies), they cut back spending on many discretionary items including motor vehicles, clothing and home furnishings. Consumer spending was also likely impacted by job losses, precautionary saving behaviour, reduced confidence and physical distancing. BC nominal retail sales saw its largest monthly decline on record in April. However, since then retail sales have rebounded, as restrictions began to ease in May and government income supports for BC households have somewhat replaced lost wages and salaries due to the pandemic, allowing unemployed British Columbians to continue to shop. Retail sales in July were 2.4 per cent above the February 2020 level. On a year-to-date basis, BC retail sales were down by 2.7 per cent in the first seven months of the year compared to the January to July period of 2019. Major contributors to the decrease included clothing and clothing accessories stores (-37.0 per cent), gasoline stations (-15.1 per cent) and motor vehicle and parts dealers (-12.5 per cent). Higher sales at food and beverage stores (+14.2 per cent) and general merchandise stores (+7.0 per cent) contributed to spending growth.

B.C. Retail Sales



Sources: Statistics Canada; Haver Analytics

The Bank of Canada's latest Canadian Survey of Consumer Expectations, released in October 2020, indicates that consumer sentiment across Canada improved in the third quarter compared to the second quarter of 2020, however consumers expect that the overall recovery will be slow. The pandemic has impacted B.C. consumer confidence which fell in March and April, to reach the lowest level on record since data became available in 2002, according to the Conference Board of Canada's Consumer Confidence Index. Consumer sentiment has improved somewhat since then, however in September confidence was still 54.1 points lower compared to February.

The Bank of Canada's latest Business Outlook Survey, released in October 2020, indicates that business sentiment has improved however remains weak across all regions in Canada as businesses expect the pace of recovery to be slow and uneven across industries. Small business confidence in B.C. fell to a record low in March, according to the Canadian Federation of Independent Business index of small business confidence. While small business confidence appears to have recovered somewhat, based on the September survey results, many small business owners remain concerned about the road to recovery and in particular the short-term outlook.

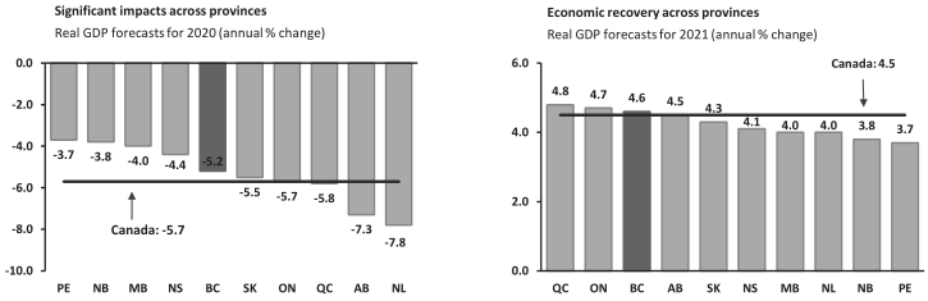
As the economic impact of COVID-19 is being felt around the world, demand for BC's merchandise export goods has weakened, and commodity prices have declined. BC's overall international merchandise exports were down 13.3 per cent in the first eight months of 2020 compared to the same period of last year.

Housing market activity in BC has been resilient despite the pandemic. The COVID-19 pandemic, physical distancing measures, and temporary halting of open houses across the province

disrupted new listings and sales activity in BC's housing market. However, as restrictions began to ease in May, activity resumed swiftly, with new listings and sales activity in September surpassing levels observed in February. Low interest rates and pent-up demand are some of the factors behind the strong activity. On a year-to-date basis, home sales in BC are up 12.3 per cent in the first nine months of the year compared to the January to September period of last year, while the average home sale price is up 10.4 per cent year-to-date. The level of homebuilding also continues to be resilient, however housing starts are down 20.6 per cent year-to-date to September, coming off record highs observed last year.

As BC continues along its path of reopening and recovery, some analysts have noted that BC is in a more advantageous position than some other jurisdictions and is better positioned to weather recent events. Rating agencies have commented that BC is starting from pre-pandemic strength in its economic and fiscal position, which should support the recovery. While a major decline in economic activity is expected across all provinces, an average of six private sector forecasters as of October 16, 2020 expect BC real GDP to decline by 5.2 per cent in 2020 and grow by 4.6 per cent in 2021. This is better than the expected decline of 5.7 per cent on average across Canada for 2020 and similar to the 4.5 per cent growth expected nationally for 2021. Among the four largest provincial economies, BC's real GDP is expected to decline less in 2020 and does not rebound quite to the same extent in 2021.

Private Sector Economic Outlook



Source: Average of a subset of the Economic Forecast Council that regularly forecasts economic performance in all provinces (BMO, CIBC, National Bank, RBC, Scotiabank and TD) as of October 16, 2020.

FIRST QUARTERLY REPORT 2020-21

The Minister of Finance issued the *First Quarterly Report* on September 10, 2020, presenting changes to the forecasts from *Budget 2020.* Prior to this, the minister provided an economic and fiscal update in July, which was a first high-level look at the changes since the February budget. The *First Quarterly Report* reflected the unprecedented impacts of the COVID-19 pandemic on government's revenues and the cost of the expense measures implemented to support critical health and social services, provide immediate financial relief to individuals and businesses, and to help boost economic recovery. The changes in revenue and expense forecasts and an increased forecast allowance result in a $13 billion forecasted deficit for fiscal year 2020/21.

Compared to Budget 2020, revenue forecasts were lower by $4.6 billion, reflecting lower revenue from taxation sources, natural resources, fees, investment earnings, miscellaneous sources and commercial Crown corporation net income, which were partly offset by increases in federal government contributions.

Expenses were forecast higher by $7.7 billion due to spending related to the COVID-19 pandemic, authorized through supplementary estimates and statutory appropriations.

The forecast for capital spending decreases for the year are due to changes to the timing of projects.

The provincial taxpayer-supported debt forecast was higher by $10.6 billion due to the anticipated deficit for the year. The higher debt level will result in increased debt-metrics, with debt-to-GDP projected at 20.8%, and debt-to-revenue at over 110% at the end of this fiscal year.

Updated 2020/21 Financial Forecast

($ millions)	*Budget 2020*	*First Quarterly Report*	Change
Revenue	60,585	56,013	(4,572)
Expense	(60,058)	(67,805)	(7,747)
Forecast allowance	(300)	(1,000)	(700)
Surplus (deficit)	**227**	**(12,792)**	**(13,019)**
Capital Spending:			
Taxpayer-supported capital spending	7,126	7,015	(111)
Self-supported capital spending	3,409	3,372	(37)
	10,535	**10,387**	**(148)**
Provincial Debt:			
Taxpayer-supported debt	49,202	59,802	10,600
Self-supported debt	26,890	27,068	178
Total debt (including forecast allowance)	**76,392**	**87,870**	**11,478**
Taxpayer-supported debt to GDP ratio	**15.5%**	**20.8%**	**5.3%**
Taxpayer-supported debt to revenue ratio	**84.1%**	**110.6%**	**26.5%**

The *First Quarterly Report* update was based on a revised economic forecast of B.C. real GDP developed by Treasury Board Staff. The forecast is for B.C.s real GDP to contract by 6.7 per cent in 2020, before expanding by 3.0 per cent in 2021. *Budget 2020* was based on real GDP growth of 2.0 per cent in 2020 and 1.9 per cent in 2021.

Typically, the Ministry surveys the 13-member Economic Forecast Council (EFC) during the annual budget process. However, given the unprecedented economic impacts and uncertainty caused by the COVID-19 pandemic this year, the Ministry decided to resurvey the EFC in advance of the *First Quarterly Report*. This is different from the average of six private sector forecasters that is typically presented. In recognition of various significant downside risks to the economic outlook, the Ministry's forecast for B.C. real GDP growth was 0.7 percentage points lower than the average outlook of the EFC for 2020 (-6.0%) and 2.2 percentage points lower for 2021 (EFC average of 5.2%). This differential is one of the levels of prudence built into the fiscal plan.

Next Steps in the Current Year Reporting Cycle

Cabinet Confidences

The following pages include the following excerpts from the *First Quarterly Report*, 2020/21:

- Summary/introduction (pg. 3-4)
- Topic Box: COVID-19 Pandemic Spending & Related Measures (pg. 13-16)
- July 14 Economic and Fiscal Update (pg. 17)
- Appendix A: Description of Measures (pg. 43-47)

Introduction

Table 1.1 2020/21 Forecast Update

($ millions)	*Budget 2020*	*First Quarterly Report*	Change
Revenue	60,585	56,013	(4,572)
Expense	(60,058)	(67,805)	(7,747)
Forecast allowance	(300)	(1,000)	(700)
Surplus (deficit)	**227**	**(12,792)**	**(13,019)**
Capital Spending:			
Taxpayer-supported capital spending	7,126	7,015	(111)
Self-supported capital spending	3,409	3,372	(37)
	10,535	**10,387**	**(148)**
Provincial Debt:			
Taxpayer-supported debt	49,202	59,802	10,600
Self-supported debt	26,890	27,068	178
Total debt (including forecast allowance)	**76,392**	**87,870**	**11,478**
Taxpayer-supported debt to GDP ratio	**15.5%**	**20.8%**	**5.3%**
Taxpayer-supported debt to revenue ratio	**84.1%**	**110.6%**	**26.5%**

In response to the major changes resulting from the COVID-19 pandemic, on July 14, 2020 the B.C. Ministry of Finance released an economic and fiscal update. An overview of the difference between the July 14 fiscal scenario and the *First Quarterly Report* is provided on page 17.

Consistent with previous years, the *First Quarterly Report* presents changes to forecasts from *Budget 2020*. Due to the high degree of uncertainty regarding the depth and duration of the economic downturn caused by the pandemic and the path of recovery, the *First Quarterly Report* presents a forecast update for the current fiscal year only.

The fiscal forecast for 2020/21 in this *First Quarterly Report* reflects the unprecedented impacts of the COVID-19 pandemic on almost all of the province's revenue streams, and the additional expenses for the response measures implemented to support critical health and social services, provide immediate financial relief to individuals and businesses, and to help boost economic recovery. Compared to *Budget 2020*, revenue forecasts are lower by $4.6 billion and expenses are higher by $7.7 billion. The provincial operating deficit projection is $12.8 billion, after incorporating an increased forecast allowance of $1.0 billion to reflect the heightened level of uncertainty over the remainder of the year. Details of the revenue and expense forecast changes from *Budget 2020* are shown in Table 1.2.

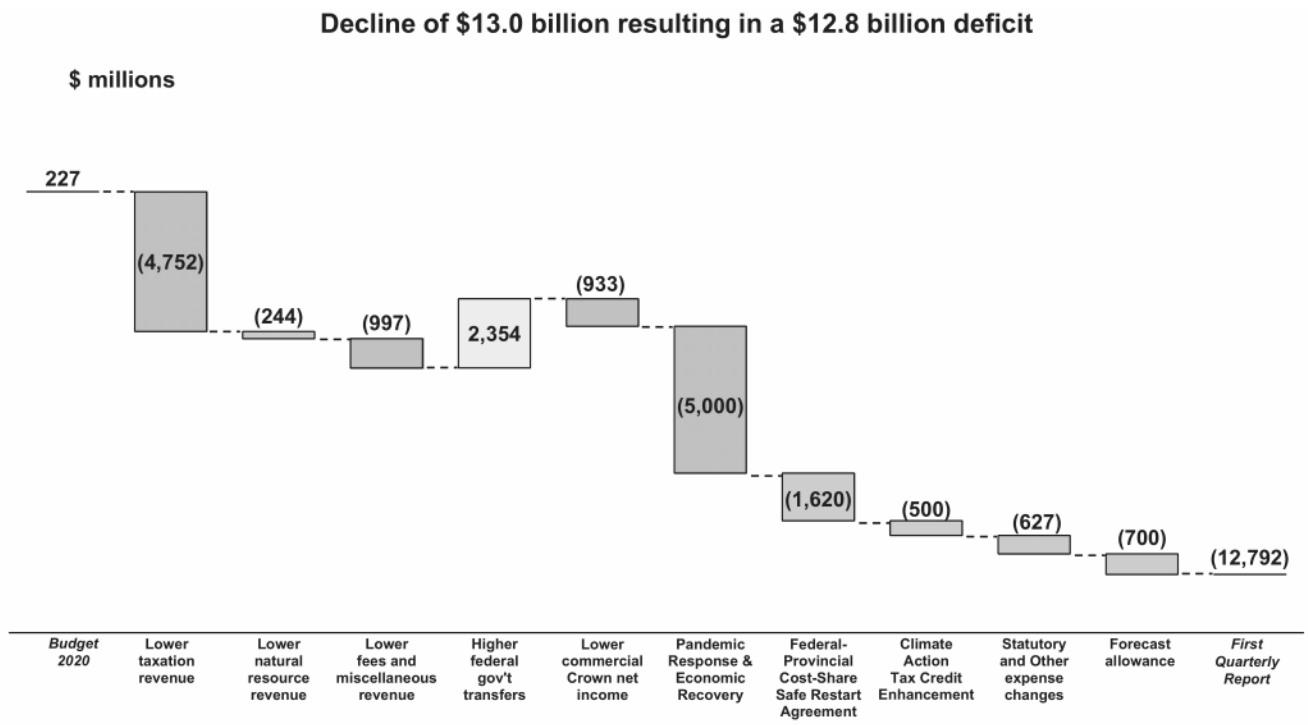
The updated forecast includes $2.4 billion of federal government funding related to supporting British Columbians impacted by the COVID-19 pandemic. The forecast does not include the recently announced federal government funding of $2.0 billion to help provinces and territories open schools safely. B.C.'s share of this funding is estimated to be $242 million, provided in two instalments: the first in the fall and the second in early 2021. At this time, it is not certain how much of the second instalment will be spent in

fiscal 2020/21 versus during the school year, but after March 31, 2021. It is expected that this funding also represents additional spending with no impact to the operating deficit. The fiscal update in the *Second Quarterly Report* will incorporate this additional federal government support for reopening schools safely as more detailed provincial spending plans are developed.

Projected taxpayer-supported capital spending in 2020/21 is $7.015 billion, which is $111 million lower than forecast in *Budget 2020*, mainly due to timing of projects in the transportation sector. The self-supported capital spending forecast is $37 million lower than at *Budget 2020*.

As a result of lower revenue and increased spending forecasts, taxpayer-supported debt at the end of 2020/21 is forecast at $59.8 billion, an increase of $10.6 billion compared to the *Budget 2020* forecast. Self-supported debt is forecast to be $178 million higher at the end of 2020/21.

Chart 1.1 2020/21 Surplus (Deficit) – Major Changes from *Budget 2020*



COVID-19 Pandemic Spending & Related Measures

This section provides an overview of the Province's pandemic response measures, including an update on notional allocations from the $5 billion Pandemic Contingencies vote as of August 31, 2020, as well as a summary of tax and payment relief and deferral measures. This enhanced reporting follows the presentation of information set out in the July 14 Economic and Fiscal Update. This section also includes estimated spending through the first quarter only (April - June, 2020) on COVID-19 related programs.

Vote 52 Contingencies (All Ministries): Pandemic Response and Economic Recovery

On March 23, 2020, the Legislative Assembly authorized supplementary estimates of $5 billion and a new Vote 52 - Contingencies for Pandemic Response and Economic Recovery (Pandemic Contingencies). Government has notionally allocated $3.5 billion of the $5 billion Pandemic Contingencies for critical services and financial relief measures and has set aside $1.5 billion for economic recovery measures that will be announced in September 2020.

Critical services include health and mental health related response, supports for child care providers, and providing essential social services to vulnerable populations such as adults with developmental disabilities, people experiencing homelessness, and children, youth and young adults receiving provincial supports. This category of spending also includes $46 million in funding for the K-12 education sector to support school restart activities (but does not yet include any additional funding that may be provided from the federal government).

Table 1 – Vote 52 Pandemic Contingencies Notional Allocations as of August 31, 2020

Category	Notional Allocation	Measures
Critical services	Over $1 billion	Health and mental health
	$254 million	Child care services
	$158 million	Temporary housing, meals and supports for vulnerable populations
	$56 million	Essential services for adults with developmental disabilities, vulnerable children and youth, family justice and victim services, and public health communications
	$46 million	K-12 Education – safe return to school funding
Financial supports	$900 million	B.C. Emergency Benefit for Workers
	$685 million	Crisis Supplement and other supports for income and disability assistance clients
	$150 million	Temporary Rental Supplement
	$79 million	Canada Emergency Commercial Rent Assistance Program
	Over $70 million	Emergency financial relief for organizations providing animal care, the agriculture sector, park operators and community tourism organizations, Domestic Motion Picture providers, local sports organizations and B.C. Pavilion Corporation.
Economic Recovery	$1.5 billion	Measures to be announced in September 2020
Total	**$5 billion**	**Pandemic Contingencies Spending Measures**

Financial relief measures include income supports, such as the B.C. Emergency Benefit for Workers, and the crisis supplement for income and disability assistance clients including low-income seniors. Measures also include rental relief assistance for individuals, families and businesses, and targeted financial relief for a number of sectors.

Details on the Pandemic Contingencies notional allocations as of August 31, 2020 are shown in Table 1. The key changes from the July 14 update include:

- Updated forecast of $900 million for the B.C. Emergency Benefit for Workers;
- Updated forecast of $685 million for the crisis supplement and other income assistance supports, which was extended to December;
- $106 million for the Pandemic Pay has been removed, as the full provincial and federal amount ($425 million) will be funded through statutory spending as per Table 2; and
- $46 million for K-12 return to school funding added.

Descriptions of all measures can be found in Appendix A (pages 43-47).

Actual expenditures through Q1 for Pandemic Contingencies measures totalled $1.036 billion. This includes:

- $606 million for the B.C. Emergency Benefit for Workers;
- $233 million for the crisis supplement;
- $178 million for child care services; and
- $19 million across a number of other measures including agriculture supports, supports for vulnerable children and youth, and mental health services.

Note that first quarter actual spending (April - June, 2020) is based on unaudited ministry reports and subject to normal changes from quarterly estimation and adjustment processes.

There was also nearly $18 million of COVID-19 related expenditures from ministry base budgets in the April - June, 2020 period.

Vote 53 Contingencies (All Ministries): Federal and Provincial Pandemic Support

On July 16, 2020, the federal, provincial and territorial governments announced plans for a Safe Restart Agreement, which aims to support the reopening of provincial and territorial economies over the next six to eight months.

Under the Agreement, the federal government has committed $19 billion in funding for seven priority areas, with close to $2 billion allocated for B.C. While some of the federal funding will be used to offset the cost of continuing significant measures in B.C. that are already underway or planned, part of the agreement requires 50/50 provincial/federal cost-sharing. This relates specifically to municipal and transit-related relief and restart measures.

On August 14, 2020, the Legislative Assembly authorized Vote 53 Contingencies (All Ministries): Federal and Provincial Pandemic Support. The new Vote 53 Contingencies provides up to $1 billion net spending appropriation for the Province to support the cost-share arrangement for municipal and transit funding, and other pandemic priorities.

Preliminary spending allocations for Vote 53 are $810 million for municipal and transit related restart supports, however, detailed spending allocations are still under development.

Other COVID-19 Response and Relief Measures

In addition to the new $5 billion Pandemic Contingencies spending measures, government has implemented a number of other measures which include tax and revenue measures, and statutory spending related to COVID-19.

Tax measures include a reduction in school tax for commercial properties by an average of 25 per cent in the 2020 calendar year and the one-time Climate Action Tax Credit enhancement. Government has also delayed the scheduled increase to the carbon tax rate and other new *Budget 2020* tax measures.

Revenue relief measures include temporary wholesale pricing model for restaurants, bars and tourism operators with liquor licences, and ICBC payment relief and deferral measures.

Statutory spending directly related to COVID-19 includes funding for the Pandemic Pay for frontline workers in health and social sectors (a federal-provincial cost-sharing initiative), hotel purchases to support homelessness response measures, and spending related to COVID-19 emergency coordination and response.

Government also approved revised spending targets for the Forest Enhancement Society of BC to ensure its tree planting continues as planned to secure future economic and environmental benefits while meeting the new COVID-19 related guidelines for industrial camps.

The estimated provincial value of these measures is nearly $1.8 billion as shown in Table 2.

Government has also implemented payment deferral measures to provide administrative and financial relief to individuals, businesses and municipalities. This includes a six-month moratorium on student loan collection, BC Hydro bill relief for residential and commercial customers, and bill deferrals for industrial customers and deferred school tax remittance for municipalities. It also included short-term deferrals on stumpage fees between May 1, 2020 to July 31, 2020, of which, an estimated $2 million was deferred and has since been repaid. Government has also provided administrative relief by extending tax filing and payment deadlines for the employer health tax, provincial sales tax, municipal and regional district tax on short-term accommodation, tobacco tax, motor fuel tax, and carbon tax.

The values of eligible deferrals continue to be estimated at over $6.2 billion as shown in Table 3. As these payments are expected to be received at a later date, they do not directly impact the fiscal

Table 2 – Other Response and Temporary Relief Measures

Estimated Cost	Measure
$714 million	Reduced school tax for commercial properties for the 2020 calendar year ($566 million in fiscal 2020/21)
$500 million	Climate Action Tax Credit one-time enhancement
$106 million ($425 million federal-provincial)	Pandemic Pay for Frontline Workers
$111 million	Purchase of hotels to house decamped homeless populations
$268 million	Delays to increase the carbon tax rate and other new tax measures
$44 million	*Emergency Program Act* – COVID-19 related coordination and measures
$26 million	Temporary wholesale pricing model for liquor licensees
$17 million	ICBC temporary fee relief measures
$11 million	Forest Enhancement Society of BC – tree planting camps
$1.797 billion	**Provincial Total for Other Response and Temporary Relief Measures**

plan. There may be payment defaults on some of these revenues owed to government, depending on the breadth and duration of the pandemic, as well as consumer and business confidence and behaviour. As cash payments are received starting in October, any adjustments related to doubtful accounts will be made if necessary and incorporated into future quarterly report forecasts. The *First Quarterly Report* update includes an additional $10 million provision for doubtful accounts related to forest revenues, which is unrelated to deferral measures.

Table 3 – Payment Deferral Measures (no direct operating fiscal impact)

Estimated value of deferral	Measure
$70 million	Six-month moratorium on student fee collection
$103 million	BC Hydro bill deferrals for industrial customers and bill relief measures
Over $1 billion	Postponing municipal remittance date for school taxes to the end of the calendar year
Over $5 billion	Extending tax filing and payment deadlines for the employer health tax, provincial sales tax, municipal and regional district tax on short-term accommodation, tobacco tax, motor fuel tax, and carbon tax.
Over $6.2 billion	**Total Value of Deferrals**

July 14 Economic and Fiscal Update

In response to the major changes resulting from the COVID-19 pandemic, on July 14, 2020 the B.C. Ministry of Finance released an economic and fiscal update. Given the limited data available at the time and various elements of uncertainty regarding the depth and duration of the economic slowdown, a scenario was developed to provide a possible economic and fiscal outcome for B.C. for 2020-2021.

The *First Quarterly Report* confirms the revenue declines in taxation, natural resources, and other sources that were anticipated on July 14. However, the overall impacts on revenues and expenses are lower, with a $5.7 billion decline from *Budget 2020* compared to a $6.3 billion decline shown in the July 14 scenario.

Other changes since the scenario update include funding from the federal-provincial Safe Restart Agreement with the related provincial spending for the cost-shared initiatives, increased statutory spending, and lower interest expense due to lower debt and interest rate projections.

Table 1.3 2020/21 Q1 Forecast and July 14 (Scenario) Changes from *Budget 2020*

	($ millions)		
	July 14	**Q1**	**Difference**
Effects of COVID-19 and other changes			
Personal income tax revenue	(999)	(978)	21
Corporate income tax revenue	(973)	(1,144)	(171)
Provincial sales tax revenue	(1,305)	(986)	319
Employer health tax revenue	(238)	(148)	90
Fuel tax revenue	(117)	(75)	42
Carbon tax revenue	(265)	(164)	101
Property tax revenues	(40)	(128)	(88)
Property transfer tax revenue	(425)	(315)	110
Natural resource revenues	(293)	(244)	49
All other CRF revenues	(77)	(76)	1
Refundable tax transfers (tax credits)	141	86	(55)
Commercial Crown corporation net income	(882)	(890)	(8)
Taxpayer-supported agency impacts	(869)	(632)	250
	(6,342)	**(5,694)**	**661**
Pandemic Response Measures			
Pandemic Response & Economic Recovery	(5,000)	(5,000)	-
Provincial portion of the Cost-Share Safe Restart Agreement	-	(810)	(810)
Federal portion of the Cost-Share Safe Restart Agreement	-	(810)	(810)
Enhancement of the Climate Action Tax Credit	(500)	(500)	-
COVID-19 temporary pandemic pay	-	(425)	(425)
Other business relief and tax measures	(733)	(877)	(144)
Federal government COVID-19 related funding [1]	-	2,376	2,376
Statutory and other spending	-	(496)	(496)
Management of Public Debt	(176)	(83)	93
Total changes compared to Budget 2020	**(12,751)**	**(12,319)**	**445**
Budget 2020 Operating Surplus	227	227	-
Increased Forecast Allowance	-	(700)	(700)
2020/21 Q1 deficit forecast	**(12,524)**	**(12,792)**	**(255)**

[1] Includes $810 million for municipal and transit funding, part of the $1,963 million Safe Restart Agreement; $371 million for pandemic pay; and $42 million for closure and restoration of orphan wells.

Appendix A: Description of Measures

Pandemic Contingencies Spending Measures

Health care (over $1 billion): Funding related to health related COVID-19 response measures includes:

- Increased lab testing, including the establishment of over 80 separate testing sites to help avoid the transmission of COVID-19 within existing health care settings;
- Additional funding for long-term care and assisted living facilities, including addressing increased COVID-19 related costs, implementing single-site work orders to help prevent the spread of disease between facilities, and hiring of up to three full-time equivalent staff at each of the 584 facilities;
- Prevention and contact tracing measures, including plans to hire 500 contact tracers between September 2020 and March 2021 to help with the projected rise in cases of COVID-19;
- Health related costs wrap-around support services for those that were living in unsafe decampments who have been moved to temporary housing;
- Free parking at health authority sites to remove barriers to anyone who needed access and reduce the burden on health care workers; and
- Other increased operating costs including personal protective equipment, accelerating rescheduled surgeries, and increased staffing across the health spectrum from general screening staff at health facility entrances to specialist physicians and nurses, and staff within the BC Center for Disease Control.

Mental health and addictions support ($21 million): Funding includes mental health supports such as expanded virtual mental health supports including free online, video and phone-based skills-building for seniors, adults and youth and a Mobile Response Team to support the mental well-being and psychological safety of front-line health-care workers. In addition, this includes a number of addiction support services such as:

- Opioid response and addictions supports including funding for supportive recovery providers, and youth substance use treatment services;
- Youth supports provided through Foundry and Foundry Virtual which offer health and wellness resources, services and supports online and through integrated service centres;
- Scaling up existing overdose prevention services and adding new outreach teams to further help prevent overdose deaths, including opening 17 new supervised consumption services and 12 new inhalation services in communities that have been hit the hardest by the overdose crisis;
- Funding to hire 42 new full-time registered nurses, psychiatric nurses, social workers and peer support workers for 14 interdisciplinary outreach teams across the province;
- The Lifeguard application, which supports individuals with addictions with a means to call emergency services if they become unresponsive while using substances; and
- Rapid Access to Consultative Expertise Line to support first responders with overdose health emergencies physicians treating patients with substance use disorders.

Child care services ($254 million): Temporary emergency funding provided from April to August to ensure child care spaces remained available for essential service workers and to provide financial relief and preserve spaces for parents during any temporary closures. Licensed child care providers that stayed open received funding to keep operations going. These centres were eligible to receive seven times their average monthly funding from government which is expected to cover approximately 75 per cent of a group facility's average monthly operating expenses. Licensed child care providers that closed were eligible to receive two times their average monthly government funding which is expected to cover approximately 20 per cent of an average group facility's monthly operating expenses.

Temporary housing, meal and health supports for vulnerable populations ($158 million): Spaces at hotels, motels and community centres are assisting a range of people, including people experiencing homelessness, to self-isolate and follow health orders as well as receive food and support services. In addition to funding for these supports, the Province has made capital investments (approximately $111 million) to purchase hotels to help move people living in unsafe, dense encampments at Oppenheimer Park, Pandora Avenue and Topaz Park into safe spaces. Nearly 3,300 leased spaces are currently secured at sites throughout B.C.'s health regions to enable safe physical distancing in homeless shelters and help people self-isolate, with close to 300 spaces in communities secured for people leaving violent or unstable situations.

Essential services for adults with developmental disabilities and for vulnerable children and youth ($56 million): Funding to ensure continuity of services for adults with developmental disabilities receiving care from Community Living BC. Funding will provide a range of supports for children and youth that access provincial supports, including: $225 per month for eligible B.C. families with children with special needs to September 30, 2020, continuing existing care-giver arrangements for youth aging out of foster care, and extending the maximum duration of Agreements with Young Adults program beyond 48 months. Other essential service supports include funding to facilitate virtual court proceedings and accelerate the resolution of family law matters, supports for victim services, and COVID-19 related public awareness campaigns to communicate health and safety information.

K-12 Education – Return to School Funding ($46 million): Funding to support and ensure the health and safety of students and staff in the K-12 education sector, including school districts and independent schools, to restart in the fall. This investment will ensure the increased cleaning of high-contact surfaces, increased number of hand-hygiene stations and the availability of masks upon request, among other safety measures.

B.C. Emergency Benefit for Workers ($900 million): Provides a one-time, tax-free $1,000 payment to British Columbians who are losing income because of COVID-19. B.C. residents who lost their employment or self-employment income for reasons related to COVID-19 on or after March 1 and that are eligible for the Canada Emergency Response Benefit (CERB) are eligible for the B.C. Emergency Benefit for Workers. Over 600,000 British Columbians to date have received the benefit.

Crisis Supplement and Supports for Income and Disability Assistance Clients ($685 million): Temporary supplement of $300 per month for income and disability assistance clients, including low-income seniors receiving the Seniors Supplement, from April through December. This new emergency funding was put in place to ensure that those in greatest need do not encounter additional barriers while some service organizations closed or reduced service hours during the pandemic, and to help cover the increased costs of food and shelter. Over 200,000 people, including clients and their families, have benefited from the crisis supplement. Other measures include increased funding for the transportation supplement and temporary earning exemptions related to federal support measures such as the Canada Emergency Response Benefit (CERB) to ensure that provincial supports are not reduced due to these supports.

Temporary Rental Supplement ($149 million): A new temporary rental supplement of $500 per month for eligible households with dependents and $300 per month for eligible households with no dependents. The rental supplement is available for the months of April through to August on a per-household basis for low-to-middle income households where the income has been affected by COVID-19. Over 81,000 applications have been approved for the supplement to date.

Canada Emergency Commercial Rent Assistance Program ($79 million): A federal-provincial cost share program that provides forgivable loans to qualifying commercial property owners to cover 50 per cent of monthly rent payments that are payable by eligible small business tenants who are experiencing financial hardship during April, May, June and July. The loans will be forgiven if the mortgaged property owner agrees to reduce the small business tenants' rent by at least 75 per cent under a rent forgiveness agreement, which will include a term not to evict the tenant while the agreement is in place. The small business tenant would cover the remainder, up to 25 per cent of the rent.

Emergency financial relief for businesses/sectors (over $70 million): Targeted funding to support businesses, non-profit organizations and sectors which includes:

- Emergency funding to support the continued care of animals in major facilities, tourism attractions, and refuge and re-habitation centres that have reduced their operations due to COVID-19;
- Financial relief and recovery for the agriculture sector, as well as temporary accommodations for domestic migrant farm workers to support self-isolation and reduce the spread of COVID-19;
- Support for park operators to prepare B.C. parks for reopening and to implement a day use reservation system for 12 high-use parks;
- Financial relief to Community Destination Marketing Organizations to offset Municipal Regional District Tax (MRDT) revenue loss and to support local recovery efforts;
- Support for the domestic film and television industry to support restart and recovery and maintain B.C.'s competitive motion picture sector;
- Financial relief to Local Sport Organizations (LSOs) to support their administration and operational needs to help restart in sports; and
- Financial relief for B.C. Pavilion Corporation to maintain operations during prolonged closures of major events.

Statutory Spending, Tax and Other Relief Measures

Reduced school tax for commercial properties for the 2020 calendar year ($714 million for calendar year 2020, or $566 million for fiscal 2020/21): Reduced the school property tax rate for commercial properties (property classes 4, 5, 6, 7, and 8) to achieve an average 25 per cent reduction in the total property tax bill for most businesses for the 2020 calendar year.

B.C. Climate Action Tax Credit one-time enhancement ($500 million): Approximately 80 per cent of British Columbians will benefit from a one-time enhancement to the B.C. Climate Action Tax Credit in July 2020 of up to $174.50 for adults and up to $51.25 per child. With this enhancement and the regular credit amount, an eligible family of four will receive a combined payment of up to $564 and eligible individuals will receive a combined payment up to $218. This boosts the regular Climate Action Tax Credit payment of up to $112.50 per family of four and up to $43.50 per adult.

Temporary Pandemic Pay ($425 million: $106 million provincial, $319 million federal): This is a federal-provincial cost share program to provide a one-time temporary wage boost that supports health, social services and corrections employees delivering in-person, front-line care during the COVID-19 pandemic. Pandemic pay will benefit over 250,000 frontline workers in health and social services by providing an hourly wage boost over the 16-week period starting on March 15, 2020, during the height of the Province's initial response to the pandemic.

Delays to increase the carbon tax rate and other new tax measures ($268 million): Postponing the scheduled increase to the carbon tax rate, delaying the implementation of the PST on sweetened, carbonated drinks, and delaying changes to PST registration requirements to April 1, 2021.

Hotel purchases – Housing Priority Initiatives (HPI) Special Account ($111 million): To provide temporary housing for those formerly living in the encampments in Oppenheimer Park, Pandora Avenue and Topaz Park, the Province purchased the following four hotels:

- Comfort Inn (Victoria) – approx. $19.6 million
- Paul's Motor Inn (Victoria) – approx. $14.5 million
- Howard Johnson Hotel (Vancouver) – approx. $56.9 million
- Buchan Hotel (Vancouver) – approx. $19.7 million

Statutory spending under the HPI special account for the hotels (and related closing costs) will support temporary housing for those formerly living in the encampments and the transition plan to long-term housing, which is currently under development.

Emergency Program Act (EPA) – COVID-19 related costs ($44 million): The Province anticipates statutory spending above the voted allocation to manage emergency costs within scope of the act. This includes an estimated $44 million for COVID-19 related emergency management costs such as costs related to managing emergency operations centres to support provincial, regional and local coordination, and emergency measures to support returning travellers and temporary foreign workers with self-isolation requirements.

Temporary wholesale pricing model for liquor licensees ($26 million): Wholesale pricing model that will allow liquor licensees, such as restaurants, bars and tourism operators, to purchase beer, wine and spirits at reduced cost from the end of July 2020 to March 31, 2021.

ICBC temporary fee relief measures ($17 million): Temporary changes in effect to August include:

- Waiving the $30 fee when you cancel insurance
- Waiving the $18 plating fee when you choose to reinstate the policy on your vehicle
- Suspension of insurance for fleet vehicle customers

Forest Enhancement Society ($11 million): Revised spending targets for the Forest Enhancement Society to ensure that its tree planting continues as planned to secure future economic and environmental benefits while meeting the new COVID-19 related guidelines for industrial camps.

Six-month moratorium on student fee collection ($70 million in deferrals): Starting March 30, 2020, all B.C. student loan repayments are automatically frozen until September 30, 2020.

BC Hydro bill deferrals for industrial customers and other relief measures ($103 million): Qualifying major industrial customers, like pulp and paper mills and mines, can defer 50 per cent of their bill payments for six months, to the end of August 2020. In addition, the industrial relief includes bill relief to certain large industrial customers in the form of reduced demand charges. BC Hydro is also providing bill relief and credit to residential and commercial customers.

Stumpage Fee Deferrals ($2 million): To support companies with financial liquidity while navigating through the COVID-19 crisis, a stumpage fee deferral was available to Tree Farm, Replaceable Forest, and First Nations Woodlands licence holders. The deferral period was for 3 months (May 1, 2020 to July 31, 2020) and interest accrued on any outstanding balances that carried through the deferral period. The revenue deferred from this program was estimated at $2 million and has since been repaid.

Postponing municipal remittance date for school taxes to the end of the calendar year (over $1 billion in deferrals): Delaying the remittances from the summer to the end of the year to provide significant relief to local governments facing cash flow issues.

Extending tax filing and payment deadlines (over $5 billion in deferrals): Providing administrative relief to businesses by postponing the filing and payment date by six months for the EHT, PST, municipal and regional district tax on short-term accommodation, tobacco tax, motor fuel tax, and carbon tax.

For more details, visit: https://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/covid-19-provincial-support

Ministries are expected to manage all pressures, including costs related to the implementation of government commitments and priorities and the achievement of performance targets, within budget allocations. Ministries are also required to work closely with Treasury Board Staff to ensure that any risks to a ministry's budget or potential impacts on the fiscal plan are identified in a timely manner and that mitigation strategies are developed to ensure that ministry budget targets are not compromised. Cabinet Confidences

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. To access Contingencies funding, ministries are required to seek approval through the Treasury Board process. Only Ministries that have written approval from the Chair of Treasury Board are able to access Contingencies funding.

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*	Standard government contingencies vote to manage unexpected costs as well as wage-related negotiations under the Sustainable Services Negotiating Mandate	$1.066 billion	$1.066 billion
Vote 52 Contingencies (All Ministries): Pandemic Response and Economic Recovery	Contingencies specific to new response and recovery measures related to COVID-19	$5.0 billion	$5.24 billion
Vote 53 Contingencies (All Ministries): Federal and Provincial Pandemic	Contingencies specific to federal-provincial cost share and restart related initiatives	$1.0 billion (net of federal recoveries)	$810 million

*Note: Vote 45 also includes $63 million appropriation for CRF Capital, of which Cabinet Confidences

Cabinet Confidences

Capital

Similar to operating funding, Ministries and their agencies are expected to manage all capital spending pressures within it current year budget allocations and total fiscal plan capital funding targets. Ministries must work with Treasury Board Staff to ensure any potential pressures to the Ministry's capital plan are identified early and provide mitigating strategies to ensure the capital funding targets are not overspent.

The Ministry of Finance oversees a Consolidated Revenue Fund Capital Contingency vote to manage any unexpected capital costs for core Government during the fiscal year (see Contingencies). The current allocation from this contingency is $63 million with Cabinet Confidences

Cabinet Confidences

Capital funding for Government agencies are provided through the Capital Funding (CF) Vote (Vote 46). Ministries and their agencies are expected to manage any capital expenditure pressures from within their current fiscal allocations.

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

COVID-19 MEASURES BY SPENDING OR OTHER AUTHORITY

Cabinet Confidences

Vote 52 Contingencies: Pandemic Response and Economic Recovery

On March 23, 2020, the government announced the B.C. COVID-19 Action Plan to support critical health and social services, provide immediate financial relief to individuals and businesses, and to help boost economic recovery once the crisis has passed. As part of the Action Plan, the Legislative Assembly authorized supplementary estimates of $5 billion through a new Contingencies Vote 52: Pandemic Response and Economic Recovery. Current allocations by category are listed in Table 1 below (with a detailed list of measures in Appendix A).

Cabinet Confidences

Critical services include health and mental health related response measures, supports for child care providers, and providing essential social services to vulnerable populations such as adults with developmental disabilities, people experiencing homelessness, and children, youth and young adults receiving provincial supports.

Financial support measures include income supports, such as the BC Emergency Benefit for Workers, and the crisis supplement for income and disability assistance clients including low-income seniors. Measures also include rental relief assistance for individuals, families and businesses, and targeted financial relief for a number of sectors.

Economic recovery spending measures include a grant program for small and medium sized businesses, training and job creation initiatives including new jobs to help people enter the health sector, community infrastructure grants and projects, support for the tourism sector and to increase food security, funding to support K-12 students to return to classrooms, and funding for CleanBC initiatives and other technology and innovation program and initiatives.[2]

Cabinet Confidences

[2]Other measures such as the Increased Employment Incentive and the temporary PST exemption on select machinery and equipment are part of the Economic Recovery Plan announced on Sept. 17, 2020 are included in the statutory spending and other relief measures section below.

Vote 53 Contingencies: Federal and Provincial Pandemic

On August 14, 2020, the Legislative Assembly authorized Vote 53 Contingencies (All Ministries): Federal and Provincial Pandemic. The new Vote 53 Contingencies provides up to $1 billion net spending appropriation for the Province to support the federal cost-share arrangement under the Safe Restart Agreement, which aims to support the reopening of provincial and territorial economies over the next six to eight months. Cabinet Confidences

Cabinet Confidences

Cabinet Confidences

Statutory Spending and Other Relief Measures

In addition to new spending measures under the Vote 52 and Vote 53 Contingencies, government has implemented a number of other measures which include tax and revenue relief measures, and statutory spending related to COVID-19.

Statutory spending directly related to COVID-19 includes a one-time boost to the Climate Action Tax Credit, a new Increased Employment tax incentive for businesses, funding for the Pandemic Pay for frontline workers in health and social sectors (a federal-provincial cost-sharing initiative), hotel purchases to support homelessness response measures, spending related to COVID-19 emergency coordination and response, and funding to maintain tree-planting plans while meeting the new COVID-19 related guidelines for industrial camps.

Other tax relief measures (foregone revenues) include a reduction in school tax for commercial properties by an average of 25% in the 2020 calendar year and a new temporary rebate on PST for select machinery and equipment to help businesses upgrade or pivot operations. Government has also delayed the scheduled increase to the carbon tax rate and other new *Budget 2020* tax measures.

Revenue relief measures (foregone revenues) include temporary wholesale pricing model for restaurants, bars and tourism operators with liquor licences, ICBC payment relief and deferral measures, and financial relief on commercial recreation tenures and permits.

Cabinet Confidences

Deferral Measures

In addition to spending, tax relief and foregone revenue measures, government has also implemented a number of payment deferral measures to provide administrative and financial relief to individuals, businesses and municipalities. This included a six-month moratorium on student loan collection, BC Hydro bill relief for residential and commercial customers, and bill deferrals for industrial customers and deferred school tax remittance for municipalities. Government has also provided administrative relief by extending tax filing and payment deadlines for the employer health tax, provincial sales tax, municipal and regional district tax on short-term accommodation, tobacco tax, motor fuel tax, and carbon tax. The estimated value of deferral measures are shown in Table 5. As these payments are expected to be received at a later date, they do not directly impact the fiscal plan. There may be increased risk of payment defaults on some of these revenues owed to government, depending on the breadth and duration of the pandemic. As cash payments are received, any adjustments related to doubtful accounts will be made if necessary and incorporated into the quarterly report forecasts.

Table 5 – Payment Deferral Measures (no direct operating fiscal impact)

Estimated value of deferral	Measure
$70 million	Six-month moratorium on student fee collection
$104 million	BC Hydro bill deferrals for industrial customers and bill relief measures
Over $1 billion	Postponing municipal remittance date for school taxes to the end of the calendar year
Over $5 billion	Extending tax filing and payment deadlines for the employer health tax, provincial sales tax, municipal and regional district tax on short-term accommodation, tobacco tax, motor fuel tax, carbon tax.
Over $6.2 billion	**Total Value of Deferrals**

Page 345 of 503 to/à Page 348 of 503

Withheld pursuant to/removed as

Cabinet Confidences

Cabinet Confidences

Cabinet Confidences

The Provincial Capital plan is a [redacted] that provides capital funding and authorization to proceed with major capital projects within core Government Ministries, service delivery agencies and Crown corporations that are part of the broader government reporting entity.

Cabinet Confidences

Priority projects with a capital cost of over $50 million must be publicly disclosed by the Ministry / Minister responsible, as required in the *Budget Transparency and Accountability Act*, once Government has approved the project's business case. Public disclosure includes both a release of a major capital project plan and inclusion within the over $50 million project table as part of Government's next public financial report.

Budget 2021 Capital Process

Cabinet Confidences

[1] Capital Ministries are Provincial Ministries that have either primary responsibility to deliver a capital program on behalf of Government or have a large sector that requires capital investment (i.e. SUCH sector). These Ministries include: Advanced Education, Skills and Training (Post Secondary Sector), Education (School Districts), Health (Health Authorities), Transportation, Citizen Services (core Government) and Municipal Affairs and Housing (BC Housing). Other Ministry capital funding requirements are managed through the regular Budget process.

Page 351 of 503 to/à Page 359 of 503

Withheld pursuant to/removed as

Cabinet Confidences

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 361 of 503 to/à Page 363 of 503

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 2021 TIMELINES

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

Cabinet Confidences

B.C. ANNUAL FINANCIAL REPORTING CYCLE

Fiscal Roles and Responsibilities

GOVERNMENT & LEGISLATIVE ASSEMBLY

The Government's strategic direction determines how public funds will be used to achieve desired outcomes. The Government is accountable to the Legislative Assembly and the public for its management of the Province's financial resources. In turn, the Legislative Assembly, as the elected representatives of the people, is obligated to ensure the public purse is properly managed and controlled. This obligation forms the basis of the administration of the financial affairs of the Province. Financial administration is established by Treasury Board and Cabinet, under applicable legislation, most significantly the *Financial Administration Act* (FAA).

TREASURY BOARD, MINISTER OF FINANCE & COMPTROLLER GENERAL

Treasury Board and the Minister of Finance have the authority and responsibility to direct the government's financial management policies. The Comptroller General has legislated responsibility under the FAA to develop financial management policy and procedures, and evaluate financial management. Policies and procedures on spending, procurement, and overall direction and control of the financial management function are stated in the Core Policy and Procedures Manual (CPPM), which is reviewed and approved by Treasury Board. CPPM applies to government ministries and offices of the Legislature[1], while other government organizations (such as Crown agency, health authorities, school districts, and universities and colleges) are expected to follow the spirit and intent of the policies.

MINISTRY AUTHORITY AND ACCOUNTABILITY

Within each ministry, the Minister is responsible for the administration of the financial affairs of their ministry, under the general direction of Treasury Board and the Minister of Finance, and within CPPM requirements. Ministers delegate responsibility to their respective Deputy Ministers, who in turn delegate authority to spend funds to specific persons within their ministries.

[1] Independent Offices of the Legislature includes: Office of the Auditor General; Office of the Conflict of Interest Commissioner; Elections BC; Office of the Human Rights Commissioner; Office of the Information and Privacy Commissioner; Office of the Merit Commissioner; Office of the Ombudsperson; Office of the Police Complaint Commissioner; Office of the Representative for Children and Youth.

Financial Legislation

Government's financial governance and administration, including the annual reporting cycle, is guided by legislation, policy, financial planning and budgetary controls. Significant financial legislation includes:

- ***FINANCIAL ADMINISTRATION ACT (FAA) –*** The *FAA* is the main statute that guides the financial administration process and provides Treasury Board with the authority to make financial decisions on behalf of government. It sets out the financial administration framework for core government covering assets, liabilities, expenditures, revenues, borrowing, lending and investing.

- ***BUDGET TRANSPARENCY AND ACCOUNTABILITY ACT (BTAA)*** - Outlines the Province's reporting requirements during the financial cycle and imposes specific reporting deadlines or release dates for key financial reports. The BTAA requirements include reporting on the advice of the Economic Forecast Council; presentation of the annual Estimates, Budget and Fiscal Plan, Quarterly Reports, and Public Accounts; publication of Quarterly Reports with revised forecasts; annual three-year service plans and service plan reports for each ministry and government organization; and an annual three-year government strategic plan and report.

- ***BALANCED BUDGET AND MINISTERIAL ACCOUNTABILITY ACT (BBMAA***) – The *BBMAA* normally requires government to table a balanced/surplus budget, however, recent amendments in recognition of the economic effects of the pandemic has permitted deficits for the 2021/22 to 2023/24 fiscal years. The *BBMAA* also requires a 20% ministerial salary holdback tied to ministry and government financial targets, with 10% pending the ministry achieving their fiscal target (i.e. remaining within their ministry voted budget) and the remaining 10% pending government achieving 50% of the budgeted surplus. When the budget forecasts a deficit, ministers can still receive the 10% collective holdback if they avoid an actual deficit by year-end.

- ***THE SUPPLY ACT & INTERIM SUPPLY ACT***- The annual *Supply Act* provides an appropriation for government to spend equal to the approved budget (as presented in the Estimates). Ministers are responsible for expenditures in accordance with the appropriation terms for their ministry. The *Interim Supply Act* provides preliminary spending appropriation to government in advance of the Estimates debate and the final *Supply Act* being passed in the Legislature.

- ***OTHER SUPPLEMENTARY SUPPLY ACTS*** – A supplementary supply act (supplementary estimates) may also be approved during a fiscal year. In addition to supply acts, spending authorization for certain specific purposes exists in other legislation, such as the *Wildfire Act*, the *Emergency Protection Act*, and various acts that authorize spending from a Special Account.

- ***FINANCIAL INFORMATION ACT*** **-** Requires specified public sector entities to publicly disclose certain financial information.

In addition to statues relating to financial management, the *Auditor General Act* creates the Auditor General as an Officer of the Legislature who is appointed to audit government's annual financial statements and to review the economy, efficiency and effectiveness of government's programs and organizations.

Collectively, this legislation sets the foundation for strong financial accountability and governance in the public sector.

Key Financial Reporting Dates

- The *Budget Transparency and Accountability Act (BTAA)* prescribes public reporting requirements as shown in the Table below.
- Some of the reporting requirements are affected by an election. For example, a quarterly report is not required to be made public if the date for that report falls between the date when an election is called and the date that is 40 days after the appointment of the Premier. Per this rule, the Second Quarterly Report which is due November 30, 2020, is not required to be made public.

Public Requirement	Responsibility	Public Reporting no later than (annually unless otherwise indicated)
Budget Consultation Paper	Minister of Finance	September 15
Budget Consultation Report	Select Standing Committee on Finance and Government Services	November 15
Budget (Main Estimates)*	Minister of Finance	• In a non-election year, on or before the Fourth Tuesday in February; • In an election year, on or before the Fourth Tuesday in March, or 120 days after the post-election appointment of the Premier (whichever is later).
Government Strategic Plan	A Minister[2]	On or before the date the Main Estimates are presented to the Legislative Assembly
Service Plans for ministries and government organizations	Minister Responsible	On the date the Main Estimates are presented to the Legislative Assembly

[2] This can be any minister, but by convention, is typically the Minister of Finance.

Public Requirement	Responsibility	Public Reporting no later than (annually unless otherwise indicated)
Quarterly Reports[3]	Minister of Finance	September 15 – Q1 November 30 – Q2 February 28 – Q3 May 31 – for the preceding fiscal year if Estimates for the current year have not been presented to the Legislative Assembly.
Public Accounts	Minister of Finance	August 31
Annual Report on Government's Strategic Plan	A Minister[2]	August 31
Annual Service Plan Reports for ministries and government organizations	Minister Responsible	August 31 or 5 months after an organization's fiscal year end
Report on estimated impact on forecast deficit or surplus of greater than $25 million in any year of the fiscal plan, arising from a change in government composition or to accounting policy/standards	Minister of Finance	As soon as practicable after the change
Major Capital Project Plans (except if disclosure would be harmful)	Minister Responsible	Within one month after a commitment has been made, public information on a major capital project plan stating the objectives of the project, the costs and benefits for the project and the risks associated with those costs and benefits.

***** Includes Main Estimates/*Supply Act* appropriations, economic and fiscal forecasts, statement of material assumptions and policy decisions underlying the forecasts, report on the advice of the Economic Forecast Council, signed statement by the Secretary to Treasury Board that the disclosure requirements have been met or an explanation of how requirements have not been met, a statement of adjustments in the final Supply Bill if the fiscal forecast is different than when the Minister believes is the most likely fiscal result, and information on major capital projects (total project cost greater than $50 million).

[3] Note: During an election, if the quarterly reporting date falls within the day an election is called and 40 days after a new Premier appointment, a quarterly report is not required to be made public.

Spending Authority

Governments can only spend revenue on authorized expenditures, which is generally authorized in one of three ways:

1. **Main Estimates** through the *Supply Act*, which provides spending appropriation to different ministries and votes as authorized by the Legislative Assembly.

2. **Supplementary estimates** through a *Supplementary Supply Act*, which specifies any additional spending appropriation incremental to the Main Estimates, by ministry and vote, as authorized by the Legislative Assembly.

3. **Statutory spending appropriations** as authorized by a statute. Statutory appropriations generally authorize expenditures that are important 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) but which are difficult to forecast or volatile in nature.

   Special Accounts also rely on statutory authority to authorize 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

SUMMARY ACCOUNTS BUDGETING

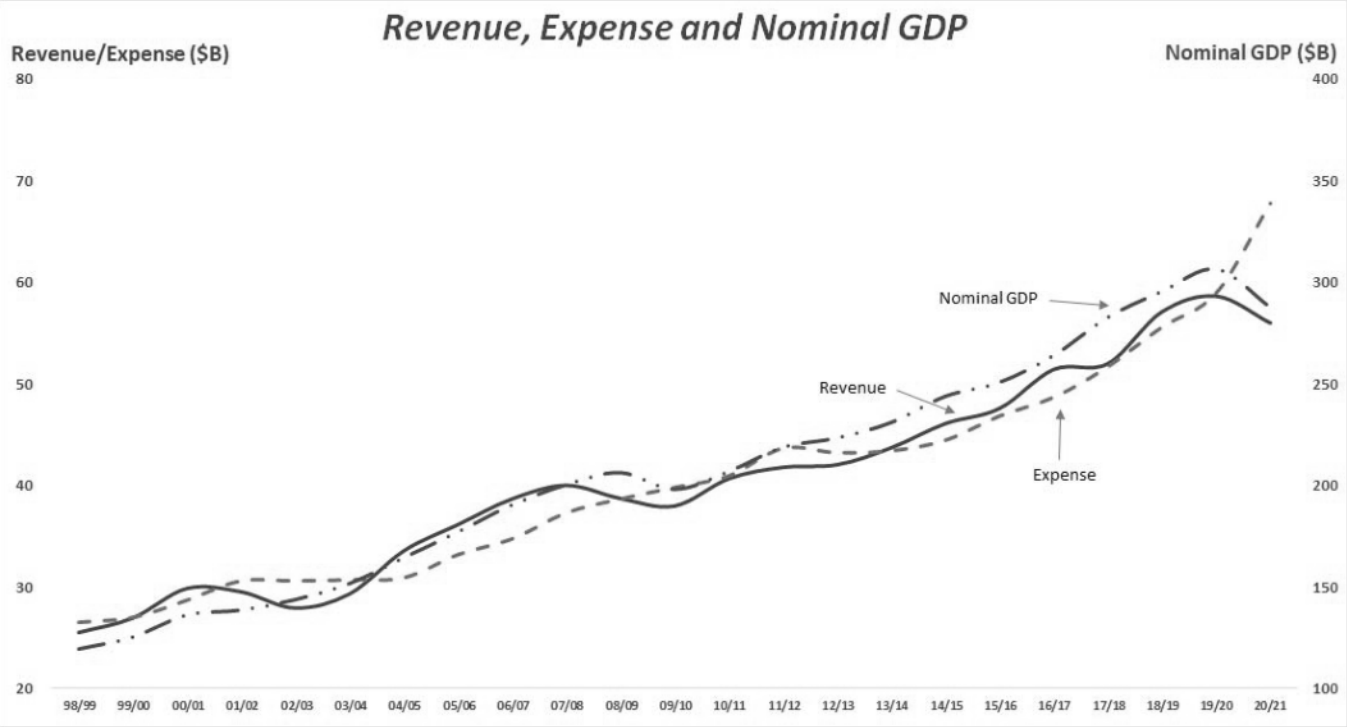
Revenue	-	**Expense**
CRF revenue combined with SUCH sector and service delivery agency own source revenue + Commercial Crown corporation net income		CRF direct spending on programs (i.e. excluding transfers to GRE entities) plus SUCH sector and service delivery agency spending

=

Surplus / (Deficit)

- The provincial government has been budgeting on a summary accounts basis since *Budget 2002*. Full compliance with generally accepted accounting principles (GAAP) as required under the *Budget Transparency and Accountability Act* was achieved in Budget 2004 with the inclusion of the SUCH sector (i.e. schools, universities, colleges, and health organizations).
- Summary accounts budgeting combines the financial projections of core government (i.e. the consolidated revenue fund, or CRF) with those of the service delivery agencies, including the SUCH sector, and the commercial Crown corporations. The CRF and these organizations are collectively known as the government reporting entity (GRE).
- It is commercial Crown corporation net income, and not dividends, that is reported as revenue in the summary accounts. Dividends merely represent the transfer of cash to the CRF. Practically all of the net income of the Liquor Distribution Branch and Lottery Corporation is paid to government as dividends, while in recent years BC Hydro and ICBC have retained all or a portion of their net income. This cash flow contributes in reducing government's borrowing requirements.
- Grants issued by ministries to organizations in the GRE may not always be spent in the same year. This lag results in no expenses on the summary-statement level in the year the grant is issued. Instead, expenses are incurred when the program is actually delivered, which results in a potentially unexpected expense to the government fiscal plan in that year.
- While BC was the leader in Canada in adopting full summary accounts budgeting, the other provinces have followed suit to varying degrees.
- The following sections present high level historical and current fiscal plan overviews for key financial elements. More details can be found in the appendix tables of the Budget and Fiscal Plan 2020/21 – 2022/23 document beginning at page 139.

OPERATING OVERVIEW: 1998/99 – 2020/21



Average annual growth rates (per cent)						
	1998/99 - 2000/01	2001/02 - 2004/05	2005/06 - 2008/09	2009/10 - 2012/13	2013/14 - 2016/17	2017/18 - 2020/21
Nonimal GDP	6.73%	4.84%	5.84%	2.06%	4.27%	2.29%
Revenue	8.22%	3.23%	3.73%	2.14%	5.18%	2.27%
Expense	4.09%	1.91%	5.78%	2.86%	3.05%	8.70%

The above chart depicts the trends in nominal GDP, revenue and spending over the last twenty one years, including the 2020/21 forecast.

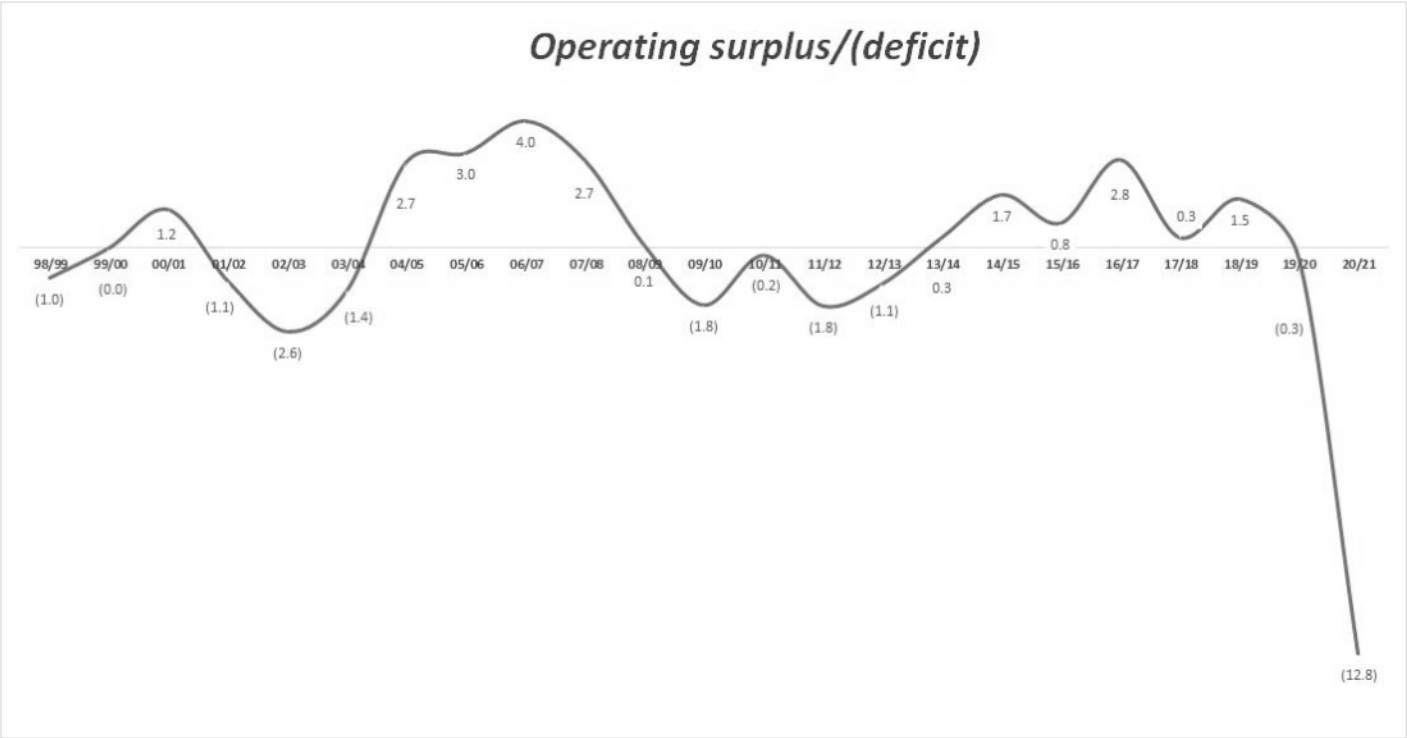
As would be expected, revenue growth is dependent on economic activity. However, exceptions can occur as a result of policy decisions, such as the reduction in income tax and sales tax rates in 2001/02, or externalities, such as the boom in commodity prices in the 2005/06 to 2008/09 period, followed by their collapse. The projected one-time $2.6 billion revenue decline in 2020/21 reflects the impacts of the COVID-19 pandemic.

Generally, spending increases in response to rising revenues with a lag. In times of extraordinary revenue growth this can lead to unsustainable spending growth – for example annual spending growth averaged 5.8 percent over the 4-year period 2005/06 to 2008/09. Similarly, revenue growth averaging 5.18% during 2013/14 – 2016/17 was followed by expense growth of 5.9% in the four years 2016/17 – 2019/20.

The periodic changes in spending growth reflect government's commitment to balancing the budget over time. The reductions implemented during 2002/03 to 2004/05 and the expenditure management applied beginning in 2009/10 were intended to control government spending in the

face of revenue losses, with the eventual goal of balancing the budget when historical revenue growth resumed.

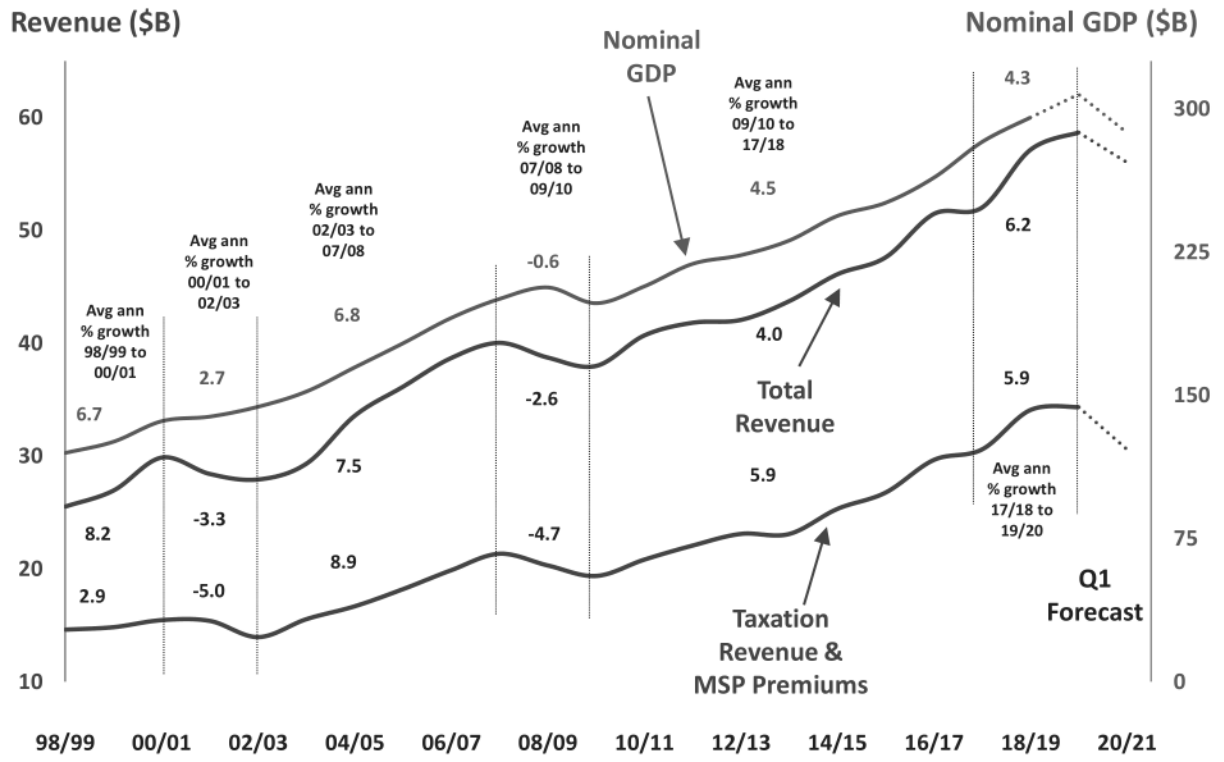
Since the *Balanced Budget and Accountability Act* prohibits presenting a budget deficit, there remained a continued focus on managing expenditure growth until the unprecedented impacts of the COVID-19 pandemic. The 2020/21 *First Quarterly Report* projects an operating deficit of $12.8 billion. This projection includes forecast allowance of $1.0 billion to reflect the heightened level of uncertainty over the remainder of the year.



REVENUE TRENDS: 1998/99 – 2020/21

Over the 21-year period to 2019/20, total revenues rose 130 per cent compared to an estimated 157 per cent growth in nominal GDP over this period. However, not all revenue sources contributed equally. For example, revenue from tax and Medical Service Plan (MSP) premiums increased 135 per cent and federal government contributions rose 274 per cent over this time period. In contrast, natural resource revenues increased just 9.2 per cent over the 21-year period. This analysis combines MSP premiums with tax revenues as MSP was phased out over 4 years and fully eliminated in 2020/21 while the employer health tax was implemented in January 2019. The following chart compares total revenue, tax and MSP revenue and nominal gross domestic product (GDP) over the past 21 years. The revenue axis is on the left side of the chart and the GDP axis is on the right side.

Total Revenue, Taxation Revenue and Nominal GDP

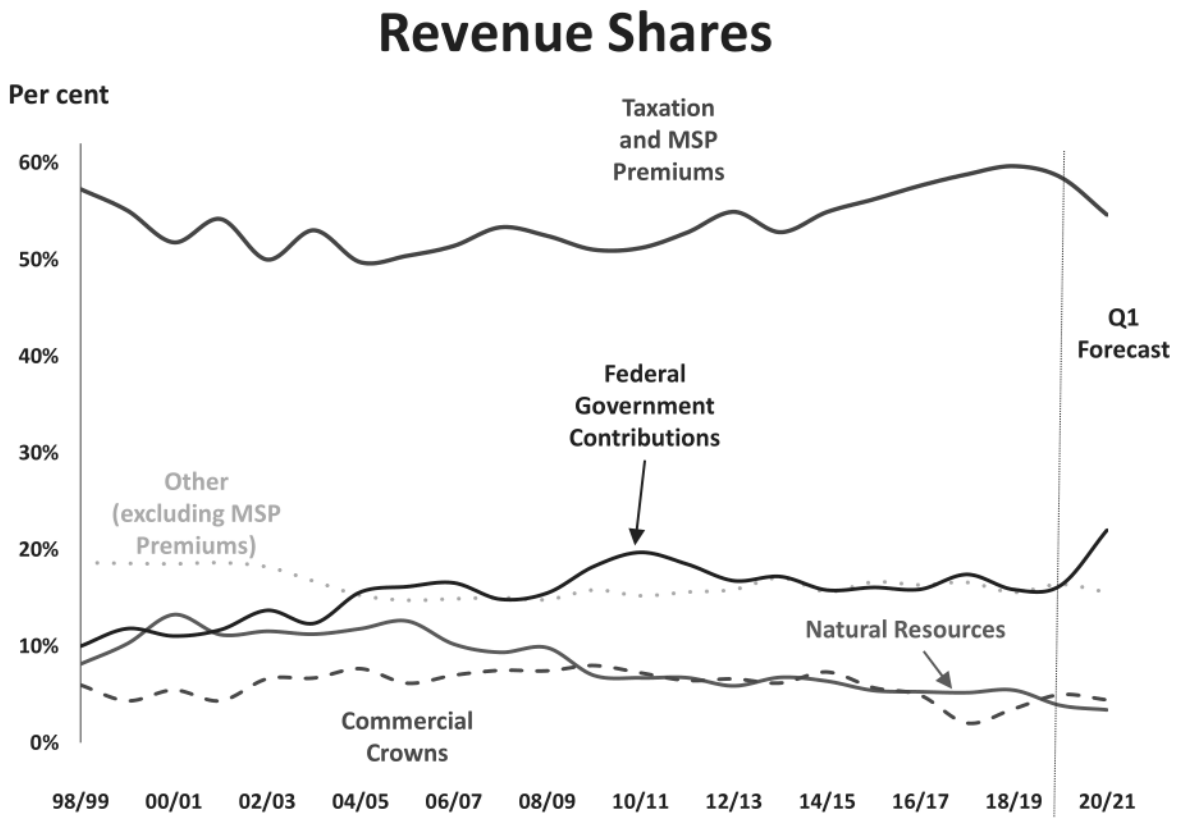


Revenue growth (and in particular, taxation revenue) is dependent on economic conditions and activity as measured by nominal GDP. As the above chart shows, taxation revenues will tend to rise faster and decline more than overall revenues. During periods of economic expansion or contraction, the factors directly and indirectly impacting tax revenues may move in tandem resulting in significantly stronger or weaker annual tax revenue growth compared to overall revenue.

Federal government contributions generally tend to rise over time and are less susceptible to changes in economic growth and hence provide some degree of stability to total revenue compared to tax revenues.

Revenue Shares

The accompanying chart depicts the percentage share of total revenue of each of the major revenue sources. If a revenue source maintains a constant share of total revenue, then the revenue source has increased at the same average annual rate as total revenue growth (4.0% average annual growth from 1998/99 to 2019/20). Therefore, an increasing share of total revenue indicates higher than average growth, and vice versa.



Revenue share analysis is useful in comparing relative trends, however shares in any one particular year may be influenced by a number of different factors. These include:

- a significant change in one particular major revenue source – e.g. in 2001/02, the share of taxation revenue rose despite a 0.4 per cent decline in taxation and MSP premium revenues – whereas natural resource revenues declined almost 20 per cent and total revenue fell 4.9 per cent;
- policy changes that increase/decrease particular revenue sources – e.g., in 2001, government introduced personal, corporate and sales tax measures that reduced revenues over 2 years;
- the impacts of "prior-year adjustments' for personal and corporate income tax revenues; and
- the response by the federal government in 2020/21 to increase COVID-19 related transfers.

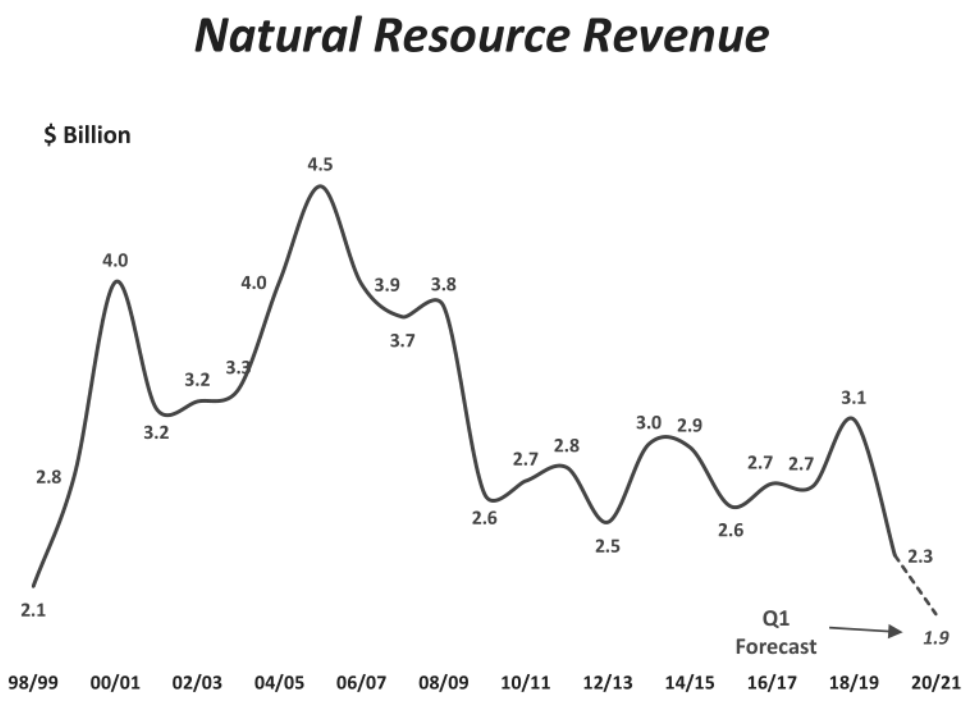
As one would expect, variations in the taxation revenue share are strongly affected by changes in economic conditions. The share of tax and MSP premium revenues has averaged 54 per cent over the 1998/99 to 2019/20 period, ranging from a low of 49.7 per cent in 2004/05 and a high of 59.6 per cent in 2018/29. Other revenue is comprised of fees (excluding MSP premiums), investment earnings and miscellaneous sources and its share has been relatively stable since 2003/04. (Prior to

2003/04, other revenue included fares from B.C. Ferries when they were included in the government entity.)

The relative stability of the share of total revenue from other sources tends to obscure changes in its composition. Other revenue averaged 3.4 per cent annual growth over the 21-year period. Fee revenue excluding MSP premiums averaged 3.9 per cent and miscellaneous revenue averaged 5.0 per cent annual growth. However, fee revenue excluding fees collected by post-secondary institutions and health authorities averaged just 0.9 per cent annual growth, indicating the strength in contribution from post-secondary institutions and health authorities. In addition, over 50 per cent of miscellaneous revenue is collected by the SUCH sector (schools, universities, colleges and health authorities). These organizations may not be able to continually increase their revenues at the same pace.

The increasing share of total revenue from federal government transfers mainly reflects increases in the Canada Health Transfer and Canada Social Transfer entitlements. Annual fluctuations have occurred over time reflecting one-time revenues under the Canada Health and Social Transfer program, the uneven equalization entitlements (from 2001/02 to 2006/07) and harmonized sales tax transition payments between 2009/10 to 2011/12.

The natural resource share of total revenue peaked in 2000/01 at 13.5 per cent and natural resource revenues peaked in 2005/06 at $4.5 billion. Natural resource revenues have been very volatile with changes in commodity prices, export markets and the exchange rate and the trend is not in line with overall revenue. Revenues from natural gas royalties, sales of Crown land leases and forests have fallen considerably since the mid 2000's. In 2020/21, natural resource revenue is forecast to be $1.9 billion – the lowest level in over 20 years.



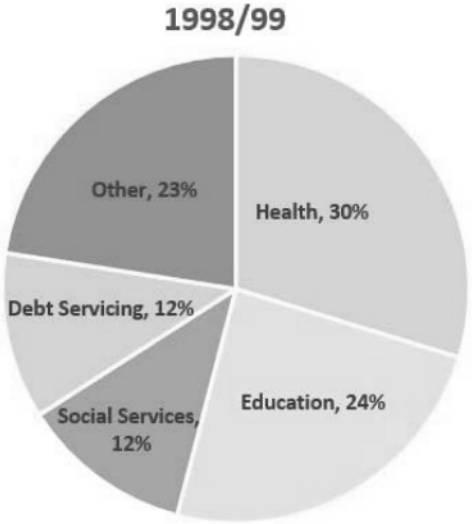
The revenue share from commercial Crown net income is relatively flat over the past 21 years. Net income from the Liquor Distribution Branch has been fairly stable and net income from BC Lottery Corporation has generally increased over time. However, net income from the Insurance Corporation of British Columbia has been volatile over history.

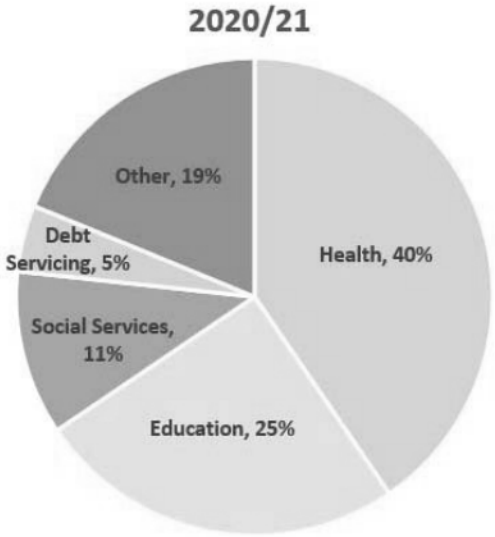
EXPENSE TRENDS: 1998/99 – 2020/21

- Total expense is projected to reach $67.8 billion in 2020/21 as forecast in the *First Quarterly Report* – an increase of 156 per cent over 1998/99 for ongoing programs and services. Spending for extraordinary or one-time unusual items such as COVID-19 response measures have been excluded.

- Total expenditure averaged 3.9 per cent annual growth over the 23-year period and average annual growth trends for the major expense areas are:
  - Health: 5.3%
  - Education: 4.0%
  - Social services: 3.6%
  - Other: 3.0%
  - Debt servicing: –0.5%

- The majority of government spending has been on the health and education sectors. From 1998/99 to 2020/21, health and education spending averaged 64.2 per cent and is forecast to represent 65.5 per cent of total spending in 2020/21. See graph below and Appendix A for further details.





- Over this 23-year period, the majority of the increase was for spending in Health (up 213%) and Education (up 138%). Spending on Social Services increased by 116% during this period, while other program spending is forecast to increase by 92 per cent and debt servicing costs is expected to decline by 10%.

- Health spending has consistently increased more than the average growth rate. The sector's share of total government spending has increased from 30 per cent in 1998/99 to 40 per cent by 2011/12, where it has remained for the last 10 years. This represents an average annual spending increase of 5.3%.

- Education's share of total expense is materially unchanged from 1998/1999, increasing only

1 percentage point (from 24% to 25%) by 2020/21. After an initial period of expansion (its share was almost 28 per cent in 2009/10), subsequent years' growth has not been as robust, reflecting declining K-12 enrolment (until recently) and the introduction of efficiency measures. Over the last 23 years, average annual growth in Education expense is projected to be 4.0%.

- The share of total expense allocated to social services is materially unchanged from 11.9 per cent in 1998/99 to 11.2 per cent in 2020/21. However, there was a decrease in spending for the sector between 2002/03 to 2019/20 where the total share reached a low of 8.2 per cent, which has subsequently increased. This category is expected to average 3.6 per cent annual growth by 2020/21, reflecting planned funding increases to programs supporting children, families and individuals in need.

- Other expense in the chart includes protection of persons/property, transportation, natural resources/economic development, housing and general government. This category's share of total expense declined from 22.5 per cent in 1998/99 to 18.8 per cent in 2020/21. Spending in this sector decreased to a low of 17.1 per cent in 2013/14.

- Debt servicing share of total expense declined from 11.5 per cent in 1998/99 to 4.6 per cent in 2019/20 and is forecast to continue to decline slightly to 4.5 per cent in 2020/21. The reduction is in spite of steadily growing debt levels and reflects the low-interest rate environment of the recent years.

APPENDIX A

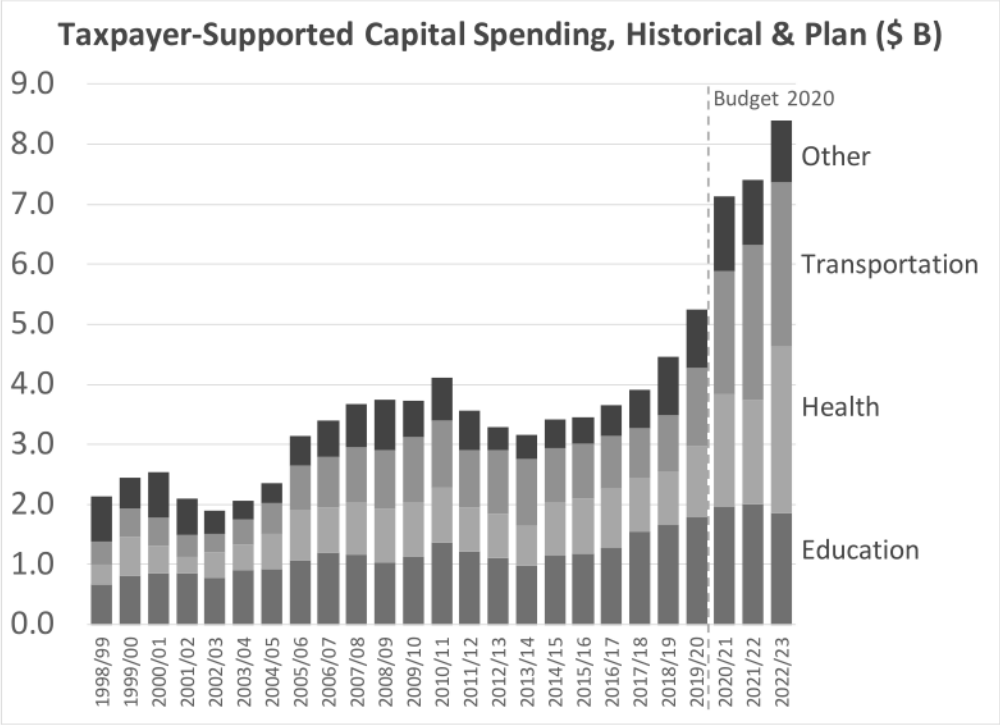
Fiscal Year	Expense by Function - $ millions						Expense by Function - %					
	Health	Education	Social Services	Other	Debt Servicing	Total expense	Health	Education	Social Services	Other	Debt Servicing	Total expense
1998/99	7,871	6,438	3,150	5,961	3,051	26,471	29.73%	24.32%	11.90%	22.52%	11.53%	100%
1999/00	8,622	6,646	3,119	5,636	2,932	26,955	31.99%	24.66%	11.57%	20.91%	10.88%	100%
2000/01	9,277	7,202	3,234	5,918	2,986	28,617	32.42%	25.17%	11.30%	20.68%	10.43%	100%
2001/02	10,410	7,686	3,430	6,282	2,770	30,578	34.04%	25.14%	11.22%	20.54%	9.06%	100%
2002/03	10,818	7,879	3,117	6,033	2,553	30,400	35.59%	25.92%	10.25%	19.85%	8.40%	100%
2003/04	11,110	8,213	2,778	6,008	2,446	30,555	36.36%	26.88%	9.09%	19.66%	8.01%	100%
2004/05	11,393	8,487	2,625	6,071	2,305	30,881	36.89%	27.48%	8.50%	19.66%	7.46%	100%
2005/06	12,284	8,913	2,738	6,324	2,198	32,457	37.85%	27.46%	8.44%	19.48%	6.77%	100%
2006/07	13,099	9,488	2,882	6,701	2,270	34,440	38.03%	27.55%	8.37%	19.46%	6.59%	100%
2007/08	14,111	9,981	3,021	7,484	2,237	36,834	38.31%	27.10%	8.20%	20.32%	6.07%	100%
2008/09	14,923	10,472	3,323	7,790	2,158	38,666	38.59%	27.08%	8.59%	20.15%	5.58%	100%
2009/10	15,330	11,039	3,476	7,749	2,197	39,791	38.53%	27.74%	8.74%	19.47%	5.52%	100%
2010/11	15,992	11,166	3,786	7,731	2,252	40,927	39.07%	27.28%	9.25%	18.89%	5.50%	100%
2011/12	16,917	11,229	3,940	7,579	2,383	42,048	40.23%	26.71%	9.37%	18.02%	5.67%	100%
2012/13	17,502	11,529	3,990	7,794	2,390	43,205	40.51%	26.68%	9.24%	18.04%	5.53%	100%
2013/14	17,862	11,828	3,805	7,425	2,482	43,402	41.15%	27.25%	8.77%	17.11%	5.72%	100%
2014/15	18,370	11,828	3,847	7,897	2,498	44,440	41.34%	26.62%	8.66%	17.77%	5.62%	100%
2015/16	19,203	12,213	4,106	8,484	2,826	46,832	41.00%	26.08%	8.77%	18.12%	6.03%	100%
2016/17	19,689	12,469	4,243	9,696	2,587	48,684	40.44%	25.61%	8.72%	19.92%	5.31%	100%
2017/18	20,927	13,091	4,737	10,328	2,623	51,706	40.47%	25.32%	9.16%	19.97%	5.07%	100%
2018/19	22,151	14,089	5,343	11,330	2,684	55,597	39.84%	25.34%	9.61%	20.38%	4.83%	100%
2019/20	23,449	14,734	5,887	12,184	2,727	58,981	39.76%	24.98%	9.98%	20.66%	4.62%	100%
2020/21F	24,633	15,303	6,800	11,446	2,747	60,929	40.43%	25.12%	11.16%	18.79%	4.51%	100%

CAPITAL SPENDING TRENDS: 1998/99 – 2022/23

- *Budget 2020* includes $32.6B of capital spending over the three-year fiscal period. This includes capital spending across the Government Reporting Entity.
- Capital spending is classified as either taxpayer-supported or self-supported, depending on the nature of the organization making the capital expenditure.
- For Budget 2020, $22.9 billion over the fiscal plan period represents investment in taxpayer-supported government and agency infrastructure.

Taxpayer-supported capital spending

- Taxpayer-supported capital spending refers to capital investments by School Districts, Health Authorities and Post Secondary Institutions (SUCH Sector), Transportation sector, Ministries, BC Housing and the Royal BC Museum.
- Taxpayer-supported capital spending is increasing significantly from a range of $3.2B to $5.2B per year in the past ten years to a historic high of $8.4B in 2022/23.



- The spending growth reflects the addition of several projects to the capital plan and, to a lesser extent, the recent cost escalation in the construction market.
- When comparing historical and planned capital spending, it is important to note that it is normal for some planned capital spending to slip into future years due to timing changes in procurement and construction, meaning that actual capital spending is generally likely to be less (approximately 15%) than planned.
- The Transportation sector includes investments by the BC Transportation Financing Authority and BC Transit. Education capital spending includes both K-12 public schools and post-

secondary institutions. The 'Other' capital spending category includes Ministries, BC Housing and the Royal BC Museum.

Taxpayer-Supported Capital Spending (% by Sector)

	1998/99	2022/23
Education	32%	22%
Health	15%	33%
Transportation	18%	33%
Other	35%	12%
TOTAL	**100%**	**100%**

- Transportation and Health are the largest and fastest growing components of taxpayer-supported capital spending.

Advice/Recommentations

- This increased funding growth in the Health and Transportation sector are due primarily to expanded investments in several major capital projects whereas Education and Other capital spending tends to have a large number of smaller value projects. Examples of projects within the Transportation and Health Sectors that contribute to this increase include:

Capital Project	Total Cost ($ millions)

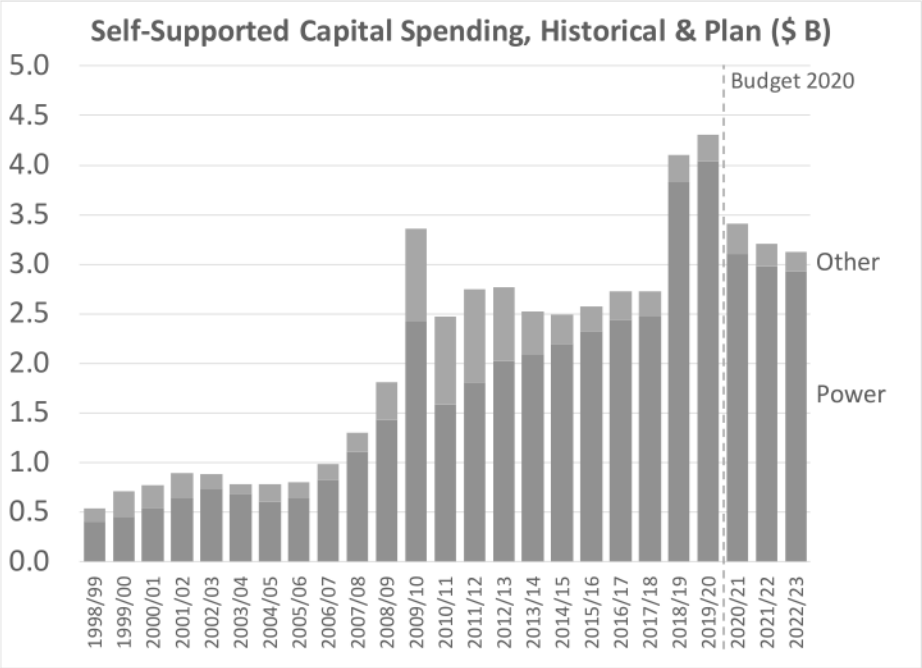
Advice/Recommentations

- Capital spending is financed from a number of sources, including Provincial Debt. Operating cashflow and working capital (i.e. management of cash balances, receivables and payables) can finance a portion of capital spending. The Province's ability to finance capital though these other sources is reduced when the Province is in a deficit position, which results in more capital spending being financed from direct borrowing / debt.

- Other organization outside of Government make significant contributions towards Health, Post Secondary and Transportation projects including: the Federal Government, Regional Hospital Districts (Municipal), Foundations and Agency operating funds. The Province is expecting $2.1B from the Federal Government and $1.9B from other external sources over the fiscal plan period (20/21 – 22/23) to help fund the Province's capital plan.

Self-supported capital spending

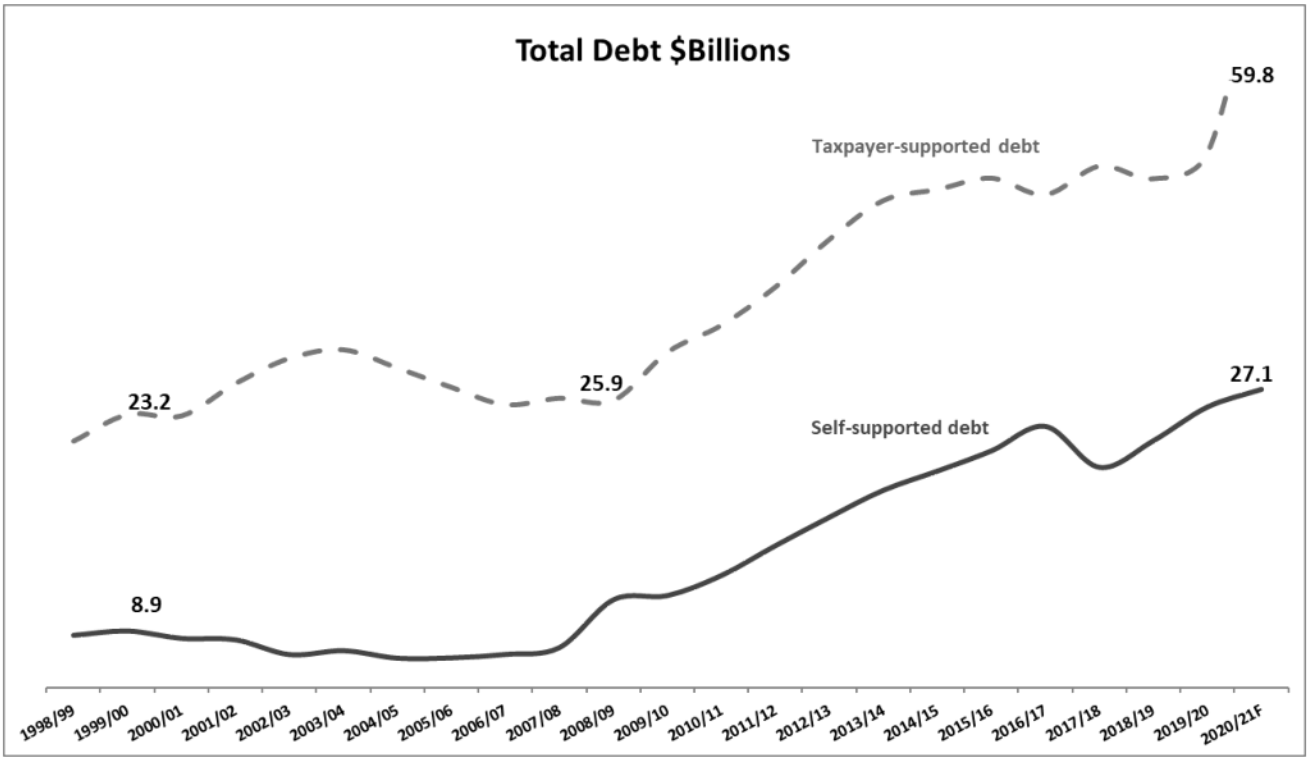
- Self-supported capital spending refers to projects delivered by Commercial Crown Agencies such as BC Hydro, Columbia Power Corporation, Liquor Distribution Branch, ICBC, and BC Lottery Corporation.
- *Budget 2020* reported self-supported capital spending plans totalling $9.7B over the three-year fiscal plan period.



- The capital spending on the power and transmission projects has ranged between $1.6B to $4.0B annually in the past ten years, accounting for 84% of self-supported capital spending over that period. Over the fiscal plan period, it is planned to range between $2.9B and $3.1B annually. In addition to construction on Site C, BC Hydro continues to refurbish its aging generation and transmission assets, many of which were built in the 1960s and 1970s.
- Aside from power projects, self-supported capital spending over the fiscal plan also includes BC Lottery's replacement of legacy business systems, ICBC's IT upgrades, and the Liquor Distribution Branch's expansion of BC Cannabis stores.

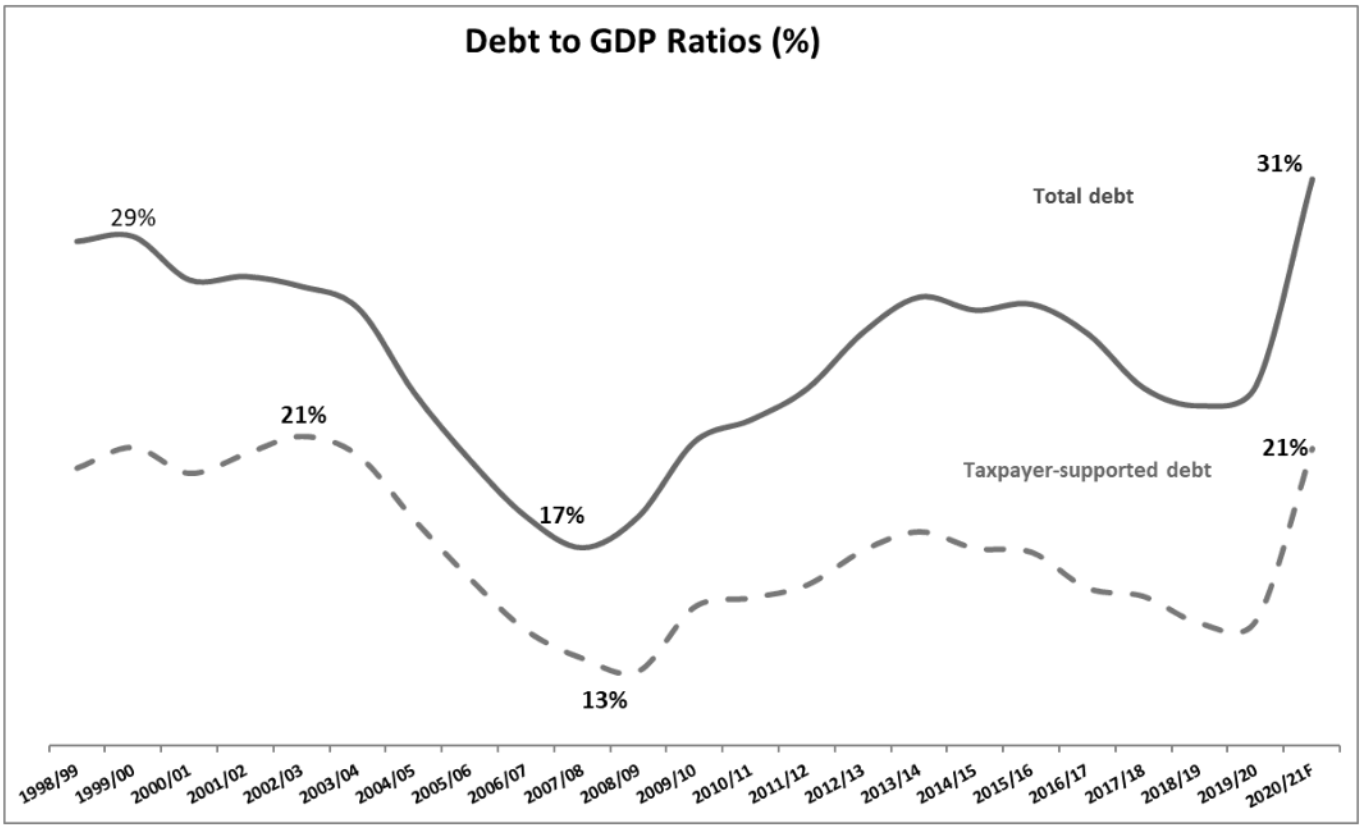
DEBT TRENDS: 1998/99 – 2020/21

- Debt is classified as either taxpayer-supported or self-supported, depending on the nature of the organizations doing the borrowing.
- Total debt was budgeted to reach $76.4B in 2020/21 before COVID-19 impacted the Province's finances. In Q1 the forecasted total for 2020/21 was updated to be $87.9B.
- Taxpayer-supported debt has increased from $23.2B in 1998/99 to a projected $59.8B in 2020/21 due to requirements for financing capital spending for transportation, health, education, post-secondary, housing and other infrastructure as well as financing the operating deficit caused by the COVID-19 crisis. The operating debt is forecasted to be $8.2B for 2020/21 (the rest of the taxpayer-supported debt is related to capital spending).
- Self-supported debt has increased from $8.9B in 1998/99 to a projected $27.1B in 2020/21 – exclusively due to requirements for financing capital spending.
- The vast majority of self-supported debt relates to BC Hydro power projects (90%). Other self-supported debt includes borrowing by Columbia Basin power projects, BCLC to finance gaming equipment purchases, the Liquor Distribution branch and the debt owed by the commercial subsidiaries of post-secondary institutions.



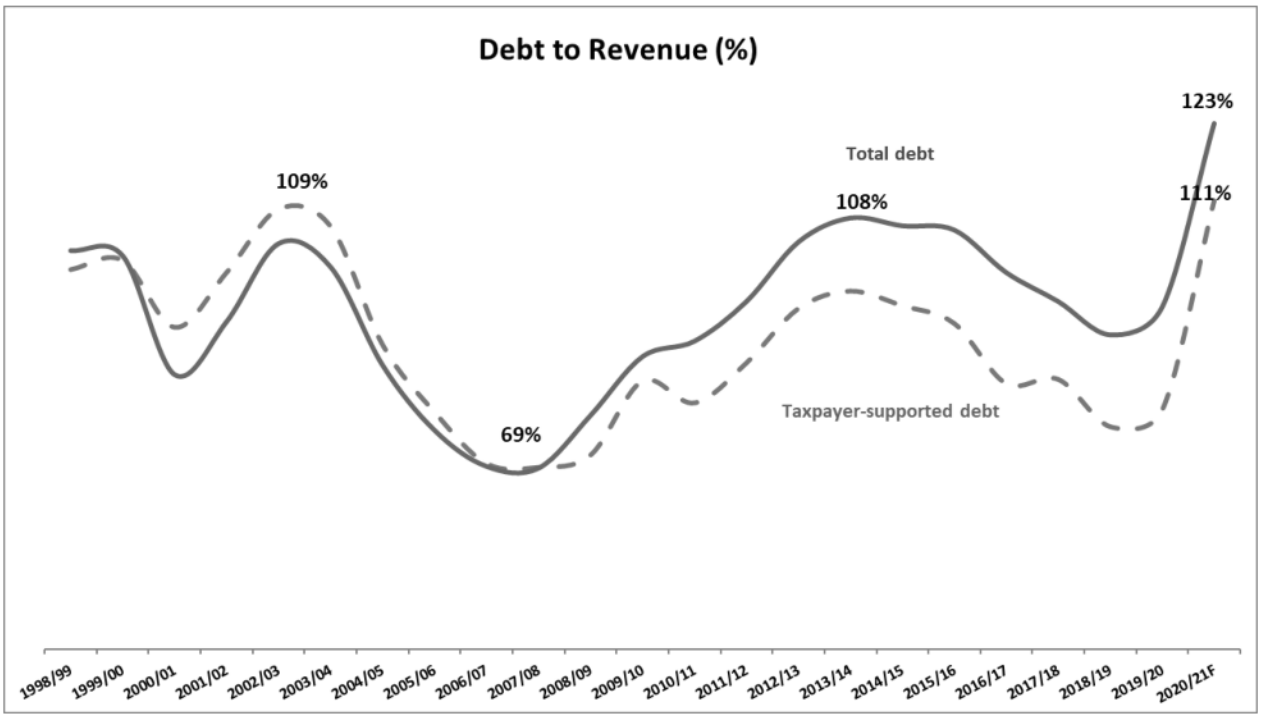
Debt Affordability Measures

- Debt relative to GDP is often used as an indicator for assessing the financial health of a government. Rating agencies focus on taxpayer-supported debt-to-GDP as one measure of government's control over its finances.
- Taxpayer-supported debt-to-GDP hit a high of 21% in 2003/04 and a low of 13% in 2008/09. The forecast for 2020/21 is 21%.
- The total debt to GDP ratio reflects BC Hydro's debt load driven by its aggressive capital spending program. As this ratio includes self-supported debt, which is financed from revenue generated from the sale of services to individuals and organizations outside of government, it does not have a significant influence on the province's credit rating.
- Total debt as a percentage of GDP hit a high of 28.5% in 1999/00 and a low of 17.2% in 2007/08. The forecast for 2020/21 is 31%.



Whereas Debt-to-GDP measures debt against the size of province's economy, debt-to-revenue is another measure of government's ability to carry the size of the debt by comparing it against the income/revenues.

- Total debt to total revenue includes all government entity debt and associated revenue. The taxpayer-supported debt-to-revenue does not include the self-supported entities' debt or revenues or dividends from enterprises.
- Prior to the current year forecast, taxpayer-supported debt-to-revenue hit its highest level of 109.3% in 2002/03 and its lowest level at 68.5% in 2007/08. Current year is forecasted at 110.6%.
- Prior to the current year forecast total debt-to-revenue hit its highest level of 107.8% in 2013/14 and its lowest level at 68.5% in 2007/08. Current year is forecasted at 123%.



(Note about the graph: in some years, the total debt-to-revenue is lower than the taxpayer-supported debt-to-revenue alone. This happens when the revenue of government's business corporations (commercial Crowns) is at a higher ratio to their combined debt level, compared to the taxpayer-supported ratio).

COMMERCIAL CROWN CORPORATIONS

- Commercial Crown corporations, also known as government business enterprises, are those organizations that are able to maintain their operations from revenue received from sources outside the government. This includes BC Hydro, ICBC, BC Lottery Corporation, and the Liquor Distribution Branch.
- The net income (and losses) of commercial Crown corporations is included as revenue in government's summary financial statements, in line with accounting standards. The dividends that commercial Crowns pay to the government do not directly impact government's bottom line; they merely represent the transfer of cash to the CRF. This cash flow contributes in reducing government's borrowing requirements.

Cabinet Confidences

Page 387 of 503 to/à Page 388 of 503

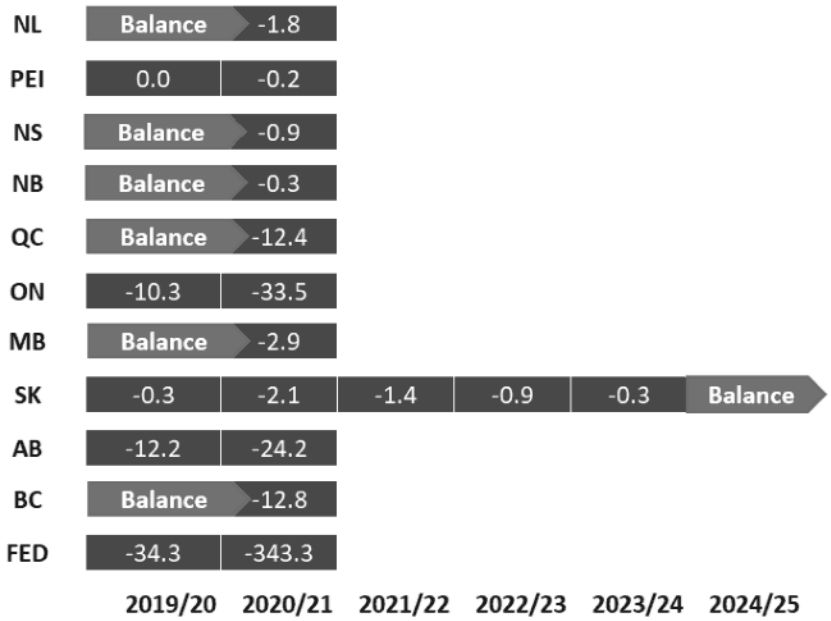
Withheld pursuant to/removed as

Cabinet Confidences

FISCAL BALANCES

Due to the economic impact of the COVID-19 pandemic and federal and provincial expenditure response measures, the federal government and all provinces are currently projecting deficits for the 2020/21 fiscal year; six provinces had balanced budgets in 2019/20. Since the start of the pandemic, only Saskatchewan has released a multi-year fiscal plan that projects a balanced budget at the end of the forecast horizon.

Chart I: Timeline for Achieving Budget Balance ($ Billions)



Source: Federal and provincial financial updates and Newfoundland and Labrador Budget (released September 30th).
Notes: Quebec's fiscal balance is shown before use of Stabilization reserve and Generations Fund; after use of these instruments, Quebec currently presents a zero balance for 2020/21.

As a share of GDP, budget deficits for 2020/21 are estimated to range from about 15.9 per cent for the federal government, to about 0.8 per cent for New Brunswick. B.C.'s deficit is estimated to be 4.3 per cent of GDP, exceeded only by Alberta (7.7 per cent) and Newfoundland and Labrador (5.8 per cent).

All provinces have released a 2020 budget, except Ontario, which in March released an economic and fiscal update. The federal government has not released a 2020 budget, and instead released an Economic and Fiscal Snapshot 2020 in July. It will release an update to Canada's COVID-19 Economic Response Plan in the fall, including an outline of the Government's economic and fiscal position, fiscal projections, and new measures to implement commitments made in the Throne Speech.

Due to the economic volatility resulting from the pandemic and the potential need for further government response measures, there is a great deal of uncertainty regarding fiscal projections.

TRENDS IN PROVINCIAL 2020 BUDGETS/UPDATES

The majority of provinces released their budgets in February or March, before the extent of the economic impact of COVID-19 (and the resulting impact on provincial fiscal plans) had been fully realized. Since then, every province has issued a fiscal update, with the exception of Newfoundland and Labrador which tabled its budget on September 30, 2020. Ontario released what it called an economic and fiscal update (rather than a budget) in March 2020, and in August provided a first quarter update. Two provinces (Quebec and Nova Scotia) have not released new fiscal updates for two to three months, so those updates may not reflect the impact on provincial revenue and expenditure of more recent COVID-related federal transfers.

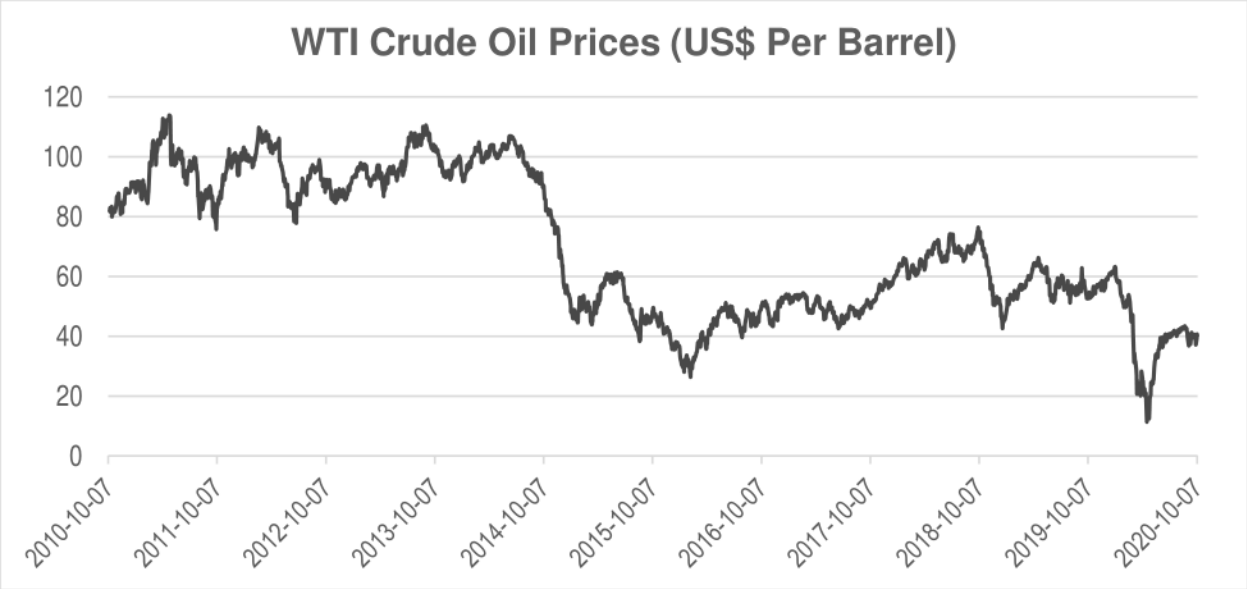
While Saskatchewan, Ontario, and Alberta had substantial deficits in 2019/20, most provinces had small surpluses or were very near fiscal balance (PEI had a deficit of just $4 million). This year, every province is expecting to have substantial deficits.

Compared to 2019/20, the decline in budget balances among all provinces has been almost $76 billion. The primary reason for the large deficits this year is the impact of the COVID-19 pandemic, which has had an impact on revenue and expenditure of provinces.

Reduced wage income and corporate profits have reduced personal and corporate income tax revenue, and sales tax revenue has also been impacted. Own-source revenue among provinces is estimated to have a year over year decline of $40 billion (10.7%) in 2020/21. This is partially offset by a reported increase of $15 billion in federal transfers, due in large part to COVID-related federal funding (note: due to timing issues, the full impact of COVID-related transfers and associated expenditures have not yet been reflected in all provinces' fiscal reporting).

The pandemic has increased health expenditures and social assistance caseloads. Provincial governments have also introduced measures to support people and businesses through the economic downturn and provide economic stimulus; examples include direct supports to businesses and individuals, tax rate reductions and tax credit increases, and loan guarantees and deferrals on tax payments and loan payments to provide short-term liquidity. Combined with other spending increases, total expenditures in 2020/21 are estimated to increase by $51.5 billion this year. Provinces generally do not appear to be trying to balance their budgets yet by raising taxes or through austerity measures to reduce spending.

While all provinces' fiscal plans have been impacted by COVID-19, oil producing provinces (especially Alberta and Newfoundland and Labrador) have been impacted by reduced demand (as a result of people driving less) and by lower regional and global commodity prices driven largely by an imbalance between supply and demand. Oil prices never fully recovered from a downward slide that occurred in 2014/15 and 2015/16, and in May the price of a barrel of West Texas Intermediate (WTI), the benchmark for US oil, fell briefly as low as $-37.63 a barrel (a negative value) due to excess supply and a lack of storage facilities. While prices have rebounded somewhat since then, they remain below the modest gains that had been made since 2016.



Low oil prices have contributed to the size of the deficits in Alberta and Newfoundland and Labrador; their deficits are estimated to be about $5,465 per capita and $3,520 per capita (respectively), compared to an average of about $1,975 per capita among the other eight provinces (B.C.'s deficit is estimated at $2,485 per capita).

Across all provinces, net debt is expected to increase by $110 billion this year (this does not include PEI, which did not provide an update to its debt projection in its latest update). This is more than deficits have increased, and likely also reflects the impact of increased borrowing for capital projects and possibly pre-borrowing for cash management purposes.

Alberta recently experienced a credit rating downgrade and increased debt across the country has resulted in increased borrowing costs. Borrowing became an issue of special concern for provinces this spring, with Manitoba reporting difficulties borrowing funds and provinces jointly calling on the federal government to borrow funds on their behalf. Instead, pressures were eased with two Bank of Canada programs: under the Provincial Bond Purchase Program (PBPP), the Bank would purchase up to $50 billion in provincial bonds in the secondary market, and under the Provincial Money Market Purchase Program (PMMP), the Bank announced it would purchase up to 10 percent of each accepted offering of directly-issued provincial money market securities through the primary issuance market. On October 15, 2020, it was announced that the Bankers' Acceptance Purchase Facility and the Canada Mortgage Bon Purchase Program would be discontinued in late October due to imporving financial market conditions; that announcement did not affect the PBPP, which will expire on May 6, 2021, or the the PMMP, for which there is no expiry date listed.

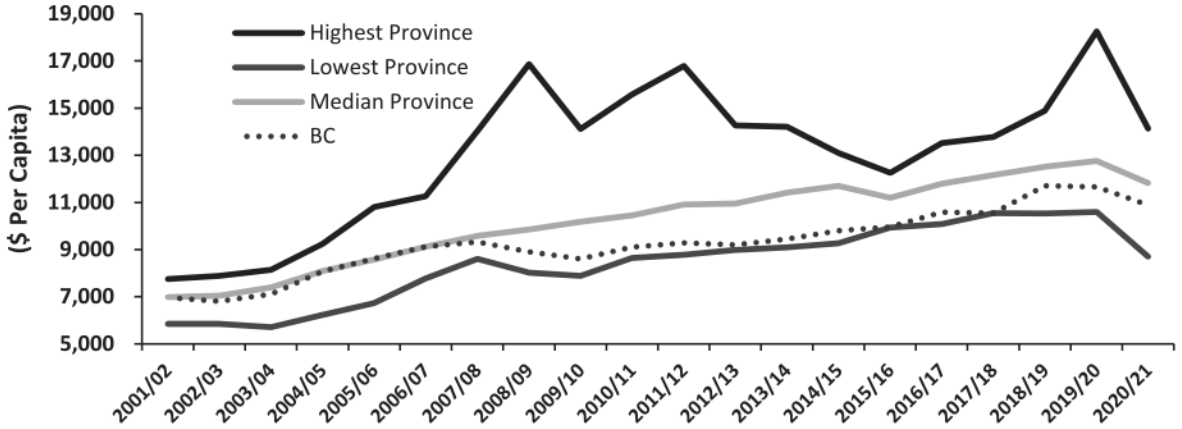
Provincial budgets and updates have not yet identified how provinces plan to return to balance.

COMPARISONS OF REVENUE AND EXPENDITURE

B.C.'s **per capita revenue** was close to the median from 2000/01 until 2007/08. B.C. was particularly hard-hit by the 2008 global economic recession, and its per capita revenue dropped to among the lowest in Canada. At that time, declines or reduced growth in provinces' non-resource revenue was offset by a surge in resource revenue that some provinces experienced, such that per capita revenue growth for provinces collectively remained largely unaffected.

Over the entire period covered in Chart 1, B.C. had the slowest total revenue growth per capita of any province. In 2020/21, per capita revenue in B.C. is expected to be about $942, or 8%, lower than the median province.

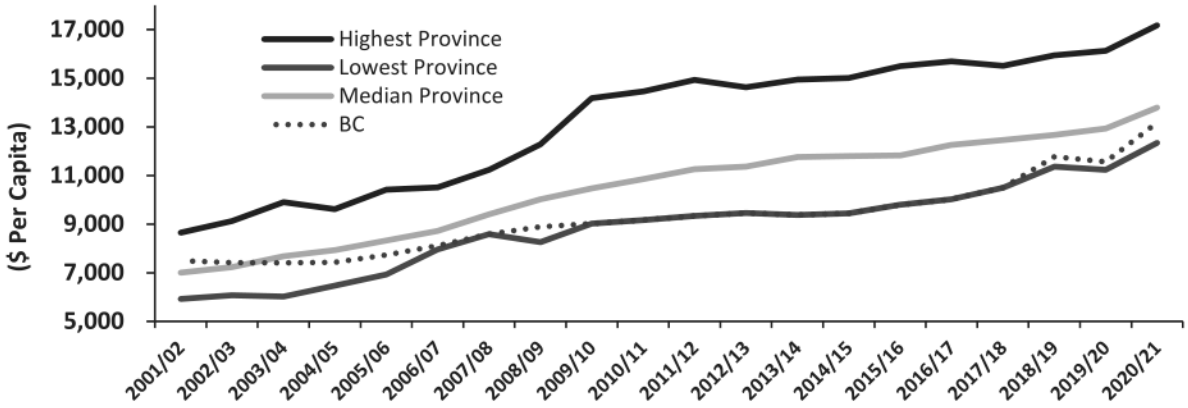
Chart 1: Per Capita Revenue for all Provinces, 2001/22 to 2020/21



Source: Provincial budgets, updates and public accounts; Department of Finance Canada; Statistics Canada

On the **expenditure side,** B.C.'s per capita expenditure was higher than the median province in 2001/02. The gap slowly narrowed over the following years until B.C. dropped below the median in 2003/04 and continued to fall further below for the next ten years. Between 2009/10 and 2013/14, B.C. had the lowest per capita expenditures. The largest gap between B.C. and the median was in 2013/14, when B.C.'s per capita expenditure was 20% below the median province. The gap has narrowed in recent years; in 2020/21, B.C.'s expenditure per capita is expected to be about $620, or 4.5%, lower than the median province.

Chart 2: Per Capita Expenditure for all Provinces, 2001/22 to 2020/21



Source: Provincial budgets, updates and public accounts; Department of Finance Canada; Statistics Canada

MAJOR TRANSFER PROGRAMS, FISCAL ARRANGEMENTS, AND OTHER FEDERAL FUNDING

- Most of the funding provinces and territories (PTs) receive annually from the federal government comes in the form of four largely unconditional transfer programs: the Canada Health Transfer (CHT), the Canada Social Transfer (CST), Equalization (limited to eligible provinces), and Territorial Formula Financing (TFF) (only for the three territories). Collectively, these "major transfers" total about $81.7 billion nationally in 2020/21.

- The federal government also provides qualifying provinces (territories are not eligible) with support under the Fiscal Stabilization Program (FSP) in cases where they experience year-over-year revenue declines in excess of specific thresholds. Major transfers and the FSP are collectively known as fiscal arrangements, and the parameters of these fiscal arrangements are legislated in the federal government's *Federal-Provincial Fiscal Arrangements Act* and associated regulations. Fiscal arrangements are within the jurisdiction of finance ministers, although negotiations are often elevated to first ministers.

- The federal government also provides smaller transfers and contributions outside of the four major programs, such as for infrastructure and labour market agreements. This funding, of which B.C. will receive $2.3 billion this year, falls under the jurisdiction of the relevant line ministry.

- In 2020/21, the federal government is also providing PTs with significant time-limited funding to address the impacts of the COVID-19 pandemic. This funding was negotiated by first ministers. B.C. will receive an estimated $2.4 billion of this funding.

- Because virtually all federal transfers are expected to grow by less than projected program costs, the federal share of funding for provincial/territorial health care, post-secondary education and social service programs is expected to gradually decline.

British Columbia Revenue

- Federal transfers to B.C. are currently projected to account for $12.3 billion in 2020/21. This is 22 per cent of the Province's total revenue, a share that is higher than usual due to a substantial decline in own-source revenue and one-time funding related to COVID-19. The total federal funding includes:
    - Major transfers: $7.7 billion or 13.7 per cent;
    - COVID-19-related funding: $2.4 billion (see separate note on federal-provincial cooperation on COVID-19) or 4.2 per cent; and
    - Other federal transfers and contribution programs: $2.3 billion or 4.0 per cent.

- B.C. is not expected to qualify for Equalization in the near future.

Major Transfer Programs, 2020/21 ($ Billions)

Program	B.C.	Canada
Canada Health Transfer	5.7	41.9
Canada Social Transfer	2.0	15.0
Equalization	-	20.6
Territorial Financing Formula	N/A	4.2
Total	**7.7**	**81.7**

Source: Department of Finance Canada

Canada Health Transfer (CHT)

- The federal government provides funding to provinces and territories for health care primarily through the CHT. The CHT is favoured by PTs over targeted funding because PTs can spend CHT funds in accordance with their own health care needs and priorities, and thus it better aligns with PT jurisdiction over health care.
- The only "string" with the CHT is that PTs are obligated to follow the principles outlined in the *Canada Health Act* in providing health care services, and the federal Minister of Finance can deduct amounts for non-compliance (e.g. extra billing). B.C. has been impacted more than most provinces by such deductions and has been seeking a reversal of past deductions due to the province's good faith efforts being hampered by a court challenge.
- The cost of providing health care services varies across provinces and territories because of the different age structure of each jurisdiction. The CHT does not take this measure of differing need into account. As a result, it is arguable that the CHT goes farther in helping to cover the costs of health care in jurisdictions with younger populations than in jurisdictions such as B.C. with older populations.
- The CHT, which had been increasing at an annual rate of 6 per cent until 2017/18, now increases annually by the greater of (a) the three-year moving average of the rate of growth in national GDP; or (b) a floor of three per cent.
- In addition to the CHT, supplementary bilateral agreements between the federal government and each PT in 2017 will provide $11 billion over 10 years in targeted federal funding for mental health and home care. B.C.'s share is approximately $1.4 billion.
- For information on CHT negotiations, see the 30-day issues note on CHT and Fiscal Stabilization negotiations.

Canada Social Transfer (CST)

- The CST is transfer that the federal government provides to support PT spending in regard to post-secondary education, social assistance and social services, early childhood development, and early learning and child care programs.
- There is no restriction on how this block funding is allocated among the various spending areas; the only condition for receiving on provinces and territories is that they not impose a minimum duration of residency requirement for social service eligibility.

- The CST grows by three per cent annually and is allocated on an equal per capita basis. Due to its low growth rate, the CST now represents only about 10% of related spending.

Equalization

- Equalization is the only major transfer to provinces that is enshrined in the Constitution: section 36(2) of the Constitution Act of 1982 commits the federal government to the principle of Equalization, "to ensure that provincial governments have sufficient revenues to provide reasonably comparable levels of public services at reasonably comparable levels of taxation."
- There are significant differences in the ability of individual provincial governments to fund through taxes and resource royalties the services for which they are responsible. The Equalization program models each province's "fiscal capacity" or ability to generate revenue under national average tax rates. Equalization provides a financial lift to provinces with below-average fiscal capacity, but it does not eliminate disparities with (or between) provinces that have higher than average fiscal capacities.
- This year, the Equalization Program will provide $20.6 billion to five provinces that in recent years have had below-average fiscal capacity.
- Every province has at one time received Equalization payments. In this regard, B.C. was a recipient from 1957/58 to 1961/62 and from 1999/2000 to 2006/07 (except for 2000/01). Over the more recent period of Equalization entitlement, B.C. received approximately $2.5 billion. A key factor in B.C. receiving or not receiving Equalization has been how the program estimates fiscal capacity from property tax.
- With a fiscal capacity above the Canadian average fiscal capacity, B.C. currently does not qualify for Equalization, nor is it expected to over the foreseeable future.

Territorial Formula Financing

- The territorial equivalent to Equalization is Territorial Formula Financing, which addresses not just differences between territories but also between territories and provinces. At $4.2 billion in 2020/21, the TFF provides far more funding to territories than their per capita shares of the CHT and CST ($178 million combined in 2020/21).

Fiscal Stabilization

- The federal Fiscal Stabilization Program is intended to provide support to provinces in the event of extraordinary year-over-year declines in revenues. Provinces must apply for payments under the program no later than 18 months after the end of the fiscal year in which the decline occurred, and each claim is subject to federal analysis and verification.
- Funding is provided to a province experiencing a year-over-year decline in its non-resource revenues greater than five per cent. The decline in revenue must be due to an economic downturn; declines in revenue due to provincial taxation decisions are factored out of the calculation that measures revenue declines. As natural resource revenues are subject to greater volatility, a decline in a province's resource revenues is taken into account only if – and to the extent that – the annual decline exceeds 50 per cent.
- The maximum payment to a province that makes a claim for a given fiscal year is $60 per

person, a cap that is not indexed to inflation, and has remained unchanged since 1987.

- Since 1967, the federal government has provided payments totalling over $2.5 billion to the provinces through the Fiscal Stabilization Program. Since the start of the program, all provinces have at some point received federal Stabilization program support.
- Due to the constraints on Stabilization payments, including the payment cap of $60 per capita and the high threshold for the inclusion of natural resource revenue declines in the program payment calculation, provinces have rarely qualified for federal Stabilization support since the early 1990s.
    - Note: Any difference between a province's total calculated pre $60 per capita cap payment and post-cap payment may be provided to the province by the federal government as an interest-free five-year repayable loan, subject to the discretion of the federal Minister of Finance.
- Reform of the Stabilization Program to make it easier for provinces to qualify has become a key request by Premiers since 2018, a call they reiterated in September 2020, with proposals to, retroactive to 2015/16, eliminate the per capita payment cap and reduce the decline threshold for natural resource revenue to 40 per cent and for non-natural resource revenue to 3 per cent. The federal government had indicated in early 2020 that it was prepared to review the program.
- Due to the economic impacts of COVID-19 most provinces, including B.C., expect to qualify for Stabilization in 2020/21, especially if changes to the program proposed by provinces are adopted. This will involve writing a letter to the federal Finance Minister requesting funding, within 18 months of March 31, 2021. The current fiscal plan does not include any amount for Fiscal Stabilization funding.

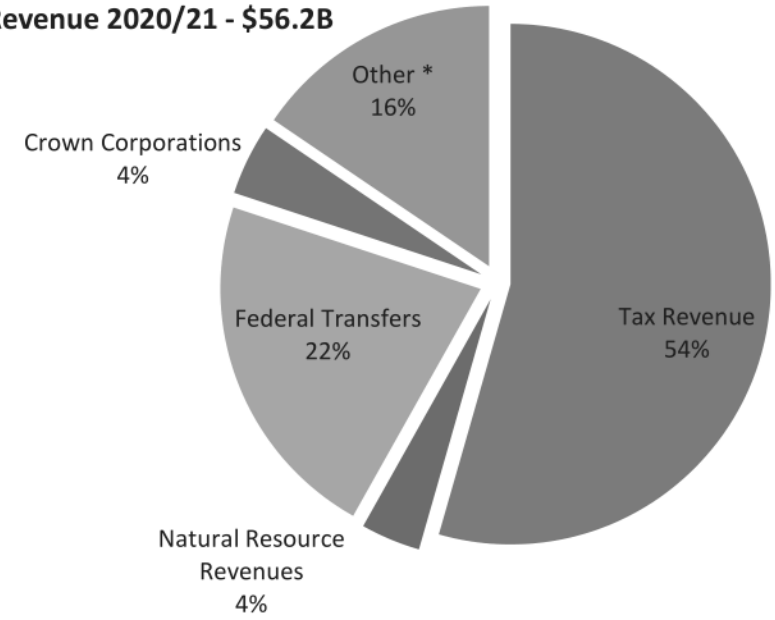
Other Federal Transfers and Contributions

- Included in other federal funding are the estimated approximately 90 programs that are cost-shared between federal and provincial or territorial governments, or ones that are funded by the federal government but administered or delivered by provincial or territorial governments. Regardless of the form of the agreements, they generally involve some degree of conditionality, such as program eligibility constraints, outcome reporting requirements or auditing requirements.
- Other funding arrangements include payments to provinces and territories that are unrelated to program delivery, that only apply to a limited number of jurisdictions and that are for a limited time period. These include items such as contributions under the terms of the Atlantic offshore accords; Harmonized Sales Tax transition payments; and disaster financial assistance arrangements. Not all of these items are treated in the same way in federal and provincial/territorial accounting systems.

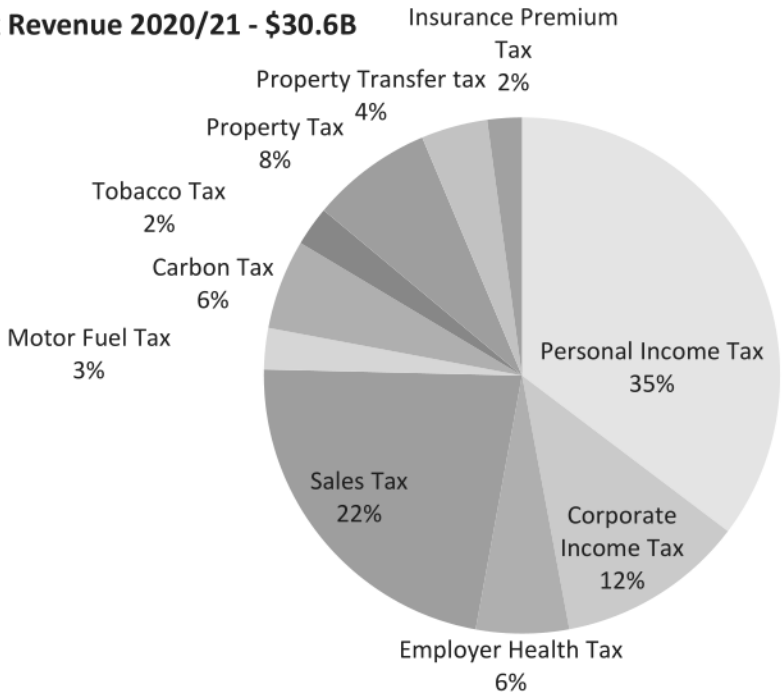
OVERVIEW OF BRITISH COLUMBIA'S TAX SYSTEM

- The provincial tax system is comprised of a variety of taxes on income, consumption and property. Tax policy considerations include balancing fairness, competitiveness, efficiency, administrative simplicity and economic objectives.
- In 2020/21, total government revenues adjusted for anticipated changes due to COVID-19 are expected to total approximately $56 billion, with over half generated from tax sources.

Total Revenue 2020/21 - $56.2B



Tax Revenue 2020/21 - $30.6B



* Other revenue includes: post-secondary education fees, motor vehicle licenses and permits, investment earning, release of surplus assets, etc.

- About 35% of tax revenues are generated from personal income taxes, followed by 22% from sales tax, 12% from corporate income tax 6% from employer health tax and 8% from property taxes. All other tax revenues account for 17% of total tax revenues.

Brief descriptions of BC's major taxes

Carbon Tax

- B.C.'s carbon tax applies to the purchase and use of fossil fuels and covers approximately 70 per cent of provincial greenhouse gas emissions. The tax was introduced in 2008 and was the first carbon tax in Canada.
- The carbon tax rate is currently $40 per tonne of carbon dioxide equivalent emissions.
- The tax is paid by both businesses and individuals.
- The intent of the carbon tax is to discourage the use of fossil fuels and impose a cost on greenhouse gas pollution.

Employer Health Tax

- The employer health tax is a payroll tax that is paid by large employers who have B.C. payrolls in excess of $500,000.
- For employers with payrolls in excess of $1.5 million the tax rate is 1.95 percent. The tax is phased in for employers with payrolls between $500,000 and $1.5 million.
- The tax was brought in in 2019 to replace some of the lost revenue caused by the elimination of MSP premiums.

Income Tax (Corporate & Personal)

- Income taxes are an annual tax levied on the income of an individual or the profit of a corporation.

Advice/Recommentations

- Corporations that maintain a permanent establishment in B.C. must file and pay income taxes.
    - The general corporate tax rate is 12 per cent.
    - The small business tax rate is 2 per cent.
- Individuals who are resident in B.C. on December 31 are required to file an income tax return if they owe taxes. Individuals who do not owe taxes are not required to file a return.
    - B.C. has a progressive rate structure for personal income taxes:

Taxable Income – 2020 Brackets	Tax Rate
$0 to $41,725	5.06%
$41,725.01 to $83,451	7.70%
$83,451.01 to $95,812	10.50%
$95,812.01 to $116,344	12.29%
$116,344.01 to $157,748	14.70%
$157,748.01 to $220,000	16.80%
Over $220,000*	20.5%

- There are many corporate and personal tax credits that can reduce the amount of tax paid or even result in a refund of taxes.
- BC taxpayers must also pay federal corporate and personal income taxes. Some effort is made to ensure that the provincial and federal income tax systems are in alignment.
- Income taxes are generally administered by Canada Revenue Agency on B.C.'s behalf. This arrangement makes filing taxes easier for B.C. taxpayers and provides significant administrative cost savings.

Insurance Premium Tax

- The insurance premium tax is a tax on insurance premiums paid in respect of a person resident or property situated in BC. All provinces and territories impose some form of insurance premium tax.
- The tax is levied on insurance companies (including ICBC); there are different rates for different types of insurance ranging from 2 per cent to 4.4 per cent.

Advice/Recommentations

Motor Fuel Tax

- Motor fuel tax applies to fuel sold for use or used to power internal combustion engines (e.g. cars, boats, airplanes, stationary engines etc.) and to propane for any use, unless a specific exemption applies.
- There are a range of different rates for different fuel types.
- There are also dedicated taxes that apply in certain regions of the province and go to fund transit authorities in those regions (Translink, BC Transit, BC Transportation Financing Authority).

Natural Resource Taxes

- The province levies taxes on logging, mineral extraction, and oil and gas activities.
- There is significant policy overlap with stumpage and royalties.

Police Tax

- Municipalities over 5,000 people pay for most of their police costs directly through their municipal taxes.
- In municipalities under 5,000 people, and in rural areas, the province levies an annual property tax (the police tax) recover a portion of police costs.
- The police tax has over 2100 rates and only raises $31 million annually. It has been described as unnecessarily complex.

Property Transfer Tax

- The property transfer tax is a stamp or transaction tax that is levied when an owner registers a transfer of land in the province's land title system.
- The tax is levied on the fair market value of the property.
- The tax applies to both businesses and individuals, but individuals make up the majority of transfers.
- Typically this occurs when an individual purchases a home (the bulk of revenues are generated from registrations of residential property.
- The property transfer tax has a graduated rate structure:
    - 1% on the first $200,000,
    - 2% on the portion of the fair market value greater than $200,000 and up to and including $2,000,000,
    - 3% on the portion of the fair market value greater than $2,000,000, and
    - If the property is residential, a further 2% on the portion of the fair market value greater than $3,000,000 (effective February 21, 2018).
- There is also an additional property transfer tax, commonly known as the foreign buyer's tax. It applies in addition to the regular PTT. Foreign entities and individuals who register an interest in a residential property pay an additional 20 per cent of fair market value.
- The APTT applies in major urban areas in B.C.
- There is an ongoing lawsuit over the constitutionality of the APTT.

Provincial Sales Tax

- The provincial sales tax (PST) is a retail sales tax that applies when a taxable good or service is purchased, acquired or brought into B.C., unless a specific exemption applies.
- Generally the PST rate is 7 per cent, certain items have special rates.
- The PST generally applies to:
    - The purchase or lease of new and used goods in B.C.
    - Goods brought, sent or delivered into B.C. for use in B.C.
    - The purchase of:
    - Software
    - Services to goods such as vehicle maintenance, furniture assembly, computer repair
    - Accommodation
    - Legal services
    - Telecommunication services, including Internet services and certain digital and electronic media content such as music and movies
    - Gifts of vehicles, boats and aircraft
- A special 20 per cent rate applies to vapes.

Rural Property Tax

- Rural property tax is an annual property tax levied on properties that are not located in a city, town, district, or village. It occupies the tax room that would otherwise be taken up by municipal property taxes.
- Rates are set each year for each different property class.
    - For residential properties, the longstanding rate setting policy is that residential rural property taxes increase by inflation.
    - For commercial properties, the longstanding rate setting policy has been that tax revenues increase by inflation plus new construction.

School Tax

- The school tax is an annual property tax levied on all properties in B.C.
- The term "school tax" is somewhat of a misnomer. Notionally the tax is levied to raise revenue to finance provincial funding of school boards; however, the revenue is placed into the consolidated revenue fund and not a special or dedicated account.
- The province spends far more on education than is raised by the school tax but more revenue is raised in certain districts than is spent in those districts (due to rapidly rising assessed values).
- Rates are set each year for each different property class:
    - For residential properties, the longstanding rate setting policy is that residential rural property taxes increase by inflation.
    - There is an additional school tax rate that applies to residential properties will assessed values over $3 million.
    - For commercial properties, the longstanding rate setting policy has been that tax revenues increase by inflation plus new construction.

Speculation and Vacancy Tax

- The speculation and vacancy tax is an annual property tax that applies to vacant residential properties and residential properties owned by foreigners and untaxed worldwide earners (satellite families).
- The tax applies in major urban areas in B.C.
- The tax rate is 0.5 per cent for B.C. residents and Canadians who own a vacant property.
- The tax rate is 2 per cent for foreigners and untaxed worldwide earners.
- There are many exemptions from the tax and to date 99 per cent of British Columbians have been exempt.
- Administering the tax does require that exempt taxpayers fill out a form each year in order to identify properties that should be paying the tax.

Advice/Recommentations

- There is an ongoing lawsuit over the constitutionality of the tax and an ongoing human rights tribunal action.

Tobacco Tax

- Tobacco tax applies on all tobacco products sold in B.C., including cigarettes, heated tobacco products, cigars, loose tobacco products (e.g. fine cut, pipe or chewing tobacco) or other products that contain tobacco in any form.
- Different rates are charged on different forms of tobacco (cigarettes, heated tobacco, cigars, loose tobacco) – generally speaking the rates are set so that tobacco equivalent to that contained in a cigarette is subject to the same amount of tax that a single cigarette is subject to.
- The current amount of tax on a cigarette is 29.5 cents.
- The tobacco tax does not apply to vaping devices and e-cigarettes, there is a special 20 per cent PST rate that applies to these devices.

Recent Major Tax Changes

Income Taxes

Marginal tax rate increase on high-income earners

- A tax rate of 20.5% was introduced effective January 1, 2020 for individual income above $220,000.
- A tax rate of 16.8% was introduced effective January 1, 2018 for individual income above $150,000 (which has since been increased for inflation).

Tax changes – corporations

- In 2019 BC mirrored federal income tax changes that provided accelerated capital cost allowance depreciation for a wide range of capital investments. The cost over the fiscal plan of this change to BC was $800 million.

Tax benefits changes – individuals

- Effective October 2020, the early childhood tax benefit was replaced with the BC Child Opportunity Benefit. This benefit enhances the child benefit for low-income families but begins to phase-out the benefit at $80,000 family net income rather than $100,000.
    - The B.C. Child Opportunity Benefit provides a tax-free monthly payment to families with children under the age of 18.
    - The maximum B.C. Child Opportunity Benefit is:
        - $1,600 for a family's first child
        - $1,000 for a second child
        - $800 for each subsequent child under the age of 18
    - If the family net income is more than $25,000 but less than $80,000, the B.C. Child Opportunity Benefit is reduced by 4% of the portion of family net income over $25,000. However, the B.C. Child Opportunity Benefit for a family with family net income between $25,000 and $80,000 is not less than:
        - $700 for the first child
        - $680 for the second child
        - $660 for each subsequent child under the age of 18
    - For families with a family net income of $80,000 or more, the remaining B.C. Child Opportunity Benefit is reduced by 4% of the portion of family net income over $80,000 until it is reduced to zero.
- Climate action tax credit was enhanced commensurate to the increases in the carbon tax rate. A one-time enhancement was provided in July 2020 as part of the government's COVID-19 Action plan. The cost of the one-time enhancement is $500 million.

Payroll Taxes

Employer Health Tax

- Legislation passed fall 2018, first tax year in 2019
- Forecasted revenue of $1,854 million for fiscal year 2019/20 and $1,924 million for fiscal year 2020/21
- Annual tax on an employer's B.C. remuneration paid to employees and former employees in

a calendar year beginning on January 1, 2019

- Employers with B.C. remuneration greater than $500,000 (exemption amount) in a calendar year must register for the employer health tax and may be liable for the employer health tax, which may be up to 1.95 per cent of their total B.C. remuneration.
- For charitable and non-profit employers, the exemption amount is set at $1,500,000. In addition to the higher exemption threshold, charitable and non-profit employers that have multiple locations in B.C. may be eligible for more than one exemption amount.

Removal of Medical Service Premiums (MSP)

- Fully removed in 2020
- Estimated 2020/21 revenue reduction of $2.8 billion

Consumption Taxes

PST on business electricity eliminated

- PST on business electricity was reduced from 7% to 3.5% in 2018, and then fully eliminated in 2019.
- Saves businesses $172 million annually.

Exemption to defer PST costs for specified major projects introduced

- 2019 amendments to PST regulations added an exemption framework for machinery, equipment, building materials, and other goods used in prescribed projects that result in major economic benefits for B.C.
- Intention is to require project proponents to repay the cost of the exemption after projects are complete and profitable.
- Only project prescribed to date is the LNG Canada facility at Kitimat. The estimated $596 million value of the exemption will be recovered from LNG Canada over 20 years.

First vape tax in Canada introduced

- 2019 legislation established a new 20% PST rate for vapour products (devices and liquids).
- Taxes similar to B.C.'s have since been announced in Alberta, Nova Scotia, and Newfoundland and Labrador.

Carbon tax rate increased

- *Budget 2017 Update* announced that, starting in 2018, carbon tax rates would increase by $5 per tonne annually until reaching $50 per tonne.
- Carbon tax had been frozen at $30 per tonne since 2012.
- In 2020, in response to the COVID-19 pandemic, planned rate increases were paused by one year.

Property Taxes

School property tax rate reductions for commercial properties

- For 2020 tax year only
- $720 million in tax reductions for commercial properties compared to the pre-COVID policy

announced in Budget 2020.

- Implemented by lower tax rates on the annual Order in Council

Speculation and Vacancy Tax

- Legislation passed fall 2018; first tax year 2018 (tax is declared and collected in the following year)
- $84 million in revenue for the 2019 tax year, $62 million in revenue for 2018 tax year.
- Forecasted revenue of $80 million for fiscal year 2020/21.
- Current forecasted revenues are significantly lower than original estimates.
- Applies in larger urban centres with affordability issues and is administered by the Province
- Tax base is the assessed value of residential property, with many exemptions.

Additional School Tax on homes and vacant residential land over $3 million

- Introduced in Budget 2018 for the 2019 tax year
- Expected 2020 calendar-year revenues of $140 million
- Province-wide, administered through the annual property tax system.
- Tax rates: 0.2% of the amount between $3 and $4 million, then 0.4% on the amount above $4 million.

Progressive Property Transfer Tax on residential property over $3 million.

- Since Budget 2018
- $123 million revenue annually
- Extra 2% PTT on residential class property over $3 million, including vacant land in residential class, on top of existing 3% PTT rate.
- Province-wide.

Additional PTT (foreign buyer's tax)

- Introduced summer 2016 at 15%; expanded in Budget 2018 by regulation to 20%
- Area was Metro Vancouver, expanded in 2018 to include Capital, Fraser Valley, Central Okanagan and Nanaimo Regional Districts.
- $123 million in revenue forecasted for fiscal year 2020/21.

Major Administrative Changes:

- 2020: Province began to administer Property Tax Deferment Program with reduced municipal support.
- 2021 (announced) Province to take over administration of the Home Owner Grant program. Requires amendments to the *Home Owner Grant Act*Advice/Recommentations

COMPARISON OF PROVINCIAL TAXES BY PROVINCE – INDIVIDUALS AND FAMILIES

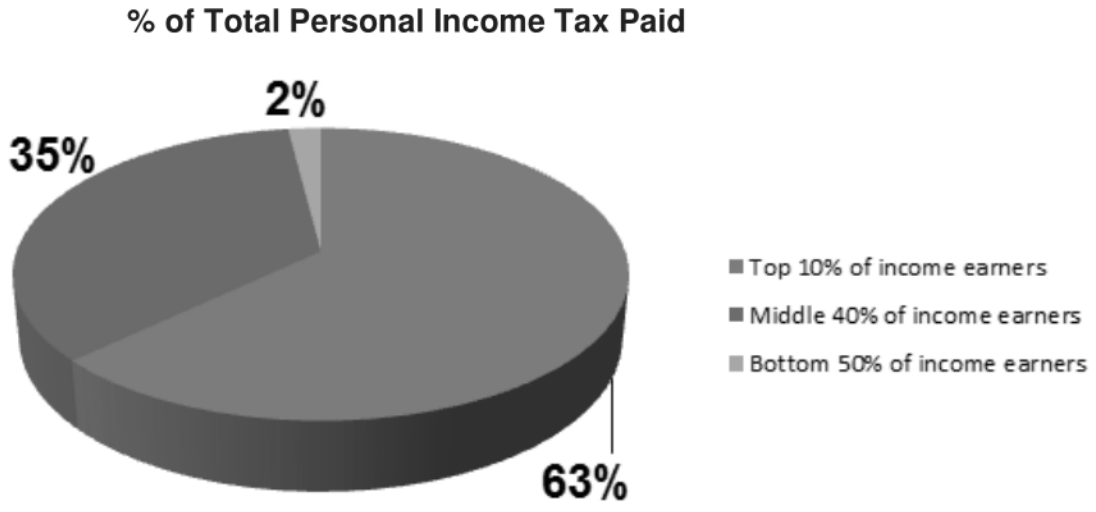
Each year, the Ministry of Finance publishes a tax comparison table showing the amount of tax paid by various individuals and families in BC with the same family types in other provinces. The analysis includes personal income tax, sales tax, property tax, fuel tax and carbon tax. Details of this analysis and assumptions used are provided in Table A3 of the Budget and Fiscal Plan and are included in an appendix below.

This analysis shows that, when all taxes are considered, British Columbia has one of the lowest tax burdens in the country. General findings include the following:

- When all taxes are considered, Alberta generally has the lowest personal taxes in Canada.
- Comparing a particular tax across provinces is less meaningful than looking at the entire tax system as a whole. For example, BC has lower personal income taxes than Alberta for many middle income individuals, but Alberta does not levy a PST.
- Overall tax burdens tend to be relatively similar from province to province, although individual taxes can vary significantly. This means that in some cases, a small change in a particular tax can have a big impact on a province's interprovincial tax ranking.
- While tax competitiveness is an important component of family affordability, an assessment of family affordability should also consider non-tax related costs. These might include things like other government fees (e.g. drivers' licences and tuition), as well as other expenses such as electricity, auto insurance, home heating and mortgage costs.

Provincial Personal Income Tax – Summary Statistics, 2018 Tax Year

- BC population - 4.9M Taxfilers – 3.8M Taxpayers – 2.3M



- Of the 3.8 million taxfilers in 2018, only 2.3 million paid provincial income tax. Taxfilers who are not taxpayers (i.e., who did not pay provincial income tax) mainly include lower income individuals and families, stay-at-home spouses and some children.
- The top 1% of British Columbians (those with incomes over $220,000) paid 30% of total provincial personal income tax.
- Data from the 2018 tax year is being used because personal income tax data lags behind the calendar year and 2018 is the most recent complete year of data.

Table A3 Comparison of Provincial and Federal Taxes by Province – 2020

Tax	British Columbia	Alberta	Saskat-chewan	Manitoba	Ontario	Quebec	New Brunswick	Nova Scotia	Prince Edward Island	New-foundland and Labrador
Two Income Family of Four - $120,000	($)									
1. Provincial Income Tax	5,205	6,836	7,199	9,728	6,743	11,268	9,997	11,349	10,850	9,850
Net Child Benefits	-11	0	0	--	0	-2,581	0	0	--	0
2. Property Tax - Gross	5,059	3,326	3,199	4,923	5,810	4,214	3,333	5,261	5,194	2,328
- Net	4,489	3,326	3,199	4,923	5,810	4,214	3,333	5,261	5,194	2,328
3. Sales Tax	1,714	0	1,520	2,063	2,275	3,020	2,671	2,600	2,355	2,678
4. Fuel Tax	218	195	225	210	221	288	233	233	145	248
5. Net Carbon Tax	348	-565	-420	-191	-143	--	251	--	226	234
6. Provincial Direct Taxes	11,963	9,792	11,723	16,733	14,905	16,208	16,484	19,443	18,770	15,338
7. Health Care Premiums	0	--	--	--	--	--	--	--	--	--
8. Total Provincial Tax	11,963	9,792	11,723	16,733	14,905	16,208	16,484	19,443	18,770	15,338
9. Federal Income Tax	13,490	13,490	13,490	13,490	13,490	12,666	13,490	13,490	13,490	13,490
10. Net Federal GST	1,517	1,560	1,477	1,385	1,455	1,463	1,342	1,306	1,349	1,346
11. Total Tax	26,970	24,842	26,690	31,608	29,850	30,338	31,316	34,239	33,610	30,174
Two Income Family of Four - $90,000										
1. Provincial Income Tax	3,049	4,053	3,711	5,734	3,317	6,532	5,846	6,728	6,652	5,784
Net Child Benefits	-790	0	0	--	0	-3,715	0	0	--	0
2. Property Tax - Gross	2,469	1,872	1,955	3,097	3,738	3,883	2,740	3,310	3,267	1,465
- Net	1,899	1,872	1,955	3,097	3,738	3,883	2,740	3,310	3,267	1,465
3. Sales Tax	1,388	0	1,236	1,680	1,852	2,542	2,179	2,133	1,917	2,183
4. Fuel Tax	218	195	225	210	221	288	233	233	145	248
5. Net Carbon Tax	308	-602	-465	-225	-178	--	222	--	200	207
6. Provincial Direct Taxes	6,072	5,519	6,661	10,496	8,948	9,530	11,220	12,403	12,181	9,886
7. Health Care Premiums	0	--	--	--	--	--	--	--	--	--
8. Total Provincial Tax	6,072	5,519	6,661	10,496	8,948	9,530	11,220	12,403	12,181	9,886
9. Federal Income Tax	7,828	7,828	7,828	7,828	7,828	7,212	7,828	7,828	7,828	7,828
10. Net Federal GST	1,229	1,250	1,202	1,127	1,184	1,232	1,095	1,072	1,098	1,097
11. Total Tax	15,129	14,597	15,691	19,451	17,960	17,973	20,143	21,303	21,107	18,811
Single Parent with One Child - $60,000										
1. Provincial Income Tax	2,097	1,487	1,710	3,322	2,689	3,445	3,876	4,839	4,456	4,289
Net Child Benefits	-670	-76	0	--	0	-2,261	0	0	--	0
2. Property Tax	-	-	-	-	-	-	-	-	-	-
3. Sales Tax	924	0	841	1,130	1,206	1,723	1,201	1,387	1,194	1,417
4. Fuel Tax	218	195	225	210	221	288	233	233	145	248
5. Net Carbon Tax	252	-493	-367	-166	-124	--	220	--	199	206
6. Provincial Direct Taxes	2,820	1,113	2,409	4,497	3,991	3,196	5,530	6,458	5,993	6,159
7. Health Care Premiums	0	--	--	--	--	--	--	--	--	--
8. Total Provincial Tax	2,820	1,113	2,409	4,497	3,991	3,196	5,530	6,458	5,993	6,159
9. Federal Income Tax	4,650	4,650	4,650	4,650	4,650	4,236	4,650	4,650	4,650	4,650
10. Net Federal GST	818	867	818	759	771	835	731	697	726	712
11. Total Tax	8,288	6,630	7,877	9,905	9,412	8,267	10,911	11,805	11,369	11,522
Unattached Individual - $30,000										
1. Provincial Income Tax	633	790	830	1,182	-273	251	1,299	1,154	1,692	1,546
2. Property Tax	-	-	-	-	-	-	-	-	-	-
3. Sales Tax	460	0	433	586	610	905	506	797	569	350
4. Fuel Tax	218	195	225	210	221	288	233	233	145	248
5. Net Carbon Tax	-19	-309	-243	-120	-97	--	105	--	94	98
6. Provincial Direct Taxes	1,292	675	1,246	1,859	461	1,444	2,142	2,184	2,500	2,241
7. Health Care Premiums	0	--	--	--	--	--	--	--	--	--
8. Total Provincial Tax	1,292	675	1,246	1,859	461	1,444	2,142	2,184	2,500	2,241
9. Federal Income Tax	2,058	2,058	2,058	2,058	2,058	1,853	2,058	2,058	2,058	2,058
10. Net Federal GST	-16	5	-17	-34	8	-0	-40	-45	-48	-43
11. Total Tax	3,334	2,738	3,287	3,883	2,527	3,297	4,161	4,197	4,510	4,257

Table A3 Comparison of Provincial and Federal Taxes by Province – 2020 (continued)

Tax	British Columbia	Alberta	Saskat-chewan	Manitoba	Ontario	Quebec	New Brunswick	Nova Scotia	Prince Edward Island	New-foundland and Labrador
Unattached Individual - $80,000					($)					
1. Provincial Income Tax	4,136	5,456	6,724	7,342	5,289	8,986	7,906	9,033	8,490	7,934
2. Property Tax - Gross	2,081	1,641	1,478	2,952	3,411	2,731	3,479	3,155	3,115	1,396
- Net	1,511	1,641	1,478	2,952	3,411	2,731	3,479	3,155	3,115	1,396
3. Sales Tax	1,160	0	1,032	1,408	1,624	1,998	1,879	1,818	1,623	1,877
4. Fuel Tax	218	195	225	210	221	288	233	233	145	248
5. Net Carbon Tax	274	-190	-100	-11	15	--	197	--	178	184
6. Provincial Direct Taxes	7,299	7,101	9,361	11,900	10,560	14,003	13,693	14,238	13,551	11,639
7. Health Care Premiums	0	--	--	--	--	--	--	--	--	--
8. Total Provincial Tax	7,299	7,101	9,361	11,900	10,560	14,003	13,693	14,238	13,551	11,639
9. Federal Income Tax	10,660	10,660	10,660	10,660	10,660	10,110	10,660	10,660	10,660	10,660
10. Net Federal GST	1,088	1,112	1,025	992	1,040	987	950	919	955	949
11. Total Tax	19,047	18,874	21,046	23,553	22,261	25,100	25,303	25,817	25,166	23,249
Senior Couple with Equal Pension Incomes - $40,000										
1. Provincial Income Tax	0	0	-490	-246	-1,551	-988	0	306	1,026	41
2. Property Tax - Gross	2,469	1,872	1,955	3,097	3,738	3,883	2,740	3,310	3,267	1,465
- Net	1,624	1,872	1,955	3,097	3,738	3,883	2,740	3,310	3,267	1,465
3. Sales Tax	943	0	896	1,199	1,236	1,690	1,292	1,712	1,259	1,355
4. Fuel Tax	218	195	225	210	221	288	233	233	145	248
5. Net Carbon Tax	16	-347	-223	-72	-35	--	248	--	224	231
6. Provincial Direct Taxes	2,800	1,721	2,364	4,188	3,608	4,873	4,512	5,560	5,921	3,339
7. Health Care Premiums	0	--	--	--	--	--	--	--	--	--
8. Total Provincial Tax	2,800	1,721	2,364	4,188	3,608	4,873	4,512	5,560	5,921	3,339
9. Federal Income Tax	0	0	0	0	0	1,711	0	0	0	0
10. Net Federal GST	463	509	480	425	438	342	413	373	381	450
11. Total Tax	3,263	2,230	2,844	4,614	4,046	6,926	4,926	5,933	6,302	3,789

Family Attributes

- The family income and family composition of the families used in the comparison had previously not been updated in several years. The family income, savings, family composition, housing and transportation method have been revised based on information available from Statistics Canada.

Personal Income Tax

- Income tax is based on basic personal credits, applicable credits and typical major deductions at each income level. Quebec residents pay federal income tax less an abatement of 16.5 per cent of basic federal tax. This abatement has been used to reduce Quebec provincial tax rather than federal tax, for comparative purposes.
- The amounts noted for each family is their family total income. Total income is used for these tables as it provides a more accurate view of the taxes paid by a family at a particular level of earnings. The two income family of four with $120,000 income is assumed to have one spouse earning $80,000 and the other $40,000, the family with $90,000 income is assumed to have one spouse earning $50,000 and the other $40,000 and each spouse in the senior couple is assumed to receive $20,000. The senior couple is assumed to have pension income and the remaining representative families are assumed to have employment income.

Net Child Benefits

- Net child benefits are provincial measures affecting payments to families with children. Provincial child benefit measures are available in British Columbia (BC Early Childhood Tax Benefit and BC Child Opportunity Benefit), Alberta (Alberta Child Benefit, Family Employment Credit and Alberta Child and Family Benefit), Ontario (Child Benefit), Quebec (Child Assistance Payments), New Brunswick (Child Tax Benefit), Nova Scotia (Child Benefit) and Newfoundland and Labrador (Child Benefit).
- The single parent is assumed to have one child aged 5. The family earning $90,000 income is assumed to have two children aged 5 and 7. The family earning $120,000 income is assumed to have two children aged 15 and 17.

Property Tax

- The methodology for calculating property taxes was revised from the prior year. Property taxes were revised to be based on a representative two storey home, townhouse or condominium in a major city in each respective province.
- It is assumed that the single parent and the individual at $30,000 income rent accommodation, the family at $90,000 income and senior couple own townhouses, the family at $120,000 income owns a single family detached home and the individual at $80,000 income owns a condominium in a major city in each respective province. Net local and provincial property taxes are estimated as taxes owing, after credits provided through the property tax system are subtracted.

Sales Tax

- Estimates are based on expenditure patterns from the Survey of Household Spending. In estimating individual and family taxable consumption, disposable income is reduced by 20 per cent to reflect housing (mortgage and property taxes or rent) costs. The senior couple is assumed to own their home and have no mortgage costs. For each province, disposable income is further reduced by estimated federal income taxes, estimated provincial income taxes and health care premiums, if applicable. In addition, families are assumed to have savings as a percentage of their disposable income depending on their family composition. For each family, disposable income is distributed among expenditures using the consumption pattern of a typical family with the relevant characteristics as estimated using family expenditure data, and the relevant sales tax component is extracted. Sales tax includes: provincial retail sales taxes in British Columbia, Saskatchewan and Manitoba; Quebec's value added tax; the provincial component of the harmonized sales tax in Ontario, New Brunswick, Nova Scotia, Prince Edward Island and Newfoundland and Labrador; and Alberta's Tourism Levy. Sales tax estimates have been reduced by sales tax credits where applicable.

Fuel and Carbon Taxes

- Fuel tax is based on annual consumption: all families are assumed to consume 1,500 litres of gasoline.
- Net carbon tax is estimated as carbon tax liabilities minus rebates such as British Columbia's climate action tax credit, where applicable. Carbon tax liabilities are based on direct fuel charges on gasoline, natural gas and home heating fuel where such charges apply (British Columbia and the federal backstop provinces of Alberta, Saskatchewan, Manitoba, Ontario and New Brunswick). Fuel charges do not apply to home heating fuel in Prince Edward Island and Newfoundland and Labrador. Estimated carbon tax liabilities are based on natural gas and home heating fuel consumption amounts from household energy consumption data produced by Natural Resources Canada. Carbon tax liabilities do not include the effect of cap-and-trade or output-based pricing systems.
- The federal government requires provinces to implement a price on carbon of at least $30/tonne of CO_2e starting April 2020, $40/tonne starting April 2021 and $50/tonne starting April 2022. Provinces that do not have a carbon pricing program will have the federal carbon pricing backstop rates applied to the price of fuel. Alberta, Saskatchewan, Manitoba and Ontario are subject to the federal carbon pricing backstop rates on fuel purchases. Families in these provinces receive the Climate Action Incentive to offset the cost of the carbon pricing. The federal carbon pricing backstop rates will apply to New Brunswick until March 31, 2020.

Health Care Premiums

- British Columbia MSP premiums were eliminated January 1, 2020.

Effective Tax Rates

- British Columbia taxes have been calculated using rates in effect for 2020. Taxes for other provinces were calculated using rates that were announced prior to February 1, 2020, and that come into effect during 2020.

COMPETITIVENESS ISSUES – TAXATION OF BUSINESS

There are many factors that can incent a business to move to or increase its investment in BC. Those factors include wages, exchange rates, taxation, workforce skills, permitting efficiency, economic stability, and regulatory regimes. Tax rates, tax base, tax subsidies and the overall tax mix all play a role in attracting and retaining business investment. Tax revenues also play a role in funding the public services businesses and the public rely on.

Advice/Recommentations

Marginal Effective Tax Rate

- Taxes imposed on business affect the rate of return and can, therefore, affect the amount of investment undertaken. While the statutory corporate income tax rate is a key indicator of how the tax system affects investment, it does not paint a complete picture.
- The marginal effective tax rate (METR) is a more comprehensive indicator of tax competitiveness than the statutory rate. It combines into a single measure the key elements of the overall corporate tax structure, including the statutory income tax rate, factors that affect the tax base such as capital cost allowances, and profit-insensitive taxes such as sales taxes and capital taxes.
- According to the Commission on Tax Competitiveness report in 2017 , BC's economy-wide METR is 27.9 per cent, compared with 18.9 per cent for the rest of Canada. BC has the second-highest METR in Canada (only Manitoba is higher). BC's high METR is largely due to the re-implementation of the PST and the elimination of input tax credits for business.

Provincial Sales Tax

- Most provinces in Canada have harmonized their sales taxes with the federal goods and services tax (GST). Only Saskatchewan and Manitoba have retail sales taxes. Alberta has no broad sales tax.
- The BC provincial sales tax (PST) is a retail sales tax that taxes most goods and select number of services. Under the PST most businesses are required to pay tax on most goods and taxable services acquired for business use. This is different than the GST/HST model which allows businesses to recover tax paid on business inputs.
- In response to a recommendation of the Commission on Tax Competitiveness, the government completed a phase-out of the PST on electricity for business use in 2019, saving businesses $172 million annually. (Residential and farm use electricity was already PST-exempt prior to this phase-out.)
- In *Budget 2017*, the government acknowledged that further improvements to the PST are a priority of the business community and committed that the Commission's other recommendations would be considered in the context of the province's fiscal situation and competing funding priorities. The government also endorsed the Commission's

recommendation for broad public consultation and engagement with British Columbians prior to considering any substantive changes to the PST.

- The COVID-19 pandemic has led to renewed calls from business groups, including the BC Business Council and the BC Chamber of Commerce, to re-examine the idea of replacing the PST with a value-added tax. In September 2020, the government announced a temporary one-year PST rebate program for select machinery and equipment purchased by incorporated businesses.

Corporate Income Tax

General Corporate Income Tax Rate

- In *Budget Update 2017*, the government increased B.C.'s general corporate rate from 11 per cent to 12 per cent, effective January 1, 2018.
- At 12 per cent, B.C. has the third lowest general corporate income tax rate in the country. Alberta reduced its general corporate tax rate from 10 per cent to 8 per cent, effective July 1, 2020. The Northwest Territories, Ontario and Quebec are tied for the second lowest general corporate income tax rate in the country at 11.5 per cent. Alberta's reduced corporate rate may be of concern to B.C.'s general corporate tax base.
- An interprovincial comparison of tax rates can be seen in the attached Table A2.

Small Business Corporate Income Tax Rate

- B.C.'s small business rate of 2 per cent applies to active business income of Canadian-controlled private corporations up to a $500,000 income threshold.
- At 2 per cent, B.C. is tied with Alberta, Saskatchewan and the Yukon for the second lowest small business corporate income tax rate in the country (after Manitoba at 0 per cent) and has the same $500,000 threshold limit as every other province except Saskatchewan, which is $600,000
- Small businesses must be incorporated to benefit from the rate reduction. The majority of small businesses in B.C. are unincorporated and pay income tax at the applicable personal income tax rates.
- A large portion (≈30%) of income taxed at the small business rate is earned by incorporated high income individuals (e.g., doctors, dentists, consultants, lawyers, real estate agents and accountants) who do not usually grow, hire or significantly expand their businesses over time.

Carbon Tax

- When the carbon tax was introduced, a key principle was that the tax would be revenue neutral meaning that all carbon tax revenue would be returned to individuals and businesses through reductions in other taxes.
- In the *Budget 2017 Update*, the government announced that revenue neutrality would no longer be a requirement. However, it did not specifically eliminate any tax reductions to coincide with this announcement. It also announced that the carbon tax—which had been

frozen at $30 per tonne since 2012—would increase by $5 per tonne annually until it reached $50 per tonne.

- The BC Climate Action Tax Credit helps to offset the carbon tax paid by low- and medium-income individuals and families. The credit has increased commensurate with increases to the carbon tax rate. For the July 2020 to June 2021 benefit year, the maximum credit is set at $174.00 per adult and 51.00 per child. A one-time enhanced credit was provided in July 2020 to disburse COVID-19 relief. Even with the carbon tax at $40 per tonne, the credit continues to over-compensate many low income recipients for the carbon tax they pay.

- While the carbon tax was scheduled to increase to $45 per tonne on April 1, 2020, the government delayed this increase in response to COVID-19. A remission order has kept the effective rate of tax at $40 per tonne. The government announced in September 2020 that the carbon tax would increase to $45 per tonne on April 1, 2021 and $50 per tonne on April 1, 2022. This level must be achieved by 2022 to comply with the Pan-Canadian Framework on Clean Growth and Climate Change.

- The Business Council of BC (BCBC) has raised concerns with the impacts of the tax on energy-intensive trade-exposed (EITE) industry, suggesting that the tax risks "carbon leakage"—the loss of business investment to jurisdictions with lower (or no) carbon prices. In late 2018, the government agreed in a memorandum of understanding to work collaboratively with BCBC to develop an industrial strategy that transitions B.C. into a low-carbon economy leader and to ensure that EITE industries remain competitive with jurisdictions that do not put a price on carbon. Advice/Recommentations

Advice/Recommentations

- The impacts of the carbon tax on large industry are partially mitigated outside the tax system through the CleanBC Program for Industry. This program includes an incentive that allows large emitters to receive a payment equal to the amount of incremental carbon tax (i.e. above $30 per tonne) paid in the previous year. The incentive is designed to reward facilities that meet a world-leading low-carbon emissions benchmark. For the current year, the benchmark requirement has been relaxed and all facilities will receive a minimum incentive payment of 75% of incremental carbon tax above $30 per tonne.

Business Tax Incentives

The following measures are B.C.'s primary business tax expenditures. In total, their estimated cost was $974 million in 2020/21. This represents a significant transfer to these sectors. By comparison, each percentage point decrease in the general corporate income tax rate costs approximately $383 million (e.g. moving from the current 12 per cent rate to 11 per cent), while each percentage point decrease for the small business rate costs approximately $140 million.

In recognition of the hardships faced by businesses as a result of the COVID-19 pandemic, the deadline to claim tax credits for claims required to be made March 13, 2020 or later is extended to six months from the original due date or to December 31, 2020, whichever is earlier.

Film and Television Industry Tax Credits – 2020/21 estimated cost: $795 million

B.C. currently offers two distinct tax credit programs for the film and television industry that apply in respect of eligible labour expenditures:

- Film Incentive BC tax credits are refundable credits for productions that meet Canadian content requirements (i.e., domestic productions).

  - Basic credit 35 per cent
  - Regional credit + 12.5 per cent (47.5 per cent total)
  - Distant location credit + six per cent (53.5 per cent total)

- The production services tax credits are refundable tax credits for productions that do not meet Canadian content requirements (e.g., foreign films).

  - Basic credit 28 per cent
  - Regional credit + six per cent (39 per cent total)
  - Distant location credit + six per cent (45 per cent total)

On top of the above, B.C. also offers a digital animation, visual effects and post-production (DAVE) tax credit of 17.5 per cent, which applies in addition to the above credits when labour is related to digital animation, visual effects or post-production activities.

The regional tax credit is provided to qualifying film productions for which principal photography is done outside the Designated Vancouver Zone. The distant location tax credit is provided to productions done outside of the Vancouver, Fraser Valley and Whistler/Squamish areas.

The low Canadian dollar has significantly decreased the cost for foreign productions to film in Canada.

Interactive Digital Media Tax Credit – 2020/21 estimated cost: $70 million

- The interactive digital media tax credit provides a credit to eligible registered corporations that develop interactive digital media products in B.C. The credit is calculated as 17.5 per cent of eligible salary and wages incurred in the tax year.
- *Budget 2018* extended the credit for five years to August 31, 2023.

Scientific Research and Experimental Development Tax Credit – 2020/21 estimated cost: $76 million

- The scientific research and experimental development (SR&ED) tax credit is available to corporations that carry on SR&ED activities in B.C.
- There is a refundable tax credit of 10 per cent of a corporation's SR&ED qualified expenditures for the tax year, up to a maximum threshold expenditure amount of $3 million. This refundable credit is only available to qualifying corporations that are Canadian-

controlled private corporations (CCPCs).

- There is a non-refundable tax credit of 10 per cent for expenditures in excess of the expenditure limit. This credit is available to other qualifying corporations and CCPCs that are not eligible for the refundable credit.
- *Budget 2017 Update* extended the SR&ED tax credit for five year to August 31, 2022.

Mining Exploration Tax Credit – 2020/21 estimated cost: $20 million

- The mining exploration tax credit (METC) is for eligible corporations, and corporations that are active members of partnerships conducting grassroots mineral exploration in B.C. The credit applies to exploration for all base and precious metals, coal and some industrial minerals.
- The credit is calculated as 20% of qualified mining exploration expenses less the amount of any assistance received or receivable.
- On January 28, 2019, the government announced that the METC would be made permanent.

Book Publishing Tax Credit – 2020/21 estimated cost: $3 million

- The book publishing tax credit is a refundable tax credit for Canadian-controlled corporations carrying on a book publishing business through a permanent establishment in B.C.
- Eligible book publishers may receive a credit of up to 90 per cent of the base amount of federal Support for Publishers contributions received in the tax year.
- Budget 2018 extended the credit for three years to March 31, 2021.

Training Tax Credit – 2020/21 estimated cost: $10 million

- The training tax credit is for employers and apprentices who take part in eligible apprenticeship programs administered through the Industry Training Authority (ITA). B.C.'s Budget 2020 extended the training tax credit for three years to the end of 2022. Advice/R

Advice/Recommentations

- B.C.'s Budget 2019 extended the shipbuilding and ship repair industry tax credit, for shipbuilding companies that employ apprentices, for three years to the end of 2022.

Natural Gas Tax Credit – 2020/21 estimated cost: nil

- In 2018, the government announced an investment fiscal framework to support

competitiveness of major natural gas and liquefied natural gas (LNG) developments in B.C.

- As part of that framework, a natural gas tax credit was introduced into the *Income Tax Act* in 2019, allowing LNG income taxpayers to deduct 3 per cent of the cost of natural gas acquired or delivered through an LNG facility inlet meter from their corporate income tax. With the credit, LNG taxpayers can effectively reduce their corporate income tax rate to as low as 8 per cent.
- As the credit is based on the existence of an LNG facility and corresponding LNG facility inlet meter, and there are none that exist to date, there is no estimated cost associated with this credit for 2020/21.
- LNG Canada announced on October 1, 2018 that it would proceed with its $40 billion project. LNG Canada is now entering its third year of construction of its major liquefied natural gas export facility in Kitimat. To date, there is no other corporation that has come as far as LNG Canada in the construction of its LNG facility.

Specified Major Projects PST Exemption – 2020/21 estimated cost: $85 million

- In October 2018, the government introduced a PST exemption that covers nearly all of the spending associated with the construction of the LNG Canada facility at Kitimat. This exemption allows LNG Canada and its contractors to purchase machinery, equipment, building materials, and other goods for the project without paying PST. In turn, LNG Canada has committed to make operating performance payments to B.C. totaling $596 million (the estimated cost of the exemption) over two decades.

Advice/Recommentations; Government Financial Information

Payroll Tax

Employer Health Tax - 2020/21 estimated revenue: $1,924 million

- The government phased out the elimination of Medical Services Plan premiums and introduced a new employer health tax effective January 1, 2019.
- To protect small businesses, the tax does not apply to employers with payroll under $500,000. Employers with payroll over $1.5 million must pay the maximum rate of 1.95 per cent on their total payroll. For employers with payroll between $500,000 and $1.5 million, the tax rate is phased in gradually until it reaches 1.95 per cent at $1.5 million in total payroll.
- As part of B.C.'s Economic Recovery Plan, the government announced it will introduce a new credit, the B.C. Increased Employment Incentive (IEI). The IEI is a refundable tax credit for employers that increase payroll for existing low- or medium-income employees.

- The tax credit will be calculated at 15 per cent of the amount that the employer's qualifying B.C. remuneration exceeds the employer's base B.C. remuneration.

Capital Tax

- BC has no capital tax.
- B.C. and the federal government continue to support business competitiveness in the face of ongoing global developments through corporate income tax relief. B.C. is contributing over $800 million over four years to provide incentives for investment in capital assets, such as buildings, machinery and equipment. These investments will help drive business growth and create good-paying jobs for British Columbians.

Table A2 Interprovincial Comparisons of Tax Rates – 2020
(Rates known and in effect as of January 20, 2020)

Tax	British Columbia	Alberta	Saskat-chewan	Manitoba	Ontario	Quebec	New Brunswick	Nova Scotia	Prince Edward Island	Newfound-land and Labrador
Corporate income tax (per cent of taxable income)										
General rate	12	10	12	12	11.5	11.5	14	16	16	15
Manufacturing rate [1]	12	10	10	12	10	11.5	14	16	16	15
Small business rate	2	2	2	0	3.2	5	2.5	3	3	3
Small business threshold ($000s)	500	500	600	500	500	500	500	500	500	500
Corporation capital tax (per cent)										
Financial [2]	*Nil*	*Nil*	0.7/4	6	*Nil*	1.25	4/5	4	5	6
Health care premiums/month ($)										
Individual/family [3]	*Nil*	*Nil*	*Nil*	*Nil*	*Nil*	*Nil*	*Nil*	*Nil*	*Nil*	*Nil*
Payroll tax (per cent) [4]	1.95	*Nil*	*Nil*	2.15	1.95	4.26	*Nil*	*Nil*	*Nil*	2
Insurance premium tax (per cent) [5]	2-7	3/4	3/4	2-4.25	2-3.5	3.48	2/3	3/4	3.75/4	5
Fuel tax (cents per litre) [6]										
Gasoline	23.39	17.42	19.42	18.42	27.3	29.6	30.2	25.3	24	31.5
Diesel	25.23	18.37	20.37	19.37	28.7	31.7	38.7	26	32.8	33.9
Sales tax (per cent) [7]										
General rate	7	*Nil*	6	7	8	9.975	10	10	10	10
Tobacco tax ($ per carton of 200 cigarettes) [8]	59	55	61.34	68.99	45.38	29.80	62.98	67.38	61.84	60.74

[1] In British Columbia (and some other provinces), the general rate applies to income from manufacturing and processing. In Quebec, the rate for manufacturing corporations eligible for the small business rate is 4 per cent; the rate for other manufacturing corporations is the general rate.

[2] In Saskatchewan, small financial corporations pay the rate of 0.7 per cent on their capital. A small financial corporation has less than $1.5 billion in taxable capital. Large financial corporations are subject to the 4 per cent rate. Manitoba's tax only applies to large financial corporations with taxable paid-up capital of at least $4 billion on taxable capital exceeding $10 million. Quebec's tax only applies to life insurance companies. In New Brunswick, trust and loan companies are subject to the rate of 4 per cent, while banks are subject to the rate of 5 per cent. Financial institutions in Prince Edward Island pay tax on their paid-up capital exceeding $2 million.

[3] British Columbia Medical Services Plan premiums were eliminated effective January 1, 2020. Ontario levies a health premium, as part of its provincial personal income tax system, of up to $900 per year per person.

[4] Provinces with payroll taxes provide payroll tax relief for small businesses. Quebec also levies a compensation tax of up to 4.29 per cent on salaries and wages paid by financial institutions.

[5] Lower rates apply to premiums for life, sickness and accident insurance; higher rates apply to premiums for property insurance including automobile insurance. In British Columbia, the highest rate applies to unlicensed insurance. In Manitoba, Ontario, Quebec and Newfoundland and Labrador, sales taxes also apply to certain insurance premiums except, generally, those related to individual life and health.

[6] Tax rates are for regular fuel used on highways and include all provincial taxes payable by consumers at the pump. The British Columbia rates include 6.75 cents per litre dedicated to the BC Transportation Financing Authority and the carbon tax rates of 8.89 cents per litre for gasoline and 10.23 cents per litre for diesel (carbon tax rates will increase to 9.96 cents per litre for gasoline and 11.71 cents per litre for diesel effective April 1, 2020). The British Columbia rates do not include regional taxes that increase the gasoline and diesel rates by 12.5 cents per litre in the South Coast British Columbia Transportation Authority service region and by 5.5 cents per litre in the Capital Regional District. The rates for Ontario, Quebec, New Brunswick, Nova Scotia, Prince Edward Island and Newfoundland and Labrador include provincial sales tax based on average pump prices as of December 2019. The rates for Prince Edward Island and Newfoundland and Labrador include provincial carbon tax rates of 4.42 cents per litre for gasoline and 5.37 cents per litre for diesel (carbon tax rates in Prince Edward Island will increase to 6.63 cents per litre for gasoline and 8.05 cents per litre for diesel effective April 1, 2020). The rates for Alberta, Saskatchewan, Manitoba, Ontario and New Brunswick include federal carbon pricing backstop rates of 4.42 cents per litre for gasoline and 5.37 cents per litre for diesel for comparative purposes (federal carbon pricing backstop rates will increase to 6.63 cents per litre for gasoline and 8.05 cents per litre for diesel effective April 1, 2020). New Brunswick intends to implement a provincial carbon tax of 6.63 cents per litre for gasoline and 8.05 cents per litre for diesel effective April 1, 2020 and be removed from the federal carbon pricing backstop. Quebec's rates do not include increased or reduced regional tax rates, such as an additional 3 cents per litre on gasoline in the Montreal area.

[7] Tax rates shown are statutory rates. Ontario, Quebec, New Brunswick, Nova Scotia, Prince Edward Island and Newfoundland and Labrador have harmonized their sales taxes with the federal GST. Alberta imposes a 4 per cent tax on short-term rental accommodation.

[8] Includes estimated provincial sales tax in all provinces except British Columbia, Alberta and Quebec.

Red = Rating Downgrade or Outlook Lowered
Green = Rating Upgrade or Outlook Raised
N.R. = Not Rated
* = where available

Credit Ratings (As of October 9, 2020)

	Moody's		S & P		DBRS		Fitch	
	Rating	Outlook	Rating	Outlook	Rating	Outlook	Rating	Outlook
British Columbia (date of last change)*	Aaa / Aaa October 5, 2006	Stable March 26, 2015	AAA / AAA May 18, 2007	Negative May 14, 2020	AA (high) May 7, 2007	Stable May 7, 2007	AAA December 10, 2007	Negative July 30, 2020
Alberta (date of last change)*	Aa3 / Aa3 October 2, 2020	Stable October 2, 2020	A+ May 26, 2017	Negative May 28, 2020	AA (low) March 19, 2020	Negative July 7, 2017	AA- June 30, 2020	Negative June 30, 2020
Saskatchewan (date of last change)*	Aaa September 23, 2014	Negative September 9, 2020	AA June 21, 2017	Stable June 21, 2017	AA (low) June 18, 2020	Stable September 29, 2009	AA	Stable
Manitoba (date of last change)*	Aa2 July 10, 2015	Stable July 16, 2015	A+ July 21, 2017	Stable May 15, 2020	A (high) September 25, 2003	Stable September 25, 2003	N.R.	N.R
Ontario (date of last change)*	Aa3 December 13, 2018	Stable December 13, 2018	A+ July 6, 2015	Stable July 6, 2015	AA (low) October 22, 2009	Stable October 22, 2009	AA- December 19, 2014	Stable May 29, 2019
Quebec (date of last change)*	Aa2 November 14, 2006	Stable June 14, 2006	AA- June 16, 2017	Stable June 16, 2017	AA (low) November 12, 2019	Stable November 12, 2019	AA-	Stable June 14, 2016
New Brunswick (date of last change)*	Aa2 August 24, 2009	Stable June 11, 2004	A+ June 7, 2012	Stable June 7, 2012	A (high)	Stable April 18, 2019	N.R.	N.R
Nova Scotia (date of last change)*	Aa2 November 14, 2006	Stable August 2, 2006	AA- September 14, 2018	Stable September 14, 2018	A (high) July 5, 2013	Stable July 5, 2013	N.R.	N.R
Prince Edward Isl. (date of last change)*	Aa2 November 14, 2006	Stable November 15, 2003	A November 9, 2001	Stable May 15, 2020	A August 15, 2019	Stable August 15, 2019	N.R.	N.R
Nfld / Labrador (date of last change)*	A1 July 24, 2019	Negative April 1, 2020	A January 29, 2016	Negative May 28, 2020	A (low) April 15, 2016	Negative June 17, 2020	N.R.	N.R
NW Territories (date of last change)*	Aa1 November 14, 2006	Stable February 9, 2005	N.R	N.R.	N.R.	N.R.	N.R.	N.R.
Yukon (date of last change)*	N.R	N.R	AA June 8, 2010	Stable June 8, 2010	N.R	N.R.	N.R.	N.R
Canada (date of last change)*	Aaa/Aaa May 3, 2002	Stable November 15, 2003	AAA / AAA	Stable	AAA / AAA 1992	Stable October 22, 1997	AA+ June 24, 2020	Stable

- Ratings separated by / denote split between domestic/foreign currency debt. Only BC & AB are so rated.

Ratings Definitions

	Moody's	S & P	DBRS	Fitch
Highest	Aaa	AAA	AAA	AAA
Superior	Aa1	AA+	AA [high]	AA+
	Aa2	AA	AA	AA
	Aa3	AA-	AA [low]	AA-
Satisfactory	A1	A+	A [high]	A+
	A2	A	A	A
	A3	A-	A [low]	A-
Adequate	Baa	BBB	BBB	BBB
Speculative	Ba	BB	BB	BB
Highly Speculative	B	B	B	B
Poor	Caa	CCC	CCC	CCC
Vulnerable to	Ca	CC	CC	CC
non-payment	C	C	C	C

PROVINCIAL RATIOS
(As of October 9, 2020)

Note: All figures are actuals as of the Fiscal Year listed (ie. no forecast/budget numbers)
Increased or Decreased from previous report

	Moody's Investors Services						Standard & Poor's Corp.				Dominion Bond Rating Service			
	Net Debt / GDP (%)		Int. Expense / Total Rev (%)		Net Debt / Total Rev (%)		Int. Costs / *Op. Rev (%)		TS Debt / **Cons. Op Rev (%)		Debt* / GDP** (%)		Int. Costs / Total Rev (%)	
	Previous	Current	Previous	Current	Previous	Current	Previous	Current	Previous	Current	Previous	Current	Previous	Current
British Columbia	**15.0%** 2017/18	13.9% 2018/19	**3.3%** 2017/18	3.2% 2018/19	**81.5%** 2017/18	71.9% 2018/19	**4.9%** 2017/18	4.7% 2018/19	**119.6%** 2017/18	113.9% 2018/19	**15.5%** 2017/18	14.5% 2018/19	**3.3%** 2017/18	3.2% 2018/19
Alberta	**19.7%** 2018/19	24.8% 2019/20	**4.0%** 2018/19	4.8% 2019/20	**136.8%** 2018/19	185.9% 2019/20	**3.1%** 2017/18	4.0% 2018/19	**143.7%** 2017/18	165.1% 2018/19	**16.9%** 2017/18	21.8% 2018/19	**3.0%** 2017/18	4.0% 2018/19
Saskatchewan	**13.8%** 2018/19	14.8% 2019/20	**3.1%** 2018/19	3.4% 2019/20	**77.3%** 2018/19	82.9% 2019/20	**6.5%** 2017/18	6.6% 2018/19	**132.7%** 2017/18	139.7% 2018/19	**23.6%** 2017/18	25.4% 2018/19	**3.9%** 2017/18	4.2% 2018/19
Manitoba	**37.4%** 2017/18	39.3% 2018/19	**5.9%** 2017/18	5.9% 2018/19	**164.8%** 2017/18	168.3% 2018/19	**9.6%** 2017/18	10.2% 2018/19	**282.3%** 2017/18	292.8% 2018/19	**41.3%** 2017/18	43.3% 2018/19	**5.6%** 2017/18	5.7% 2018/19
Ontario	**43.5%** 2018/19	43.0% 2019/20	**8.3%** 2018/19	8.3% 2019/20	**242.7%** 2018/19	245.5% 2019/20	**8.2%** 2017/18	8.2% 2018/19	**238.0%** 2017/18	242.4% 2018/19	**41.0%** 2017/18	41.7% 2018/19	**7.3%** 2017/18	7.6% 2018/19
Quebec	**46.2%** 2017/18	43.6% 2018/19	**7.1%** 2017/18	6.7% 2018/19	**178.7%** 2017/18	167.0% 2018/19	**9.4%** 2017/18	8.4% 2018/19	**213.8%** 2017/18	200.1% 2018/19	**52.0%** 2017/18	49.2% 2018/19	**8.4%** 2017/18	6.7% 2018/19
New Brunswick	**39.6%** 2017/18	39.2% 2018/19	**7.1%** 2017/18	6.7% 2018/19	**151.9%** 2017/18	149.3% 2018/19	**9.5%** 2017/18	8.9% 2018/19	**243.9%** 2017/18	242.9% 2018/19	**43.6%** 2017/18	42.3% 2018/19	**5.2%** 2017/18	4.8% 2018/19
Nova Scotia	**33.6%** 2017/18	33.0% 2018/19	**6.0%** 2017/18	6.3% 2018/19	**120.6%** 2017/18	123.3% 2018/19	**7.2%** 2017/18	7.5% 2018/19	**132.4%** 2017/18	134.8% 2018/19	**35.5%** 2017/18	35.0% 2018/19	**6.2%** 2017/18	6.5% 2018/19
Prince Edward Isl.	**40.0%** 2017/18	37.1% 2018/19	**6.3%** 2017/18	6.1% 2018/19	**135.1%** 2017/18	124.8% 2018/19	**6.7%** 2017/18	6.4% 2018/19	**149.6%** 2017/18	141.2% 2018/19	**42.2%** 2017/18	39.3% 2018/19	**5.9%** 2017/18	5.6% 2018/19
Newfoundland & Labrador	**49.5%** 2017/18	52.2% 2018/19	**13.7%** 2017/18	13.3% 2018/19	**222.2%** 2017/18	221.6% 2018/19	**8.0%** 2017/18	8.4% 2018/19	**242.7%** 2017/18	243.2% 2018/19	**46.4%** 2016/17	49.1% 2017/18	**12.7%** 2016/17	13.0% 2017/18
Northwest Territories	**11.9%** 2016/17	13.6% 2017/18	**0.8%** 2017/18	1.1% 2018/19	**30.7%** 2017/18	36.6% 2018/19	**N.R.**	**N.R.**	**N.R.**	**N.R.**	**N.R.**	**N.R.**	**N.R.**	**N.R.**
Yukon	**N.R.**	**N.R.**	**N.R.**	**N.R.**	**N.R.**	**N.R.**	**0.20%** 2017/18	**0.20%** 2018/19	**14.0%** 2017/18	16.0% 2018/19	**N.R.**	**N.R.**	**N.R.**	**N.R.**

* Recurring revenues (eg. tax + non-tax, grants, etc..), but not capital rev.
** Operating Rev + Commercial Rev

* BC - TS debt (net of sinking funds) + unfunded pension liabilities.
* AB - TS debt (net of internal holdings) + unfunded pension liabilities, less Heritage Fund liquid asses held in external securities.
* SK - Total debt.
* MB - TS debt + unfunded pension liabilities.
* ONT - includes unfunded pension liabilities.
* QB and NS - no comments.
* PEI - TS debt + unfunded pension liabilities.
* NB - TS debt (net of sinking of funds) + unfunded pension liabilities.
* NFLD - TS debt + municipal debt + unfunded liabilities.
**Based on calendar year

% Debt & Int Costs

tab 1

tab A

MINISTRY PROFILE

Office of the Premier

The Office assists the Premier in overseeing and leading the government as a whole. In addition, it supports the Cabinet decision-making process.

Ministry Mandate:

- Articulates government's goals, commitments and priorities and works with ministries and Crown agencies to ensure communication of those goals, commitments and priorities and to track and monitor implementation;
- Leads the public service;
- Provides support for the operations and decision-making processes of Cabinet and its Committees; and
- Works directly with the federal government and with all ministry and Crown agencies to ensure that relations with federal, provincial, territorial and international governments advance British Columbia's interests.

Office of the Chief of Staff

The Premier's political office is overseen by the Premier's Chief of Staff.

The office is responsible for managing the day-to-day operations of the Premier, coordinating cross-government communications and issues management, and developing the political objectives of government. The Chief of Staff acts as the administrative head of all political staff including Human Resource matters.

For an Organizational Chart, please refer to Volume 6.

Office of the Deputy Minister to the Premier

The Deputy Minister to the Premier is responsible to the Premier for ensuring the efficiency of the machinery of government, maintaining the overall functions of the public service, leading the development and implementation of key policy initiatives, and overseeing the provincial budget. The Deputy Minister also serves as the Cabinet Secretary and Head of the Public Service, and in this role is responsible for leading the workforce and ensuring the effective delivery of public services. As the most senior non-political official in government, all line Deputy Ministers report to the Deputy Minister to the Premier. (See volume 6 for more information).

The Deputy Minister's Office (DMO) supports the Deputy Minister to the Premier and provides a co-ordination function between government ministries, agencies, crown corporations and Cabinet.

Ministry Budget

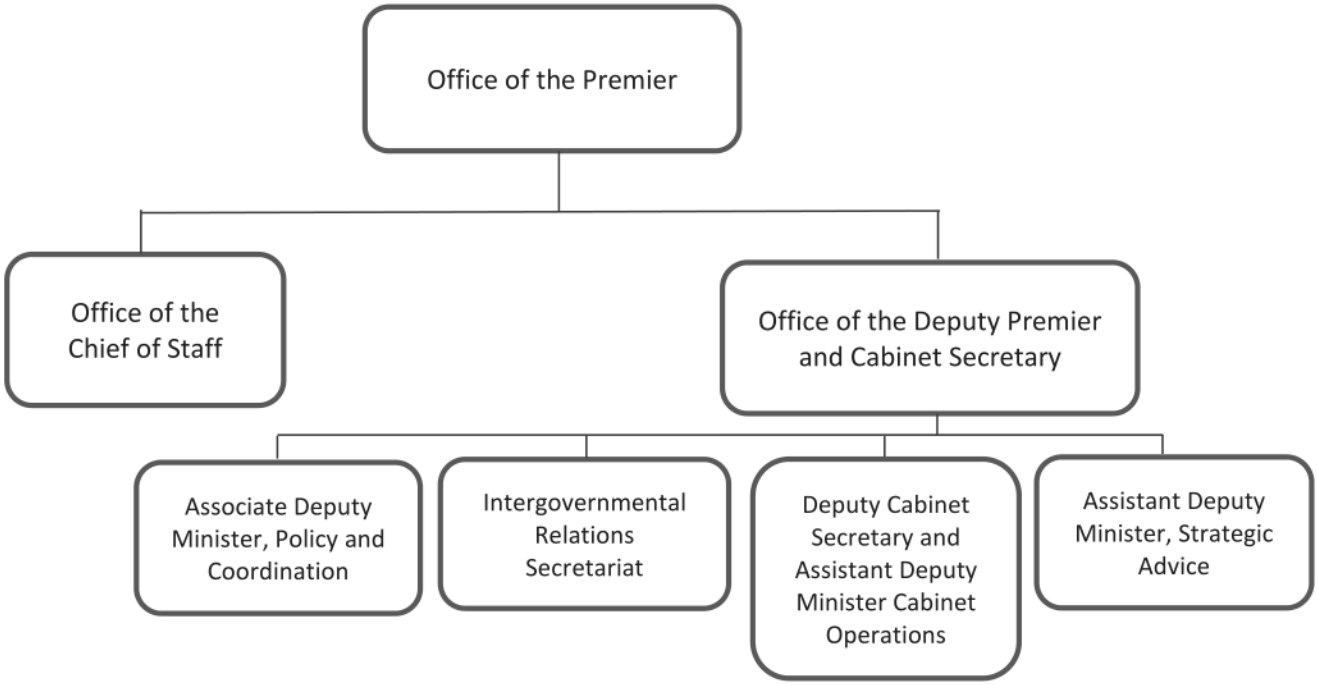
Resource Summary

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Intergovernmental Relations Secretariat	3,413	3,258	3,258	3,258
Cabinet Operations	1,866	1,788	1,788	1,788
Executive and Support Services	6,070	6,288	6,288	6,288
Premier's Office	3,246	3,600	3,600	3,600
Corporate Services	2,824	2,688	2,688	2,688
Total	11,349	11,334	11,334	11,334
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	1	1	1	1
Total	1	1	1	1

[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.

Executive Organizational Chart:



Associate Deputy Minister, Policy and Coordination
Associate Deputy Minister responsible: Christina Zacharuk
The Policy and Coordination office supports the Office of the Deputy Minister to the Premier to coordinate the development and implementation of key policy initiatives across ministries and provides a co-ordination function between government ministries, agencies, crown corporations and Cabinet and its Committees.

Intergovernmental Relations Secretariat
Deputy Minister responsible: Bobbi Plecas
See further information in this Volume for IGR.

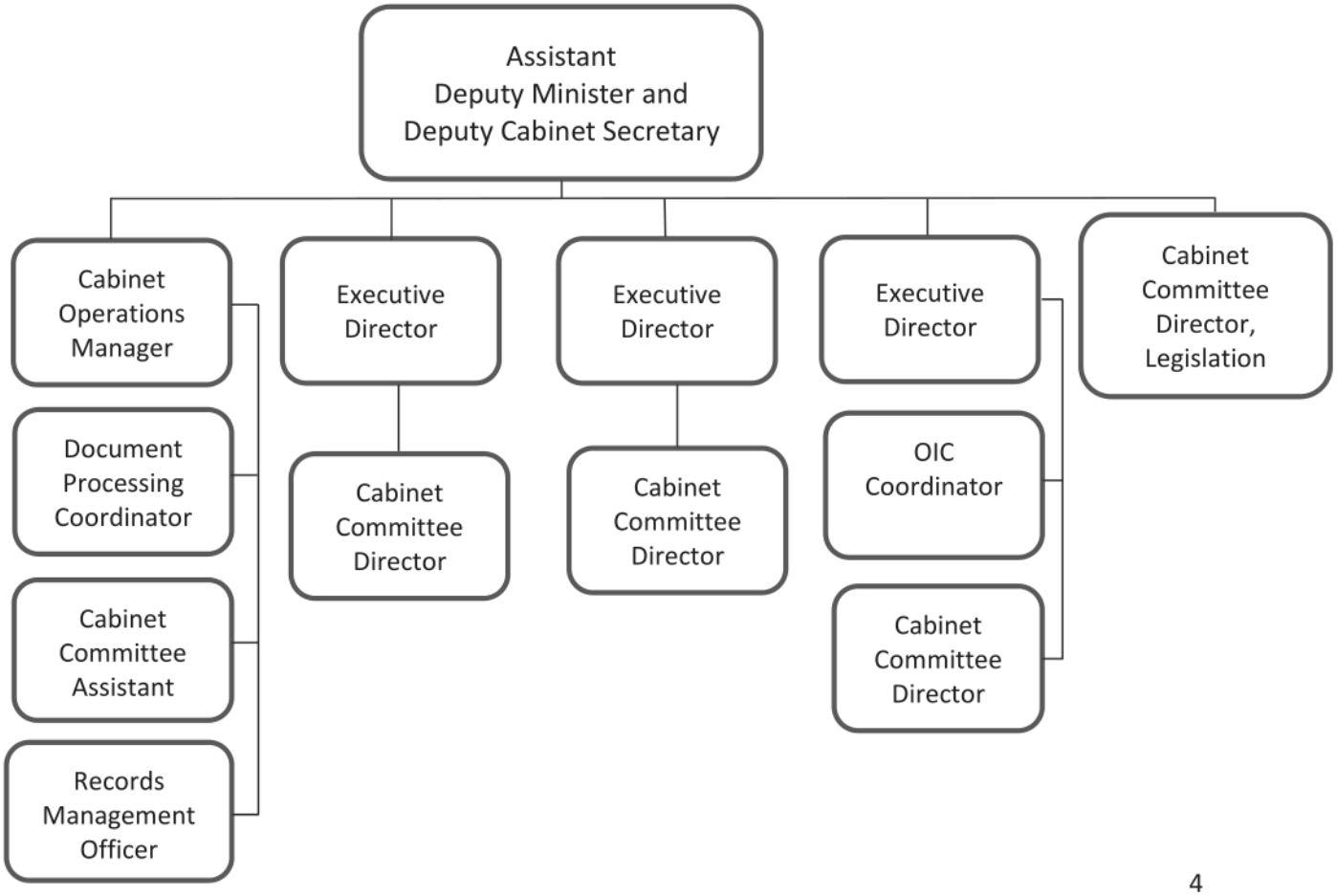
Cabinet Operations, Office of the Premier
ADM Responsible/Deputy Cabinet Secretary: Amy Miller

Cabinet Operations is a non-partisan secretariat for Cabinet and its Committees.

Cabinet Operations:

- Provides advice to the Cabinet Secretary on the development of Cabinet and Committee agendas.
- Coordinates legislative development, including regulations and Orders in Council.
- Assists ministries to schedule submissions for review and provides advice on appropriate format and content.
- Schedules and manages logistics for all Cabinet and Cabinet committee meetings (except Treasury Board).
- Distributes Cabinet and committee materials to members and maintains records.
- Prepares, distributes, and maintains records of Cabinet and Committee meeting minutes.
- Manages appropriate provision of Cabinet records to Officers of the Legislature and provides recommendations on FOI requests regarding the application of s.12 (Cabinet confidences).

Cabinet Operations is also responsible for providing advice and support to ensure continuity of government operations during transition.



EXECUTIVE MEMBER BIOGRAPHY

DON WRIGHT
DEPUTY MINISTER, CABINET SECRETARY
OFFICE OF THE PREMIER

Don Wright became Deputy Minister to the Premier, Cabinet Secretary and Head of the Public Service in British Columbia in July 2017.

Don's career has spanned the academic, government and private sectors. His government service has included positions as secretary to treasury board and as deputy minister in the ministries of forests, trade and investment, and education in the Saskatchewan and British Columbia governments.

From 1997 to 2001, Don worked for Weldwood of Canada, a forest products company, and was a vice president there before he returned to government service in 2001. From 2003-08 Don was the principal of Analytica Consulting, which provided advice to public and private sector clients. From 2008-2013 Don was President of the British Columbia Institute of Technology. From 2014-2017 he was President and CEO of Central 1 Credit Union.

Don has served on a number of profit and not-for-profit boards.

Dr. Wright holds a Bachelor of Commerce from the University of Saskatchewan, a Masters in Economics from the University of British Columbia, and a PhD in Economics from Harvard University.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

CHRISTINA ZACHARUK
ASSOCIATE DEPUTY MINISTER
DEPUTY MINISTER'S OFFICE
OFFICE OF THE PREMIER

Prior to taking on the role of Associate Deputy Minister in the Deputy Minister's Office in the Office of the Premier, Christina was the President & CEO of the Public Sector Employers' Council Secretariat for over five years, an Associate Deputy Minister reporting to the Deputy Minister to the Premier and the Minister of Finance. She was responsible for the strategic coordination of labour relations across B.C.'s public sector which includes more than 120 public sector employers and the negotiation of 186 collective agreements covering approximately 330,000 unionized employees. She also directed policy in executive and excluded management compensation and was charged with the representation of the Minister of Finance in her role as a partner in the four, major public sector pension plans.

She has over a decade of experience in every aspect of public sector bargaining under the Province's unique centralized model and secured the majority of agreements with employers and unions under the mandate - the 2019 Sustainable Services Negotiating Mandate - before moving to this position.

She is a director appointed to the board of the Healthcare Benefits Trust, a not-for-profit health and welfare trust that provides group health and welfare benefits on behalf of participating employers for nearly 100,000 eligible employees their eligible dependents, and beneficiaries employed in health care and social services.

Christina joined the BC Public Service in 2004 and moved to PSEC Secretariat in 2005. She graduated from the University of Victoria with a Bachelor's degree (Hons) in Sociology, has a Master's degree in Public Administration from the University of Victoria, and believes strongly in the value of co-op experience which she had at both the federal and provincial levels of government.

EXECUTIVE MEMBER BIOGRAPHY

ERIC KRISTIANSON
ASSISTANT DEPUTY MINISTER
DEPUTY MINISTER'S OFFICE
OFFICE OF THE PREMIER

Prior to taking on the role of Assistant Deputy Minister in the DMO/PO in 2018, Eric served as Assistant Deputy Minister, Strategic Issues, in Government Communications and Public Engagement. In that role, Eric coordinated government's response on public issues that cut across individual ministry lines and involved multiple ministries, government agencies and Crown Corporations.

Eric has also served as a communications director in the Ministry of Forests, Ministry of Labour and Ministry of Fisheries and done extensive government relations and public policy consulting for private sector firms in the technology, natural resource management and fisheries sectors.

EXECUTIVE MEMBER BIOGRAPHY

AMY MILLER
ASSISTANT DEPUTY MINISTER, DEPUTY CABINET SECRETARY
CABINET OPERATIONS
OFFICE OF THE PREMIER

Prior to taking on the role of Deputy Cabinet Secretary in Cabinet Operations in 2020, Amy served as Executive Director in the Deputy Minister's Office in the Office of the Premier for two years. In that role, she provided cross-government guidance and leadership on the development and coordination of major public policy and program initiatives. Amy was also a member of the BC Immigrant Investment Fund board of directors.

Amy joined the BC Public Service in 2009 and has worked in several ministries and central agencies during that time. She graduated from the University of Northern British Columbia with a Bachelor's degree in Political Science, has a Master's degree in Political Science from Memorial University of Newfoundland.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Please see Appendix A-1.

Tab B

OFFICE OF THE PREMIER
KEY STAKEHOLDERS

NOT APPLICABLE

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

NOT APPLICABLE

Tab D

OFFICE OF THE PREMIER

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
No Crown Agencies

Tab E

MINISTER'S KEY DATES AND EVENTS

NOT APPLICABLE

Tab 2

Tab A

MINISTRY PROFILE

Ministry: Intergovernmental Relations Secretariat, Office of the Premier

The Intergovernmental Relations Secretariat (IGRS) strategically aligns and advances B.C.'s priorities, policies and programs with the federal government, other provinces and territories and with foreign governments in order to achieve better outcomes and improve the lives of all British Columbians. For example, over the last six months, the Intergovernmental Relations Secretariat led the negotiations for B.C.'s share (approximately $2B) of the $19B federal Safe ReStart Agreement funding; led the negotiations to receive federal funding (valued at $340M) for the electrification of the natural gas fields; and, successfully advocated for key policy changes with other provinces-territories and the federal government that supported B.C.'s priorities.

Ministry Mandate:

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.

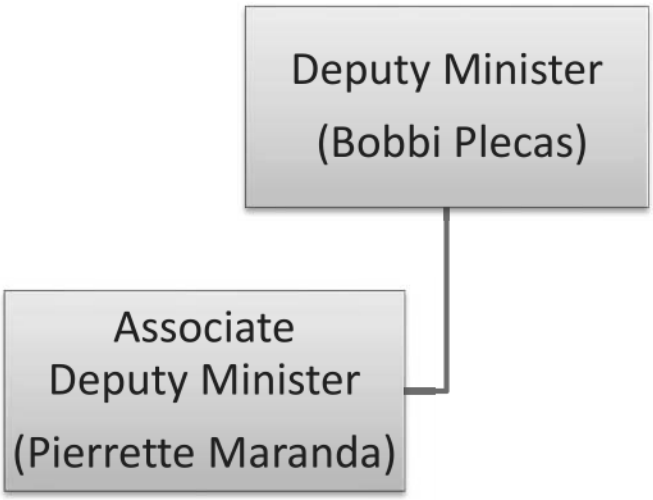
Budget:

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Intergovernmental Relations Secretariat	3,413	3,258	3,258	3,258
Cabinet Operations	1,866	1,788	1,788	1,788
Executive and Support Services	6,070	6,288	6,288	6,288
Premier's Office	3,246	3,600	3,600	3,600
Corporate Services	2,824	2,688	2,688	2,688
Total	11,349	11,334	11,334	11,334
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	1	1	1	1
Total	1	1	1	1

[1] For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

Full Time Equivalents (FTEs): 28

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

Bobbi Plecas was appointed Deputy Minister, Intergovernmental Relations Secretariat (IGRS) on January 29, 2019. In this capacity she advances British Columbia's interests with the federal government, other provinces and territories, US states and other foreign governments. In 2020, Bobbi was involved in the negotiations of the federal-provincial Safe Restart Agreement that brought approximately $2 billion to B.C. to build back up from the effects of the COVID-19 pandemic. Bobbi also has responsibility for the Government's ceremonial, protocol and diplomatic activities, as well as the Francophone Affairs program. Under her leadership, IGRS won a 2020 Top Work Unit Award with one of the highest engagement scores across the B.C. Public Service.

Previous to this she was Deputy Minister of Climate Change in the Ministry of Environment and Climate Change Strategy starting in July 2017. In this role, Bobbi led the development of the cross-government CleanBC plan, aimed at reducing climate pollution through a transition to clean energy.

Bobbi has been a member of the provincial public service for more than 25 years and has held a variety of executive roles across government. She lives in the province's capital city, Victoria, with her husband and two daughters.

EXECUTIVE MEMBER BIOGRAPHY

Pierrette Maranda is Associate Deputy Minister, Intergovernmental Relations Secretariat. In this position, she oversees the policy units of both the domestic intergovernmental relations, and the international relations and partnerships. She also oversees the Francophone Affairs Program and the Office of Protocol. Pierrette is a key member of the Secretariat's executive team whose leadership was recognized by the organization winning twice in a row a Top Work Unit Award in the BC public service. Pierrette is a member of the Steering Committee of the Council of the Federation, which is composed of provincial-territorial Deputy Ministers/Associate Deputy Ministers of Intergovernmental Relations.

In her role, Pierrette provides strategic advice to the Premier's Office and other ministries on maximizing B.C,'s interests in a very large number of intergovernmental issues. She also coordinates the government's position on complex intergovernmental negotiations that often cut across several ministries. In 2020, she was involved in the negotiations of the federal-provincial Safe Restart Agreement that brought approximately $2 billion to B.C. to build back up from the effects of the COVID-19 pandemic.

Pierrette obtained a Master's degree in Public Administration from the University of Victoria and worked with both the provincial and federal governments.

DOMESTIC INTERGOVERNMENTAL RELATIONS

Associate Deputy Minister Responsible: Pierrette Maranda

ED Responsible**:** Grant Smith

Program Description:

The Domestic Intergovernmental Relations policy team helps the Premier achieve goals that require coordination, partnership and dialogue with the federal government or with other provinces and territories. The team advises on B.C.'s domestic intergovernmental priorities; represents the province in negotiations of high-profile, sensitive issues with senior officials of other Canadian governments; and advises B.C. Ministries on domestic intergovernmental negotiations and relations. At any given time, the team deals with a broad government-wide portfolio of sensitive files, often with substantial fiscal implications, many of them politically sensitive or contentious and of critical importance to B.C.'s overall agenda.

The team leads preparations for First Ministers' Meetings, bilateral meetings between the Premier and the Prime Minister, meetings of the Council of the Federation (Canada's Premiers), Western Premiers' Conferences, and bilateral meetings with Premiers of other provinces and territories. In preparation for such meetings, the team represents B.C. in intergovernmental negotiations and discussions to achieve consensus on agendas, policy outcomes and communications products while maintaining the integrity of B.C. policy and program objectives. This requires gathering, synthesizing and providing a strategic lens on expertise and advise from across the B.C. government.

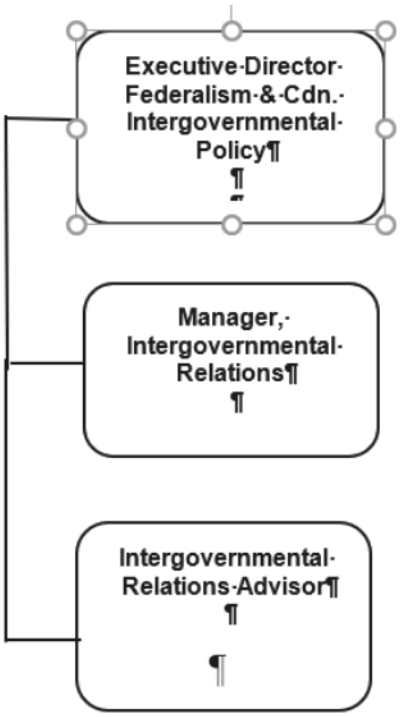
The team develops and maintains influential levels of contact in other Canadian jurisdictions to gather intelligence, resolve potential disagreements and generate positive outcomes for B.C. This includes maintaining ongoing, strategic relationships with officials in the federal Privy Council Office and in the central intergovernmental shops of all other provinces and territories. As the primary point of contact with senior intergovernmental relations officials in other Canadian governments, the team often has access to intelligence and strategic insights not available elsewhere in the B.C. government.

Budget: Included in overall budget for intergovernmental policy

Full Time Equivalents (FTEs): 3

Related Legislation: *Ministry of Intergovernmental Relations Act*

Organizational Chart:



FRANCOPHONE AFFAIRS PROGRAM

Associate Deputy Minister Responsible: Pierrette Maranda

Director: Véronique Mercier

Program Area Description:

The B.C. Francophone Affairs Program (FAP) supports the Minister responsible for Francophone Affairs who oversees the government-wide delivery of French language services (other than education); the implementation of the Canada-BC Agreement on Services in French; and, the delivery of a provincial grant to non-profit organizations that provide services to the B.C. Francophone community.

The Minister also represents the Province at events and meetings with the B.C. Francophone community. The Program supports the Minister in his participation in federal-provincial-territorial meetings of Ministers responsible for the Francophonie. All provinces and territories have Francophone Affairs Ministers who have similar mandates.

In addition to Ministerial support, the Francophone Affairs Program provides the specific following services:

- Serves as a liaison between the government and French-speaking organizations in the province.
- Conducts an annual consultation with the B.C. francophone community.
- Works with ministries/agencies, municipalities and stakeholders on the delivery of programs or services in French via:
    - The Provincial funding for French language services – $250,000/year
    - The Canada-British Columbia Agreement on French Language Services – $1.4 million (50/50 cost shared with in-kind contribution of B.C. staff)
    - The Quebec – British-Columbia Cooperation and Exchange Agreement with respect to the Francophonie – where each of the parties allocates up to $75,000/year. British Columbia's contributions come from BC Gaming grants, BC Arts Council grants, local governments or funding under the Canada-BC Agreement on French Language Services
- Organizes and coordinates the delivery of B.C. Francophonie Day at the B.C. Legislature.

Notable outcomes this year include:

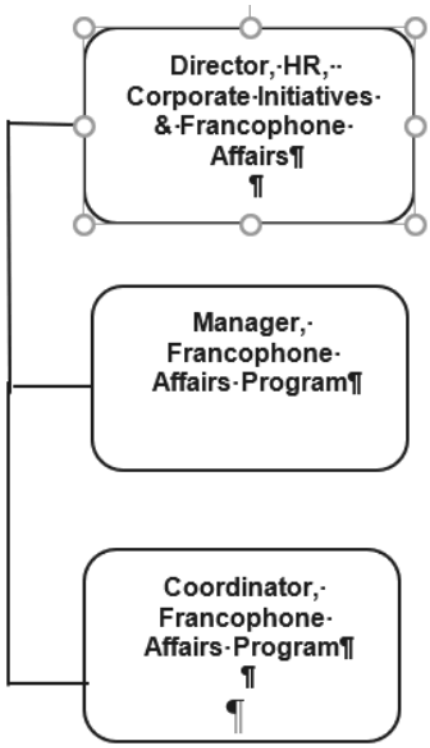
- B.C. credential recognition of the Early Childhood Educators (ECE) certification from Quebec allowing Quebec graduates to work in B.C.; and,
- Significantly expanded (+120 sets of materials) French translation of COVID related public information including the State of Emergency declaration, the phased reopening plans, information about government support programs, education, and employment statistics.

Budget: Government Financial Information

Full Time Equivalents (FTEs): 2.5

Related Legislation: N/A

Organizational Chart:



INTERNATIONAL RELATIONS AND PARTNERSHIPS

Associate Deputy Minister Responsible: Pierrette Maranda

ED Responsible: Sukumar Periwal, Executive Director, International Relations and Strategic Policy

Core Business/Program Area Description/Critical Business Processes:

The International Relations policy group in the Intergovernmental Relations Secretariat supports the Premier and ministries in advancing the Province's economic priorities as well as social and cultural linkages with foreign governments. The International Relations policy group works across ministries and with stakeholders to influence Canada's foreign policy agenda and to leverage B.C.'s intergovernmental relationships with US states, regional associations and other countries.

B.C hosts foreign representation from over 80 countries, and the International Relations policy group leads strategic engagement with representatives from these jurisdictions by:

- providing advice to the Premier and other ministers on emerging issues, potential opportunities for collaboration and ways to strengthen intergovernmental relationships with national and sub-national jurisdictions;
- developing relationships, gathering intelligence and providing strategic insights that improve and leverage B.C.'s position in the Asia-Pacific region;
- supporting outgoing and incoming Premier's/Minister's missions with respect to diplomatic relations and opportunities to advance B.C.'s objectives;
- developing formal agreements and other partnership arrangements with foreign governments; and,
- supporting ministries in pursuing and maintaining bilateral working level relationships, including participation on working groups, exchanging letters and developing memoranda of understanding.

A key focus is engagement with the United States, particularly with Governors' offices in neighbouring jurisdictions, Canadian Consulates located in western states, regional associations and subnational partnerships, the Canadian Embassy in Washington, D.C., and U.S. federal and state agencies to:

- build regional consensus and understanding on actions that increase economic opportunities for B.C., such as trade and investment, border management and supply chains, sustainable resource management, softwood lumber trade, and increasing jobs in the clean energy and green technologies sectors;
- leverage subnational relationships in the Pacific Northwest Economic Region, the Pacific Coast Collaborative, and the Cascadia Innovation Corridor to advance priorities and gather intelligence on emerging regional issues and proposed actions that may potentially impact B.C.;
- inform Canada's foreign policy in order to advance B.C.'s positions on issues including (but not limited to) Columbia River Treaty, trade disputes, border closures and climate change strategy;

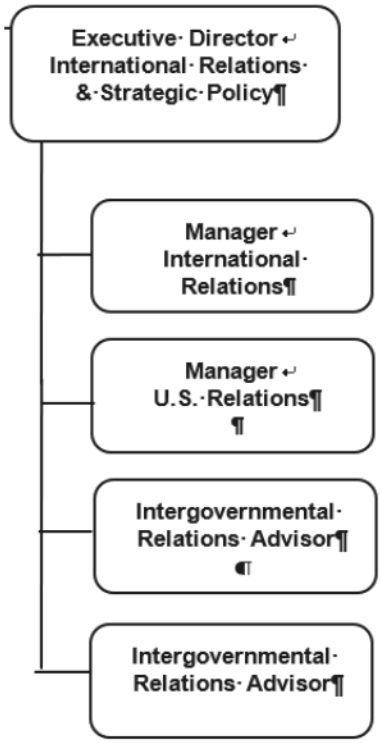
- leverage shared goals and joint leadership with the states of California, Oregon and Washington to build regional, national and global support for action on priorities of mutual importance, such as COVID-19 outbreak management, climate change, clean energy, housing and affordability and the opioid crisis; and,
- facilitate the management of transboundary environmental and resource management concerns consistent with B.C.'s high environmental standards.

Budget: Incorporated into IGRS budget

Full Time Equivalents (FTEs): 5

Related Legislation: None

Organizational Chart:



OFFICE OF PROTOCOL

Associate Deputy Minister Responsible: Pierrette Maranda

ED Responsible: Lucy Lobmeier, Chief of Protocol & Executive Director

Program Area Description:

The Office of Protocol leads and coordinates ceremonial, protocol and diplomatic activities for the B.C. Government. Specifically, the Office plans and manages official visits to B.C. for members of the Royal Family, the Governor General, heads of governments, foreign ministers, heads of diplomatic missions and other distinguished visitors. The Office serves as the first point of contact for approximately eighty foreign governments in B.C. represented primarily by the Consular Corps.

The Office also provides advice on all matters of protocol to the Government of B.C., including flag protocol, half-masting notices and the provincial table of precedence. It manages and delivers official ceremonies, including the swearing-in of Cabinet, opening of the legislature, installation of the lieutenant governor, state funerals and royal assents. It also manages requests for special passports from members of the Executive Council.

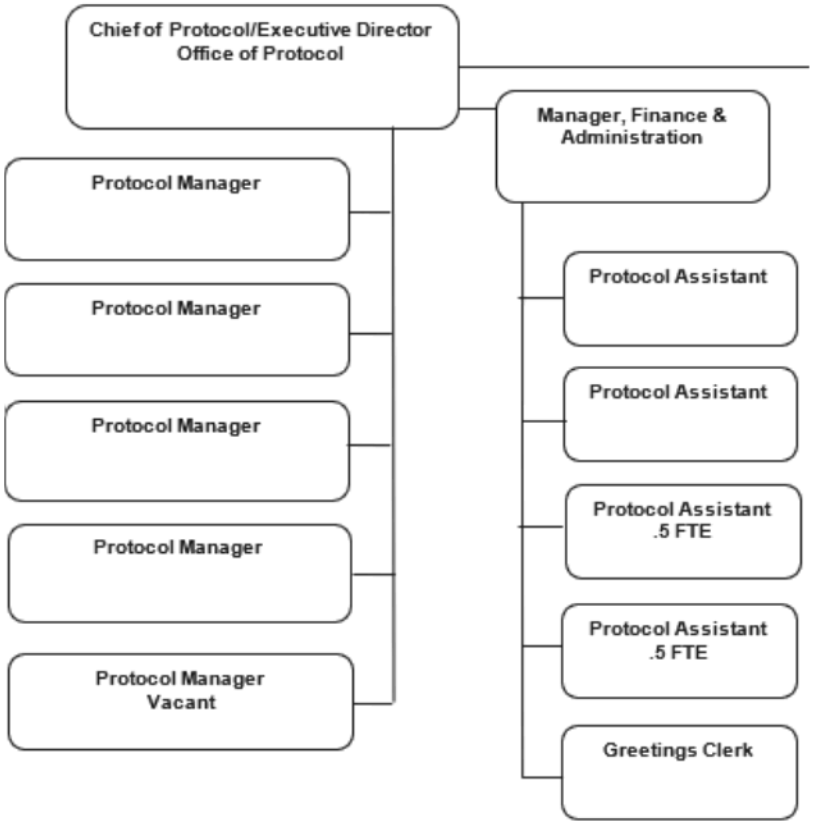
The Office of Protocol, through the Honours and Awards Secretariat, administers and promotes provincial honours, awards, and ceremonies, including the Order of British Columbia and the Medal of Good Citizenship. It also delivers, on behalf of the Public Service Agency, the Long Service Awards program to celebrate the long-term commitment of B.C. Public Service employees. The Office administers the *Provincial Symbols and Honours Act* and grants approval for use of the Coat of Arms and Use of 'British Columbia' in business or society names. It also manages the Congratulatory Messages Program (anniversary and birthday greetings from the Queen, the Governor General, the Prime Minister, the Lieutenant Governor, the Premier, the Leader of the Official Opposition and Members of the Legislative Assembly).

Budget: Government Financial (Fiscal 2020-21)

Full Time Equivalents (FTEs): 11 (including one vacant protocol manager position)

Related Legislation: *Provincial Symbols and Honours Act*

Organizational Chart:



Tab B

Intergovernmental Relations Secretariat
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
Canadian IGR	**Prime Minister**	The Right Honourable Justin Trudeau Phone: 613-995-0253 Email: pm@pm.gc.ca		Top intergovernmental priorities for B.C.
Canadian IGR	**Minister of Intergovernmental Affairs**	Honourable Dominic LeBlanc Phone Personal Information E-mail Personal Information		Bi-lateral priorities
Canadian IGR	**Premier of Alberta**	Honourable Jason Kenney Phone: 780-427-2251 Email: premier@gov.ab.ca		Bi-lateral priorities Council of the Federation Western Premiers' Conference

Branch	Organization	Contact	Description	Key Issues
Canadian IGR	**Premier of Saskatchewan**	Honourable Scott Moe (Note: Election on October 26) Phone: 306-787-9433 Email: premier@gov.sk.ca		Bi-lateral priorities Council of the Federation Western Premiers' Conference
Canadian IGR	**Premier of Manitoba**	Honourable Brian Pallister Phone: 204-945-3714 Email: premier@leg.gov.mb.ca		Co-chair, Council of the Federation Chair, Western Premiers' Conference
Canadian IGR	**Premier of Ontario**	Honourable Doug Ford Phone: 416-325-1941 Email: premier@ontario.ca		Bi-lateral priorities Council of the Federation
Canadian IGR	**Premier of Québec**	Mr. François Legault Phone: 418-643-5321 Email: premierministre@quebec.ca		Bi-lateral priorities Chair, Council of the Federation

Branch	Organization	Contact	Description	Key Issues
Canadian IGR	**Premier of New Brunswick**	Honourable Blaine Higgs Phone: 506-453-2144 Email: premier@gnb.ca		Council of the Federation
Canadian IGR	**Premier of Prince Edward Island**	Honourable Dennis King Phone: 902-368-4400 Email: premier@gov.pe.ca		Council of the Federation
Canadian IGR	**Premier of Nova Scotia**	Honourable Stephen McNeil Phone: 902-424-6600 Email: premier@novascotia.ca		Council of the Federation
Canadian IGR	**Premier of Newfoundland and Labrador**	Honourable Andrew Furey Phone: 709-729-3570 Email: premier@gov.nl.ca		Council of the Federation

Branch	Organization	Contact	Description	Key Issues
Canadian IGR	**Premier of Yukon**	Honourable Sandy Silver Phone: 867-393-7007 Email: premier@gov.yk.ca		Council of the Federation Western Premiers' Conference Cross-border issues (Indigenous issues; natural resources)
Canadian IGR	**Premier of Northwest Territories**	Honourable Caroline Cochrane Phone: 867-767-9140 (Personal Email: premier@gov.nt.ca		Council of the Federation Western Premiers' Conference
Canadian IGR	**Premier of Nunavut**	Honourable Joe Savikataaq Phone: 867-975-5050 Email: jsavikataaq@gov.nu.ca		Council of the Federation Western Premiers' Conference

Branch	Organization	Contact	Description	Key Issues
U.S. Relations	**Governor's Office Washington State (Jay Inslee)** (gubernatorial election on Nov 3)	Main Line: Jay Inslee, Governor Phone: 360-902-4111 E-message: https://www.governor.wa.gov/contact/contact/send-gov-inslee-e-message Staff Contact: Keith Phillips, Director of Policy Phone: 360-902-0630 Email: Keith.Phillips@gov.wa.gov	The Governor's office serves Washington State as the executive branch of government.	• Closest U.S. partner and ally • Softwood Lumber • Cascadia Innovation Corridor & technology • Border issues • Transboundary environmental issues • Columbia River Treaty • Climate Change and Energy • Wildfires
U.S. Relations	**Governor's Office Oregon (Kate Brown)**	Main Line: Kate Brown, Governor Phone: 503-378-4582 Staff Contact: Ruchi Sadhir, Policy Advisor Phone: 503-986-6545 Email: Ruchi.Sadhir@oregon.gov	The Governor's office serves Oregon as the executive branch of government.	• Softwood Lumber • Columbia River Treaty • Climate and Energy • Wildfires • 2020-21 Chair, Western Governors' Association
U.S. Relations	**Governor's Office California (Gavin Newsom)**	Main Line: Gavin Newsom, Governor Phone: 916-445-2841 Staff Contact: Priscilla Cheng, Director of External Affairs Email: Personal Information	The Governor's office serves California as the executive branch of government.	• Climate and Energy • Housing and Homelessness • Wildfires • Technology and innovation • Talent attraction

Branch	Organization	Contact	Description	Key Issues
U.S. Relations	**Governor's Office Alaska (Mike Dunleavy)**	Main Line: Mike Dunleavy, Governor Phone: 907-465-3500 Staff Contact: Kip Knudson Director of State and Federal Relations Email: kip.knudson@alaska.gov	The Governor's office serves Alaska as the executive branch of government.	• Transboundary water/environmental issues and mining
U.S. Relations	**Governor's Office Montana (Steve Bullock) –** (gubernatorial election on Nov 3)	Contact: Steve Bullock, Governor Phone: 406-444-3111 E-message: https://svc.mt.gov/gov/contact/shareopinion	The Governor's office serves Montana as the executive branch of government.	• Transboundary water/environmental issues and mining • MT coal exports via B.C. ports
U.S. Relations	**U.S. Ambassador to Canada**	Contact: Katherine Brucker, Chargé d'Affaires Phone: 613-688-5335 Email: OttawaNIV@state.gov	The Embassy is the U.S.'s official diplomatic presence in Canada. Katherine Brucker is currently heading the Embassy until an Ambassador is appointed and confirmed.	• Softwood lumber • Trade/CUSMA • Technology and innovation • Border management • Climate and Energy • Transboundary Mining
U.S. Relations	**U.S. Consul General in Vancouver**	Contact: D. Brent Hardt, Consul General Phone: 604-685-4311 Email: hardtdb@state.gov		• Softwood lumber • Trade/CUSMA • Technology and innovation • Border management • Climate and Energy • Transboundary Mining

Branch	Organization	Contact	Description	Key Issues
U.S. Relations	**Canada's Ambassador to the U.S.**	Main Line: Kirsten Hillman, Ambassador Phone: 202-682-1740 Email: Personal Information Staff Contact: Kirsten Kazlauskas, Head, Intergovernmental Affairs Phone: Personal Information Email: Kirsten.kazlauskas@international.gc.ca	The Embassy is Canada's official diplomatic presence in the U.S.	• Softwood lumber • Trade/NAFTA • Technology and innovation • Border management • Climate and Energy
U.S. Relations	**Canadian Consul General in Seattle**	Main Line: Brandon Lee, Consul General Phone: 206-443-1777 Email: Personal Information Staff Contact: Rob Kerr, Consul Phone: 206-770-4062 Email: Personal Information	The office covers the Pacific Northwest states of Washington, Oregon, Idaho, and Alaska.	• Softwood lumber • Trade/CUSMA • Technology and innovation • Border management • Climate and Energy • Transboundary Mining
U.S. Relations	**Canadian Consul General in San Francisco**	Main Line: Rana Sarkar, Consul General Phone: 415-834-3180 Email: sfran@international.gc.ca Staff Contact: Yves Beaulieu, Consul Phone: Personal Information Email: Personal Information	The office covers Northern California and Hawaii and provides consular services to Canadians in Nevada, outside Clark County and Las Vegas.	• Softwood lumber • Trade/CUSMA • Technology and innovation • Border management • Wildfires • Housing & Homelessness • Climate and Energy

Branch	Organization	Contact	Description	Key Issues
Office of Protocol /International Relations	**Consulate General of the United States of America**	Contact: Mr. D. Brent Hardt, Consul General of the United States of America Phone: (604) 685-4311 Email: Personal Information	Chief representative in British Columbia	• Enhancing B.C.'s links with the U.S.A. and managing consular issues
Office of Protocol /International Relations	**Consulate of the People's Republic of China**	Contact: Madam Xiaoling Tong, Consul General of China Phone: (604) 734-7492 Email Personal Information	Chief representative in British Columbia	• Enhancing B.C.'s links with China and managing consular issues
Office of Protocol /International Relations	**Consulate General of India**	Contact: Mr. Shri Manish, Consul General of India Phone: (604) 662-8811 Email: Personal Information Personal Information	Chief representative in British Columbia	• Enhancing B.C.'s links with India and managing consular issues
Office of Protocol /International Relations	**Consulate General of Japan**	Contact: Mr. Takashi Hatori, Consul General of Japan Phone: (604) 684-5868 Email: cgoffice@vc.mofa.go.jp	Chief representative in British Columbia	• Enhancing B.C.'s links with Japan and managing consular issues

Branch	Organization	Contact	Description	Key Issues
Office of Protocol /International Relations	**Consulate General of Korea**	Contact: Mr. Byung-won Chung, Consul General of Korea Phone: (604) 681-9581 Email: vancouver@mofa.go.kr	Chief representative in British Columbia	• Enhancing B.C.'s links with South Korea and managing consular issues
Office of Protocol /International Relations	**Consulate General of Germany**	Contact: Mr. Klaus Otto Schmidt, Consul General of Germany Phone: (604) 684-8377 Email: info@vancouver.diplo.de; Personal Information	Chief representative in British Columbia	• Enhancing B.C.'s links with Germany and managing consular issues
Office of Protocol /International Relations	**Consulate General of Mexico**	Contact: Mrs. Ana Berenice Díaz Ceballos Parada, Consul General of Mexico Phone: (604) 684-1859 Email: Personal Information bdiaz@sre.gob.mx	Chief representative in British Columbia	• Enhancing B.C.'s links with Mexico and managing consular issues
Office of Protocol /International Relations	**Consulate General of the United Kingdom**	Contact: Ms. Nicole April Davison, Consul General of the United Kingdom Phone: (604) 683-4421 Email: nicole.davison@fcdo.gov.uk	Chief representative in British Columbia	• Enhancing B.C.'s links with the U.K. and managing consular issues

Branch	Organization	Contact	Description	Key Issues
Francophone Affairs Program (FAP)	**Fédération des francophones de la Colombie-Britannique (FFCB)**	Padminee Chundunsing President (elected Board Chair) Phone: Personal Information Email: Emmanuelle Corne Bertrand Executive Director Phone: 604-732-1420 Email: dg@ffcb.ca	The Fédération des francophones de la Colombie-Britannique (FFCB) is the official organization representing B.C.'s francophone community. It includes 40 member associations throughout the province. The member associations work with specific groups or sectors of the community, including women, youth, seniors, health care, social services, economic development, arts, culture, education, post secondary education, early childhood and justice.	Intergovernmental Communications • Ensuring regular meetings between the Minister responsible for Francophone Affairs and the community and the Minister's participation in community events.

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
2020 Medal of Good Citizenship recipients	Medal of Good Citizenship	*Provincial Symbols and Honours Act* Division 2 Section 19.3	Cabinet Confidences

Tab D

INTERGOVERNMENTAL RELATIONS SECRETARIAT

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
IGR has no crown agencies.

Tab E

PREMIER'S KEY DATES AND EVENTS

Key Event	Premier's Role	Date	Location
Council of the Federation Calls	Advocate for B.C. interests and priorities	Expected to be biweekly preceding FMM calls, with possible additional ad hoc calls	teleconference
First Ministers' Calls	Advocate for B.C. interests and priorities	Expected to be biweekly on Thursday afternoons, beginning October 29	teleconference
Remembrance Day ceremony	Attend and lay wreath on behalf of the government Remembrance Day ceremony	November 11	Victoria or Vancouver
Premier and Executive Council swearing in ceremony	Attend, take oaths, introduce cabinet ministers' portfolios, make remarks	November 26 TBC	Victoria TBC
First Ministers' Meeting (virtual) on the Canada Health Transfer		Last week of Nov/First week of December	teleconference
Transmit letter of commitments to Canada to secure second half of Safe Return to School funds	Approve, sign and transmit letter to the Prime Minister	By December 31	n/a
Outstanding diplomatic introductory meetings with newly arrived Consuls General of the U.S. and India	Meet and discuss shared priorities	By end of January	TBC
Congratulatory calls and expressions of support for continued subnational bilateral relations with recently elected governors of Washington State and Montana	Meet and discuss shared priorities	Mid-January (their inaugurations are early January)	n/a

Tab 3

Tab A

MINISTRY PROFILE

Ministry of Advanced Education, Skills and Training:

We believe a well-educated, highly skilled, diverse workforce is the foundation for a strong and sustainable society and economy, and post-secondary education and skills training is the pathway to opportunity for all British Columbians.

Our purpose is to work with post-secondary and other partners, so all British Columbians have access to quality education and training opportunities leading to meaningful, good paying jobs, and that advancements in knowledge, skills, and innovation contribute to the social well-being and economic prosperity of our province.

We value a focus on the future, collaboration, equity of opportunity, and fully embrace our commitments under the *Declaration on the Rights of Indigenous Peoples Act*.

Ministry Mandate:

The Ministry provides leadership for post-secondary education and skills training to support an inclusive, accessible, responsive and future-focused post-secondary education and skills training system to build B.C.'s long-term economic prosperity. We work with post-secondary partners, private training institutions, Crown agencies, employers, industry, and Indigenous communities to deliver relevant education and training programs and services, and to enable post-secondary institutions to play a key role in generating knowledge and innovation.

The Ministry provides oversight of public and private post-secondary institutions through legislation, funding and accountability frameworks, protecting the interests of domestic and international students. The Ministry provides oversight for BC's trades training system through the Industry Training Authority (a Crown corporation). We support learners' financial needs through StudentAidBC and work with institutions to provide additional supports such as student housing and mental health services. Through federal labour market transfer agreements the Ministry provides targeted skills training opportunities to British Columbians who need extra support, communities and employers. The Ministry provides information to ensure British Columbians can plan careers, access post-secondary education, workforce and skills development programs and connect to jobs. This information also supports the growth of B.C.'s economy through targeted investments in education in high demand and high priority sectors.

We contribute to reconciliation with Indigenous people by ensuring our institutions and training partners provide welcoming and culturally safe places to learn and work, ensuring Indigenous communities get the training they need for economic and social health, and through implementation of the *Declaration of the Rights of Indigenous Peoples Act.*

Budget:

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	20201/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Educational Institutions & Organizations	2,121,552	2,144,435	2,161,664	2,164,066
Student Services Programs	70,420	86,195	74,195	74,195
Private Training Institutions	1	1	1	1
Workforce Innovation and Skills Training	17,151	16,860	17,013	17,013
Transfers to Crown Corporations and Agencies	98,877	98,877	98,877	98,331
Executive and Support Services	21,504	20,130	20,411	20,411
Total	**2,329,505**	**2,366,498**	**2,372,161**	**2,374,017**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	504	504	504	504
Total	**504**	**504**	**504**	**504**
Capital Plan ($000)				
Educational Institutions and Organizations – Post-secondary Institutions	434,478	468,820	666,550	653,249
Total	**434,478**	**468,820**	**666,550**	**653,249**

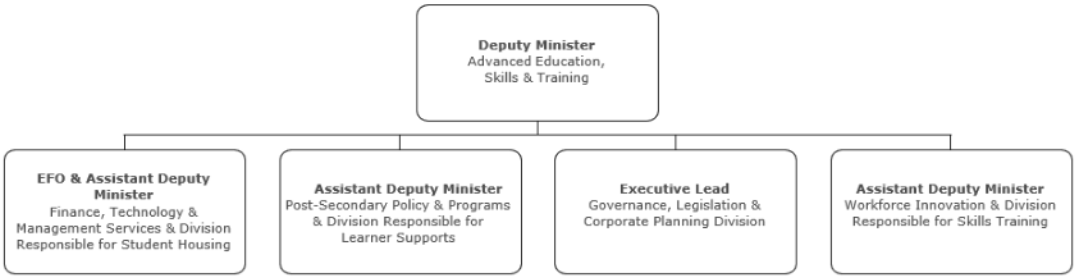
[1] For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.
*2020/21 budget amounts are shown net of $127 million in recoveries from other sources. Further information on gross program funding and recoveries is provided in divisional profiles.

Full Time Equivalents* (FTEs):
430
**FTEs provided represent a headcount of employees (including those on leave) as at Sep 30, 2020*

Executive Organizational Chart:

Ministry of Advanced Education, Skills & Training

Deputy Minister's Office



EXECUTIVE MEMBER BIOGRAPHY
SHANNON BASKERVILLE
DEPUTY MINISTER

Shannon Baskerville was appointed the Deputy Minister for the Ministry of Advanced Education, Skills and Training in July 2017. Shannon is accountable for working with the post-secondary system and other partners to ensure all British Columbians have access to quality education and training opportunities for meaningful, good paying jobs, and that advancements in knowledge, skills, and innovation contribute to the social well-being and economic prosperity of our province.

A future-focused, collaborative, and values-based team leader, Shannon's accountability to the people of British Columbia is driven by the belief that a well-educated, highly skilled, and diverse workforce provides the foundation for a strong and sustainable society and economy, and that post-secondary education and skills training is the pathway to equity of opportunity for all British Columbians.

An executive with significant leadership, corporate governance, strategic policy and execution, change management and "solving the big problems" experience in the public sector, Shannon has over 25 years serving the Province of British Columbia. Prior to her current role, Shannon held Deputy Minister positions responsible for Jobs, Tourism, Skills Training, and Trade, and Assistant Deputy Minister positions responsible for Labour Market Development, Economic Competitiveness, and Economic Development. Shannon is also currently a Board Director for the Forest Innovation Investment Crown Corporation.

Shannon has a Masters in Public Administration from the University of Victoria, a Graduate Diploma in Project Management from Royal Roads University, and an Executive Leadership Certificate from Queen's University. Personal Information

Personal Information

EXECUTIVE MEMBER BIOGRAPHY
KEVIN BREWSTER
ASSISTANT DEPUTY MINISTER/EXECUTIVE FINANCIAL OFFICER
FINANCIAL AND MANAGEMENT SERVICES DIVISION

Kevin Brewster was appointed Assistant Deputy Minister and Executive Financial Officer for the BC Ministry of Advanced Education in December 2014.

His responsibilities include oversight of the Ministry's annual operating and capital grants and budgets, information management technology, strategic human resources and staff development, public post-secondary sector shared procurement, Ministry Operations Centre Director, and leading the Ministry's initiative to expand student housing on campuses across BC. Kevin is also the Ministry's Ethics Advisor and designate for receiving disclosures under the *Public Interest Disclosure Act*.

Kevin joined the BC Public Service in 1993 after working in private sector consulting. Prior to joining the Ministry, Kevin's primary focus has been in developing public sector infrastructure (e.g. post-secondary facilities, K-12 schools, hospitals and care homes). He also worked for municipal government in the financing and development of health facilities in the greater Victoria area.

Kevin holds a diploma in building technology from the BC Institute of Technology; a Bachelor of Architecture from the University of Oregon; and an MBA from the Manchester Business School in the United Kingdom.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY
NICOLA LEMMER
ASSISTANT DEPUTY MINISTER
POST-SECONDARY POLICY & PROGRAMS & DIVISION RESPONSIBLE FOR LEARNER SUPPORTS

Nicola Lemmer was appointed Assistant Deputy Minister, Post-secondary Policy and Programs in May 2020. This position has responsibility for the development of policies and programs that support institutions to provide students with the best post-secondary education experience possible, and that assist British Columbians who seek access to post-secondary education with flexible and appropriate financial tools and supports. Major initiatives in this portfolio include StudentAidBC, EducationPlannerBC, Indigenous education, Sexual Violence and Misconduct Policy, student mental health supports, health and human services programs, and technology programs.

A long-term member of the BC Public Service, Nicola was previously an Assistant Deputy Minister at the Ministry of Education. Prior to that, Nicola had an extensive career in the Ministry of Advanced Education, Skills and Training and has also worked in the areas of labour market development, small business and social services.

EXECUTIVE MEMBER BIOGRAPHY
BINDI SAWCHUK
ASSISTANT DEPUTY MINISTER
WORKFORCE INNOVATION AND DIVISION RESPONSIBLE FOR SKILLS TRAINING

Bindi Sawchuk was appointed Assistant Deputy Minister April 10, 2018. In this capacity Bindi leads the development and implementation of a wide array of skills training programs, has oversight of the trades training system and is responsible for analysis and dissemination of labour market information for British Columbia.

Bindi has 14 years of public sector leadership and policy experience spanning health, finance, and economic development.

Bindi led the renegotiation of two rounds of Labour Market Transfer Agreements (LMDA $16 million and WDA $120 million per year, respectively); in addition to a variety of complex change management initiatives, including the transition of provincial immigrant settlement services to the federal government. Bindi received her Bachelor of Commerce degree from Royal Roads University, followed by a Certified Professional Accountant designation.

Apendix A-2

EXECUTIVE MEMBER BIOGRAPHY
TONY LOUGHRAN
EXECUTIVE LEAD
GOVERNANCE, LEGISLATION AND CORPORATE PLANNING DIVISION

Tony Loughran is the Executive Lead for the Governance, Legislation and Corporate Planning Division, within the Ministry of Advanced Education, Skills and Training.

Tony is an experienced public servant who has worked over the past 27 years in many key leadership roles across the B.C. Government. Prior to assuming his Executive Lead responsibilities, Tony served as Executive Director for Research Universities and Health Programming. Tony began his public service career in the Financial and Corporate Sector Policy group, managing the legislation program for the Ministry of Finance.

Tony has broad experience and expertise in corporate governance and sector accountability, intergovernmental relations and public policy development.

In his current Executive Lead position, Tony has responsibility for post-secondary education research and analytics, sector data management, institution accountability and reporting, legislation development, post-secondary labour relations policy, and oversight for degree Quality Assurance processes and the regulation of private institutions in British Columbia.

FINANCE, TECHNOLOGY & MANAGEMENT SERVICES AND DIVISION RESPONSIBLE FOR STUDENT HOUSING

ADM Responsible: Kevin Brewster

Core Business/ Program Area Description/Critical Business Processes:

The Finance, Technology & Management Services and Division Responsible for Student Housing (FTMS) provides financial leadership and oversight for the ministry and more broadly for the public post-secondary sector in aspects of operating and capital grant allocation, financial reporting, public post-secondary sector partnerships, and joint procurement opportunities. The division also provides leadership with pubic post-secondary institutions to increase affordable student housing and contribute to the Provincial housing strategy.

Within the ministry, FTMS provides support for technology and information application support, information security and privacy, procurement, building security, and strategic human resource support. FTMS is also the ministry's primary liaison with the Ministry of Finance and the offices of the Comptroller General and Auditor General.

The FTMS ADM is also the co-chair of the Ministry's Article 29 committee; the Ministry Ethics Advisor; and is the ministry's designated officer to receive disclosures under the *Public Interest Disclosure Act*.

Budgets:

FY 2020/21 Working Budget	**Total ($)**
Finance Technology and Management Services Division	
Finance, Technology & Management Services Division	Government Financial Information
Funding to Post-Secondary Institutions	
Total	

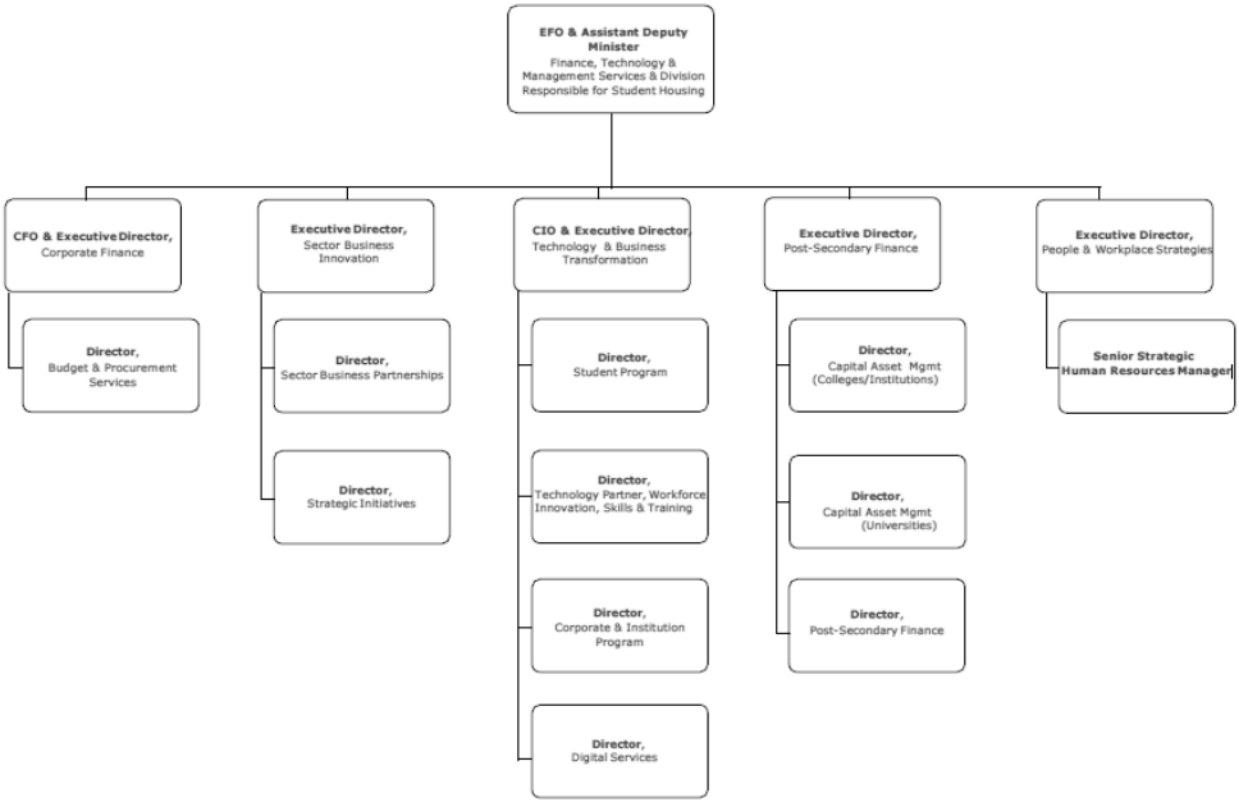
FY 2020/21 Working Budget
Minister office & Deputy Minister office:
Minister's Office
Deputy Minister's Office
Total

Full Time Equivalents (FTEs):

- Division: 87
- DMO: 13
- MO: 5

Related Legislation: none

Organizational Chart:



GOVERNANCE, LEGISLATION AND CORPORATE PLANNING DIVISION

ADM Responsible: Tony Loughran, Executive Lead

Core Business/ Program Area Description/Critical Business Processes:

The Governance, Legislation, and Corporate Planning Division (GLCP) consists of three branches: Corporate Planning, International; Quality Assurance Branch, Governance, Accountability and Analytics Branch; and the Private Training Institutions Branch. GLCP leads the Ministry's corporate planning and reporting, legislation development, board appointments, and intergovernmental relations including Council of Ministers of Education Canada (CMEC), and oversight of the British Columbia Council for International Education (BCCIE). Provides value-add business intelligence, data visualization, reporting and advice through sector data management and analysis to support decision making and inform policy development.

GLCP is responsible for institution accountability including mandate direction and accountability reporting, strategic and sector labour relations policy, and governance support. Provides quality assurance policy and oversight including the Education Quality Assurance designation. Oversees the province's quality assurance audits and ensures that legislated requirements for degree level programs are met. Provides advice and recommendations to the Minister on new degree programs through the Degree Quality Assessment Board and, regulates and monitors over 300 private training institutions.

The Executive Lead is the delegated authority under the *Private Training Act* and applicable regulations, exercises all powers and duties of the Trustee of the Student Tuition Protection Fund in adjudication of student complaints and private sector school closures.

Budget:

FY 2020/21 Working Budget ($)	Salaries & Benefits	Operating Costs	Grants & Transfers	Recoveries	Total
Governance, Legislation & Corporate Planning Division	4,109,000				
Private Training Institutions Branch	2,361,000				

Government Financial Information

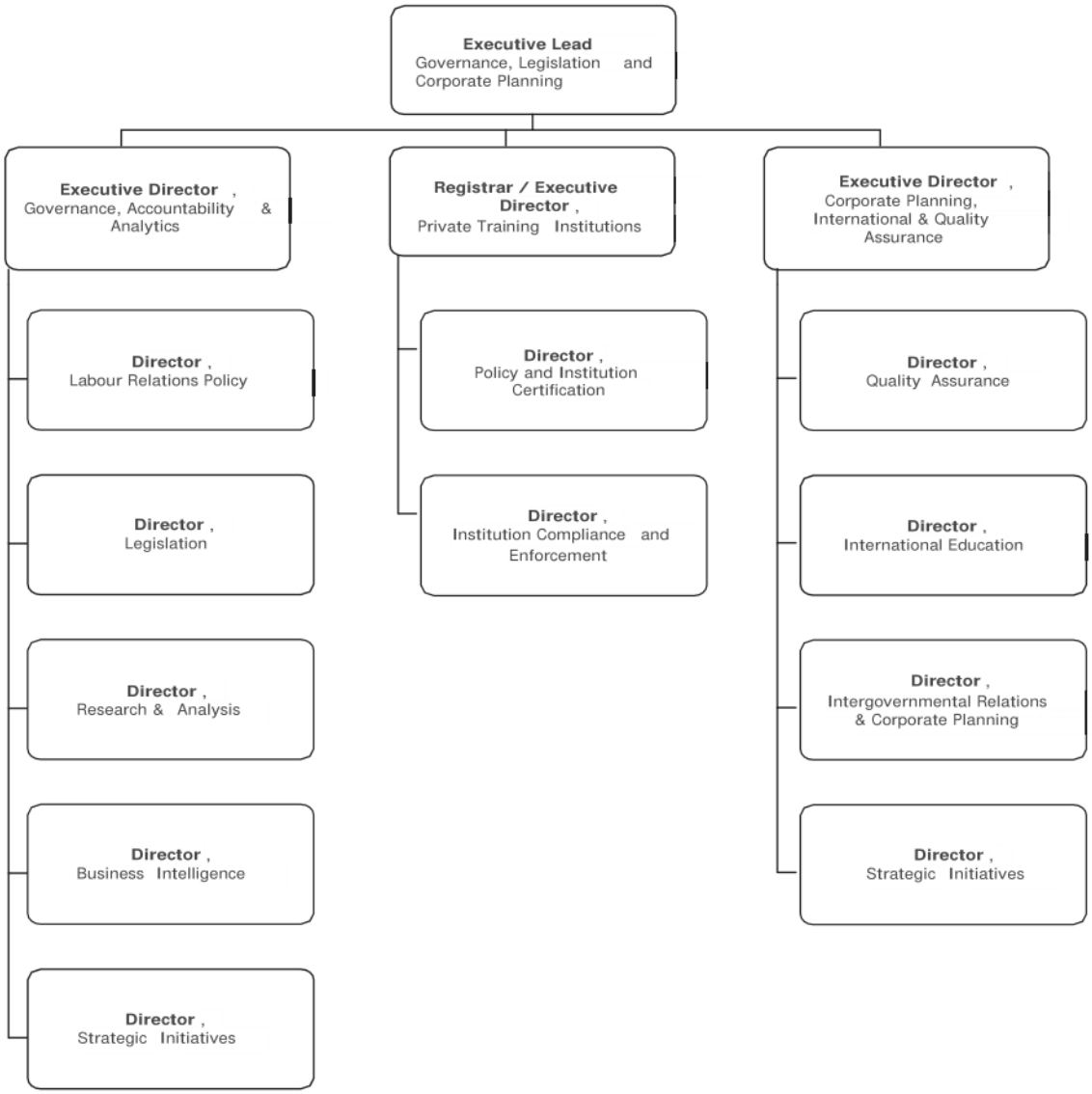
Full Time Equivalents (FTEs):
75

Related Legislation:

Legislation – Public Acts	***Legislation – Professional Associations***
College and Institute Act	*Architectural Institute of British Columbia*
University Act	*British Columbia Registered Music Teachers Association*
Degree Authorization Act	*Chartered Professional Accountants of British Columbia*
Private Training Act	*Professional Association Bylaws*
	Professional Reliance Review and Professional Accountability Act

Note: Other related legislation includes private acts of the legislature that establish post-secondary instructions, including *Sea-to-Sky University Act*, and various theological acts.

Organizational Chart:



POST-SECONDARY POLICY AND PROGRAMS AND DIVISION RESPONSIBLE FOR LEARNER SUPPORTS

ADM Responsible: Nicola Lemmer

Core Business/ Program Area Description/Critical Business Processes:

The PSPP Division is instrumental in delivering on the Ministry's mandate of providing leadership and oversight of the post-secondary system to build B.C.'s long-term economic prosperity. Working primarily with the 25 public post-secondary institutions, we design and deliver policies and programs that promote cohesion in the system and create access to education and opportunities for learners to become a highly skilled part of a diverse workforce.

Our responsibilities span the full lifecycle of learning, starting with helping students to navigate program options and apply to institutions through EducationPlannerBC. StudentAid BC addresses students' financial needs by providing repayable student loans and non-repayable grants and bursaries through an integrated provincial/federal program. We work with institutions to directly support access to priority programs such as Health Education, Forestry, Early Childhood Education, Engineering and Technology, and Adult Upgrading opportunities.

We also work to enhance the learner experience with initiatives supporting student mental health, combatting sexual violence and misconduct, promoting work integrated learning and co-op opportunities, developing micro-credentials to directly support applied learning to meet employer needs , and providing tuition waivers for former youth and children in care. The division contributes to reconciliation with Indigenous people by working with partners to improve access to and success in the post-secondary and skills training system and implement the Declaration on the Rights of Indigenous Peoples Act.

During the COVID-19 pandemic, our focus is to support post-secondary institutions, ensure continuity of learning for students during the shift to online and remote learning environments, monitor policies to better meet the current needs of students, respond to the unique situation of Indigenous learners and communities, and launch programs to upskill and reskill people impacted by job loss.

Budget:

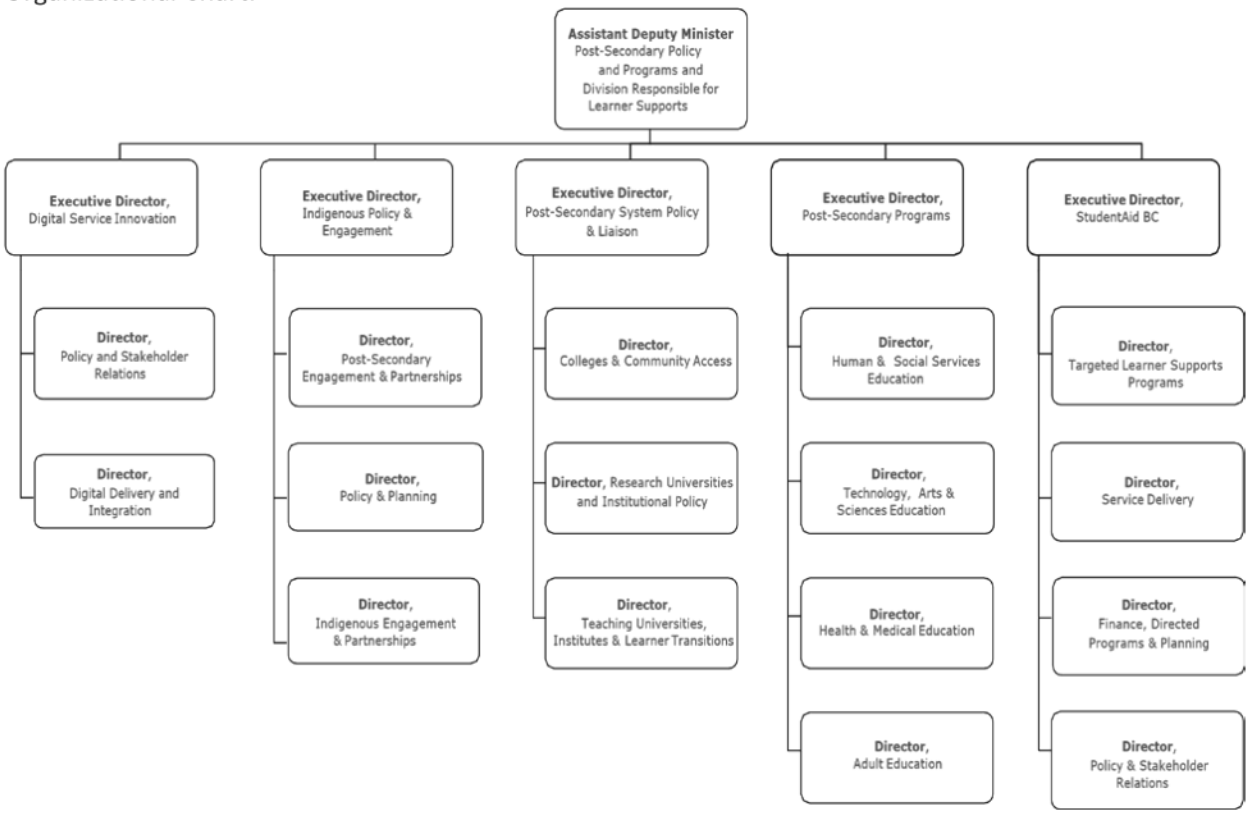
FY 2020/21 Working Budget ($)	Salaries & Benefits	Operating Costs	Grants & Transfers	Recoveries	Total
Post-Secondary Policy & Programs Division	7,725,000				

Government Financial Information

Full Time Equivalents (FTEs):
115

Related Legislation:
Sexual Violence and Misconduct Policy Act

Organizational Chart:



WORKFORCE INNOVATION AND DIVISION RESPONSIBLE FOR SKILLS TRAINING

ADM Responsible: Bindi Sawchuk

Core Business/ Program Area Description/Critical Business Processes:

The Workforce Innovation and Division Responsible for Skills Training (WIST) connects British Columbians with the skills they need to get good jobs and reach their full potential in a sustainable economy that works for all. The Division conducts its work in alignment with the Draft Principles and through implementation of the *Declaration of the Rights of Indigenous Peoples Act*.

Programs: WIST is responsible for administering the Canada-BC Workforce Development Agreement and administers labour market programs and services, in five streams[1]:

1. Helping vulnerable and underrepresented groups enter and advance in the labour market ($49M/yr).
2. Supporting communities to address urgent and emerging skills training needs ($10M/yr).
3. Enabling Indigenous community-based skills training and post-secondary education ($24M/yr).
4. Supporting employers with upskilling current and new employees ($10M/yr).
5. Supporting sectors address urgent and emerging workforce needs ($6M/yr).

WIST provides funding to Ministry of Social Development and Poverty Reduction to help Persons with Disabilities enter and advance in the labour market ($34M/yr).

Crown Oversight: WIST is responsible for BC's trades training system through oversight of the Industry Training Authority (ITA) ($99M/yr for trades training).

Information for Education, Training & Job Connection: The Division produces a wide range of labour market information and insights including 10-year forecast used for post-secondary education planning. WIST promotes career planning tools, information and programs through the WorkBC.ca website and Call Centre, Find-Your-Fit K-12 program, an annual information campaign, and at career fairs.

Policy: The Division also develops labour market policy advice and implements strategic initiatives addressing a wide range of government priorities related to the labour market and emerging needs.

Fostering Relationships: WIST represents BC on the Federal/Provincial/Territorial Forum of Labour Market Ministers table, in partnership with SDPR. The Division engages closely with First Nations, Metis Nation BC and other Indigenous skills training and education partners. The Division also works with sector and industry partners on a wide range of labour market needs.

Budget:

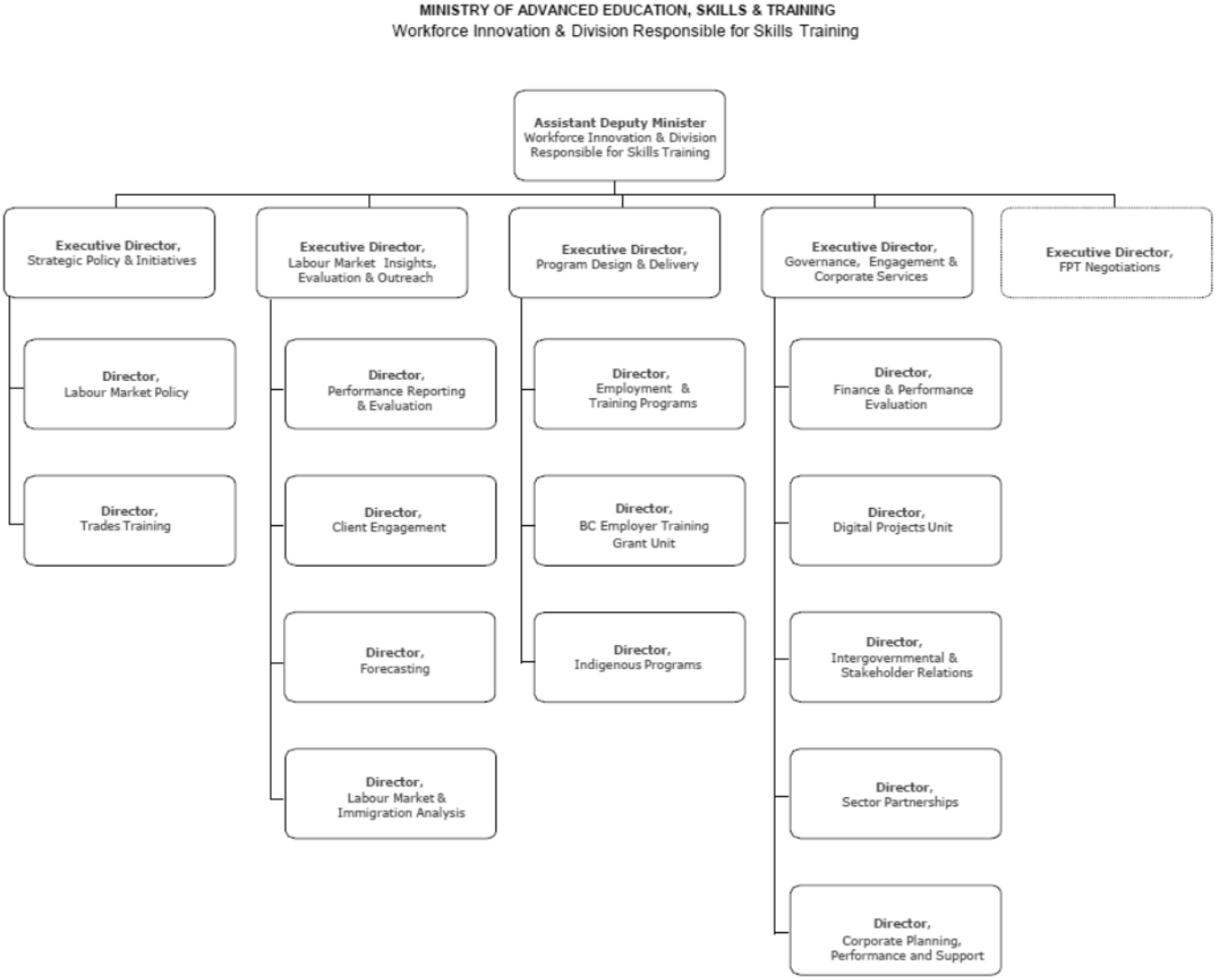
FY 2020/21 Working Budget ($)	Salaries & Benefits	Operating Costs	Grants & Transfers	Recoveries	Total
WIST	12,047,000	Government Financial Information			
ITA	-	-	98,877,000	-	98,877,000

[1] In addition to base program funding, WIST is implementing $120.6M in 2020/21 to address critical Covid-19 skills training needs ($35M provincial funding under Stronger BC and $85.6M federal WDA one-time top up funding).

Full Time Equivalents (FTEs):
138

Related Legislation:
Industry Training Authority Act

Organizational Chart:



Tab B

Appendix B

Ministry of Advanced Education Skills and Training

KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
GLCP	**British Columbia Council for International Education (BCCIE)**	Sherri Bell Board Chair Personal Information	BCCIE is a provincial Crown corporation that supports the internationalization efforts of BC's public and independent K-12 schools, public and private colleges and universities and language schools. It promotes international education in and for BC, to enhance BC's international reputation for quality education, and to support the international education activities of the provincial government.	Advice/Recommentations

PSPP = Post-Secondary Policy & Programs
WIST = Workforce Innovation, Skills Training

GLCP = Governance, Legislation & Corporate Planning
FTMS = Finance, Technology & Management Services

Branch	Organization	Contact	Description	Key Issues
WIST	**Industry Training Authority**	Shelley Grey CEO Personal Information Cynthia Oliver Board Chair Personal Information	The Industry Training Authority (ITA) leads and coordinates British Columbia's skilled trades system. ITA works with employers, apprentices, industry, labour, training providers and government to issue credentials, supports apprenticeships, fund programs, set program standards and increase opportunities in the trades.	Advice/Recommentations
PSPP	**Research Universities' Council of British Columbia (RUCBC)**	Max Blouw President Personal Information	RUCBC works with and on behalf of its members to improve the quality, accessibility and coordination of university education in British Columbia. The Council provides a single voice on behalf of the six major universities on public policy issues including funding, research, accountability, admissions and transfer. RUCBC is funded by the member universities.	

PSPP = Post-Secondary Policy & Programs
WIST = Workforce Innovation, Skills Training
GLCP = Governance, Legislation & Corporate Planning
FTMS = Finance, Technology & Management Services

Branch	Organization	Contact	Description	Key Issues
PSPP	**British Columbia Association of Institutes and Universities (BCAIU)**	Ruth Wittenberg President Personal Information	The British Columbia Association of Institutes and Universities (BCAIU) represents the interests of eight educational organizations in British Columbia and Yukon University, North West Territories. Together its members account for over 40 per cent of the students attending public post-secondary institutions in the province.	Advice/Recommentations
PSPP	**BC Colleges**	Colin Ewart President Personal Information	BC Colleges is an association of British Columbia's public, post-secondary colleges (with the exception of Douglas College). The role of the organization is to work closely with employers and key stakeholders regarding partnership opportunities, and to facilitate collaboration between the colleges so they can more effectively produce a well-educated and highly skilled workforce for British Columbia.	
GLCP	**Post-Secondary Employers' Association (PSEA)**	Rebecca Maurer CEO Personal Information	Employer bargaining agent for all public colleges, special-purpose teaching agencies and institutes in BC. Governed by *College & Institute Act* and *University Act.*	

PSPP = Post-Secondary Policy & Programs
WIST = Workforce Innovation, Skills Training
GLCP = Governance, Legislation & Corporate Planning
FTMS = Finance, Technology & Management Services

Branch	Organization	Contact	Description	Key Issues
PSPP	**First Nations Education Steering Committee (FNESC)**	Tyrone McNeil President Personal Information	The First Nations Education Steering Committee (FNESC) is a policy and advocacy organization that represents and works on behalf of First Nations in British Columbia. FNESC has a mandate to support First Nations students and advance First Nations education in BC. Coronavirus (COVID-19) Resources and Response.	• Advocating for funding for Indigenous Institutes in BC, review of legislation with the Declaration Act, mandatory Indigenous representation on PSI Boards.
PSPP	**Métis Nation BC (MNBC)**	Clara Marin Del Col Personal Information	MNBC represents thirty-eight Métis Chartered Communities in British Columbia. Their mandate is to develop and enhance opportunities for Métis communities by implementing culturally relevant, social, and economic programs, and services.	Advice/Recommentations; Intergovernmental Communications
PSPP	**Indigenous and Adult Higher Learning Association (IAHLA)**	Verna Billy-Minnabarriet Chair of the Board Personal Information	Support and represent Aboriginal-controlled adult and post-secondary education institutes in BC.	• Advocating for funding for Indigenous Institutes.

PSPP = Post-Secondary Policy & Programs
WIST = Workforce Innovation, Skills Training
GLCP = Governance, Legislation & Corporate Planning
FTMS = Finance, Technology & Management Services

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
Governor	Justice Institute of B.C.	*College and Institute Act,* R.S.B.C. 1996, s. 9 (2) (a)	Dec 31/ 2020
Governor **x 4**	Nicola Valley Institute of Technology	*College and Institute Act,* R.S.B.C. 1996, s. 9 (1) (a)	Dec 31/ 2020
Governor	Selkirk College	*College and Institute Act,* R.S.B.C. 1996, s. 9 (1) (a)	December 31/2020
Governor	Royal Roads University	*Royal Roads University Act,* R.S.B.C. 1996, s. 5 (c) and 6 (1)	July 31/2020
Governor	Simon Fraser University	*University Act,* R.S.B.C. 1996, s. 19 (1) (d)	December 31/ 2020
Governor	University of British Columbia	*University Act,* R.S.B.C. 1996, s. 19 (2) (e)	June 20/2020
Governor	University of British Columbia	*University Act,* R.S.B.C. 1996, s. 19 (2) (e)	Dec 31/ 2020
Governor – Alumni Member	Vancouver Island University	*University Act,* R.S.B.C. 1996, s. 19 (1) (d)	Jun 26/2020
Examiner	BC Registered Music Teachers Association	*Music Teachers (Registered) Act,* R.S.B.C. 1996, s. 9(2)	November 4/2020
Member	Chartered Professional Accountants of British Columbia	*Chartered Professional Accountants Act,* S.B.C. 2015, *s.* 4(1)(b)	December 31/ 2020

Cabinet Confidences; Advice/Recommendations

Tab D

MINISTRY OF ADVANCED EDUCATION, SKIILS AND TRAINING

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
BC Council for International Education
BC Institute of Technology
Camosun College
Capilano University
Coast Mountain College
College of New Caledonia
College of the Rockies
Douglas College
Emily Carr University of Art and Design
Industry Training Authority
Justice Institute of BC
Kwantlen Polytechnic University
Langara College
Nicola Valley Institute of Technology
North Island College
Northern Lights College
Okanagan College
Royal Roads University
Selkirk College
Simon Fraser University
Thompson Rivers University
University of BC
University of Northern BC
University of the Fraser Valley
University of Victoria
Vancouver Community College
Vancouver Island University

BRIEFING NOTE

CROWN AGENCIES

Name: British Columbia Council for International Education (BCCIE)

Legislative Authority: BCCIE is governed under the *Societies Act* and operates under its Constitution and Bylaws.

Mandate:

- BCCIE undertakes initiatives that support international education in British Columbia. It is the only provincial organization of its type in Canada dedicated to development of international education.
- The 2020/21 BCCIE Mandate Letter includes the following priorities:
    - Supporting B.C.'s K-12 schools and post-secondary institutions in the Indigenization of the international education sector to foster greater awareness of the history of Indigenous peoples;
    - Supporting Government's implementation of an international education framework;
    - Supporting diversification of source countries of inbound students;
    - Supporting the participation of B.C. students and educators in international education;
    - Delivering intercultural training and internationalization workshops for students/faculty/staff;
    - Supporting regions outside the Lower Mainland to build capacity in international education; and
    - Increasing publicly available information to support the international student experience in B.C.
- BCCIE receives $1.5 million in annual operating funding from the Ministry of Advanced Education, Skills and Training, plus additional ad hoc project-based funding.

Current Appointees:

- The BCCIE Board is comprised of education sector representatives (K-12 public/independent, and public/private post-secondary). It also includes three senior government representatives.
- Board composition and appointment/nomination process is set out in the BCCIE bylaws. Directors are:

Name	**Position**	**Organization Represented**
Feroz Ali	President, ILAC Higher Education	Education Quality Assurance designated institutions
Selena Basi	Assistant Deputy Minister	Ministry of Jobs, Economic Development and Competitiveness
Sherri Bell	President & CEO, Camosun College	BC Colleges
Shawn Chisholm	Executive Director, FISA	Federation of Independent School Associations in BC
Keith Godin	Assistant Deputy Minister	Ministry of Education
Blair Littler	Vice President, RUCBC	Research Universities' Council of British Columbia
Tony Loughran	Executive Lead	Ministry of Advanced Education, Skills and Training
Neil Mort	President, Acsenda School of Management	Private Degree-Granting Post-Secondary Institutions
Michel Tarko	President and CEO, JIBC	BC Association of Institutes and Universities
Jordan Tinney	Superintendent & CEO, Surrey Schools	BC School Superintendents
Jay Yule	Superintendent	BC School Superintendents

Appointments required:

- N/A

Issue(s):

- **The 2021/22 BCCIE Mandate Letter will be renewed, for Cabinet approval, in the first 60 days.**

Key Contact: Tony Loughran, Executive Lead, Governance, Legislation and Corporate Planning Division, Ministry of Advanced Education, Skills and Training. Phone: 250-217-3245

BRIEFING NOTE
CROWN AGENCIES

Name: British Columbia Institute of Technology

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (1) (a)*

Mandate:

- The British Columbia Institute of Technology (BCIT) is one of BC's largest public post-secondary institutions with more than 46,000 students (2018/19 academic year), offering over 300 programs and 1000 part-time courses in six general areas of study.
- Its mission is to support quality education and training to support student career goals and give BC the skills our economy needs, included partnering learners and industry for success through workforce development.
- BCIT has a provincial mandate and is the largest provider of apprenticeship, trades and technologist training in BC. Its student population is comprised of 87 per cent domestic students and 13 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to BCIT were $156.7 million, approximately 43% of their total revenue.
- BCIT also participates in a collaborative university campus that combines the strengths of four academic institutions: Simon Fraser University, the University of British Columbia, and Emily Carr University of Art and Design to intersect arts, technology, and innovation with development.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Catherine A. Young	2014-05-29	2021-07-31	Order-in-Council
Ryan Peter Tones	2016-12-02	2021-07-31	Order-in-Council
Douglas George Eveneshen, Chair	2018-07-31	2021-07-31	Order-in-Council
Karin Rose Hunt	2019-12-31	2021-07-31	Order-in-Council
Robert Leslie Enns	2019-12-31	2021-07-31	Order-in-Council
Meredith Anne Sargent	2019-12-31	2021-07-31	Order-in-Council
Anne Harvey	2018-07-31	2022-07-31	Order-in-Council
Balwant Singh Sanghera	2018-07-31	2022-07-31	Order-in-Council
Daniel Stuart Reader	2018-12-31	2022-07-31	Order-in-Council
Marcia Braundy	2019-07-31	2022-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Tony Loughran
- Executive Lead, Governance, Legislation and Corporate Planning Division
- 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Camosun College

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (1) (a)*

Mandate:

- Established in 1971, Camosun College (CAM) is mandated to serve Southern Vancouver Island and the Gulf Islands.
- CAM provides upgrading, certificate, diploma, bachelor's degree, post-degree diploma and continuing education programs in over eight program areas and across two campuses.
- In the 2018/19 academic year, CAM enrolled over 21,000 full-time and part-time students, comprising of 90 per cent domestic students and 10 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to CAM were $72.7 million, approximately 49% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Richard Stephen Margetts	2020-07-31	2021-07-31	Order-in-Council
Brent Palmer	2020-07-31	2021-07-31	Order-in-Council
Michael Mowbray Stubbing	2019-10-15	2021-07-31	Order-in-Council
Phillip Murray Venoit	2017-12-31	2021-07-31	Order-in-Council
Brenda McBain	2018-07-31	2021-07-31	Order-in-Council
Madhuri Parikh	2018-07-31	2021-07-31	Order-in-Council
Emily Sarah Rogers	2018-07-31	2021-07-31	Order-in-Council
Monty Marshall Bryant, Chair	2018-12-31	2021-07-31	Order-in-Council
Tanya Leslie Clarmont	2019-07-31	2022-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s):
Advice/Recommentations; Government Financial Information

Key Contact:

- Tony Loughran
- Executive Lead, Governance, Legislation and Corporate Planning Division
- 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUION

Name: Capilano University

Legislative Authority: *University Act, R.S.B.C. 1996, ss. 19(1)(d), 20(1.1), 21*

Mandate:

- Capilano University (CAPU) is a teaching-focused university with a regional mandate to provide a broad range of programming.
- CAPU also delivers applied research and scholarly activities to support the programs of the institution.
- Founded in 1968 as Capilano College, CAPU became a provincially designated special purpose teaching university authorized by the University Act to offer baccalaureate- and master-level degrees in 2008.
- In 2018/19 academic year, CAPU served over 10,000 students in 94 programs, spanning five faculties and 17 schools, in addition to Continuing Studies programs.
- In addition, CAPU's overall student population was 72 per cent domestic students and 28 per cent international students.
- In the 19/20 fiscal year, total Provincial grants provided to CAPU were $46.9 million, approximately 35% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Andrew Justin Petrozzi	2017-12-31	2021-07-31	Order-in-Council
Duncan K. Brown, Alumni	2017-12-31	2021-07-31	Order-in-Council
Lois Elaine Vader	2020-07-31	2021-07-31	Order-in-Council
Sonny Wong	2020-07-31	2021-07-31	Order-in-Council
Cherian (Cherry) Itty, Alumni, Chair	2016-07-31	2022-07-31	Order-in-Council
Ashraf Amin Amlani	2018-12-31	2022-07-31	Order-in-Council
Patricia M. Heintzman	2018-12-31	2022-07-31	Order-in-Council
Rodger Chi Hin So	2019-07-31	2022-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Tony Loughran
- Executive Lead, Governance, Legislation and Corporate Planning Division
- 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUION

Name: Coast Mountain College

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (1) (a)*

Mandate:

- Coast Mountain College (CMTN) is an accredited post-secondary institution that serves the northwest region of the province from Houston to Haida Gwaii.
- It offers a variety of programs including college access programs, health and human services, university credit programs, trades foundation and apprenticeship programs and the Freda Diesing School of Northwest Coast Art.
- Across six campuses, CMTN supported over 3,000 full-time and part-time students in the 2018/19 academic year.
- The CMTN student body is comprised of 92 per cent domestic students and 8 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to CMTN were $24.7 million, approximately 67% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Ernie Chester Dusdal	2015-07-27	2021-07-31	Order-in-Council
Diane M. McRae	2018-03-21	2021-07-31	Order-in-Council
David R. Try, Interim Chair	2018-03-21	2021-07-31	Order-in-Council
Jolene S. Wesley	2018-03-21	2021-07-31	Order-in-Council
Mary L. Denton	2018-07-31	2022-07-31	Order-in-Council
David James Smith	2018-07-31	2022-07-31	Order-in-Council
Shannon McPhail	2017-12-31	2022-07-31	Order-in-Council
Nicole Elaine Halbauer	2017-12-31	2023-07-31	Order-in-Council

Appointments required:

- Nicole Halbauer is running for a seat in the provincial election. Should she be the successful candidate, the board will have one vacancy to address in the first **90 days**. General policy is elected officials are not normally appointed to the governing boards of public sector organizations.

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Tony Loughran
- Executive Lead, Governance, Legislation and Corporate Planning Division
- 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTIONS

Name: College of New Caledonia

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (1) (a)*

Mandate:

- The College of New Caledonia (CNC) is a community college dedicated to helping meet the adult and post-secondary educational needs of the Central Interior region of BC, and by contributing to its economic and social progress.
- With six campuses, serving an area approximately 117,500 square kilometers in size, or 12 per cent of the province, CNC offers over 90 programs, including health sciences, trades and technologies, social services, developmental, business, and university transfer studies.
- In the 2018/19 academic year, CNC enrolled over 8,000 students, comprising of 79 per cent domestic students and 21 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to CNC were $39.0 million, approximately 49% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Lisa Elizabeth Scott	2020-07-31	2021-07-31	Order-in-Council
Thomas William Lewis	2020-07-31	2021-07-31	Order-in-Council
Wilfred Danny Marcel Marcotte	2017-02-01	2021-07-31	Order-in-Council
Shobha Kumari Sharma	2018-07-31	2021-07-31	Order-in-Council
Derek David Orr	2018-07-31	2021-07-31	Order-in-Council
Regina Marie Toth	2018-07-31	2021-07-31	Order-in-Council
Miranda Dawn Paterson	2018-12-04	2022-07-31	Order-in-Council
Gillain A. Malfair, Chair	2016-12-14	2022-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Tony Loughran
- Executive Lead, Governance, Legislation and Corporate Planning Division
- 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: College of the Rockies

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (1) (a)*

Mandate:

- Established in 1975, the College of the Rockies (CoTR) is a multi-campus college located in BC's Interior.
- The main campus is located in Cranbrook with regional campuses at Creston, Fernie, Golden, Invermere, and Kimberley.
- CoTR offers a full range of programs including skilled trades, university studies, adult upgrading, early childhood education, health and human services, business, office administration, tourism, recreation, fire services, continuing education and general community interest.
- Many programs are offered through non-traditional instructional methods, allowing the reach to extend beyond CoTR's geographical region.
- In the 2018/19 academic year, CoTR enrolled over 10,000 students, comprising of 94 per cent domestic students and 6 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to CoTR were $23 million, approximately 53% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Darryl Hyde	2015-07-31	2021-07-31	Order-in-Council
Jared Darwin Gene Basil	2020-07-31	2021-07-31	Order-in-Council
Darlene Edith Trach	2020-07-31	2021-07-31	Order-in-Council
Nicolas Charles William Milligan	2020-07-31	2021-07-31	Order-in-Council
Amber Kathleen van Drielen	2020-07-31	2021-07-31	Order-in-Council
Ian Randal Macnair, Chair	2017-12-31	2021-07-31	Order-in-Council
Rodney M. Giles	2016-07-31	2022-07-31	Order-in-Council
(Lainee) Doreen Elaine Eccleston	2019-07-31	2022-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s): Advice/Recommentations; Government Financial Information

Key Contact:

- Tony Loughran
- Executive Lead, Governance, Legislation and Corporate Planning Division
- 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Douglas College

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (1) (a)*

Mandate:

- Centrally located in the Lower Mainland, Douglas College (DOUG) has a regional mandate to serve residents living north of the Fraser River from Burnaby to Maple Ridge.
- DOUG offers a wide range of applied programs at the certificate, diploma, degree, and post-degree level, as well as university transfer courses, associate degree programs, and developmental courses.
- In addition, DOUG has the largest number of degree and post-degree programs of any college in BC and also provides more than 50 program options through Continuing Education and Contract Training Services.
- In the 2018/19 academic year, DOUG enrolled over 25,000 students, comprising of 82 per cent domestic students and 18 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to DOUG were $79.4 million, approximately 43% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Krisiti Louise Miller	2020-07-31	2021-07-31	Order-in-Council
Jodie Arlene Marjorie Wickens	2017-12-31	2021-07-31	Order-in-Council
Adel Abdulhafid Gamar	2017-12-31	2021-07-31	Order-in-Council
Maureen Diane Shaw	2018-07-31	2021-07-31	Order-in-Council
Eileen B. Stewart, Chair	2016-07-31	2022-07-31	Order-in-Council
Brian Roy Haugen	2018-07-31	2022-07-31	Order-in-Council
Rebecca Lynette Jules	2018-07-31	2022-07-31	Order-in-Council
Amardeep (Bobby) Singh Pawar	2018-07-31	2022-07-31	Order-in-Council
Susan Elizabeth Todd	2018-07-31	2023-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Tony Loughran
- Executive Lead, Governance, Legislation and Corporate Planning Division
- 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Emily Carr University of Art and Design

Legislative Authority: *University Act, R.S.B.C. 1996, ss. 19(1)(d), 20(1.1), 21*

Mandate:

- Originally founded in 1925 (as the Vancouver School of Decorative and Applied Arts), Emily Carr University of Art and Design (ECUAD) is one of the oldest post-secondary institutions in British Columbia with a learning community devoted to excellence and innovation in visual arts, media arts and design.
- The University has a province-wide service mandate and is the only provincial institution dedicated to visual arts, media arts and design.
- ECUAD offers a range of degrees at the undergraduate and graduate levels to a student population of over 3,000 students (2018/19 academic year).
- The student body is comprised of 84 per cent domestic students and 16 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to ECUAD were $24.6 million, approximately 51% of their total revenue.
- ECUAD also participates in a collaborative university campus that combines the strengths of four academic institutions: Simon Fraser University, the University of British Columbia, and the British Columbia Institute of Technology to intersect arts, technology, and innovation with development.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Vacancy			Order-in-Council
Vacancy			Order-in-Council
Kimberley Diane Peacock, Alumni, Chair	2015-07-31	2021-07-31	Order-in-Council
Esther Rausenberg	2018-07-31	2021-07-31	Order-in-Council
Keith Alexander Reynolds	2018-07-31	2021-07-31	Order-in-Council
Scott Hawthorn, Alumni	2016-07-31	2022-07-31	Order-in-Council
Keith Todd Kerrigan	2018-12-04	2022-07-31	Order-in-Council
Sonny R. L. Assu	2017-12-31	2023-07-31	Order-in-Council

Appointments required:

- **There are two vacancies to be addressed in the first 60 days.**

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Tony Loughran
- Executive Lead, Governance, Legislation and Corporate Planning Division
- 250 387-8871

BRIEFING NOTE

CROWN AGENCIES

Name: Industry Training Authority (ITA)

Legislative Authority: *Industry Training Authority Act*

Mandate: The ITA was established in March 2004 as a Crown corporation under the *Industry Training Authority Act* (ITA Act) and replaced the Industry Training and Apprenticeship Commission (ITAC). The ITA Act, which was updated in 2016, sets out the purpose of the ITA to:

1. Manage and support an industry training and apprenticeship system in BC;
2. Ensure that the system meets the Province's need for skilled workers;
3. Work with government to achieve the government's objectives respecting the industry training and apprenticeship system; and
4. Promote industry training programs.

Core Funding: In 2020/21 the ITA received $98.877 million. Preliminary budgets for 2021/22 ($98.877 million) and 2022/23 ($98.331 million).

Current Appointees: ITA Board of Directors

Name	Organization/Position	End Date
Cindy Oliver (Chair)	Chair of the Working Opportunity Fund Board Speaker/Deputy Speaker for the Canadian Association of University Teachers	May 1, 2022
Peter Baker	Squamish Nation, Director Title and Rights	May 1, 2021
Thomas Nyce	Gilwa Consulting, Lead Consultant	May 1, 2021
Bob Davis	Kwantlen Polytechnic University, President Faculty Association	May 1, 2022
Laird Cronk	BC Federation of Labour, President	May 1, 2022
Tracey MacKinnon	LNG Canada, Workforce Development Manager	May 1, 2022
Wally Penner	Previously with the Columbia Power Corporation	May 1, 2022
Mary-Ann Bowcott	Westcom Plumbing and Gas Ltd., Chief Executive Officer	May 1, 2021
Michelle Bryant	Ridley Terminals, Corporate Affairs Manager	May 1, 2021

Appointments required:

- Four board member's appointments expire on May 1, 2021. The appointment of these current board members will need to be extended or new board members appointed on or before May 21, 2021.

Issues:

- **2021/22 Mandate Letter** (**90 day issue**): Approval of Industry Training Authority (ITA) 2021/22 Mandate Letter will be required in the first 60-90 days of government.
- **Apprenticeship Recognition Month** (**30 day issue**): Approval for government's annual recognition of apprenticeship by formal proclamation. This is typically held in November each year and a decision is required whether to proceed with Apprenticeship Recognition Month, and when.

Key Contact:

Name: Bindi Sawchuk
Title: Assistant Deputy Minister
Phone: 778-698-8772

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Justice Institute of British Columbia

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (2) (a)*

Mandate:

- The Justice Institute of British Columbia (JIBC) has a provincial mandate to serve as BC's justice and public safety institution and is recognized provincially, nationally and internationally for innovative education and applied research.
- JIBC's programming is designed to provide the educational foundation required to enter practice and meet the ongoing professional development needs across careers in law enforcement, security, corrections, fire protection, paramedicine, and emergency management.
- In the 2018/19 academic year, JIBC enrolled over 36,000 students, comprising of 99 per cent domestic students and 1 per cent international students.
- Over half of the credentials JIBC awards are short term certificates.
- In 19/20 fiscal year, total Provincial grants provided to JIBC were $26.5 million, approximately 49% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Laurel Douglas	2019-12-31	2020-12-31	Order-in-Council
Helen Szewello Allen	2020-07-31	2021-07-31	Order-in-Council
Mary Ellen Thorburn	2020-07-31	2021-07-31	Order-in-Council
Maria Demetra Preovolos	2018-07-31	2021-07-31	Order-in-Council
Constance Rita Kaweesi	2018-07-31	2021-07-31	Order-in-Council
Ralph Leonard Goerke	2018-10-19	2022-07-31	Order-in-Council
Samina Tajwar	2019-07-31	2022-07-31	Order-in-Council
John Stubbs	2019-07-31	2022-07-31	Order-in-Council
Stephen R. Gamble, Chair	2017-12-31	2023-07-31	Order-in-Council
Bernadette Ann Spence	2017-12-31	2023-07-31	Order-in-Council

Appointments required:

- There is one member eligible for reappointment in the first **60 days**.

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Tony Loughran
- Executive Lead, Governance, Legislation and Corporate Planning Division
- 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Kwantlen Polytechnic University

Legislative Authority: *University Act, R.S.B.C. 1996, ss. 19(1)(d), 20(1.1), 21*

Mandate:

- Kwantlen Polytechnic University (KPU), with its regional mandate, prides itself on providing an exceptional learning environment reinforced by small classes, engaged faculty, and hands-on interdisciplinary learning opportunities for all students.
- Over 21,000 students in the 2018/19 academic year took courses in a range of 145 programs, including apprenticeship training, certificates, diplomas, associate and bachelor's degrees, and post-baccalaureate and graduate credentials.
- The student body was comprised of 77 per cent domestic students and 23 per cent international students.
- KPU campuses are located in Metro Vancouver, Richmond, Surrey, Cloverdale and Langley.
- In 19/20 fiscal year, total Provincial grants provided to KPU were $84.6 million, approximately 40% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Sandra Lynn Case, Chair	2015-12-17	2021-07-31	Order-in-Council
Amandeep Singh	2017-12-31	2021-07-31	Order-in-Council
Mohammed Singh Mahabub, Alumni	2017-12-31	2021-07-31	Order-in-Council
Ivy Chen	2020-07-31	2021-07-31	Order-in-Council
Jack King Tong Wong	2020-07-31	2021-07-31	Order-in-Council
Edward Michael McAdam, Alumni	2016-06-09	2022-06-09	Order-in-Council
Amos Mubunga Kambere	2018-07-31	2022-07-31	Order-in-Council
Rhiannon May Bennett	2019-07-31	2022-07-31	Order-in-Council

Appointments required:

- Amandeep Singh is a running for a seat in the provincial election. Should he be the successful candidate, the board will have one vacancy to address in the **first 90 days.** General policy is elected officials are not normally appointed to the governing boards of public sector organizations.

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Langara College

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (1) (a)*

Mandate:

- Established as a public college in 1994, Langara College (LANG) provides accessible, high-quality undergraduate, career, and continuing educational programs and services that meet the needs of diverse learners and the communities it serves.
- LANG offers a comprehensive university transfer system that includes seven baccalaureate programs, 23 career programs and continuing studies in over 70 subject areas.
- The majority of LANG university transfer students go on to complete their undergraduate education at UBC.
- In the 2018/19 academic year, LANG enrolled almost 23,000 full-time and part-time students, comprising of 69 per cent domestic students and 31 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to LANG were $57.8 million, approximately 32% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Scott Michael Murray	2020-07-31	2021-07-31	Order-in-Council
Cole Rheaume	2020-07-31	2021-07-31	Order-in-Council
Janelle Louise Dwyer	2017-12-31	2021-07-31	Order-in-Council
Ian Gordon Mass, Chair	2017-12-31	2021-07-31	Order-in-Council
Michal Jaworski	2018-07-31	2021-07-31	Order-in-Council
Akhtar Raza Mirani	2018-07-31	2021-07-31	Order-in-Council
Amardeep Singh Dhillon	2016-12-02	2022-07-31	Order-in-Council
Krisha Kaur Dhaliwal	2018-07-31	2022-07-31	Order-in-Council
Mary Lynn Baum	2018-12-31	2022-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s): Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Nicola Valley Institute of Technology

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (1) (a)*

Mandate:

- Nicola Valley Institute of Technology (NVIT) is an Aboriginal-governed institute with a mandate to serve Aboriginal learners throughout the province.
- It strives to offer programming that meets the needs of Indigenous students and communities.
- NVIT has campuses in Merritt and Vancouver and delivers programs on yearly average, in 30 different communities across the province.
- NVIT offers a range of certificates, diplomas, and associate degrees.
- The Institute also has the authority to jointly confer a Bachelor of Social Work Degree with Thompson Rivers University.
- In academic year 2018/19, NVIT's student body was approximately 1500 students with approximately 77% of NVIT's domestic students identifying as Aboriginal.
- In 19/20 fiscal year, total Provincial grants provided to NVIT were $10.8 million, approximately 60% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Lennard Percy Joe	2019-10-28	2020-12-31	Order-in-Council NVIT's 5 Founding Communities
Maynard L. McRae	2017-12-31	2020-12-31	Order-in-Council NVIT's 5 Founding Communities
Melissa A. Louie	2017-12-31	2020-12-31	Order-in-Council BC Aboriginal member-at-large
Lindsay Jane Borrows	2017-12-31	2020-12-31	Order-in-Council BC Aboriginal member-at-large
William James Sterritt, Chair	2014-09-19	2021-07-31	Order-in-Council BC Aboriginal member-at-large
Paul A. Donald	2016-12-31	2021-12-31	Order-in-Council BC Aboriginal member-at-large
Sashia Mayleen Leung	2016-12-02	2021-12-31	Order-in-Council BC Aboriginal member-at-large
Terena V. Hunt	2016-07-31	2022-12-31	Order-in-Council BC Aboriginal member-at-large

Appointments required:

- **There are four members eligible for reappointment in the first 60 days.**

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: North Island College

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (1) (a)*

Mandate:

- North Island College (NIC) is a comprehensive regional community college, which serves the people and communities across approximately 80,000 square kilometers of Vancouver Island and parts of the B.C. Central Coast from Bamfield to Bella Coola.
- NIC offers a full range of pathway and credentialed programming (with 90 credit programs and more than 900 individual courses) across four campuses, one learning centre, distance learning as well as many in-community programs throughout the region.
- NIC also offers four-year degrees in business administration and nursing (in partnership with Vancouver Island University) as well as short-term trades foundation and apprenticeship programs, technology programs, wide-ranging health and human services programs, business, tourism, fine art and design and sector-specific industry training programs and courses.
- In the 2018/19 academic year, NIC served over 8,000 students, comprising of 93 per cent domestic students and 7 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to NIC were $33.4 million, approximately 65% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Jane Murphy	2015-07-31	2021-07-31	Order-in-Council
Ross Eugene Hunt	2018-07-31	2021-07-31	Order-in-Council
Barry A. Minaker	2018-07-31	2021-07-31	Order-in-Council
Eric John Mosley, Chair	2016-12-02	2021-07-31	Order-in-Council
Robert Everson	2016-02-25	2021-07-31	Order-in-Council
Sharlene Joyce Frank	2019-12-31	2021-07-31	Order-in-Council
Andrew (Arlo) Peter McCubbin	2019-07-31	2022-07-31	Order-in-Council
Valery Sheila Puetz	2019-07-31	2022-07-31	Order-in-Council
Patricia Mary Trasolini	2019-07-31	2022-07-31	Order-in-Council
Jane Marie Atherton	2017-12-31	2023-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTIONS

Name: Northern Lights College

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (1) (a)*

Mandate:

- Northern Lights College (NLC) is BC's Energy College, regionally mandated to serve northern BC from the Alaskan Panhandle to the Alberta border.
- Geographically, NLC serves a region of approximately 324,000 square kilometers, with its largest campuses in Dawson Creek and Fort St. John.
- Programming at NLC covers subject areas in business, health, education, social services, culture, trades, workforce development and continuing education.
- In the 2018/19 academic year, NLC enrolled over 3,000 full-time and part-time students, comprising of 79 per cent domestic students and 21 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to NLC were $27.4 million, approximately 71% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Stephanie Goudie	2020-07-31	2021-07-31	Order-in-Council
Lorraine Audrey Archibald	2018-07-31	2021-07-31	Order-in-Council
Michael Neil Gilbert	2018-07-31	2021-07-31	Order-in-Council
Judy Ann Fox-McGuire	2018-07-31	2021-07-31	Order-in-Council
Sharon Lori McLeod	2016-12-14	2021-07-31	Order-in-Council
Karen Louise Mason-Bennett	2018-07-31	2022-07-31	Order-in-Council
Tyler J. Holte, Chair	2017-12-31	2023-07-31	Order-in-Council
Olu Donald Fajemisin	2017-12-31	2023-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Okanagan College

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (1) (a)*

Mandate:

- Okanagan College (OKAN) is mandated to serve the south-central region of the province.
- OKAN offers more than 130 programs that provide a wide variety of career, continuing education, applied degree, developmental, trades and technologies, university transfer, and vocational programs.
- Over the past 15 years, Okanagan College has become BC's second-largest trades training provider.
- In the 2018/19 academic year, OKAN served over 21,000 students, of which 91 per cent where domestic students and 9 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to OKAN were $72.7 million, approximately 49% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
JoAnn Fowler	2020-07-31	2021-07-31	Order-in-Council
Andrea Sandra Alexander	2020-07-31	2021-07-31	Order-in-Council
Shelley Barbara Cook	2018-07-31	2021-07-31	Order-in-Council
Juliette Marie Cunningham	2018-07-31	2021-07-31	Order-in-Council
Tina Merrie Lee	2018-07-31	2021-07-31	Order-in-Council
Gloria A. Morgan, Chair	2016-06-30	2022-07-31	Order-in-Council
Dale Safinuk	2019-07-31	2022-07-31	Order-in-Council
Karley Ann Scott Rosowsky (Karley Scott)	2019-07-31	2022-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Royal Roads University

Legislative Authority: *Royal Roads University Act, R.S.B.C. 1996, ss. 5 (c) and 6 (1)*

Mandate:

- Royal Roads University (RRU) is mandated to provide innovative, high quality education province wide, focused on applied and professional learning for people wishing to advance in the workplace.
- Established by the provincial government in 1995 through the Royal Roads University Act, RRU's blended-learning model makes life-long learning and educational opportunities highly accessible and responsive to the labour market needs of BC.
- 2020/21 marks the university's 25th year as a public university.
- RRU offers over 4,000 students (2018/19 academic year) more than 50 degree (undergraduate, masters and doctoral), diploma and certificate programs, as well as a broad selection of non-credit certificate and executive development programs and non-credit courses.
- In 19/20 fiscal year, total Provincial grants provided to RRU were $23.5 million, approximately 30% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Vacancy			Order-in-Council
Monique Gray Smith	2020-07-31	2021-07-31	Order-in-Council
Lori Anne Simcox	2017-12-31	2021-07-31	Order-in-Council
Nelson Chan Chair & Chancellor	2017-12-31	2021-07-31	Order-in-Council
David Allan Saunders	2019-12-31	2021-07-31	Order-in-Council
Geoffrey Francis Pearce	2019-03-12	2022-07-31	Order-in-Council

Appointments required:

- **There is one vacancy to be addressed in the first 60 days.**

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Selkirk College

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (1) (a)*

Mandate:

- Selkirk College (SEL) is a regional college located in the Selkirk Mountains in the southeast corner of BC.
- It offers programs that provide certificate, diploma, advanced diploma, degree, or on-the-job experience, as well as pathways to careers in trades and technical, environmental, business, health and human service careers.
- SEL has more than 60 programs and disciplines across five campuses and three learning centres.
- In the 2018/19 academic year, SEL enrolled over 10,000 students, comprising of 86 per cent domestic students and 14 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to SEL were $34.8 million, approximately 61% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Bruce Allan LeRose, Q.C.	2016-11-07	2020-12-31	Order-in-Council
Audrey Repin	2018-07-31	2021-07-31	Order-in-Council
John Dutton	2018-07-31	2021-07-31	Order-in-Council
Arinder (Arry) Singh Dhillon	2019-07-31	2022-07-31	Order-in-Council
Kristine Louise Salikin	2018-07-31	2022-07-31	Order-in-Council
Margaret Elaine Sutherland	2018-07-31	2022-07-31	Order-in-Council
Scott Edward Weatherford, Chair	2017-02-01	2023-07-31	Order-in-Council
Daniel Francis Bradford	2018-07-31	2023-07-31	Order-in-Council

Appointments required:

- **One member is not seeking reappointment after his term expires on December 31, 2020. The upcoming vacancy should be addressed in the first 60 days.**

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Simon Fraser University

Legislative Authority: *University Act, R.S.B.C. 1996, ss. 19(1)(d), 20(1.1), 21*

Mandate:

- Established in 1965, Simon Fraser University (SFU) is committed to advancing knowledge through teaching, research, and community engagement.
- In the 2018/19 academic year, SFU enrolled over 34,000 full-time and part-time undergraduate and graduate students in eight Faculties, offering over 190 undergraduate degree programs and nearly 130 graduate degree programs.
- SFU is British Columbia's second largest research-intensive university and has three distinctive campuses, one in Burnaby, Vancouver and Surrey; each offering a distinctive model for education, research and community engagement.
- SFU also participates in a collaborative university campus that combines the strengths of four academic institutions: Emily Carr University of Art and Design, the University of British Columbia, and the British Columbia Institute of Technology to intersect arts, technology, and innovation with development.
- The overall student population was 77% domestic students and 23% international students.
- In 19/20 fiscal year, total Provincial grants provided to SFU was $277.4 million, approximately 35% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Christopher W. Lewis, Chair	2014-12-31	2020-12-31	Order-in-Council
Denise Williams, Alumni	2017-12-31	2021-07-31	Order-in-Council
Elizabeth Angelica Berrios Hall	2018-07-31	2021-07-31	Order-in-Council
Paula Martin	2020-01-15	2021-07-31	Order-in-Council
Michael Cordoba, Alumni	2016-01-14	2022-01-14	Order-in-Council
James Brockwell Stewart	2016-10-21	2022-07-31	Order-in-Council
Joan Marie Young	2019-07-31	2022-07-31	Order-in-Council
Michele Lombardi	2019-07-31	2022-07-31	Order-in-Council

Appointments required:

- **There is an upcoming vacancy December 31, 2020, due to the member reaching his sixth year of service.** Under the University Act, a member holds office until their appointment is extended or in this case, a successor is appointed. The upcoming vacancy should be addressed in the first 60 days.

Issue(s):
Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Thompson Rivers University

Legislative Authority: *University Act, R.S.B.C. 1996, ss. 19(1)(d), 20(1.1), 21 and the Thompson Rivers University Act, S.B.C. 2005, s.7*

Mandate:

- Thompson Rivers University (TRU) is a learner-centred, sustainable university that serves its regional learners and their communities through high quality and flexible education, training, research and scholarship.
- TRU also has a mandate to serve the open learning needs of the province.
- TRU evolved from a community college, into a university in 2005, as articulated in the *Thompson Rivers University Act* (2005) and based on amalgamating the University College of the Cariboo with the BC Open University and other aspects of the Open Learning Agency.
- TRU offers more than 140 programs ranging from undergraduate and master's degrees, certificate and diploma programs, vocational training and adult basic education, foundation and apprenticeship, and Open Learning programs and courses.
- TRU has campuses in Kamloops and Williams Lake, as well as at five regional centres in the BC Interior, and 480 courses and 60 programs online through TRU Open Learning.
- In the 2018/19 academic year, TRU enrolled over 35,000 full-time and part-time students, comprising of 82 per cent domestic students and 18 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to TRU were $82.9 million, approximately 34% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Barbara L. Berger, Chair	2015-11-24	2021-07-31	Order-in-Council
Michelle D. Stanford	2017-12-31	2021-07-31	Order-in-Council
Katy Elizabeth Gottfriedson, Alumni	2018-07-31	2021-07-31	Order-in-Council
Marilyn Kay McLean, Alumni	2018-07-31	2021-07-31	Order-in-Council
Sukhbinder Singh Gill	2019-02-11	2021-07-31	Order-in-Council
Helen Anne Kormendy	2019-06-18	2021-07-31	Order-in-Council
Jimmy Joseph Lulua	2020-07-31	2021-07-31	Order-in-Council
Lillian Kwan	2019-02-11	2022-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s):
Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: University of British Columbia

Legislative Authority: *University Act, R.S.B.C. 1996, s. 19 (2) (e)*

Mandate:

- The University of British Columbia (UBC) is a research-intensive institution committed to the discovery of knowledge and the enhancement of understanding, as well as to the expression, preservation and dissemination of knowledge and culture.
- UBC is consistently ranked among the top 20 public universities in the world. As established in the University Act, UBC has two major campuses – one in Vancouver and one in Kelowna.
- UBC offers more than 69,000 undergraduate and graduate students a choice of degree programs, research and learning opportunities, and cultural and sporting amenities at their two main campuses and affiliated teaching hospitals.
- UBC also attracts over $600 million in research funding each year and is recognized as North America's most international university.
- UBC also participates in a collaborative university campus that combines the strengths of four academic institutions: Simon Fraser University, Emily Carr University of Art and Design, and the British Columbia Institute of Technology to intersect arts, technology, and innovation with development.
- In 2018/19, the overall student population was 74% domestic students and 26% international students. In 19/20 fiscal year, total Provincial grants provided to UBC was $951.3 million, approximately 33% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Vacancy			Order-in-Council
Andrea Marianna Reimer	2019-12-31	2020-12-31	Order-in-Council
Sandra L. Cawley, Alumni	2016-02-04	2021-07-31	Order-in-Council
Azim Nathoo Lalani, Alumni	2019-12-31	2021-07-31	Order-in-Council
Alison Patricia Brewin	2018-07-31	2021-07-31	Order-in-Council
Balwinder William Sundhu	2018-07-31	2021-07-31	Order-in-Council
Raghwa Gopal	2016-12-02	2022-07-31	Order-in-Council
Jessie Dusangh	2018-12-31	2022-07-31	Order-in-Council
Joel Warren Solomon	2017-12-31	2023-07-31	Order-in-Council
Chaslynn Samantha Gillanders	2017-12-31	2023-07-31	Order-in-Council
Nancy L. McKenzie, Chair	2017-12-31	2023-07-31	Order-in-Council

Appointments required:

- **There is one vacancy and one member eligible for reappointment to be addressed in the first 60 days.**

Issue(s): Advice/Recommentations; Government Financial Information

Key Contact: Tony Loughran, Executive Lead, Governance, Legislation and Corporate Planning Division
Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: University of Northern British Columbia

Legislative Authority: *University Act, R.S.B.C. 1996, ss. 19(1)(d), 20(1.1), 21*

Mandate:

- University of Northern British Columbia (UNBC) has a passion for teaching, discovery, people and the North.
- UNBC offers a range of undergraduate and graduate programs in the arts, commerce, and the sciences including professional programs in areas such as accounting, teacher education, engineering, nursing, planning and social work.
- The University's mandate is to serve the entire region of northern B. C. and to provide educational opportunities for all northerners.
- To that end, the University has established several regional campuses in Prince George, Quesnel, Terrace and Fort St. John, as well as other centres throughout Northern BC.
- In the 2018/19 academic year, UNBC enrolled over 4,000 full-time and part-time undergraduate and graduate students, comprising of 89 percent domestic students and 11 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to UNBC was $61.4 million, approximately 51% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Aaron James Ekman, Chair	2018-05-14	2021-07-31	Order-in-Council
Andrew Dean Robinson	2018-06-04	2021-07-31	Order-in-Council
Barbara Margaret Ward Burkitt	2018-07-31	2021-07-31	Order-in-Council
Gregory Allen Myles Stewart	2020-04-27	2021-07-31	Order-in-Council
Catherine Anne Wishart	2020-07-31	2021-07-31	Order-in-Council
Joel Christian McKay	2020-07-31	2021-07-31	Order-in-Council
Allison Beswick, Alumni	2019-07-31	2022-07-31	Order-in-Council
Michael Reed, Alumni	2019-07-31	2022-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: University of the Fraser Valley

Legislative Authority: *University Act, R.S.B.C. 1996, ss. 19(1)(d), 20(1.1), 21*

Mandate:

- The University of the Fraser Valley (UFV) is a teaching-intensive, regionally mandated, multi-campus university with campuses in Abbotsford, Chilliwack, Mission, and a regional centre in Hope and Chandigarh, India.
- UFV offers certificates, diplomas, master's degrees, graduate certificates, post-baccalaureate certificates, a post-diploma certificate, and 19 bachelor's degrees in over 35 subject areas.
- UFV also offers more than 20 Trades and Technology programs, as well as Upgrading and University Preparation programs, English Language Studies programs, and a vast selection of Continuing Education programs and courses.
- In the 2018/19 academic year, UFV enrolled over 15,000 full-time and part-time students, comprising of 85 per cent domestic students and 15 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to UFV were $68.9 million, approximately 43% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Adam Ward Van Steinburg	2017-12-31	2021-07-31	Order-in-Council
Nachhatter Singh Gill	2017-12-31	2021-07-31	Order-in-Council
Connie Lynn Swan	2018-07-31	2021-07-31	Order-in-Council
Maxine Bouthot, Alumni	2019-07-31	2021-07-31	Order-in-Council
Fran Vanderpol	2019-12-02	2021-07-31	Order-in-Council
Cristen Leigh Gleeson	2020-07-31	2021-07-31	Order-in-Council
John Pankratz, Alumni, Chair	2020-03-27	2022-07-31	Order-in-Council
Andrew James Mercier	2020-07-31	2022-07-31	Order-in-Council

Appointments required:

- Andrew Mercier is a running for a seat in the provincial election. Should he be the successful candidate, the board will have one vacancy to address in the first **90 days**. General policy is elected officials are not normally appointed to the governing boards of public sector organizations.

Issue(s): Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone : 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: University of Victoria

Legislative Authority: *University Act, R.S.B.C. 1996, ss. 19(1)(d), 20(1.1), 21*

Mandate:

- Established in 1963, the University of Victoria (UVIC) is a research-intensive university.
- Its framework extends around research, student success, Indigenization, international activity, equity and diversity, the campus environment, and communications.
- UVIC maintains a strong commitment to reconciliation with Canada's Indigenous Peoples as seen by having the world's first Indigenous law degree program.
- In the 2018/19 academic year, UVIC enrolled over 24,000 full-time and part-time undergraduate and graduate students, offering over 120 undergraduate degree programs and over 160 graduate degree programs.
- The overall student population was 82 per cent domestic students and 18 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to UVIC was $234.5 million, approximately 37% of their total revenue.
- UVIC also has an approximately $116 million a year research enterprise.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Cathy L. McIntyre, Alumni, Chair	2015-11-26	2021-07-31	Order-in-Council
Keith Ugo Barbon	2019-12-16	2021-07-31	Order-in-Council
Paul Willard Ramsey	2020-07-31	2021-07-31	Order-in-Council
Merle Alexander Q.C., Alumni	2017-12-31	2021-12-31	Order-in-Council
David Zussman	2016-06-15	2022-06-15	Order-in-Council
Beverly Van Ruyven	2016-11-25	2022-07-31	Order-in-Council
Carolyn Elizabeth Thoms	2019-07-31	2022-07-31	Order-in-Council
Marilyn J. Callahan	2018-12-31	2023-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s):

Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Vancouver Community College

Legislative Authority: *College and Institute Act, R.S.B.C. 1996, s. 9 (1) (a)*

Mandate:

- Located in the heart of Vancouver, Vancouver Community College's (VCC) is regionally mandated to serve the downtown Vancouver area.
- VCC's mission is to serve a diverse urban community by providing programs and services that prepare learners for ongoing education, direct entry into employment, career advancement and greater participation in the community.
- VCC offers 120 programs in areas such as: health, hospitality, and business, English as a Second Language, Adult Basic Education, music, design, trades, university transfer and technology.
- VCC is the largest single provider of developmental/access programs in the province and is also home to the largest culinary school in Western Canada, with eleven teaching kitchens and four restaurants on campus.
- In the 2018/19 academic year, VCC enrolled over 15,000 full-time and part-time students, comprising of 90 per cent domestic students and 10 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to VCC were $63.7 million, approximately 52% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Richard Michael Tourigny	2015-09-21	2021-07-31	Order-in-Council
Rene-John Nicolas	2017-12-31	2021-07-31	Order-in-Council
Elizabeth (Libby) Davies	2018-07-31	2021-07-31	Order-in-Council
Shobha Rajagopalan	2018-07-31	2021-07-31	Order-in-Council
Mahin Rashid	2018-07-31	2021-07-31	Order-in-Council
Nadia Jennine Belokopitov	2018-07-31	2022-07-31	Order-in-Council
Seung Hee Oh	2019-02-25	2022-07-31	Order-in-Council
Sue Eileen Hammell	2019-07-31	2022-07-31	Order-in-Council
Jocelyn (Joey) Ann Hartman, Chair	2018-07-31	2023-07-31	Order-in-Council

Appointments required:

- No appointments required until July 31, 2021.

Issue(s): Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

BRIEFING NOTE
POST-SECONDARY INSTITUTION

Name: Vancouver Island University

Legislative Authority: *University Act, R.S.B.C. 1996, ss. 19(1)(d), 20(1.1), 21*

Mandate:

- Vancouver Island University (VIU) is a comprehensive, regional post-secondary institution serving students in the region of central Vancouver Island and coastal BC.
- The main campus is located in Nanaimo and there are regional campuses in Duncan and Powell River, as well as a campus centre in Parksville.
- VIU offers more than 120 programs through nine faculties, ranging from Nursing to Culinary Arts, Carpentry to Hospitality, and Chemistry to Indigenous/Xwulmuxw Studies.
- In the 2018/19 academic year, VIU enrolled over 14,000 full-time and part-time students, comprising of 82 per cent domestic students and 18 per cent international students.
- In 19/20 fiscal year, total Provincial grants provided to VIU were $72.4 million, approximately 44% of their total revenue.

Current Appointees:

Name	First Joined Board	Term Expiry	Position
Vacancy, Alumni			Order-in-Council
Emily Sa-Lea Manson	2020-07-31	2021-07-31	Order-in-Council
Nate Bello	2020-07-31	2021-07-31	Order-in-Council
Karen Florence Bittner	2019-12-31	2021-07-31	Order-in-Council
Manley Roy McLachlan, Chair	2018-07-31	2021-07-31	Order-in-Council
John Alan Jack, Alumni	2018-07-31	2021-07-31	Order-in-Council
Colin Gabelmann	2018-07-31	2021-07-31	Order-in-Council
Jean Ann Crowder	2019-02-25	2022-07-31	Order-in-Council

Appointments required:

- **The is one vacancy to be addressed in the first 60 days**.

Issue(s): Advice/Recommentations; Government Financial Information

Key Contact:

- Name: Tony Loughran
- Title: Executive Lead, Governance, Legislation and Corporate Planning Division
- Phone: 250 387-8871

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Apprenticeship Month	Signing apprenticeship declaration	Nov 1 – 30	Province-wide
International Education Week	TBD	Nov. 16-20	Province-wide
Labour Force Survey	Joining call for monthly employment/unemployment numbers and QA with AEST program staff and GCPE	November 6, 8am	Conference call

Government Financial Information

Labour Force Survey	Joining call for monthly employment/unemployment numbers and QA with AEST program staff and GCPE	December 4, 8am	Conference call

Advice/Recommentations

Government Financial Information

Labour Force Survey	Joining call for monthly employment/unemployment numbers and QA with AEST program staff and GCPE	Jan. 8, 2021, 8am	Conference call

Government Financial Information

Withheld pursuant to/removed as

Government Financial Information

Tab 4

Tab A

MINISTRY PROFILE

Ministry:
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 Mandate:

- Revitalize the Agriculture Land Reserve and the Agricultural Land Commission for the 21st century
- Establish Grow B.C. to help young farmers access land, and support fruit and nut growers and processors to expand local food production
- Initiate Feed B.C. to increase the use of B.C.-grown and processed foods in hospitals, schools, and other government facilities
- Bring back an enhanced Buy B.C. marketing program to help local producers market their products, and work with local producers to expand market access in the rest of Canada and abroad
- Work with growers, processors, colleges and universities, as well as the Minister of Advanced Education and the Minister of State for Trade, to develop a B.C. Food Innovation Centre to innovate in the processing, packaging and marketing of B.C. food products, linking local food producers with new technology, and expanding exports and access to world markets

Budget:

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Agriculture Science and Policy	18,919	16,634	16,861	16,861
Business Development	52,880	52,593	52,810	52,810
BC Farm Industry Review Board	1,348	1,364	1,378	1,378
Executive and Support Services	6,987	6,670	6,699	6,699
Sub-Total	80,134	77,261	77,748	77,748
Agricultural Land Commission	4,873	4,943	5,001	5,001
Production Insurance Special Account	13,200	13,200	13,200	13,200
Total	**98,207**	**95,404**	**95,949**	**95,949**

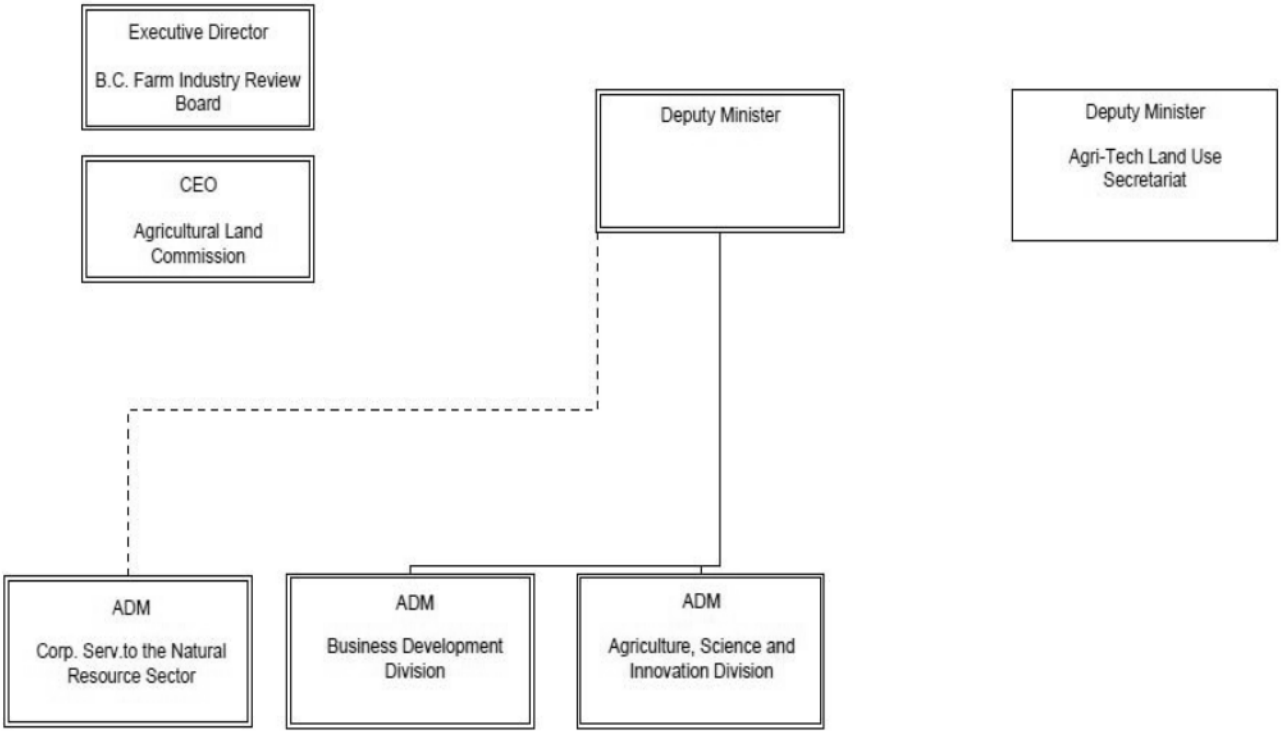
Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	763	691	691	691
Total	**763**	**691**	**691**	**691**

[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.

Full Time Equivalents (FTEs): 438

Executive Organizational Chart:



:

EXECUTIVE MEMBER BIOGRAPHY
Deputy Minister Tom Either

Tom Ethier was appointed the Deputy Minister of Agriculture on May 4, 2020.

Tom began his career with the BC Public Service in 1992, when he was hired as provincial biodiversity inventory specialist. In 1996, he moved to the Okanagan region and held positions as a non-game biologist, big game biologist, and section head for Fish and Wildlife. In 2004, he returned to Victoria as Deputy Director of Fish and Wildlife, and in 2007 he became Director.

After four years, Tom moved to the Ministry of Aboriginal Relations and Reconciliation as a Chief Negotiator. In 2012, the call of stewardship drew him back, and he was appointed the Assistant Deputy Minister of the Resource Stewardship Division at the Ministry of Forests, Lands, Natural Resource Operations and Rural Development.

Tom earned his Bachelor's and Master's degrees in biology from the University of Victoria.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY
Deputy Minister Wes Shoemaker

My career has always been about safety. A safe environment, a safe food supply, public safety.

On May 1, 2020, I was appointed as the Deputy Minister, Agri-tech Land Use Secretariat to lead the planning and engagement associated with Recommendation #4 in the Food Security Task Force report titled the "Future of BC's Food System". This role follows from my appointment on July 18, 2017 (for a second time) as the Deputy Minister responsible for the Ministry of Agriculture.

Prior to this, I had served for four and a half years as the Deputy Minister for Environment, a ministry focused on protecting our climate, our water, our wilderness and our public.

Before Environment, I served as Deputy Minister for Agriculture and for the Ministry of Public Safety and Solicitor General, the ministry responsible for government's emergency management, road safety and consumer protection programs.

As Deputy Minister for Public Safety, I led the Integrated Public Safety planning and service delivery for the extremely successful 2010 Olympic Games.

From 1998 to 2006, I was the City of Winnipeg Fire & Paramedic Chief where I led a major service integration of the former fire and ambulance departments. Prior to this appointment, I served for an additional 17 years in a variety of roles including Deputy Chief, Fire Investigator, Fire Dispatcher and Firefighter/Emergency Medical Technician.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

Wes Boyd reports to the Chair of the Deputy Ministers' Committee Natural Resources and is one of two ADM/EFOs responsible for Corporate Services for the Natural Resource Ministries (CSNR). Wes is the Executive Financial Officer for the Ministries of Indigenous Relations and Reconciliation; Agriculture; Energy, Mines and Petroleum Resources, and Environment and Climate Change Strategy (including Environmental Assessment Office). Wes is the lead for the Financial Services Branch for the Natural Resource Ministries; and the People and Workplace Strategies Branch supporting the above Ministries.

Wes was appointed ADM and EFO for all Natural Resource Ministries other than Forests, Lands and Natural Resource Operations effective April 4, 2016.

Wes joined CSNR from the Ministry of Technology, Innovation and Citizen Services where he was the ADM of Logistics and Business Services. His responsibilities in that position included procurement and supply services, and administration of the *Freedom of Information and Protection of Privacy Act*, on behalf of all ministries.

Wes started his career in the public service in 1989 in the Ministry of Social Services. He has worked in a variety of roles for the Ministries of Health, Employment and Investment, Finance and Treasury Board Staff, Healthy Living and Sport, Olympic Games Secretariat, and Technology, Innovation and Citizen's Services. Wes also worked at Partnerships BC and BC Ferry Services Inc.; and was the provincial representative on the Community Social Services Employers' Association (CSSEA) Board of Directors.

Wes has a Bachelor of Arts degree in Economics and a Master of Public Administration from the University of Victoria.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY
Assistant Deputy Minister Arif Lalani

Arif Lalani has been the Assistant Deputy Minister of the Business Development Division with the Ministry of Agriculture since September 2015.

The Business Development Division is responsible for providing provincial and federal-provincial agricultural risk management programs and funding of programs and trusts, as well as regional sector support in business development, youth development, and innovation and technology.

Arif has a Bachelor's of Arts (Major Political Science and Minor in Economics) and a Master's in Public Administration from the University of Victoria. Arif comes from the Ministry of Children and Family Development, where he was the Executive Director of Provincial Services within the Policy and Provincial Services Division.

Arif has a proven track-record of success in managing very complex, diverse and politically sensitive programs. This has earned Arif the distinction, through leadership reviews, of being an executive that possesses credibility, seeks collaboration and builds strong relationships. Arif's approach to strategic leadership is focused on excellent ethics and integrity, pragmatism in approaching change management, and maintaining a mindset geared to achieving results.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY
Assistant Deputy Minister Jennifer McGuire

Jennifer McGuire, P.Ag. was appointed the Assistant Deputy Minister in the Ministry of Agriculture, Agriculture Science, Policy and Innovation Division (ASPID) on May 11, 2020.

Since joining the provincial government in 1991 in the Prince George regional ENV office, Jennifer has held various positions in several regions within the Environmental Protection(EP) Division including inspector, Pesticide Officer, Environmental Quality Section Head, and Regional Environmental Protection Manager.

In 2007, she stepped away from EP and moved into the Environmental Stewardship Division with the Ministry of Environment where she was the Lower Mainland Environmental Stewardship and Parks & Protected Areas Regional Manager responsible for fish and wildlife management, species at risk, flood hazard management, and parks management. In 2010, the provincial government created the integrated natural resources ministry - Forest Lands and Natural Resource Operations where, she was the Director of Resource Management, South Coast. In 2011, she returned to Environmental Protection as the Executive Director for the Regional Operations Branch where she led the development of the first Area Based Management Plan under the Environmental Management Act to address degraded water quality in the Elk Valley; and the environmental response and remediation following the Mount Polley Tailings Impoundment breach.

Previously, Jennifer was the Assistant Deputy Minister in the Environmental Sustainability and Strategic Policy Division with the Ministry of Environment and Climate Change Strategy.

She is a graduate of the University of Waterloo, a member of the BCIT Ecological Restoration advisory committee, a Professional Agrologist, as well as a past-President with the BC Institute of Agrologists.

EXECUTIVE MEMBER BIOGRAPHY
Chief Executive Officer ALC, Kim Grout

A leader with extensive experience in local government operations, a bachelor of science degree in agriculture from the University of British Columbia, as well as professional certification as a registered professional agrologist and a registered professional planner, has been appointed as chief executive officer (CEO) of the Agricultural Land Commission.

Kim Grout began her duties as the commission's CEO on December 14, 2015.

Prior to her appointment, Kim served the City of Pitt Meadows for 11 years, in roles including chief administrative officer (CAO), deputy CAO and director of operations and development service. Grout also has worked for the cities of Maple Ridge and Abbotsford.

In addition to her degree in agriculture, Kim has completed training in strategic management at the UBC Sauder school of business, and municipal administrative training institute programs at Capilano University.

The Provincial Agricultural Land Commission is an independent administrative tribunal dedicated to preserving agricultural land and encouraging farming in British Columbia.

.

EXECUTIVE MEMBER BIOGRAPHY
Executive Director, Kirsten Pedersen

Kirsten joined the BC Farm Industry Review Board (BCFIRB) as the Executive Director in June 2016. Kirsten holds a Bachelor of Arts and a Master of Public Administration from the University of Victoria and has been with the BC Public Service since 1990, having over 30 years of experience in areas including policy and legislation, operations and regulatory oversight and board governance. Kirsten spent over twenty years with the Ministry of Transportation in different roles, including Executive Director of both the South Coast and Northern Regions, and as the Executive Director of Policy and Legislation. Kirsten has worked with a broad range of agencies and stakeholders across many different industries, sectors and levels of government. Personal Information

Personal Information

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Agricultural Land Commission (ALC)
Chief Executive Officer: Kim Grout

The purposes of the ALC as set out in Section 6 of the *Agricultural Land Commission Act* are:

a) to preserve agricultural land;
b) to encourage farming in collaboration with other communities of interest; and
c) to encourage local governments, First Nations, the government and its agents to enable and accommodate farm use of agricultural land and uses compatible with agriculture in their plans, bylaws and policies.

The work of the ALC is carried out by up to 19 Commission members appointed from six administrative regions of the province who are collectively the board of directors of the ALC. The Chair of the Commission is appointed by Order in Council of Cabinet and all other members of the Commission are appointed by Ministerial Order. Candidates for the appointment are chosen based on merit and their knowledge in matters related to agriculture, land use planning, local government and first nations government as set out in section 5(1) of the ALC Act. Appointments to the ALC are managed by the Crown, Agencies and Board Resourcing Office (CABRO).

The Full Commission consisting of all members of the board, meet twice a year to carry out a variety of duties, including: developing policies governing ALC operations and the interpretation of legislation, passing resolutions and bylaws regarding the conduct of its affairs, recommending legislative and regulatory changes to government, determining Agricultural Land Reserve (ALR) boundaries, approving strategic and business planning initiatives, and considering issues of provincial importance.

The Executive Committee, consisting of the Chair and Vice Chairs appointed by the Chair are responsible for making determinations on Chair directed reconsiderations pursuant to section 33.1 of the ALC Act, deciding on applications of provincial importance, hearing enforcement appeals, and exercising any other functions delegated by the Commission. The Executive Committee meetings are scheduled as needed. The Commission on average adjudicates (decides) on between 500 -700 applications, appeals and requests for reconsideration each year. The vast majority of these appeals and applications, involve requests to conduct activities not permitted by regulation in the ALR.

The Chair of the Commission has the authority to establish panels of 2 or more members to decide on applications to the ALC based on administrative region, type of application, panel member expertise or any other criteria established by the Chair, as provided for in s. 11 of the ALC Act.

The Chair of the Commission has appointed 7 decision-making panels, one for each of the six administrative regions in the province, that are responsible for deciding applications received in those

regions for subdivision, non-farm use, exclusion, inclusion, and non-adhering residential use, and one panel that decides on soil and fill use applications for the entire province. At the discretion of the chair, a member of one panel may also serve on more than one panel, and or the Chair may also serve on a panel, if quorum or member expertise warrants. For information on current panel appointments click the following link: Chair Directive - Establishment of Panels for the Purposes of Determining Applications

Panel workload is managed by the ALC Chair and referred to the panels at the Chair's discretion. Commission panels are appointed to decide applications, carry out site visits, meet with local governments and other stakeholders to discuss land use planning matters, ALC policy and emerging issues. The work of the Commission is conducted in person and remotely, either online or video/teleconference out of its office in Burnaby and across the province as needed.

Budget:

Core Business Area	2019/2020 Restated Estimates [1]	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Agricultural Land Commission	4,873	4,943	5,001	5,001

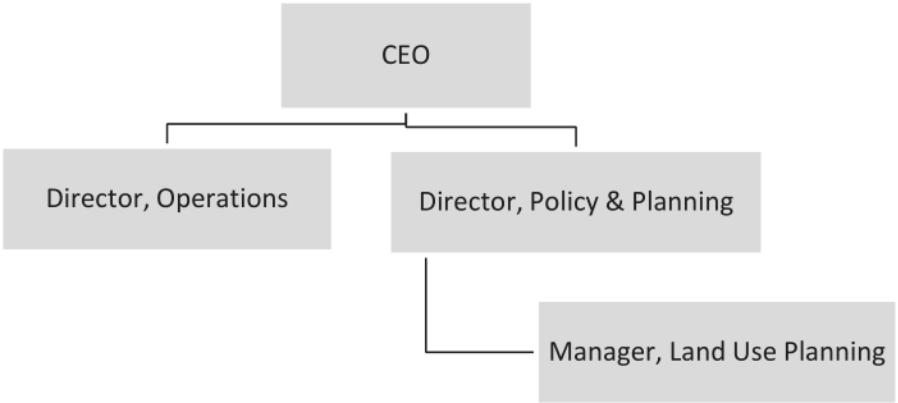
Full Time Equivalents (FTEs): 40

Related Legislation:

Agricultural Land Commission Act.

The legal and regulatory environment that guides the work of the Ministry includes 30 statutes which relate wholly or primarily to the Ministry. A complete list of legislation for which the Ministry is responsible is available online: https://www.bclaws.ca/civix/document/id/amr/amr/1135179498

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Agri Tech Land Use Secretariat
DM Responsible: Wes Shoemaker

The Agri-tech Land Use Secretariat (ALUS) was established under the leadership of Deputy Minister Shoemaker in May 2020 in order to help support the growth and development of the emerging agri-tech (agriculture technology) sector in BC. Recognizing that agriculture and agri-tech remain cross- jurisdictional areas of responsibility, and agri-tech is an emerging sector, there is a high degree of collaboration with industry, academia and ministries; the Secretariat plays a coordination and outreach role to identify and provide recommendations to government to address barriers to the growth of the agri-tech sector.

The Minister of Agriculture provided direction to the ALUS, under a project charter and workplan in May 2020. The ALUS was specifically tasked with leading outreach and engagement to help find a place to grow the agri-tech sector, in response to recommendations made by the Food Security Task Force in *The Future of BC's Food System* in January 2020. The Secretariat has led extensive dialogue with industry stakeholders and identified a number of land use policy barriers inhibiting the growth the agri-tech sector. Through work to date, the Secretariat has developed strategic options for government that may help inform future response to COVID-19 economic recovery and food security in the Province.

Budget:

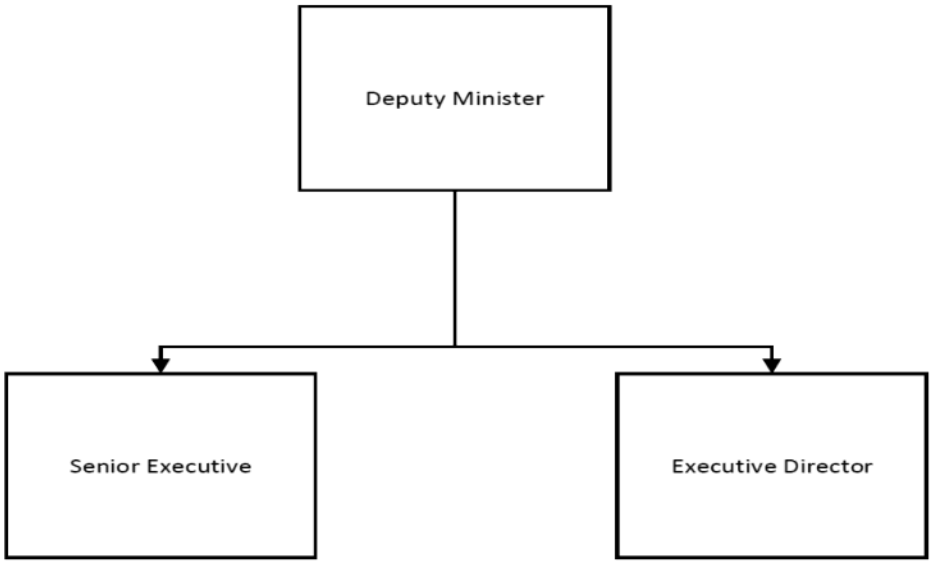
The Secretariat includes four unfunded positions, with staff on temporary assignments, reporting to Deputy Minister Wes Shoemaker. The staff assigned to the Secretariat are being funded by their home ministries (AGRI, JEDC, FLNR) temporarily (TA end dates between December 2020 and March 2021). A provisional budget for 2020/21 is provided under the Ministry of Agriculture.

Full Time Equivalents (FTEs): 5

Related Legislation:

The legal and regulatory environment that guides the work of the Ministry includes 30 statutes which relate wholly or primarily to the Ministry. A complete list of legislation for which the Ministry is responsible is available online: https://www.bclaws.ca/civix/document/id/amr/amr/1135179498

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Agriculture Science, Policy and Innovation Division
ADM Responsible: Jennifer McGuire

The Agriculture Science, Policy and Innovation Division (ASPID) is responsible for all the research, policy, legislation, and intergovernmental relations required to build a competitive and profitable agrifood and seafood sector, as well as for maintaining compliance with federal-provincial agreements, leading corporate and cross-ministry initiatives such as labour, and ensuring commodity-based food safety and plant and animal health via inspection, surveillance and diagnostic services. The Division:

- plans, establishes, and ensures program compliance with federal-provincial trade agreements, manages IGR function, leads development of research, policy and legislation related to a competitive and profitable agriculture sector, leads corporate initiatives related to business transformation, and the labour program which supports temporary foreign workers and domestic seasonal workers;
- improves public health protection, consumer and retail confidence in the safety of BC meat, seafood and agrifood products, and supports producers and processors to meet demand for BC agri-food products through inspection and regulatory compliance, education and awareness, surveillance, risk assessment, and development of policy, programs and strategies to address identified risks; and
- provides surveillance, diagnostic services, and management systems including licensing and inspection to monitor and improve plant and animal health, protect public health, and for the creation and delivery of industry initiatives including research and innovation

ASPID is comprised of three branches:

- Corporate Governance, Policy and Legislation
- Food Safety and Inspection
- Plant and Animal Health

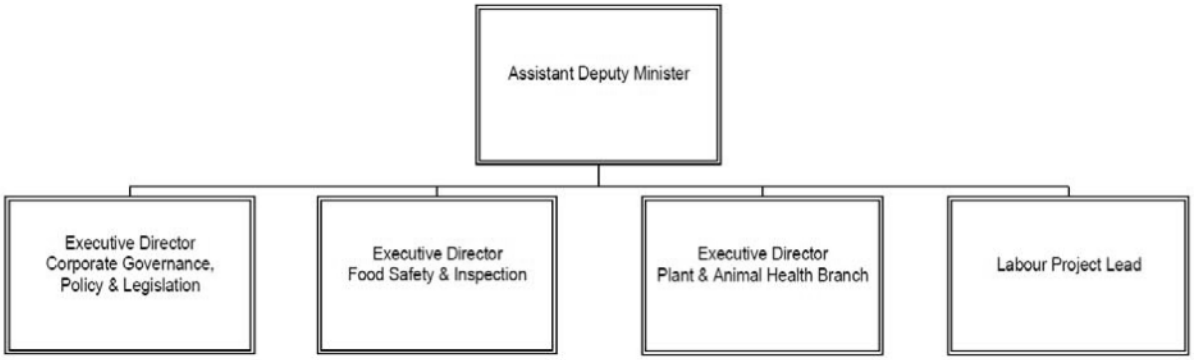
Budget:

Core Business Area	2019/2020	2020/21	2021/22	2022/23
	Restated Estimates [1]	Estimates	Plan	Plan
Operating Expenses ($000)				
Agriculture Science and Policy	18,919	16,634	16,861	16,861

Full Time Equivalents (FTEs): 179

Related Legislation:
The legal and regulatory environment that guides the work of the Ministry includes 30 statutes which relate wholly or primarily to the Ministry. A complete list of legislation for which the Ministry is responsible is available online: https://www.bclaws.ca/civix/document/id/amr/amr/1135179498

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

B.C. Farm Industry Review Board (BCFIRB)
Executive Director: Kirsten Pedersen

The BCFIRB is an independent administrative tribunal that operates at arm's length from government. BCFIRB's statutory mandates include hearing appeals and complaints as well as supervising B.C.'s regulated agricultural commodity boards and commissions.

BCFIRB's responsibilities include:

- General supervision of B.C.'s agricultural commodity boards
- Being a signatory to formal federal-provincial cooperation agreements in regulated marketing
- Conducting farm practices studies
- Hearing appeals of agricultural commodity board decisions
- Hearing appeals related to certain BCSPCA animal custody decisions
- Hearing farm practices complaints from persons disturbed by odour, noise, dust or other disturbances arising from agriculture or certain aquaculture operations

Where it is suitable, BCFIRB promotes early dispute resolution through mediation, facilitation or other processes. BCFIRB decisions are final and conclusive but may be judicially reviewed by, or appealed to, the Supreme Court of British Columbia. BCFIRB processes and procedures can be reviewed by B.C.'s Office of the Ombudsperson, providing an additional layer of accountability.

Budget:

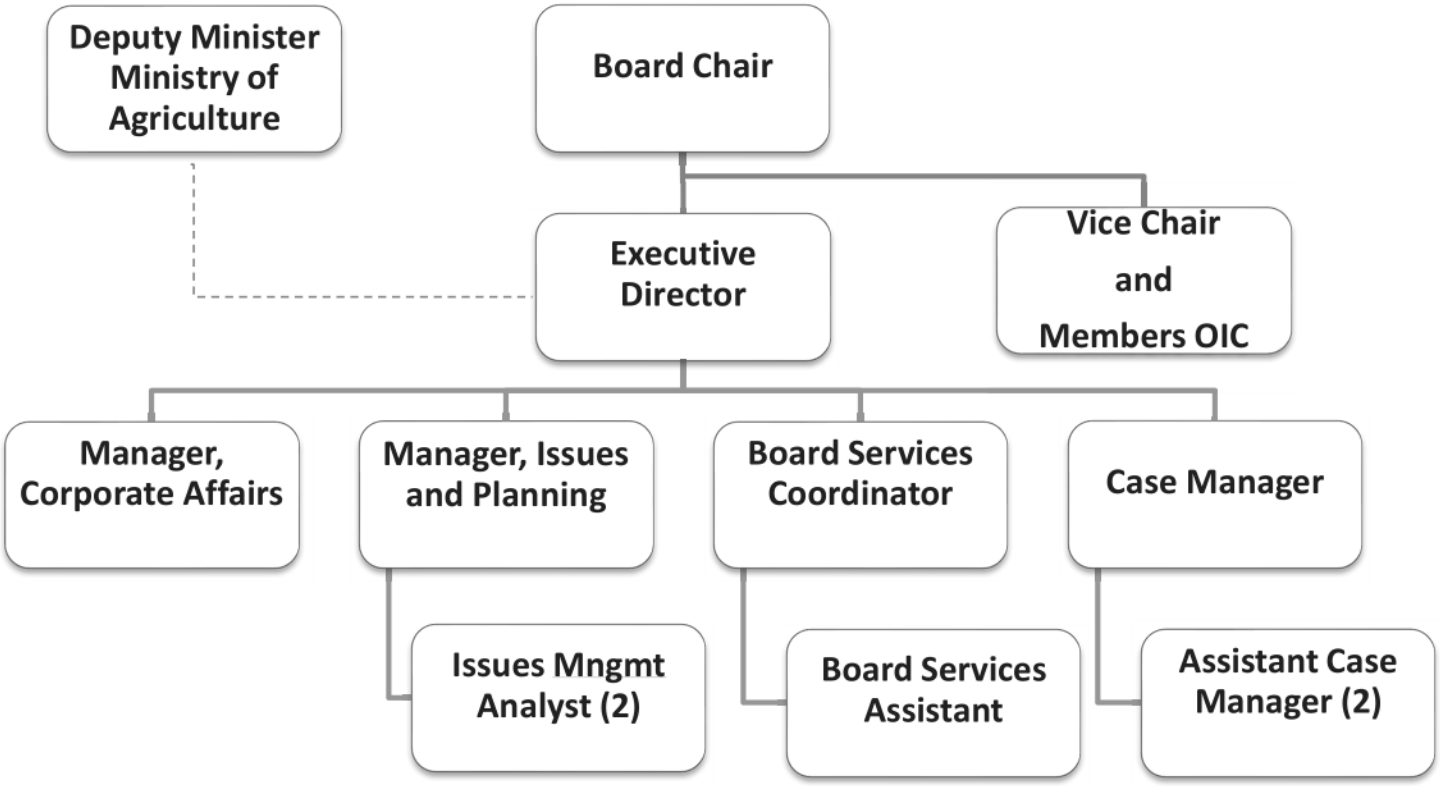
Core Business Area	2019/2020	2020/21	2021/22	2022/23
	Restated Estimates [1]	Estimates	Plan	Plan
Operating Expenses ($000)				
BC Farm Industry Review Board	1,348	1,364	1,378	1,378

Full Time Equivalents (FTEs): 8

Related Legislation:

- *The Natural Products Marketing (B.C.) Act*
- *The Farm Practices Protection (Right to Farm) Act*
- *The Prevention of Cruelty to Animals Act*
- *The Administrative Tribunals Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Business Development Division
ADM Responsible: Arif Lalani

The Business Development Division (BDD) provides for provincial and federal-provincial agricultural risk management programs, insurance schemes and funding of programs and trusts; regional sector support in emergency management; support for agrifood industry growth, agrifood business development, youth development, agroforestry, and promotion of public support for the agriculture food sector. It also funds initiatives related to strengthening farming programs, including partnerships with industry, local governments and others to manage land use planning, resolve management issues and identify opportunities. BDD provides for agri-environmental initiatives supporting program development, addressing environmental risks to and from the sector; development of beneficial management practices; innovation and domestic and international marketing programs; is the primary contact for climate action initiatives; and, is responsible for the development and implementation of a fully functional premise identification registry that is interoperable with the national traceability system.

The Business Development Division is comprised of three branches:

- Business Risk Management Branch
- Innovation and Adaptation Services Branch
- Sector Development Branch

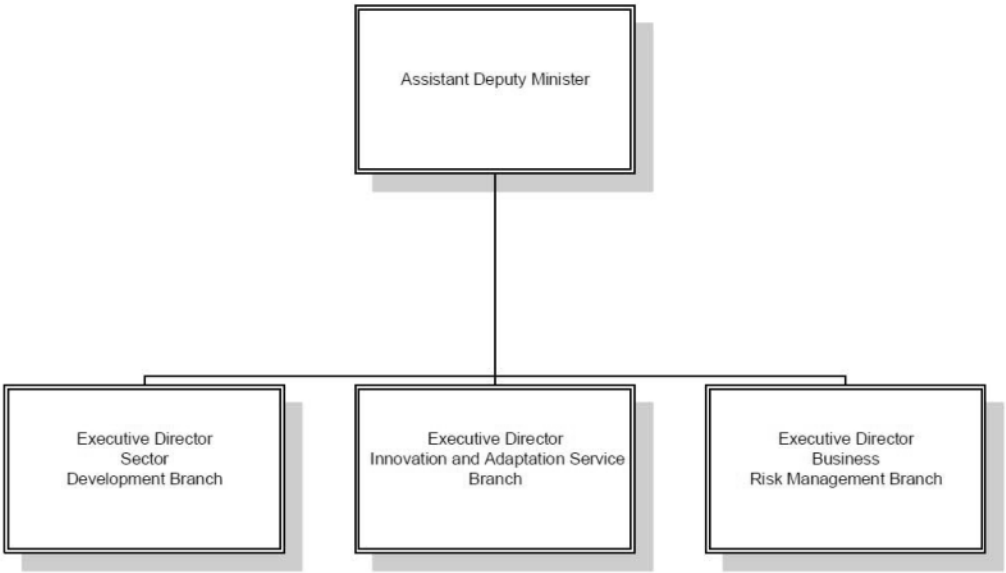
Budget:

Core Business Area	2019/2020	2020/21	2021/22	2022/23
	Restated Estimates [1]	Estimates	Plan	Plan
Operating Expenses ($000)				
Business Development	52,880	52,593	52,810	52,810

Full Time Equivalents (FTEs): 199

Related Legislation:
The legal and regulatory environment that guides the work of the Ministry includes 30 statutes which relate wholly or primarily to the Ministry. A complete list of legislation for which the Ministry is responsible is available online: https://www.bclaws.ca/civix/document/id/amr/amr/1135179498

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Division: Corporate Services for the Natural Resource Ministries
ADM Responsible: Trish Dohan / Wes Boyd

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, serving the five natural resource ministries.

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

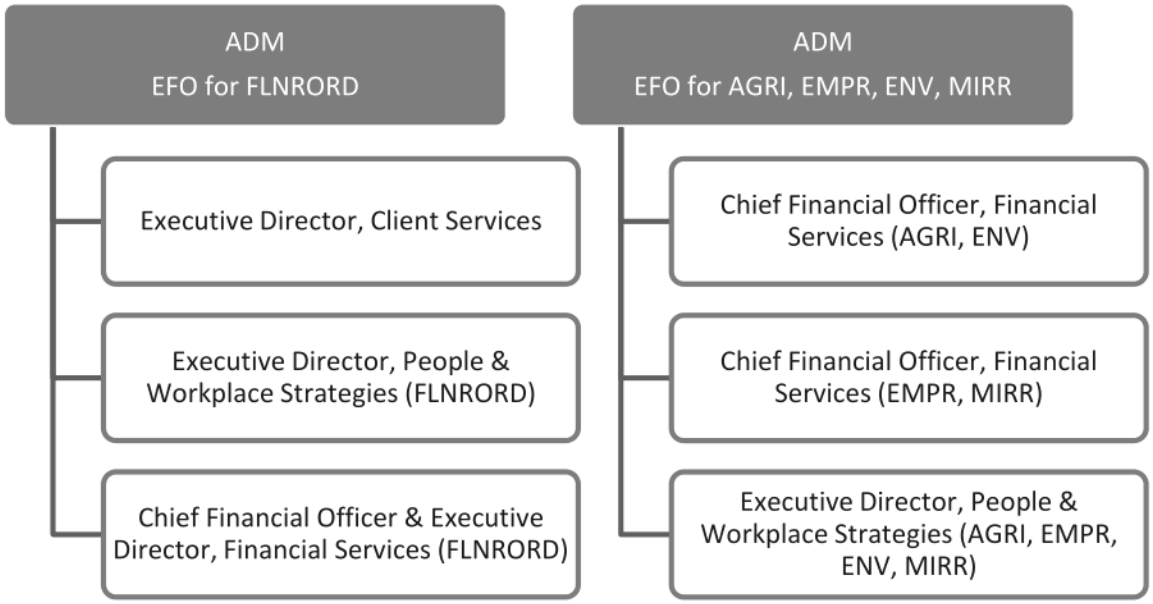
- Workforce Planning – Identify, plan and develop ministry-specific people priorities to meet our ministries' business goals. Examples include ministry workforce plans, succession plans, and recruitment and retention strategies. This also includes workforce analytics and reporting;
- Organizational Effectiveness – 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: Government Financial Information

Full Time Equivalents (FTEs): 344

Related Legislation: N/A

Organizational Chart:



Tab B

MINISTRY OF AGRICULTURE
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
AGRI	BC Agriculture Council (BCAC)	Stan Vander Waal, President C: 604-847-4000 Reg Ens, Executive Director C: 604-996-0082 svanderwaal@rainbow.ca reg@bcac.bc.ca	BC Agriculture Council is a non-profit, non-governmental "Council of Associations" representing nearly 30 farm associations that in turn generate 96% of provincial farm gate sales. In partnership with industry and government, BCAC facilitates the delivery of programs and services.	• Issues identified by the member organizations • Resources for COVID19 including labour
AGRI	BC Cattlemen's Association	Renee Ardill, President Kevin Boon, GM C: 250-320-3611 info@cattlemen.bc.ca bccattle@cattlemen.bc.ca	The British Columbia Cattlemen's Association (BCCA) has been the official voice of cattle ranchers throughout British Columbia since 1929. the Association membership is approx 1,200 ranchers. BCCA represents 72% of the provincial cattle herd.	• Crown Range and forage plan; landscape level planning • Water storage and dams • Support for building BC Beef brand (project continues to move forward)
AGRI	BC Association of Cattle Feeders	Bryan Walton, President C: Personal Information bwalton@cattlefeeders.ca Andrea Van Iterson, Executive Director C: 250-371-7756 Personal Information	The BC Association of Cattle Feeders (BCACF) represents cattle feeders and producers regarding issues relating to all aspects of the industry.	• BRM programming and improvements (BCACF) • US border remaining open and access to US markets for cattle (BCACF)

Branch	Organization	Contact	Description	Key Issues
AGRI	BC Breeder and Feeder Association	Linsey Gilson bearvlly@telus.net T: 250-992-8483	The BCBFA BC Breeder and Feeder Association was formed in 1998 and represents the feeder and breeder associations in British Columbia operating under the BC Provincial Government Loan Guarantee Program. The feeder and breeder programs are administered by local associations incorporated under the Cooperative Association's Act.	• Prescribed livestock inspection areas (BCBFA) – May 2020 letter to Minister that did not receive response
AGRI	BC Blueberry Council (BCBC)	Anju Gill, Executive Director T: 604-864-2117 anju@bcblueberry.comm Jack Bates, Chair T: 604-968-5907 Personal Information	The BC Blueberry Council represents over 600 blueberry growers in BC. Its mission is to enhance the viability and strategic development of the blueberry industry through promotion, research, industry education and relationship building. It collects grower levies based on production to fund its activities.	• US Trade Investigation into Blueberry Imports • Labour (cost and availability) • Income decline for producers
AGRI	BC Food and Beverage (BCFB) (Formerly known as BC Food Processors Association, BCFPA)	Rick Gibbs, Chair James Donaldson CEO/Director C: 604-418-1361 info@bcfb.ca james@bcfb.ca	The BCFB is dedicated to help our industry achieve economic prosperity and sustainable safe production. The BCFB represents micro, small, medium, and large processing companies, and since 2004 has grown to more than 550 member companies.	• Labour; availability of both entry level and skilled labour, industry specific training programs • Food security and food supply systems • Support for development and adoption of innovative technologies • Transportation infrastructure; costly and slow movement of goods in the lower mainland

Branch	Organization	Contact	Description	Key Issues
AGRI	BC Fruit Growers' Association (BCAC member)	Bhupinder Dhaliwal, President C: 250-490-7198 Glen Lucas, GM, local 2 C: 250-212-8828 info@bcfga.com glucas@bcfga.com	An industry association representing BC fruit growers' interests through activities which include lobbying governments for positive change to risk management programs, such as crop insurance and the Net Income Stabilization Program and providing services and products to growers.	• Labour – access to SAWP/Ag. Stream Temp program • Housing on ALR for Domestic and Foreign workers • Increasing pressure from Retail sector driving down producer returns
AGRI	BC Landscape & Nursery Association (BCAC member)	Mike Mills, Chair T: 604-575-3500 info@bclna.com	With over 500 members, BCLNA represents the landscape trades, garden centres, wholesale and retail nurseries, suppliers, as well as educators, students and horticulture affiliates.	• Labour shortages / Access to labour • Supply chain impact due to COVID19
AGRI	BC Bison Association (BCBA)	Conrad Schiebel 587 336 3537 conschiebel@gmail.com	The BC Bison Association is a registered non-profit society in British Columbia. The association receives money through a $200 annual membership fee plus the availability to access a share of the $4 tag levy funds for marketing initiatives from the Canadian Bison Marketing Council.	• Impacts to exporting to International markets (Europe especially) • Meat and live animal backlog; cashflow for farmers • direct sales and access to local slaughter facilities • Bison as part of the Game Act
AGRI	BC Hazelnut Growers Association	Steve Hope, President steve@fraservalleyhazelnuts.com	The BC hazelnut industry is composed of approximately 40 growers. The current hazelnut industry is highly concentrated in the Chilliwack-Agassiz region, as climate and soils are favourable for growing.	• Continued support from AGRI to support the Hazelnut Renewal Program • Research on land suitability of Eastern Filbert Blight resistant cultivars

Branch	Organization	Contact	Description	Key Issues
AGRI	Horse Council BC	Karen Swantje, President T: 604-897-4556 president@hcbc.ca Kelly Coughlin, Director T: 604-992-1910 industry@hcbc.ca	Horse Council British Columbia is a member service organization that collaborates with business, industry and government on behalf of equine welfare, sports, recreation and the individual rider/driver.	• Economic impact survey of horse industry in BC • Major income losses • State of racehorse industry • Rodeo stock contractor income losses
AGRI	BC Broiler Hatching Egg Commission Canadian Hatching Egg Producers Rep	Jim Collins, Chair Stephanie Nelson, Executive T: 604-850-1854 Personal Information stephanie@bcbhec.com	Established in 1988 under the Natural Products Marketing (BC) Act. They have 54 registered hatching egg producers in BC and 7 registered pullet growers. The Commission works under the Canadian Hatching Egg Producers (CHEP) who represents 300 farmers from BC, Alberta, Saskatchewan, Manitoba, Ontario and Québec. Canadian hatching egg producers yield 80% of Canada's required hatching eggs.	• Accountable to BC FIRB • Supply chain backlog for chicken products • Agri-recovery is a priority for this sector following rapid and extreme contraction of demand
AGRI	BC Milk Marketing Board	Ben Janzen, Chair Rob Delage, General Manager bjanzen@bcmilk.com rdelage@bcmilk.com T: 604-556-3444 1-877-299-6239	The BCMMB is a non-profit agricultural commodity board with authority to promote, control and regulate the production, transportation, packing, storing and marketing of milk, fluid milk and manufactured milk products within BC. The Board exercises its powers under federal and provincial enactments.	• Key issues of the dairy industry are primarily addressed through the BC Dairy Association
AGRI	BC Pork Producers Association (BCAC member)	Jack DeWit, President Christine Koch, Manager Personal Information Koch.c@telus.net T: 604-287-HOGS (4647)	The BCPPA is a non-profit agricultural society that supports all aspects of production, processing and marketing of swine in BC. It promotes the exchange of information between producers, packers, retailers and consumers. BCPPA is actively involved in research and promoting the BC Pork brand.	• Widely fluctuating market prices • Negative profit margins • Animal activist legislation • Declining producer numbers • Risk of loss of slaughter capacity if COVID shuts plants

Branch	Organization	Contact	Description	Key Issues
AGRI	BC Hog Marketing Commission	Derek Sturko, Chair Christine Koch, Manager Personal Information Personal Information T: 604-287-HOGS (4647)	The BCHMC is a non-profit agricultural regulatory body which receives its authority under the Natural Products Marketing (BC) Act, the BC Hog Marketing Scheme, and General Consolidated Order. BCHMC is responsible for the collection of producer levies that abattoirs collect from pork producers at a rate of $0.50 per BBQ hog and $1.00 per market hog. These funds are used to fund operations of BCHMC and BCPPA.	• Negative profit margins • Animal activist legislation • Declining producer numbers
AGRI	BC Artisan Cheese Association	Emma Davison, President emma@cheesecrafters.ca C Personal Information	The BCACA is a non-profit representative organization of BC artisan cheesemakers. Their objective is to promote the highest quality products and standards in food safety, certification and continuing education, and to promote BC's small-scale artisan cheese-making through outreach, education, marketing and established quality standards.	• Lack of skilled labour • Devastating economic impacts of COVID from loss of local markets • Innovation and capital investment
AGRI	BC Chicken Marketing Board (Chicken Farmers of Canada Rep)	Harvey Sasaki, Chair T: 604 859-2868 harveysasaki@gmail.com Bill Vanderspek, T: 604 859-2868 billvanderspek@bcchicken.ca	The BCCMB is a non-profit agricultural commodity board that monitors and regulates the production and marketing of chicken in British Columbia. The BCCMB's jurisdiction includes all activities of broiler chicken production in BC from the time the day-old chick arrives on the farm until the chicken arrives at the processing plant.	• Accountable to BC FIRB • Ensuring continued access to processing • stabilizing the ongoing pricing conflict between BCCMB and BCBHEC
AGRI	BC Dairy Association (BCAC member)	Holger Schwichtenberg, Chair Jeremy Dunn, General Manager T: 604-294-3775 Personal Information jdunn@bcdairy.ca contactus@bcdairy.ca	BCDA a not-for-profit organization dedicated to educating British Columbians on milk, dairy farming and nutrition. We are committed to producing top quality milk in a sustainable and responsible way.	• Animal activist legislation • Economic impacts of the AEMCoP • Loss of domestic market share to int'l trade agreements • Decreased dairy product demand & income • Dairy Industry Development Council

Branch	Organization	Contact	Description	Key Issues
AGRI	BC Egg Marketing Board Member of the Egg Farmers of Canada (National Agency)	Gunta Vitins, Chair Katie Lowe, Executive Director T: 604-556-3348	A non-profit organization that oversees and manages the province's egg farming industry. They work with approximately 136 family-owned and operated egg farms and oversee and manage the production, grading, packing, marketing and transportation of all regulated eggs in BC.	• Accountable to BC FIRB • accommodating shifting demand of eggs. • Priorities include alternate methods of emergency euthanasia • Addressing public trust around production systems
AGRI	BC Goat Association	Zoë Thorbergson T: 250-999-2430 info@bcgoat.ca	Raise public awareness of the value of goats. Provide educational information on goat management and care. Encourage young people with their involvement with goats and 4-H clubs. BCGA also ensures the goat industry concerns are heard at the provincial government level.	• Availability of meat processing • Difficulty transporting animals across provincial borders • Dairy goat farm labour shortages resulting in limited operation
AGRI	BC Greenhouse Growers' Association (BCAC member)	Armand Vander Meulen T: 604-864-0078 Linda Delli Santi, C: 604-240-7460 Personal Information linda@bcgreenhouse.ca	The Association represents greenhouse vegetable farmers in British Columbia. 96 percent of all of BC's greenhouse vegetable production.Taking up only 0.01 percent of BC's total farmland, glass greenhouses produce 11 percent of the province's total agriculture production value.	• Labour shortages / Access to labour • Carbon tax • US trade investigation into green pepper imports
AGRI	BC Sheep Federation	Barb Ydenberg, President T: 604-856-3365 info@bcsheepfed.com	The BC Sheep Federation is a collective of regional sheep producer's associations that supports BC's sheep and wool industry. It is also a member of the Canadian Sheep Federation. The BCSF mission statement is to promote growth and development of a unified, market responsive, profitable, commercially viable sheep and wool industry in British Columbia.	• Access to veterinary care for sheep, guardian dogs and shearers • Abattoirs and butcher shops for custom cutting • Marketing lambs • Global wool market extremely depressed

Branch	Organization	Contact	Description	Key Issues
AGRI	BC Turkey Marketing Board Member of Turkey Farms of Canada (National Agency)	Kevin Klippenstein, Chair Michel Benoit, GM T: 604 534-5644 info@bcturkey.com mbenoit@bcturkey.com	The Board is comprised of a BC Government appointed chair and three turkey farmers elected by the BC Turkey Association membership. The elected board members serve three-year terms that are staggered to ensure continuity in the Board's membership. The British Columbia Turkey Marketing Board has the authority to regulate the production of all turkey grown for either meat or eggs in British Columbia. Anyone who grows more than 50 turkeys a year is subject to the Board's Order and Regulations.	• Accountable to BC FIRB • Small lot production and monitoring processing capacity and available plants • Ensuring access to processing during peak season • Turkey demand nationally has been contracting, so there is strong interest in renewing and growing turkey (marketing)
AGRI	Certified Organic Associations of BC	Eva Lena, Executive Director T: Personal Information ed@certifiecorganic.bc.ca	COABC is a primary industry organization, an umbrella agency, that represents organic certifying agencies and implements an organic certification accreditation program in BC.	• Lack/loss of labour • support for small farmers and market gardeners • Lack of capacity for the non-profit industry associations to address issues without stable revenues • Lack of extension services
AGRI	BC Vegetable Marketing Commission	Debbie Etsell, Chair T: 604 542-9734 Info@bcveg.com	The BC regulated vegetable industry is organized under the Natural Products Marketing (BC) Act and the British Columbia Vegetable Scheme (the Scheme). The Scheme prescribes the rules, procedures and application. It is responsible for applying the Scheme, including coordinating producer activities, to ensure Orderly Marketing. Orderly Marketing is achieved through managing the promotion, control, and regulation of production, transportation, packing, storage, and marketing of vegetables.	• Challenges regarding BCVMC decisions based partly on vegetable data/statistics and discrepancies between Ministry and BCVMC data.

Branch	Organization	Contact	Description	Key Issues
AGRI	BC Wine Grape Council	Kate Durisek, Executive Director T: 250-809-7107 info@bcwgc.org Kathy Malone, President T: 250-493-6274 kathy@hillsidewinery.ca	In 2006, the BC Wine Grape Council was created through a plebiscite of BC Mainland wine grape growers. The plebiscite was supported by the Minister of Agriculture and Lands, the Honourable Pat Bell. The purpose of the BC Wine Grape Council is to coordinate, facilitate, and fund research and education on viticulture and enology to broadly benefit the British Columbia wine grape industry and to represent growers on a variety of agriculture-related issues.	• Emerging pest issues • Starling control programming on Okanagan and Similkameen Valleys • SAWP and domestic workers • Housing for workers on ALR land • Decrease in Agri-Tourism and impacts on Wine Club
AGRI	BC Wine Institute	Miles Prodan, President & CEO T: 250-762-9744 ext. 101 mprodan@winebc.com	Representing the interests of British Columbia wineries dedicated to producing 100% British Columbia grape wines certified by the regulatory body for wine in British Columbia, through marketing, communications and advocacy of their products to all stakeholders.	• Wine Tastings Procedures and Protocols • Wine sales from wineries, liquor stores, restaurants • Supports needed for the Wine industry - Buy BC
AGRI	BC Craft Cannabis Association	Sarah Campbell, Director, T: 250-415-3127 sarah@craftcannabis.ca	The BC Craft Cannabis Association is a non-profit organization that seeks to support legal/licensed small-scale and micro-cannabis producers in BC. The organization supports producers in transitioning from the illicit to legal production of cannabis and provides support in enhancing the resources producers can access through educational platforms.	• Legal Market transition • Providing educational resources to small-scale producers of cannabis in BC

Branch	Organization	Contact	Description	Key Issues
AGRI	BC Hops Growers Association (BCHGA)	Samuel Glasgow, Vice-president T:Personal Information Personal Information	The BCHGA is a non-profit organization that represents hops producers in British Columbia, and addresses key-issues as identified by its membership such as; pest management, horticulture, marketing, variety development, food-safety, and production. The association shares information and hosts educational events for its members.	• Enhancing the quality and marketability of BC-grown hops • Developing BC's own hops-variety • Standardizing production practices for BC hops producers
AGRI	BC Shellfish Growers' Association	Steve Pocock, President, Darlene Winterburn, ED T: 250 285-2724 C: 250 702-7645 slpocock@telus.net ed@bcsga.ca	A non-profit organization that represents approximately 70% of shellfish farmers in British Columbia as well as processors, industry suppliers and service providers related to the industry.	• Lack of capacity/access to tenures • Funding support programs • Covid-related issues and protocols • Aquaculture Act • Ghost gear/derelict gear issues • Sustainability certifications • Production metrics/best practices • Research/ technical issues
AGRI	BC Association of Abattoirs	Dave Fernie, President Nova Woodbury, ED T: Personal Information rodear@xplornet.ca nova.woodbury@bcmeats.ca	Representing BC Meat Producers providing sustainable, safe meats to BC families. The British Columbia Association of Abattoirs was formed by the licensed meat industry in the spring of 2009 to collectively address the many challenges and build on the opportunities facing the provincially licensed A/B plants, and the federally registered red meat plants that produce meat/ poultry products for commercial markets within the province of BC.	• Succession planning • Upgrading and/or repairing existing equipment • Cost of waste tissue disposal/management • Seasonal bottlenecks and downturns

Branch	Organization	Contact	Description	Key Issues
AGRI	BC Seafood Alliance	Christina Burridge, Executive Director C: 604-377-9213 E: cburridge@telus.net Chris Sporer, President T: 604-725-2524 E: chris.sporer@seafoodproducers.ca	BC Seafood Alliance is an umbrella association for the following industry associations: Area B Seine Association; Pacific Halibut Management Association; BC Tuna Fishermen's Association; Pacific Prawn Fishermen's Association; Canadian Sablefish Association; Deep Sea Trawlers Association; Deep Sea Trawler's Association; Fisheries Council of Canada; Gulf Troll Association; Pacific Sea Cucumber Harvesters Association; Pacific Urchin Harvesters Association; Underwater Harvesters Association. The BCSA is committed to conservation and sustainable use of seafood resources; fostering public recognition and support of the sector; supporting a successful industry; promoting high quality BC seafood; promoting a safe working environment; and advocating for effective management of seafood resources.	• Access to resource – Marine Planning, competing sectors • Poor salmon stocks • COVID-19 – market issues, fish harvester and plant worker safety, labour availability, etc. • FOPO West Coast Licencing Report
AGRI	Seafood Producers Association of BC	John Nishidate, Director C:Personal Information E:	The SPABC is an organization representing a significant number of wild BC seafood processors. The SPABC is committed to: promoting a sustainable resource to provide a consistent supply of health, safe and delicious wild seafood; developing an economically sound industry; developing a market-driven industry; and supporting sale sand marketing initiatives in existing and new markets.	• Access to resource – Marine Planning, competing sectors • Environmental discharge permitting • market issues, fish harvester and plant worker safety, labour availability, etc.
AGRI	Native Fishing Association	Andy Olson, Executive Director C:Personal Information E: executive.director@shoal.ca	The NFA helps to stabilize, support and increase Indigenous participation in BC's commercial fishing industry. The NFA is a not-for-profit lending institution that provides financial assistance to Indigenous commercial fishermen.	• Access to resource • Funding and program supports

Branch	Organization	Contact	Description	Key Issues
AGRI	BC Crab Fishermen's Association	Dan Edwards, Executive Director C: 250-266-0082 E: danedwards@telus.net	The BCCFA is the only coastwide representation of crab licence holders and fish harvesters. The association largely participates in science and management issues with Fisheries and Oceans Canada and beginning to introduce marketing activities.	• Marine Planning Initiatives, competing sectors • Price discrepancies • Market access issues • Funding and program supports
AGRI	Native Brotherhood of BC	Tony Roberts Jr., President E: tonyrobertsjr@gmail.com	The Native Brotherhood represents Indigenous fishermen, tendermen and shoreworkers in BC. The purpose of the organization is to promote the social, spiritual, economic and physical conditions of members; encourage communication and cooperation; and regulate relations between employers in the BC fishing industry and employees and dependent contractors.	• Access to resource • Funding and program supports
AGRI	Skeena Fisheries Commission	Christy Whitmore, PICFI Business Development Team E: cwhitmore@skeenafisheries.ca	The Skeena Fisheries Commission is a scientific organization on the North Coast. Recently the SFC has started to work with Indigenous Commercial Fishing Enterprises.	• Access to resource • Funding and program supports
AGRI	United Fishermen & Allied Workers' Untion-Unifor	Joy Thorkelson, President C: 250-600-4814 E: president@ufawu.org	UFAWU-Unifor represents fish harvester and shoreworkers in issues of worker compensation and safety.	• Access to resource – Marine Planning • Funding and program supports • Poor salmon stocks • market issues, fish harvester and plant worker safety, labour availability, etc. • FOPO West Coast Licencing Report

Branch	Organization	Contact	Description	Key Issues
AGRI	Commercial Fishing Caucus	Jim McIsaac, Director C: 250-818-1114 Personal Information	The Commercial Fishing Caucus represents several industry associations and takes an active role in marine planning processes with the Federal and Provincial Governments	• Access to resource – Marine Planning • Funding and program supports • Poor salmon stocks • fish harvester and plant worker safety, labour availability, etc. • FOPO West Coast Licencing Report
AGRI	Prawn Industry Caucus	Emily Orr, Executive Director E: Offishal_Business@hotmail.com	The Prawn Industry Caucus is a industry association that represents individual prawn harvesters in BC.	• Access to resource – Marine Planning • Funding and program supports • fish harvester and plant worker safety, labour availability, etc.
AGRI	Canadian Highly Migratory Species Foundation	Lorne Clayton, Executive Director E: Personal Information	The CHMSF is an albacore tuna marketing organization that works to enter new markets and increase consumer awareness of the product.	• Market access issues • Funding and program supports

Branch	Organization	Contact	Description	Key Issues
AGRI	BC Salmon Farmers Association	David Kiemele, Chair John Paul Fraser, Executive Director T: 250 286-1636 T: 250 895-1761 john@bcsalmonfarmers.ca	Represents 70 businesses and organizations throughout the value chain of finfish aquaculture in BC.	• Lack of capacity/access to tenures • Funding support programs • Discovery Islands and Broughton process discussions • Water use act • Sustainability certifications • Production metrics/best practices • Research/ technical issues
AGRI	Aboriginal Aquaculture Association	Richard Harry, Executive Director C: 250-286-9939 E: richard@aboriginalaquaculture.com Marguerite Parker, Director of Development P: 250-286-9939 E:marguerite@aboriginalaquaculture.com	The AAA is a National not for profit corporation established in 2003 to facilitate meaningful participation of Aboriginal communities and Aboriginal entrepreneurs in the aquaculture sector. It serves as a resource body providing guidance and advice with respect to sustainable aquaculture development, regulation and management of aquaculture.	• Capacity/ support for aboriginal aquaculture • Capacity to support association • Funding support programs • Discovery Islands and Broughton process discussions • Water use act • Sustainability certifications • Ghost gear/derelict gear issues

Branch	Organization	Contact	Description	Key Issues
AGRI	Fisheries and Oceans Canada	Timothy Sargent Deputy Minister T: 613-993-2200 Timothy.Sargent@dfo-mpo.gc.ca	Fisheries and Oceans Canada is the federal lead for safeguarding our waters and managing Canada's fisheries, oceans and freshwater resources. DFO support economic growth in the marine and fisheries sectors, and innovation in areas such as aquaculture and biotechnology. Ensure healthy and sustainable aquatic ecosystems through habitat protection and sound science.	• FPT processes • legislation and policy regarding fisheries & aquaculture • support programs for the Fisheries and Aquaculture • Fisheries and aquaculture research and innovation, scientific advice, reviews and risk assessment • International Fisheries Agreements/ Treaties • Inspection and Compliance
AGRI	Agriculture and Agri-Food Canada	Rodney Dlugos, Regional Director C: 780-495-5525 Sharan Evani Acting Deputy Director North-Western Departmental Regional Office (BC) C: 604-292-5857 Rodney.Dlugos@agr.gc.ca Sharan.Evani@canada.ca	Agriculture and Agri-Food Canada supports the Canadian agriculture and agri-food sector through initiatives that promote innovation and competitiveness.	• Federal/ Territorial/ Provincial programming • Research support collaboration

tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
Chair	BC Egg Marketing Board	Minister	November 1, 2020
Chair	BC Chicken Marketing Board	Minister	December 21, 2020
Chair	BC Hog Marketing Board	Minister	December 31, 2020

Tab D

MINISTRY OF AGRICULTURE

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
No crown agencies

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Feed BC – Institutional Partner launches in healthcare and post-secondary sector.	TBD	November/December	
Climate Preparedness and Adaptation Strategy to be presented to CC SSP	TBD	November 23 (tentative)	
FPT Annual Conference of Ministers and DMs Annual FPT Conference	Attendance	Nov. 12-13th (TBC)	

Tab 5

Tab A

MINISTRY PROFILE

Ministry of Attorney General

The Ministry of Attorney General and the Ministry of Public Safety and Solicitor General work together as the justice and public safety sector to advance a shared vision of a safe, secure, just and resilient British Columbia. The mission of the ministries is to administer justice, deliver public safety services and programs, and provide legal advice to government.

The Ministry contributes to the physical and mental health, as well as the economic and environmental wellbeing of B.C. and its citizens by achieving its goals that the justice and public safety sector is fair, protects people, is sustainable, and has the public's confidence.

Ministry Mandate

The Ministry is responsible for the following program areas: administrative tribunals; civil and family justice services; sheriff and court administration services; legal advice and services to government; legal aid; prosecution services; protection and promotion of human rights; gambling regulation and enforcement; problem gambling prevention and treatment services; liquor and cannabis licensing, compliance and enforcement as well as distribution; and investigation of complaints made by inmates at provincial correctional centres and probationers supervised in the community. The Ministry also leads several cross-government initiatives, such as the Provincial response to Money Laundering.

The Attorney General is also responsible for several agencies, boards, commissions and tribunals, including the Insurance Corporate of British Columbia, BC Lottery Corporation, and the Legal Services Society.

Budget

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Justice Services	129,485	150,110	151,697	154,260
Prosecution Services	143,091	146,429	149,231	152,249
Court Services	117,152	120,948	124,383	126,657
Legal Services	27,901	27,314	27,675	27,675
Agencies, Boards, Commissions and other Tribunals	30,616	35,679	35,922	35,922

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Liquor and Cannabis Regulation	1	1	1	1
Gaming Policy and Enforcement	19,437	19,437	19,539	19,539
Executive and Support Services	24,524	24,639	26,034	26,051
Judiciary	79,697	83,572	85,258	86,504
Crown Proceeding Act	24,500	24,500	24,500	24,500
Independent Investigations Office	9,400	9,075	9,093	9,093
Public Guardian and Trustee Operating Account	0	0	0	0
Public Inquiry Act	0	10,136	989	0
Total	**605,804**	**651,840**	**654,322**	**662,451**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Agencies, Boards, Commissions and other Tribunals	10	10	10	10
Executive and Support Services	5,093	5,740	3,027	2,002
Judiciary	570	920	1,020	770
Public Guardian and Trustee Operating Account	363	363	363	363
Total	**6,036**	**7,033**	**4,420**	**3,145**

Full Time Equivalents (FTEs)[1]
~4,595 (not including Crown Agencies, such as ICBC or BCLC, or Liquor Distribution Branch)

[1] Actual FTEs from September PSA Analytics CHIPS reporting. FTEs are not budgeted and may not represent funding.

Executive Organizational Chart

EXECUTIVE MEMBER BIOGRAPHY

RICHARD J. M. FYFE, Q.C.
Deputy Attorney General and
Deputy Minister

Office of the Deputy Attorney General
Ministry of Attorney General

Richard Fyfe is the Deputy Attorney General for British Columbia. The Deputy Attorney General supports the Attorney General in providing legal advice to government.

Key aspects of this role have included:

- Contributing to a major and ongoing effort to modernize the Justice Sector in British Columbia and make justice accessible through lasting changes that will help everyone deal more effectively with conflict and disputes;
- Building strong, respectful relationships with the judiciary and the bar in British Columbia and continually advocating for the resources necessary to support an effective legal and court system;
- Providing legal advice to government in a manner that supports government's duty to conduct public affairs in accordance with the law and public interest
- Supporting law enforcement through a capable and respected prosecution service.

In addition to Justice, the Deputy Attorney General has oversight of Gaming, Liquor and ICBC.

Outside his career, Richard has found ways to remain in touch with his community, including at different times as a member of the Greater Victoria Library Board, the Esquimalt Parks and Recreation Committee, the Canadian College of Performing Arts, the Canadian Council for Public Private Partnerships, Literacy Victoria, Victoria Bar Association, and Canadian Bar Association, BC Branch – BarTalk editorial board.

Appointed Queen's Counsel in 2009, Richard is a recipient of the Premier's Award for Leadership (2005/06) and the University of Victoria, Gustavson School of Business Distinguished Alumnus Award (2016)

Throughout his career Richard has been fortunate to work with highly motivated teams and individuals, whether on infrastructure projects, litigation or in his management roles within government.

EXECUTIVE MEMBER BIOGRAPHY

DOUGLAS S. SCOTT
Associate Deputy Minister

Associate Deputy Minister's Office
Ministry of Attorney General

As Associate Deputy Minister for the Ministry of Attorney General with the BC Public Service, Doug Scott's role provides provincial oversight for the Insurance Corporation of British Columbia (ICBC), Liquor Distribution Branch (LDB), BC Lottery Corporation (BCLC), Liquor and Cannabis Regulation Branch (LCRB), and Gaming Policy and Enforcement Branch (GPEB). This work includes Government priorities such as the implementation of cannabis regulation, distribution and licensing, Business Technical Advisory Panel recommendation implementation for the BC liquor industry, development and implementation of the Enhanced Care transformation of ICBC, and the review and implementation of anti-money laundering practices and policies in BC.

Doug joined the BC Public Service in 2011, following a long and extensive career with the Royal Canadian Mounted Police. Doug came to the Ministry of Attorney General from the Ministry of Indigenous Relations and Reconciliation (MIRR), where he was the Assistant Deputy Minister (ADM) of the Negotiations and Regional Operations Division from 2016-2017. Prior to this, Doug was ADM and General Manager of the Liquor Control and Licensing Branch from 2013-2016, where he and the team implemented the most significant liquor industry transformation in decades, which was the recipient of a 2017 Premier's Award. Doug joined the BC Public Service in 2011 as ADM and General Manager of GPEB

Doug is a double graduate of Queen's University with a Bachelor of Arts and Master of Business Administration. He also holds a Master of Public Administration from Harvard.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

TRACY CAMPBELL
Assistant Deputy Minister & Executive Financial Officer

Corporate Management Services Branch
Ministry of Attorney General
Ministry of Public Safety & Solicitor General
Emergency Management BC

Tracy Campbell was appointed Assistant Deputy Minister and Executive Financial Officer of the Corporate Management Services Branch (CMSB) in July 2020, supporting the justice and public safety sector.

Tracy leads the strategic development and delivery of key corporate services for the ministries including finance; strategic human resources; facilities management; business planning; internal communications and corporate security, and safety and risk management support.

From October 2018 to her most recent role, Tracy was the Assistant Deputy Minister of International Trade with the Ministry of Jobs, Economic Development and Competitiveness. Tracy oversaw trade and investment activities in British Columbia's international markets; international trade missions; trade strategy and policy, including international and domestic trade agreements and international marketing.

Prior to that, Tracy was Assistant Deputy Minister and Executive Financial Officer supporting the Ministry of Municipal Affairs and Housing, the Ministry of Jobs, Trade and Technology, the Ministry of Labour and the Ministry of Tourism, Arts and Culture.

Tracy has a very strong client focus and brings extensive financial management experience having also held the position of Chief Financial Officer for the former Ministries of Jobs, Tourism and Skills Training; International Trade; and Small Business and Red Tape Reduction.

Tracy began her professional career as a management consultant in the IT industry. She joined the BC Public Service fourteen years ago in the financial services stream, assuming progressively more senior roles within the Economy Sector.

Previous Board appointments include the BC Immigrant Investment Fund, the BC Renaissance Capital Fund Ltd., the BC Council for International Education and British Columbia Trade and Invest Ltd.

EXECUTIVE MEMBER BIOGRAPHY

BARBARA CARMICHAEL, Q.C.
Assistant Deputy Minister

Legal Services Branch
Ministry of Attorney General

Barbara Carmichael, QC joined the Legal Services Branch (LSB) of the Ministry of Attorney General as an articling student in 1997, after obtaining her law degree from the University of Victoria and clerking with the B.C. Supreme Court.

During her time at LSB, Barbara has been involved in a number of significant matters and appeared before administrative tribunals at all levels of the B.C. Courts and the Supreme Court of Canada. Barbara has provided legal advice to government on complex policy questions and played a key mentoring role during her time as chair of the LSB Articled Student Committee. Her past roles include Legal Counsel, Law Policy and Strategic Advice, Legal Counsel, Knowledge Management, Research and Policy as well as chair of the LSB Articled Student Committee.

Barbara was appointed Queens Counsel in 2019. She most recently shared the Acting ADAG role with Julie Williams during the most challenging time of advising government during the COVID-19 pandemic. She was appointed ADAG on September 8, 2020.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

PETER JUK, Q.C.
Assistant Deputy Minister

BC Prosecution Services
Ministry of Attorney General

Peter Juk QC is the Assistant Deputy Attorney General, in charge of the BC Prosecution Service. He first joined the Prosecution Service as Crown Counsel in 1992, after clerking at the British Columbia Court of Appeal and articling at Bolton & Muldoon. After two years as Crown Counsel, Peter went into private practice, first at Arvay Finlay then at Blake, Cassels & Graydon LLP, where he became a partner in 2000. Peter returned to the BC public service in 2003, working first as litigation counsel with the Legal Services Branch, then as Crown Counsel, conducting major crime prosecutions. In 2011 he was appointed the Regional Crown Counsel in charge of Vancouver Island. In 2013 he became the Director of Appeals and Special Prosecutions for the Province of BC, a position he held until his appointment as Assistant Deputy Attorney General in October 2016.

Peter was appointed Queen's Counsel in November 2010.

EXECUTIVE MEMBER BIOGRAPHY

R. BLAIN LAWSON
General Manager and Chief Executive Officer

Liquor Distribution Branch
Ministry of Attorney General

Blain Lawson has been the General Manager and Chief Executive Officer of the LDB since 2013, overseeing a retail and wholesale beverage alcohol business and, since 2018, a retail and wholesale non-medical cannabis business. Both lines of business operate province-wide, competing with private retailers in their respective marketplaces.

The LDB has a workforce of approximately 4,800 full- and part-time employees and has been named one of BC's Top 50 Employers for the last five years.

Blain's background in the retail sector is extensive: he served as president and CEO for Coast Wholesale Appliances where he was successful at moving the organization forward through challenging economic times and led the conversion of the company from an Income Trust to a Corporation.

Previous to that Blain was with Hudson's Bay in Toronto for just over a decade, heading Merchandising for home furnishings and décor, pharmacy, men's and children's apparel and licensed departments. He also led and managed the Home Outfitters division, setting the strategic direction and overseeing operations.

Personal Information

Personal Information

and is a graduate of Carleton University.

Personal Informati on

EXECUTIVE MEMBER BIOGRAPHY

CHARMAINE LOWE
Acting Assistant Deputy Minister and
Chief Information Officer

Information Systems Branch
Ministry of Attorney General

Charmaine Lowe was appointed Acting Assistant Deputy Minister and Chief Information Officer for the Information Systems Branch on January 31, 2020. Her current responsibilities include executive oversight of the Information System Branch for the Ministry of Attorney General and the Ministry of Public Safety and Solicitor General.
The Chief Information Officer (CIO) leads the development, implementation and oversight of Information Management and Information Technology (IM/IT) strategy, policy and standards for the justice and public safety sector. The CIO is responsible for the sector's vision and mandate for digital transformation and manages the sector's IM/IT investment portfolio, ensuring alignment with government priorities and support for common capabilities, integrated services, reusable data, and value for money.

As the branch Assistant Deputy Minister, Charmaine provides strategic IM/IT leadership for the sector and leads a high performing team of professionals who provide IM/IT advice and services to program areas and stakeholders. The team includes security and privacy specialists, enterprise architects, system engineers, database analysts and administrators, client portfolio specialists, strategic planners, and application support technicians.

Prior to moving into this role, Charmaine led the development of the sector's digital transformation strategy and worked with the Digital Identity and Authentication Council of Canada (DIACC) on a pan-Canadian trust framework for digital identity and authentication. Prior to joining the justice and public safety sector, Charmaine served as a senior IM/IT advisor to the Government Chief Information Officer - establishing the Enterprise Architecture and Standards program and leading government's corporate IM/IT policy, legislation and privacy program. She also led the development of the Pan-Canadian Identity Management Strategy and the establishment of the legal authorities, standards and policy instruments for the BC Services Card.

EXECUTIVE MEMBER BIOGRAPHY

SAM MACLEOD
Assistant Deputy Minister

Gaming Policy and Enforcement Branch
Ministry of Attorney General

Sam MacLeod was appointed Assistant Deputy Minister and General Manager of Gaming Policy and Enforcement Branch in July 2018. Sam joined the B.C. Government in 2004 after a 29-year career with the Royal Canadian Mounted Police. He has spent his government career in the Justice sector and prior to his current role, held the following positions: Assistant Deputy Minister and Superintendent of Motor Vehicles, Executive Director – Policing, Security and Law Enforcement Operations, Executive Director – Security Programs and Police Technology and Associate Director, Police Services Division. Sam has a Business Administration Degree from the University of Ottawa and earlier this year completed a Master's Degree in Terrorism, Risk and Security Studies from Simon Fraser University.

EXECUTIVE MEMBER BIOGRAPHY

Mary Sue Maloughney
Assistant Deputy Minister and General Manager

Liquor and Cannabis Regulation Branch
Ministry of Attorney General

Mary Sue Maloughney became the Assistant Deputy Minister and General Manager of the Liquor and Cannabis Regulation Branch in January of 2019. Mary Sue has extensive experience working in the public service and has held many senior leadership roles within the Government of British Columbia. Most recently, before joining the LCRB, she played a leadership role in the set-up of the new Ministry of Mental Health and Addictions, and in advancing B.C.'s new mental health strategy. Prior to that, Mary Sue was the Assistant Deputy Minister of the Integrated Resource Operations Division at the Ministry of Forests, Lands and Natural Resource Operations and Rural Development. This large portfolio included responsibility for the BC Wildfire Branch, Mountain Resorts Branch, the Recreation Sites and Trails Branch, GeoBC, the Heritage Branch, the Archaeology Branch and the Natural Resource Officers in the Compliance and Enforcement Branch. In this role, Mary Sue was integral in leading the province through multiple wildfire seasons, including one of the worst fire seasons on record.

Mary Sue has also held various positions in the Ministry of Aboriginal Relations and Reconciliation. During this time, she led negotiations, strategic policy and consultation initiatives, and engagement with industry organizations. She also managed a variety of land, resource and governance files.

Personal Information

including working in Yellowknife for the Government of the Northwest Territories as it prepared to divide into the Northwest Territories and Nunavut.

In her current role, Mary Sue actively works with her colleagues across government to guide the creation of a safe and vibrant legal retail market for non-medical cannabis. Under her leadership, efforts to modernize the liquor licensing process are well underway, and work to improve regulation and licensing of non-medical cannabis retail sales continues, with over 330 licenses issued or approved in principle. Mary Sue lead the LCRB in a rapid response to COVID-19, quickly delivering a wide range of policy and regulatory changes to respond to the needs of the Provincial Health Officer, the public and industry. This included 23 regulatory and policy changes, as well as a temporary patio expansion initiative with over 1300 authorizations issued.

EXECUTIVE MEMBER BIOGRAPHY

Jenny Manton
Acting Assistant Deputy Minister

Court Services Branch
Ministry of Attorney General

Jenny Manton was appointed Acting Assistant Deputy Minister of Court Services Branch on June 1, 2020 and fulfills the roles of Chief Court Administrator and Director of Sheriffs. With more than 1,400 staff, Jenny is responsible for the operation of 89 court locations across the province.

Key aspects of the position include strategic and operational leadership regarding all matters of court administration, court security and the harmonization of court and judicial administration processes to support an effective justice system.

Jenny has extensive experience of more than 30 years in the BC Public Service. She's served 24 years in the justice and public safety sector including roles in the BC Prosecution Service and most recently as CSB's Executive Director, Corporate Support.

Jenny is committed to leadership through communication and empowerment and has received recognition as a leader through two Top Work Unit awards when she was Executive Director, Corporate Support.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

KURT SANDSTROM, Q.C.
Assistant Deputy Minister

Justice Services Branch
Ministry of Attorney General

Kurt Sandstrom was appointed Assistant Deputy Minister, Justice Services Branch, (JSB) in June 2016. Kurt began his career with the BC public service in February 2014, as Assistant Deputy Attorney General (ADAG) of Legal Services Branch.

Kurt practiced for nearly 10 years in private practice, litigating in the areas of family law, civil litigation, and criminal law. He has held several senior policy positions in the area of crime prevention, Indigenous relations, access to justice and justice reform. As a litigator for Government, he argued a number of cases in Constitutional and Indigenous law before the Supreme Court of Canada.

Kurt taught Constitutional Law and History, Constitutional Litigation, and Public Policy and Dispute Resolution at the University of Alberta and at the University of Victoria. He was appointed Queen's Counsel on January 31, 2010.

EXECUTIVE MEMBER BIOGRAPHY

HOLLY CAIRNS
Executive Lead

Associate Deputy Minister's Office
Ministry of Attorney General

As Executive Lead in the Associate Deputy Ministers Office in the Ministry of Attorney General, Holly Cairns is currently leading the Enhanced Care Coverage (ECC) public auto insurance business transformation initiative that includes changes to legislation, policy and operational business delivery for the Insurance Corporation of British Columbia (ICBC), related Ministries and multiple stakeholder groups. Her role also includes overseeing provincial strategies with respect to ICBC and other Crowns, including the British Columbia Lottery Corporation (BCLC) and the Liquor Distribution Branch (LDB) and related policy, programs, legislation, and budgets; and managing individual and cross-Crown financial policy issues and projects to ensure impacts to the ministry are appropriately reflected.

Holly Cairns has held a variety of positions within the B.C. public service since joining the Ministry of Municipal Affairs in 2001 as a Senior Policy Analyst. This includes various roles in 2008-2014 at Treasury Board Staff, including Director in the Performance Budgeting Office, and in 2015-2017 as Director of Financial Planning & Analysis for the Ministries of Attorney General and Public Safety and Solicitor General. Most recently she has held the position of Executive Director in the Associate Deputy Ministers Office, where she led the development of the Crown Agency Office including securing resources and associated funding, and was program lead on the 2018 ICBC Rate Affordability Action Plan (RAAP), a major cross-ministry business transformation initiative that preceded the ECC initiative.

Holly holds a Bachelor of Arts (Honours) from McGill University, A Juris Doctor from the University of British Columbia, and a Master of Business Administration from Concordia University.

Personal Information

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Associate DM Responsible: Douglas S. Scott

Core Program Area Description
The Associate Deputy Minister's Office is responsible for the Gaming Policy and enforcement Branch (GPEB), Liquor & Cannabis Regulation Branch (LCRB), Liquor Distribution Branch (LDB), British Columbia Lottery Corporation (BCLC) and the Insurance Corporation of British Columbia (ICBC), and manages corporate priorities and strategic engagement programs, including the Anti-Money Laundering Secretariat (AMLS) and the ICBC Enhanced Care Coverage (ECC) Project Secretariat. Oversight and responsibility for BCLC and ICBC are with respect to obligations under legislation, mandate letters, service plans, annual reports and financial and performance planning, monitoring and reporting.

ICBC: Current work with ICBC includes leading the transformation of public auto insurance through development and introduction of policy and legislation, and implementation of the ICBC Enhanced Care coverage product reform.

AMLS: The AMLS is responsible for the implementation of the Provincial AML strategy and all relative work. This includes project management, review and implementation of two expert AML reports provided to government by Dr. Peter German in 2018 and 2019, and support to the Ministry of Finance for reporting of the 2019 Maloney report. The AMLS is also responsible for the coordination of the AML Deputy Ministers Committee (AML DMC) who provides oversight on government actions relative to the illicit behaviour. The AMLS also serves as the general government liaison for AML initiatives with other provincial and federal counterparts and related regulators.

GPEB regulates all gambling in B.C., ensures the integrity of gambling industry companies, people and equipment and investigates allegations of wrongdoing. This includes regulatory oversight of BCLC, B.C.'s horse racing industry and licensed gambling events.

LCRB regulates the manufacture of liquor within B.C., the agents that represent out-of-province liquor manufacturers, the private retailing of liquor, the service of liquor in licensed establishments and special events that include the service of liquor. It also regulates the private, non-medical cannabis retail sector. It issues liquor and non-medical cannabis licences and permits and ensures public safety and the public interest are protected through compliance and enforcement activities.

The ADMO is the lead for the review, coordination and implementation of recommendations arising from the Business Technical Advisory Panel (BTAP) and all related advisory responsibilities of this external group. The ADMO coordinates policy and legislation relative to the BTAP initiatives and works with LCRB and LDB to complete necessary reviews, analysis, and implementation when applicable.

Budget (Millions)
Government Financial Information (Includes ADMO and Crown Agency Office; Does not include GPEB, LCRB, LDB)

Full Time Equivalents (FTEs)[1]
13 (Includes ADMO and Crown Agency Office; Does not include GPEB, LCRB, LDB)

Related Legislation
None.

Organizational Chart

[1] Actual FTEs from September PSA Analytics CHIPS reporting. FTEs are not budgeted and may not represent funding

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM and Assistant Deputy Attorney General Responsible: Peter Juk QC

Core Program Area Description
The BC Prosecution Service mandate is defined by statute, the Crown Counsel Act. The mandate includes:

- Approving and conducting regulatory and criminal prosecutions and appeals;
- Providing criminal law advice to government;
- Developing policies and procedures on the administration of criminal justice in BC;
- Liaising with the media on prosecutions and appeals; and
- Any other functions or responsibilities assigned by the Attorney General.

The Service is responsible for prosecuting all criminal and regulatory offences that fall within the jurisdiction of the provincial Prosecution Service. The Constitution requires these functions to be carried out independent of partisan political considerations. This includes all homicide, gang-related, and organized crime. The Service does not generally prosecute violation tickets, which (with some exceptions) are generally prosecuted by the issuing enforcement officers. The Service receives upwards of 75,000 proposed charges from police and investigative agencies across the province for assessment, approval, and prosecution. At any given time, the Service will typically have conduct of 20,000 to 30,000 active prosecution files before the three levels of court in BC. Another 10,000 to 15,000 prosecutions may be in abeyance because of an outstanding bench warrant and subject to re-entering the system at any time. Conducting a prosecution involves managing the prosecution from charge assessment to conclusion of the prosecution, including sentencing and any ensuing appeals. This includes bail; disclosure to the defence; victim notification; preparation for preliminary inquiries and trials; legal research; marshalling evidence (including witnesses); all pre-trial motions; crafting submissions; and presenting the case in court. The Branch has 40 staffed offices serving over 80 court locations across BC. Headquarters is in Victoria.

The BC Prosecution Service Plan is currently focused on building and maintaining system improvements in case management practices, specifically management of electronic disclosure; advancement of an Indigenous Justice Framework; the implementation of after-hours Crown-led bail, and the promotion and support for mental health and wellness of our employees.

Budget (Millions)

Operating Budget $146.429

Full Time Equivalents (FTEs)
908.25[1]

Related Legislation

- *Crown Counsel Act*
- *Criminal Code*

[1] Actual FTEs from September PSA Analytics CHIPS reporting. FTEs are not budgeted and may not represent funding.

- *Youth Criminal Justice Act*
- *Provincial Offence Act*
- Provincial regulatory statutes, such as the *Motor Vehicle Act* and the *Wildlife Act.*

Organizational Chart

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM and Executive Financial Officer Responsible: Tracy Campbell

Core Program Area Description

Corporate Management Services Branch's (CMSB) vision is to be empowered partners and leaders providing outstanding service. Our mission is to provide leadership and expertise in the delivery of corporate services, matched to the needs of the sector through the dedication and professionalism of an empowered and innovative workforce. CMSB serves as the justice and public safety sector's consolidated corporate services resource. Our services include finance, strategic human resources, facilities management, business planning, facilitation, process improvement, change management, internal communications and corporate security, strategic planning and project delivery, and safety and risk management supports. In addition, CMSB acts as the lead strategic link between the various branches and organizations in our sector, government's central agencies (Treasury Board Staff, Office of the Comptroller General), as well as shared service agencies. CMSB provides oversight and expert advice while performing day to day corporate functions for the sector.

While CMSB supports the Ministries of the Attorney General (AG) and Public Safety and Solicitor General (PSSG), as well as Emergency Management BC (EMBC), the branch is represented organizationally as part of PSSG. Across the range of corporate services, CMSB delivers services and provides leadership, advocacy and governance to all stakeholders in the justice and public safety sector, matched to meet their needs.

CMSB consists of the following core business areas:

- **Strategic Human Resources** works in partnership with sector Executive and employees to provide sound, value-added and innovative strategic human resource management, organization development services and interventions. The Division also provides strategic, ministry-wide direction and consultation to help branches achieve business priorities and to support employee engagement.
- **Finance** provides strategic, ministry-wide direction, consultation and training support regarding Budgets, Forecasting, Accounts Payable, Financial Reporting, Compliance and Procurement. Finance are also responsible for improving the governance and guidelines relating to financial standards, policy and procedures. Finance advocate for sustainable branch fiscal management across the sector including funding, budgeting, contingencies, and treasury board submissions.
- **Strategic Planning, Engagement and Delivery** works at various levels - sector, ministry, and branch – to lead and manage a range of services, including strategic planning and corporate reporting, partnerships and engagement, and project delivery. This includes identifying, monitoring, and tracking key priorities to ensure the sector achieves it goals, objectives and vision.
- **Business Planning and Priorities** works collaboratively in the sector to lead, manage and support a diverse group of essential services in corporate business planning and support, corporate communications, risk and security management, and business continuity planning
- **Facilities Services** manages and maintains government operated buildings for the sector, supporting each individual client program, tailored to their specific requirements ensuring client

satisfaction. The Division ensures that each client's facilities are maintained and serviced to the highest government facilities standards, while expenditures remain within approved budgets.

Budget (Millions)
While the branch supports both the Ministry of Attorney General and Ministry of Public Safety and Solicitor General, the branch's financial data is included in the Ministry of Public Safety and Solicitor General's Executive Support Services Operating Budget of Government Capital Budget of Government Financial

Full Time Equivalents (FTEs)[1]
~103

Related Legislation
None.

Organizational Chart

[1] Actual FTEs from September PSA Analytics CHIPS reporting. FTEs are not budgeted and may not represent funding.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Assistant Deputy Minister Responsible: Jenny Manton (Acting)

Core Program Area Description
The Court Services Branch is responsible for the delivery of all court administration services in BC. The ultimate authority for provision of the courts is provided in the Constitution Act (1867), which sets out the jurisdictional powers for provinces and the federal government. Section 92.14 of the Act outlines provincial powers, granting sole authority to the provinces in several areas: "property and civil rights in the province, the administration of justice in the province, including the constitution, maintenance, and organization of provincial courts, both of civil and of criminal jurisdiction, and including procedure in civil matters in those courts."

In matters of court administration, facilities and registries, the Chief Administrator of Court Services, the Assistant Deputy Minister, receives direction from the Attorney General and, in matters of judicial administration, the Chief Judge of the Provincial Court, Chief Justice of the Supreme Court and the Chief Justice of the BC Court of Appeal provide direction as defined in statute.

The Branch is divided into two divisions with Headquarters providing corporate oversight and operational support. The Court Administration Division is responsible for case documentation and adjudication support for all matters going before the court, including case initiation and processing, fee collection, file and exhibit management, court clerking, court records and transcripts, interpreter services and the preparation and dissemination of court orders. The Sheriff Service Division is responsible for courtroom and courthouse security, prisoner custody and escort, document service, and jury administration.

Budget (Millions)

Operating Budget	$120.948
Capital Budget	$ 4.680

Full Time Equivalents (FTEs)[1]
1383.9

Related Legislation:
The British Columbia authorities for these functions are found in several pieces of legislation:

- *Constitution Act*
- *Provincial Court Act*
- *Supreme Court Act*
- *Court of Appeal Act*
- *Small Claims Act*
- *Sheriff Act*
- *Jury Act*

The Sheriffs' status as peace officers and their use of firearms are governed by the following Federal legislation:

- *Firearms Act*

[1] Actual FTEs from September PSA Analytics CHIPS reporting. FTEs are not budgeted and may not represent funding.

Organizational Chart

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Sam MacLeod

Core Program Area Description
The Gaming Policy and Enforcement Branch (GPEB) regulates all gambling in B.C. and ensures the integrity of gambling industry companies, people, and equipment. This includes regulatory oversight of commercial gambling conducted and managed by the British Columbia Lottery Corporation (BCLC) (e.g. lotteries, casinos, community gaming centres, commercial bingo halls and online gambling on PlayNow.com), B.C.'s horse racing industry, and licensed charitable gambling events.

GPEB has four offices throughout the province located in Victoria, Burnaby, Kelowna and Prince George. Six divisions carry out its core business: Community Supports, Licensing, Registration and Certification, Compliance, Enforcement, Operations, and Strategic Policy and Projects.

The branch:

- Develops and manages gambling legislation, regulation, standards, and policy
- Registers gaming service providers and workers and certifies gambling equipment
- Licenses charitable gambling events and horse racing
- Develops and enforces rules for the horse racing industry and regulates racing events
- Audits charitable and commercial gambling activities to ensure compliance with legislation, regulations, rules and public interest standards
- Responds to incidents that could threaten the integrity of gambling, including alleged contraventions of the *Gaming Control Act* and, in cooperation with law enforcement, alleged contraventions of the *Criminal Code of Canada*
- Responds to incidents of potential money laundering in BC's gambling industry, and provides government and its policing partners with information on organized crime and illicit activity impacting gambling in BC
- Delivers responsible and problem gambling programs, including public awareness, early intervention, harm reduction services, and free clinical counselling.

GPEB also assumed responsibility of the Compliance and Enforcement Collaborative and Secretariat in November 2017, which is a cross-government inter-agency working group with a mandate to enhance the effectiveness and efficiency of the compliance and enforcement sector.

Budget (Millions)
Operating: $19.437

Full Time Equivalents (FTE)[1]
152.6

Related Legislation
Gaming Control Act

[1] Actual FTEs from September PSA Analytics CHIPS reporting. FTEs are not budgeted and may not represent funding.

Organizational Chart

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Acting Assistant Deputy Minister and Chief Information Officer: Charmaine Lowe

Core Program Area Description
The Information Systems Branch (ISB) provides effective and collaborative information management and information technology (IM/IT) advice and services to the justice and public safety sector. As a key enabler of the sector's digital transformation, ISB translates client business needs into high value digital solutions that support common capabilities, integrated services, reusable data, and better value for money.

ISB supports the goals of the justice and public safety sector by:

- Delivering strategic IM/IT planning, implementation and coordination services;
- Accelerating IM/IT modernization and transformation while maintaining a stable, standardized and highly available application system environment;
- Ensuring adherence to current IM/IT standards while monitoring trends and industry advancements;
- Developing and providing quality assurance, change and risk management procedures;
- Maturing information security and privacy policies and procedures; and
- Liaising with government's central agencies and the Office of the Chief Information Officer to facilitate IM/IT services and provide strategic advice to the justice and public safety sector.

ISB's services include:

- Strategic IM/IT planning, including service design, and support for portfolio management;
- IM/IT governance and investment planning;
- Supporting business clients in identifying and optimizing IM/IT solutions;
- Strategic privacy, security and enterprise architecture policies and standards;
- Design and delivery of IM/IT solutions;
- Ordering hardware and software;
- Operating and maintaining the sector's portfolio of business applications; and,
- Providing IM/IT user support services and account access.

Budget (Millions)
Operating Budget
Capital Budget

Government Financial Information

Full Time Equivalents (FTEs)
87.50[1]

Related Legislation
None.

[1] Actual FTEs from September PSA Analytics CHIPS reporting. FTEs are not budgeted and may not represent funding.

Organizational Chart

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Kurt Sandstrom, QC

Core Program Area Description
Justice Services Branch (JSB) contributes to the vision, goals and objectives of the justice and public safety sector and to the larger goal of meaningful access to justice. The branch's key areas of focus are policy and legislation; Indigenous justice; family justice transformation, programs and services; tribunal transformation; oversight and support for tribunals and independent offices; legal access policy; and justice transformation. The branch is also highly focused on linking these areas to justice recovery and modernization. All this work is supported by a network of administrative and corporate support, strategic communications and business solutions. Also housed in the branch are the independent offices of the Investigation and Standards Office and the Office of the Superintendent of Professional Governance.

Budget (Millions)
Operational $150.110

The following programs and services are funded by contingencies:

- Legal clinics (funding directed to the Law Foundation);
- Tariff items agreed to with Association of Legal Aid Lawyers (funding directed to Legal Aid BC);
- Parents Legal Centres (directed to Legal Aid BC);
- Major & Large Cases (Defense);
- Civil Resolution Tribunal (CRT) Vehicle Accident Claims and for Accident Care Enhancements
- Six-month emergency response to address anticipated pressures in family law matters at the Provincial Court due to the pandemic;
- Phase 1 of the Justice Electronic Delivery Initiative to address the immediate needs of the justice system to facilitate virtual proceedings;
- Early Dispute Resolution for Families to help divert families away from Courts.

Full Time Equivalents (FTEs)[1]
271.4

Related Legislation

Justice Services Branch has sole or part responsibility for 125 statues, the largest legislation program in government, in areas including administrative, civil, criminal, family, human rights, Indigenous, democratic reform, governance, and independent offices.

[1] Actual FTEs from September PSA Analytics CHIPS reporting. FTEs are not budgeted and may not represent funding.

Organizational Chart

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Mary Sue Maloughney

Core Program Area Description
The Liquor and Cannabis Regulation Branch (LCRB) consists of the Assistant Deputy Minister's office and three divisions: Licensing, Compliance and Enforcement, and Program and Strategic Services. The LCRB regulates British Columbia's liquor industries and private retail non-medical cannabis industries, which include restaurants, bars and pubs serving liquor, liquor manufacturers, liquor retail stores, special events involving liquor, private cannabis retail stores, and cannabis marketing.

LCRB issues liquor and non-medical cannabis licences or permits and supervises and educates over 10,000 licensed establishments about liquor and non-medical cannabis laws and rules. It develops liquor and non-medical cannabis retail policy and provides advice to government concerning decisions related to non-medical cannabis retail sales policy and to liquor policy. The Compliance and Enforcement Division is responsible for ensuring public safety and compliance with provincial liquor and cannabis laws at over 9,700 licensed establishments and at over 28,450 special events held annually. The Branch takes enforcement action when licensees do not follow the *Liquor Control and Licensing Act, Cannabis Control and Licensing Act,* associated regulations or their specific terms and conditions. It also regulates licensee and server training programs - which include Serving It Right and Selling it Right: BC's Responsible Beverage and Non-Medical Cannabis Service Programs, and Special Event Server – and issues approximately 28,000 special event permits each year.

LCRB is currently undergoing a major digital modernization project to modernize and streamline the LCRB's existing manual and paper liquor licensing processes and move them online to the Liquor and Cannabis Licensing Portal – the same online portal licensees currently use for non-medical cannabis retail store licensing.

Budget (Millions)
Liquor: $0.001 (The Liquor program is a 'thousand-dollar-vote' where its expenses are defrayed by its recoveries)
Government Financial Information

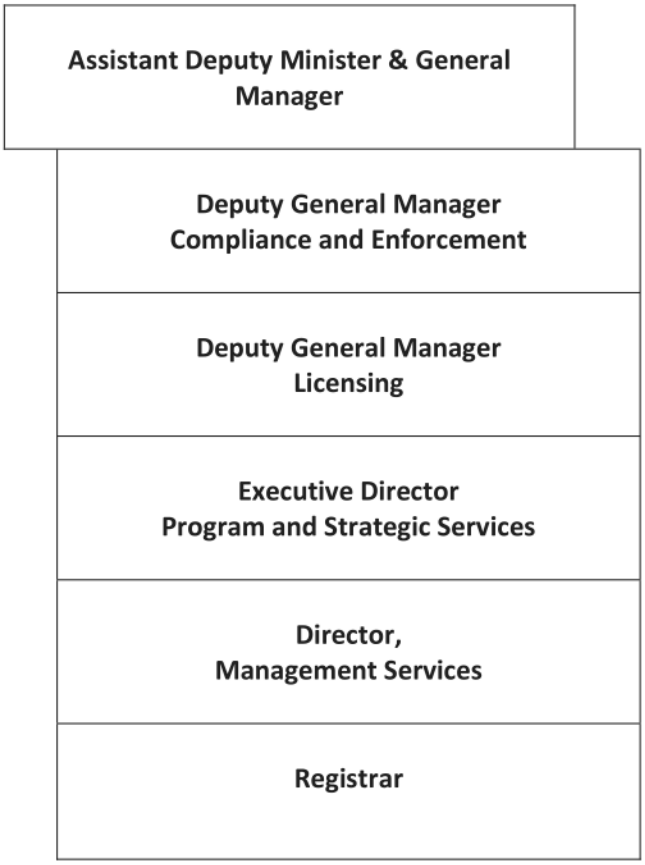
Full Time Equivalents (FTEs)[1]
180

[1] Actual FTEs from September PSA Analytics CHIPS reporting. FTEs are not budgeted and may not represent funding.

Related Legislation

- *Cannabis Control and Licensing Act*
- *Liquor Control and Licensing Act*
- *Cannabis Licensing Regulation*
- *Cannabis Control Regulation*
- *Worker Qualification Regulation*
- *Cannabis Control and Licensing Transitional Regulation*

Organizational Chart



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Blain Lawson, General Manager and CEO

Core Program Area Description
The LDB is one of two branches of government that provide oversight of the beverage alcohol and cannabis industries; the other is the Liquor and Cannabis Regulation Branch (LCRB).

To fulfill its responsibilities to Government and the people of B.C., the LDB generates revenue, ensures accountability of key business partners and develops and implements programs and services to encourage the responsible consumption of beverage alcohol and cannabis.

Stakeholders on the liquor side of the business include manufacturers, agents, suppliers, and over 10,000 wholesale customers such as hospitality licensees, private retailers and BC Liquor Stores. On the cannabis side of the business, LDB works with approximately 75 licensed producers to supply 272 private retailers (# of licenses approved as of Sept 25) and 20 BC Cannabis Stores (as of Sept 25).

Budget (millions)[1]

Revenue (anticipated 20/21)
4,093

Net Income (anticipated 20/21)
1,134

Full Time Equivalents (FTEs)
4,194[2] (as of February 2020)

Related Legislation[3]

- *Liquor Distribution Act* (LDA)
- *Cannabis Distribution Act* (CDA)

[1] From 20/21 Service Plan
[2] From 20/21 Service Plan
[3] Under the LDA, revenue generated must be first applied to the administration of the LDA and the balance paid into the consolidated revenue fund (i.e. general revenue). Under the CDA, cannabis revenue must be applied to administration of the CDA and any balance remaining must be paid into the consolidated revenue fund. If revenue is insufficient for the administration of the CDA, the general manager must apply liquor revenue for that purpose.

Organizational Chart

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Assistant Deputy Attorney General Responsible: Barbara Carmichael, QC

Core Program Area Description:
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://gww.legalservices.gov.bc.ca/.

Budget:

Operating Budget Net of Recoveries	$27.314 ($74.141 Expenses recovered)
Capital Budget	$ 0.000

The Branch operates as a cost-recovered entity, and its costs are charged out to clients based on use of legal services. The Branch retains a budget to cover activities deemed to be "core" to the role of the Attorney General, including drafting of legislation, constitutional and administrative law matters, and aboriginal litigation.

Full Time Equivalents: (FTEs)[1]
544.3

Related Legislation:
- *Attorney General Act*
- *Crown Proceeding Act*

[1] Actual FTEs from September PSA Analytics CHIPS reporting. FTEs are not budgeted and may not represent funding

Organizational Chart:

Tab B

Appendix B

Ministry of Attorney General

KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
Associate DMO	**Insurance Corporation of British Columbia (ICBC)**	Joy MacPhail, Chair Personal Information Personal Information Nicolas Jimenez, President & CEO Personal Information Cell: Personal Information Personal Information Nicolas.Jimenez@icbc.com	A provincial Crown corporation that provides universal and competitive optional auto insurance to B.C. motorists, and is also responsible for driver licensing, vehicle licensing and registration, and violation ticket and government fines collections services on behalf of the Province.	Advice/Recommentations
Associate DMO GPEB	**BC Lottery Corporation**	Greg Moore Interim CEO and President & CEO 250 828 5650 gmoore@bclc.com Brad Desmarais Chief Operating Officer bdesmarais@bclc.com	Crown Corporation responsible for the conduct and management of commercial gambling on behalf of the Gov't of BC, including lottery, casino, bingo and online gambling. *Note: see GPEB entries for list of service providers*	

Branch	Organization	Contact	Description	Key Issues
Associate DMO LSB GPEB	**Commission of Inquiry into Money Laundering in BC**	Justice Austin Cullen *(Note that direct contact is made via JSB or LSB)* General: contact@cullencommission.ca	Established by government on May 15, 2019 to study the prevalence of money laundering in, and its impact on, various economic sectors of BC. Will review the acts and/or omissions of individuals and agencies responsible for money laundering to determine if those contributed to the spread of money laundering.	Advice/Recommentations
Associate DMO GPEB	**BC Gaming Industry Association**	Shiera Stuart, Chair Director, Government Relations, Gateway Casinos Personal Information Dave Cyr 250-213-1935 Personal Information	Provide strategic leadership for the BC gaming industry on behalf of private sector gaming operators while enhancing relationships, education and advocacy through involvement with community stakeholders, government, media and the public.	

Branch	Organization	Contact	Description	Key Issues
GPEB	**BC Gaming Industry Association**	Shiera Stuart Chairperson contact@bcgia.com	Provide strategic leadership for the BC gaming industry on behalf of private sector gaming operators while enhancing relationships, education and advocacy through involvement with community stakeholders, government, media and the public.	Legal Information
JSB CSB	**Attorney General's Supreme Court Rules Revision Committee**	Richard Fyfe, Deputy Attorney General	Assists the Attorney General in making recommendations for rule changes to the Lieutenant Governor in Council.	
JSB	**BC Civil Liberties Association**	Harsha Walia Executive Director Legal Information	Mandate is to preserve, defend, maintain and extend civil liberties and human rights in Canada though their advocacy, public policy, community education, and justice programs.	

Branch	Organization	Contact	Description	Key Issues
JSB	**BC First Nations Justice Council (BCFNJC)**	Gaelene Askeland Executive Director Kelowna, BC Doug White III (Kwulasultun) Chair and BCFNJC Lead on Criminal Justice, and Gladue Implementation email:Personal Information	Aims to provide a collective approach to address key issues and concerns that Indigenous people face with the justice system in British Columbia	Advice/Recommentations
JSB	**BC Law Institute**	Karen Campbell Executive Director 604-822-0145 kcampbell@bcli.org	Works to promote law reform, improvement of justice, and scholarly legal research.	
JSB	**Canadian Bar Association BC Branch**	Kerry L. Simmons, QC Executive Director ksimmons@cbabc.org 604.687.3404 x320. Jennifer J.L. Brun President 2020-21 president@cbabc.org	The essential ally and advocate of all members of the legal profession and is committed to enhancing the professional and commercial interests of a diverse membership and to protect the independence of the judiciary and the Bar.	

Branch	Organization	Contact	Description	Key Issues
JSB	**Justice, Department of**	The Honourable David Lametti, PC, QC, MP Minister of Justice and Attorney General of Canada 284 Wellington Street Ottawa ON K1A OH8 613-992-4621 (office) MCU@justice.gc.ca	The federal Minister of Justice and Attorney General are combined into one cabinet position. The Attorney General is the chief law officer of the Crown and the Minister of Justice is concerned with questions of policy in relation to the justice system.	Advice/Recommentations
JSB	**Law Foundation of British Columbia (The)**	Josh Paterson Executive Director jpaterson@lawfoundationbc.org	Their legislative mandate is to fund legal education, legal research, legal aid, law reform and law libraries for the benefit of British Columbians.	
JSB CSB	**Law Society of British Columbia (The)**	Don Avison, QC Executive Director/CEO 604-669-2533 DAvison@lsbc.org	Regulates the legal profession in BC, protecting the public interest in the administration of justice by setting and enforcing standards of professional conduct for lawyers. Ensures the public is well served by legal professionals who are honourable and competent. Also brings a voice to issues affecting the justice system and the delivery of legal services.	

Branch	Organization	Contact	Description	Key Issues
JSB	**Legal Aid BC**	Mark Benton, QC CEO 604-601-6000 mark.benton@lss.bc.ca Jean P. Whittow, QC Chair, Board of Directors and Chair Executive Committee	Mandate is to help solve legal problems and facilitate access to justice, establish and administer a system for providing legal aid in BC, and provide advice to the Attorney General about legal aid and access to justice in BC.	Advice/Recommentations
JSB	**Métis Nation British Columbia**	Clara Morin Dal Col, President 604-557-5851 Personal Information Daniel Fontaine, CEO 604-557-5851 ext. Personal Personal Information	MNBC represents thirty-eight (38) Métis Chartered Communities in British Columbia. MNBC's mandate is to develop and enhance opportunities for Métis communities by implementing culturally relevant, social, and economic programs, and services.	
LDB	**BC Independent Cannabis Association**	Courtland Sandover-Sly President TBD	An incorporated not-for-profit organization that represents a wide variety of stakeholders from the BC cannabis economy.	

Branch	Organization	Contact	Description	Key Issues
LDB LCRB	**BC Restaurant and Foodservices Association**	Ian Tostenson President and CEO 604-669-2239 itostenson@bcrfa.com Toll Free: 1-877-669-2239	A relevant business success resource for BC restaurant, representing the interests of BC Restaurants at all levels of government to promote industry growth. BTAP panel member	Advice/Recommentations

Branch	Organization	Contact	Description	Key Issues
LDB	**Cannabis Council of Canada (C3)**	George Smitherman President and CEO hello@cannabis-council.ca	The Cannabis Council of Canada is the national organization of Canada's licensed producers of Cannabis under Health Canada's federal Cannabis Act. The Council's mission is to act as the national voice for their members in their promotion of industry standards; support the development, growth and integrity of the regulated cannabis industry; and serve as an important resource on issues related to the safe and responsible use of cannabis for medical and non-medical purposes.	Advice/Recommentations

Branch	Organization	Contact	Description	Key Issues
LDB LCRB LSB	**Union of BC Municipalities**	Councillor Brian Frenkel President 250-567-4711 bfrenkel13@gmail.com Gary MacIsaac Executive Director gmacisaac@ubcm.ca 604-270-8226 ext 105 (Richmond) 250-356-2956 (Victoria) Bhar Sihota Policy Anayst bsihota@ubcm.ca 604-270-8226 ext. 114	Represents local governments. Submitted to BTAP recommendations	Advice/Recommentations

Tab C

Page 116 of 406 to/à Page 120 of 406

Withheld pursuant to/removed as

Cabinet Confidences

Tab D

ATTORNEY GENERAL

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
BC Ferry Commission
Human Rights Tribunal
BC Review Board
BC Utilities Commission
BC Family Maintenance Agency
BC Lottery Corporation
Civil Resolution Tribunal
Environmental Appeal Board; Forest Appeals Commission and Oil and Gas Tribunal
Employment Standards Tribunal
Insurance Corporation of BC
Industry Training Appeal Board
Labour Relations Board
Legal Aid BC

BRIEFING NOTE

CROWN AGENCIES

Name: British Columbia Ferry Commission

Legislative Authority:
Coastal Ferry Act

Mandate:
The Commission regulates British Columbia Ferry Services Inc. (BC Ferries), the independent company that provides ferry services on 25 routes through the Coastal Ferry Services Contract with the Province. The Commission ensures that the average level of ferry fares charged by the company does not rise above a ceiling or "price cap" set by the Commission and monitors the adherence of BC Ferries to the terms of its service contract with the Province of BC.

Current Appointees:
- Sheldon T. Stoilen, Commissioner
- Eva Hage, Deputy Commissioner

Appointments required:

- None

Issue(s):

- N/A

Key Contact:

- Kirk Handrahan
- Executive Director (Ministry of Transportation and Infrastructure)
- 778-974-5301

- Rhonda Mead, Legislation Coordinator (Ministry of Attorney General)
- 778-974-3714
  Rhonda.Mead@gov.bc.ca

BRIEFING NOTE

CROWN AGENCIES

Name: BC Human Rights Tribunal

Legislative Authority:
Human Rights Code

Mandate:
The BC Human Rights Tribunal is an independent administrative tribunal that is responsible for accepting, screening, mediating, and adjudicating human rights complaints.

Current Appointees:

Diana Juricevic (Chair)
Beverly Froese
Grace Chen
Norman Trerise
Steven Adamson
Pamela Murray
Kathleen Smith
Karen Snowshoe
Devyn Cousineau
Emily Ohler
Paul Singh

Appointments required:

- 60 Days: two members' terms expire on December 30, 2020.

Issue(s):

- Appointment request has been prioritized with CABRO Personal Information

Key Contact:

- Carmen Zabarauckas
- Executive Director (MAG)
- 778 698-3196

BRIEFING NOTE

CROWN AGENCIES

Name: British Columbia Review Board

Legislative Authority:
Criminal Code

Mandate:
The British Columbia Review Board is an independent administrative tribunal that makes and reviews dispositions with respect to individuals charged with offenses, in respect of whom verdicts of not criminally responsible on account of mental disorder or unfit to stand trial on account of mental disorder, have been rendered.

Current Appointees:

Alison MacPhail (Acting Chair)	David Renwick	Michelle Lawrence
Barry Long (Vice Chair – Alternate Chair)	Linda Grasswick	Lynda Murdoch
Paula Cayley	Joanna Nefs	Christopher Webster
Peter Constance	Kim Polowek	Jeanette Smith
Ronald Stevenson	Sam Iskander	Ingrid Friesen
Steven Boome	Brenda Edwards	Werner Pankratz
Alan Markwart	John (Jim) Threlfall	Todd Tomita
Jeremy Berland	Sandi Culo	
Penny Acton	James Deitch	

Appointments required:

- 60 Days: Three members' terms expire on December 31, 2020.
- 90 Days: Two members' terms expire on January 2, 2021

Issue(s):

- Reappointment Request for 5 members have been prioritized with CABRO, section 6 of the Administrative Tribunal Act does not apply to the Board.

Key Contact:

- Carmen Zabarauckas
- Executive Director (MAG)
- 778 698-3196

BRIEFING NOTE

CROWN AGENCIES

Name: BC Utilities Commission

Legislative Authority:
Utilities Commission Act and *Insurance Corporation Act*

Mandate:
The British Columbia Utilities Commission's (BCUC) primary responsibility is the regulation of the public electric and gas utilities under its jurisdiction and rate setting for basic mandatory automobile insurance. Decisions and Orders of the BCUC are legally binding and may be appealed to the Court of Appeal on questions of law or jurisdiction. The BCUC also reviews energy-related and basic insurance matters referred to it by Cabinet. These reviews usually involve public inquiries, followed by a report and recommendations to Cabinet.

Current Appointees:

David M. Morton, Chair and Chief Executive Officer
Anna Fung Q.C., Deputy Chair, Commissioner (Full-time)
Carolann Brewer, Commissioner (Full-Time)
Dennis A. Cote, Commissioner (Part-time)
William M. Everett Q.C., Commissioner (Part-time)
Karen A. Keilty, Commissioner (Part-time)
Miriam Kresivo Q.C., Commissioner (Part-time)
Blair Lockhart, Commissioner (Full-time)
Tom Loski, Commissioner (Full-time)
Bernard A. Magnan, Commissioner (Part-time)
Richard I. Mason, Commissioner (Part-time)

Appointments required:

- 60 Days: Two members' terms expire on December 31, 2020.

Issue(s):

Personal Information Personal Information

- Section 6 appointment request is pending

Personal Information

Key Contact:

- Carmen Zabarauckas
- Executive Director (MAG)
- 778 698-3196

BRIEFING NOTE

CROWN AGENCIES

Name: BC Family Maintenance Agency

Legislative Authority:
BC Family Maintenance Enforcement Act

Mandate:
In the fall of 2019, the Ministry of Attorney General completed the transfer of the Family Maintenance Enforcement Program (FMEP) from a private sector service provider, Themis Program Management and Consulting Limited (Themis), to a newly established Crown corporation, the BC Family Maintenance Agency, Ltd. (BCFMA). The BC Family Maintenance Agency (BCFMA) is dedicated to ensuring BC children and families receive the child and spousal support they are entitled to and works closely with the Maintenance Enforcement and Locate Services (MELS) team, which is part of the Justice Services Branch.

Priorities for the BCFMA are: the successful transition of the Family Maintenance Enforcement Program to the new BC Family Maintenance Agency Crown and maintain current service levels, in accordance with direction from government; to ensure a smooth transition to a new Chief Executive Officer (the current one is acting); to work with the Ministry of Attorney General, affected ministries and relevant stakeholders to determine opportunities to continue to strengthen delivery of family maintenance services; to work with the Ministry of Attorney General to evaluate opportunities to improve efficiency and budget performance and establish an appropriate governance framework to deliver the mandate of the BC Family Maintenance Agency.

Current Appointees:
Richard J.M. Fyfe QC, Chair
Kevin Douglas Jardine, Director

Appointments required:

- None

Issue(s):

- 30 Day issue:
  - BCGEU members (131 members) - The BCGEU strike mandate expires on November 30th - but there is no imminent action. We are in active bargaining.
- 60 Day issue:
  - PEA members (12 members) do not have an active strike mandate and are also at the bargaining table.
  - In April 2019, Treasury Board directed the Ministry to identify options for core funding for the BCFMA going forward. Draft materials have been submitted to Treasury Board Staff, but future funding options are still under review.

Key Contact:

- Carmen Zabarauckas, PhD
- Executive Director (MAG)
- 778 698-3196

BRIEFING NOTE

CROWN AGENCIES

Name: British Columbia Lottery Corporation (BCLC)

Legislative Authority:
Gaming Control Act, S.B.C. 2002, s. 2

Mandate:
The Provincial Government has designated the BC Lottery Corporation (BCLC) as the authority to conduct and manage lottery schemes, electronic and linked bingo and casino gaming within British Columbia, including the marketing of nationwide regional lottery games in association with other provinces in Canada.

The BC Lottery Corporation Board of Directors is responsible for supervising the management of the affairs of the Corporation and for guiding its activities to meet its statutory objectives as outlined in the *Gaming Control Act.*

Current Appointees:
Peter Henry Kappel, Chair
Hilary Anne Cassady
Fiona Ka Yee Chan
Lisa Diane Ethans
Teresa (Dusty) Maire Kelly
Coro Terese Strandberg
Joan Annette Axford
Mario Guerrero Lee

Appointments required:

- Coro Terese Strandberg (30 days)
- Teresa (Dusty Maire Kelly (30 days)

Issue(s):

- Casinos and community gaming centres (CGCs) were ordered closed indefinitely on March 16, 2020 due to the pandemic and they remain closed with no planned re-opening date. (30 days)
- BCLC revenues and the net income they provide to the province, host local governments and to First Nations under revenue sharing agreements will all be negatively impacted due to the prolonged closures of casinos and CGCs. (30 days)
- Some service providers are experiencing various levels of financial strain Business Information Business Information

Key Contact:

- Candace Woywada
- Senior Policy Analyst (Ministry of Attorney General)
- (778) 974-3411

BRIEFING NOTE

CROWN AGENCIES

Name: Civil Resolution Tribunal

Legislative Authority:
Civil Resolution Tribunal Act

Mandate:
The Civil Resolution Tribunal is an independent administrative tribunal that provides dispute resolution services in relation to matters that are within its authority, including strata/condominium, small claims up to $5000, societies and co-ops and certain aspects of minor motor vehicle (MVI) disputes up to $50,000, in a manner that:

a) Is accessible, speedy, economical, informal and flexible;
b) Applies principles of law and fairness, and recognizes any relationships between parties to a dispute that will likely continue after the tribunal proceeding is concluded;
c) Uses electronic communication tools to facilitate resolution of disputes brought to the tribunal;
d) Accommodates, so far as the tribunal considers reasonably practicable, the diversity of circumstances of the persons using the services of the tribunal.

Current Appointees:

Shannon Salter, Chair
Kate Campbell, Vice Chair
Andrea Ritchie, Vice Chair
Andrew Gay
Jamie Bleay
Andrew Pendray
Kristin Gardner
Sarah Orr
David Jiang
Maria (Ning) Alcuitas
Eric Regehr
Rogelio Bagabuyo
Charles McCarthy
Susan MacFarlane
Morgan Camley
Jordanna Cytrynbaum
Amy Peck
Salima Samnani
J. Garth Cambrey, Vice Chair
Shelly Lopez, Vice Chair – Small Claims
Richard Harrison
Maureen Baird, QC
Kathryn Berge, QC
Julie Gibson
Lynn Scrivener
Trisha Apland
Micah Carmody
Herbert Morton
J. Garth Cambrey
Richard McAndrew
Rama Sood
Karen Mok
Mary Childs
Sam Hyman
Sherelle Goodwin

Appointments required:

- 60 Days: Five members' terms expire December 11, 2020
- 90 Days: One member's term expires January 26, 2021

Issue(s):

- 60 Days: One reappointment has been prioritized with CABRO as the CRT cannot leverage section of the Administrative Tribunals Act for the reappointment of the Vice Chair.

- 30 Days: CRT Automobile Care Enhancements (ACE) project – may need funding or other decisions

related to implementation of the next phase of auto insurance transformation. In order for CRT to take on MVI disputes under Enhanced Care, capital funding is required for the build of the Solution Explorer and Dispute Resolution Suite. Approval of initial funding at the very least must be provided in October in order to have the system ready for May 1, 2021 launch.

Key Contact:

- Carmen Zabarauckas
- Executive Director (MAG)
- 778 698-3196

BRIEFING NOTE

CROWN AGENCIES

Name: Environmental Appeal Board, Forest Appeals Commission and Oil and Gas Tribunal

Legislative Authorities:
Environmental Management Act
Forest Practices Code of British Columbia Act and the Forest and Range Practices Act
Oil and Gas Activities Act

Mandate:
The Environmental Appeal Board is an independent agency that hears appeals from administrative decisions made under a variety of statutes. Some of the statutes allowing appeals to the Board have been repealed, or repealed and replaced, over the years.

The Forest Appeals Commission is an independent agency that hears appeals from administrative decisions made with respect to a variety of matters regulated by the Forest Practices Code of British Columbia Act, the Forest and Range Practices Act, the Forest Act, the Range Act, the Private Managed Forest Land Act and the Wildfire Act. The Commission is also required to make recommendations to the Lieutenant Governor in Council about review and appeal procedures under these statutes.

The Oil and Gas Appeal Tribunal is an independent administrative tribunal that hears appeals from certain determinations issued by the Oil and Gas Commission (or it's designate) under the Oil and Gas Activities Act, as well as certain review decisions issued by a review official.

Current Appointees: (same members for all three)

Darrell B. LeHouillier (Chair)
Robert Wickett, QC (Vice Chair)
Shannon Bentley
Daniela Chimisso dos Santos
Les Gyug
Lana Lowe
James Mattison
Ian Miller
Teresa B. Salamone
Daphne Stancil
Douglas VanDine
Reginald (Reg) Whiten
David Bird (Vice Chair, Service Delivery)
Maureen Baird, QC
Monica Danon-Schaffer
Brenda L. Edwards
Jeffrey Hand
Cynthia Lu
Linda Michaluk
Susan E. Ross
Howard M. Saunders
Richard (Mike) Tourigny
Reid White
Norman E. Yates

Appointments required:

- 60 Days: Ten members' terms expire on December 31, 2020.

Issue(s):

- N/A

Key Contact:

- Carmen Zabarauckas
- Executive Director (MAG)
- 778 698-3196

BRIEFING NOTE

CROWN AGENCIES

Name: Employment Standards Tribunal

Legislative Authority:
Employment Standards Act

Mandate:
The Employment Standards Tribunal is an independent tribunal that conducts appeals of Determinations issued by the Director of Employment Standards and reconsiders decisions made by the Tribunal. The Tribunal has a dual mandate to hear and decide appeals of determinations made by the Director of Employment Standards and requests for reconsideration of Tribunal decisions.

Current Appointees:
Jacqui de Aguayo (Chair)
Shafik Bhalloo
Richard Grounds
Robert E. Groves
James Maxwell
Marnee J. Pearce
Carol L. Roberts
David B. Stevenson
Kenneth WM. Thornicroft
Maia Tsurumi

Appointments required:

- 60 Days: One member's term expires on December 14, 2020.

Issue(s):

- N/A

Key Contact:

- Carmen Zabarauckas
- Executive Director (MAG)
- 778 698-3196

BRIEFING NOTE

CROWN AGENCIES

Name: Insurance Corporation of British Columbia (ICBC)

Legislative Authority:
Insurance Corporation Act, Insurance (Vehicle) Act

Mandate: ICBC provides universal compulsory (Basic) automobile insurance for all BC motorists and competes with private insurance companies to offer various Optional vehicle insurance coverages. ICBC also provides a number of non-insurance services on behalf of the provincial Government, including driver licensing, vehicle registration and licensing, and fines collection. The Board has the power and authority given to it by the *Insurance Corporation Act* and subject to the Act, it manages and supervises the affairs and business of ICBC.

Current Appointees:
Joy Kathryn MacPhail, Chair
Jeremy Patrick Bell
Mary Lee (Paulette) Flamond
Bonnie Charlene Anne Pearson
Catherine (Cathy) Irene McLay
Rajvinder (Raj) Singh Khatar
Douglas (Doug) Edmund Allen
Jennie Polyxeni Moushos
Jill Diane Leversage
Janet Elizabeth Wood

Appointments required:
- Personal Information (60 days)

Issue(s):
Cabinet Confidences; Advice/Recommentations

Key Contact:
- Holly Cairns
- Executive Lead, Crown Agency Policy & Corporate Strategic Initiatives
- 778 698-0400

BRIEFING NOTE

CROWN AGENCIES

Name: Industry Training Appeal Board

Legislative Authority:
Industry Training Authority Act

Mandate:
The Industry Training Appeal Board is an independent administrative tribunal that provides a specialized independent, accessible and cost-effective forum for the hearing of appeals from decisions of the Industry Training Authority regarding trainees and industry training credentials.

Current Appointees:
Gordon Armour (Chair)
Martha Dow
Richard W. Grounds

Appointments required:

- 30 Days: One member's term expires on November 26, 2020.

Issue(s):

- N/A

Key Contact:

- Carmen Zabarauckas
- Executive Director (MAG)
- 778 698 3196

Appendix D

BRIEFING NOTE

CROWN AGENCIES

Name: Labour Relations Board

Legislative Authority:
Labour Relations Code

Mandate:
The Labour Relations Board is an independent administrative tribunal that mediates and adjudicates employment and labour relations matters related to unionized workplaces.

Current Appointees:
Andres Barker
David Chesman, QC
Jacqueline (Jacquie) Elisa de Aguayo, Chair
Stephanie Drake
Jennifer Glougie
Jim Hassan
Karen Jewell
Brett Matthews

Appointments required:

- None

Issue(s):

- N/A

Key Contact:

- Carmen Zabarauckas
- Executive Director (MAG)
- 778 698-3196

BRIEFING NOTE

CROWN AGENCIES

Name: Legal Aid BC

Legislative Authority:
Legal Services Society Act

Mandate:

- Legal Aid BC is an operationally independent agency with a statutory mandate under the *Legal Services Society Act* (LSSA) to:
    - Establish and administer an effective and efficient system for providing legal aid to individuals in British Columbia;
    - Assist individuals to resolve their legal problems and facilitate access to justice; and
    - Provide advice to the Attorney General respecting legal aid and access to justice.
- The *LSSA*, the Memorandum of Understanding (MOU), the Mandate Letter, the Annual Service Plan, and the approved Budget Management Plan provide the accountability framework for legal aid service delivery in British Columbia.
- The Attorney General is the Minister Responsible for oversight, compliance and resourcing of Legal Aid BC as a Crown organization operating independently to deliver legal aid services on behalf of government.
- LABC provides legal representation to financially eligible clients in criminal matters, serious family and child protection matters, and some immigration, mental health, and prison law matters. LABC also delivers advice and information services.
- The LABC Board consists of 9 members – 5 appointed by the Lieutenant-Governor-in-Council, on recommendation of the AG; and 4 by the Law Society after consultation with the BC branch of the Canadian Bar Association.

Current Government Appointees:

Celeste Haldane, Q.C.
Gisela Ruebsaat
Nathalie Baker
Christine Smith-Martin
Donna M. Turko, Q.C.

Appointments required:

- None.

Issues:

Cabinet Confidences; Advice/Recommentations

Key Contact:

- Wendy Jackson
- Executive Director (MAG)
- 778 974-3680

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Switch to Pacific Standard Time	Possible media questions about plans to move permanently to permanent DST	November 1	
ICBC Employee Townhall	Enhanced Care Coverage will require a culture change at ICBC and AG will be addressing this with employees.	Nov 9-23 Scheduling was confirmed with ICBC. New date/time TBC.	ICBC North Vancouver office
Justice Summit	The Ministry (AG) is legislatively required to hold and lead a Justice Summit each year. AG to give remarks and participate in the Justice Summit.	Nov 20, 21, 27	Virtual summit
News release (tentative) Update on German report recommendations	Quote in release, possible media questions	November	
News release (ICBC) – Pedestrian Safety Campaign	Possible media questions	Early November	
News release - Professional Governance Act in Force	Possible media questions	Early November	
Federal/Provincial/Territorial (FPT) Ministers Responsible for Human Rights	Following discussion among senior officials on September 9, 2020, meeting of Federal, Provincial and Territorial (FPT) ministers responsible for human rights.	November 9—10	Virtual
Cullen Commission interim report [note hearings are delayed]	Possible media questions	Mid November (TBC)	

ICBC Q2 COVID report	Release latest data on COVID impacts to ICBC. Minister could be lead or supporting.	Nov 16-30 TBC	TBD
Law Foundation of BC Board of Governors Meeting and Planning Session	ADM, JSB attends as AG's delegate. A new AG may want to attend all or part of the meeting	November 26—28	Vancouver (Likely virtual)
Timeline for ICBC online renewals	Announce May 2022 timeline for implementation	Dec 1-10 TBC	TBD
Surrey Early Resolution Project (ERP) launch	Announcement of Surrey ERP	December 7	Surrey
Legal Aid BC – Board Meetings	The AG has (by request) a standing invitation to attend LABC Board Meetings. This would be a good opportunity to meet LABC Board members.	December 11 (Anytime between 9:00 am – 2:00 pm)	Vancouver (Likely virtual)
ICBC rate filing approach, validation of Enhanced Care savings	ICBC proceeds with its annual rate filing application to BCUC Minister to lead on rate filing strategy, ECC savings.	Dec 14/15 TBC	TBD
FPT Ministers Responsible for Justice and Public Safety	October meeting postponed. This would be the first FPT Justice meeting for a new Attorney General.	January TBC	TBC
Estimator tool launch	Launch of tool so BC'ers can find out their projected savings and refund under Enhanced Care. Minister to lead.	Jan 18-30 TBC	TBD
Enhanced Care regulations	Regulations to formalize benefit levels. Expected in early 2021. Minister to lead	Jan 15-30 TBC	TBD
Access to Justice Week	Proclamation, news release	January 24—30, 2021	Virtual

	Possible virtual attendance at events organized by law schools.		

Tab 6

Tab A

MINISTRY PROFILE

Ministry: Children and Family Development

The ministry focuses on services and supports to children, youth and families through a variety of services delivered through a network of Delegated Aboriginal Agencies, service providers, foster parents and partners.

Ministry Mandate:

The Ministry of Children and Family Development (MCFD) works with children, families and communities and our vision is: Indigenous and non-Indigenous children and youth in British Columbia live in safe, healthy and nurturing families and are strongly connected to their communities and culture.

MCFD is a large ministry of more than 5,000 people and almost 200 offices. Ministry programs and services are coordinated through a provincial office located in Victoria and are delivered through 13 geographic Service Delivery Areas. MCFD works in partnership with other ministries, Delegated Aboriginal Agencies, Indigenous communities, approximately 5,400 contracted community social service agencies and foster homes and over 4,000 child care operators.

The Ministry serves more than 175,000 children, youth and families through a variety of services that include: prevention and family support, children and youth with special needs, child and youth mental health, youth justice, youth and young adult services, services for children in care, and child care.

Budget:
Resource Summary from Service Plan 2020/21-2022-23

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Early Childhood Development and Child Care Services	624,807	714,181	719,800	723,994
Services for Children and Youth with Special Needs	390,669	410,091	413,479	413,479
Child and Youth Mental Health Services	109,396	113,613	115,283	115,283
Child Safety, Family Support and Children in Care Services	682,677	731,874	744,647	744,647
Adoption Services	34,752	34,888	35,107	35,107
Youth Justice Services	47,421	48,147	49,160	49,160

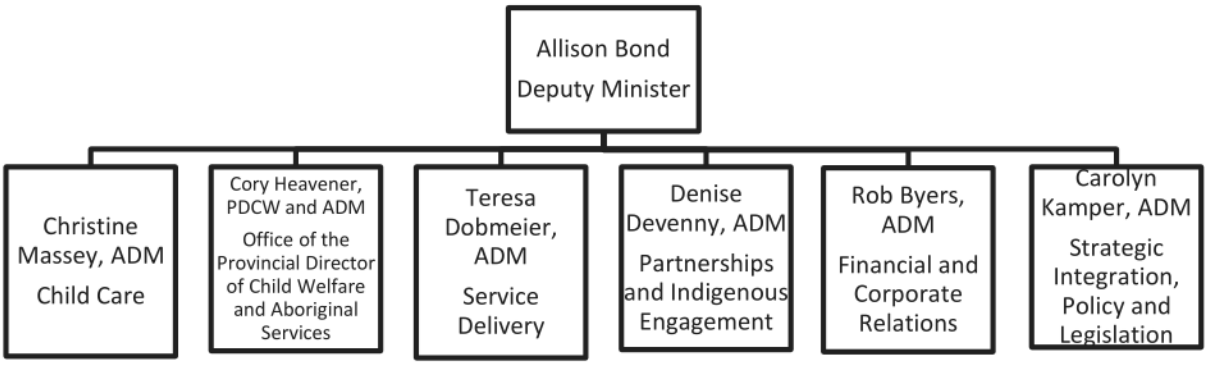
Service Delivery Support	159,121	156,620	158,030	158,030
Executive and Support Services	19,103	19,032	19,446	19,667
Total	**2,067,946**	**2,228,446**	**2,254,952**	**2,259,367**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Service Delivery Support	4,510	1,569	1,498	1,498
Total	**4,510**	**1,569**	**1,498**	**1,498**
Other Financing Transactions ($000)				
Executive and Support Services (Human Services Providers Financing Program)				
Receipts	(31)	(31)	(31)	(31)
Disbursements	0	0	0	0
Net Cash Requirement (Source)	(31)	(31)	(31)	(31)
Total Receipts	**(31)**	**(31)**	**(31)**	**(31)**
Total Disbursements	**0**	**0**	**0**	**0**
Total Net Cash Requirement (Source)	**(31)**	**(31)**	**(31)**	**(31)**

[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.

Full Time Equivalents (FTEs): 4815.1

Executive Organizational Chart:



Appendix A-2

Allison Bond, Deputy Minister

Allison started her career in the British Columbia provincial government in 1990 as a research officer and has operated in various functions, from policy and strategic planning to treaty negotiations. Since 1999 she has held Assistant Deputy Minister postings with five agencies in various portfolios. In July of 2006, Allison was appointed to lead a large-scale public consultation on sustaining our public health system. At the conclusion of that project, in February 2008, Allison was appointed to help lead the devolution of federal employment programs to the provincial government.

With the completion of the devolution, Allison took on responsibility for the integration and transformation of those employment programs. During that time, she also led the Homelessness Intervention Project, a project that won a national service delivery award. She oversaw the implementation of the new employment program and the integration of services for people with developmental disabilities.

In September 2013, Allison was appointed to her sixth ADM position: responsibility for the Service Delivery Division of the Ministry of Children and Family Development. In July 2017, Allison was appointed Deputy Minister of the Ministry of Children and Family Development, Province of BC.

Allison continues to pursue her passion by transforming services so they better meet the needs of clients, and working with public servants to change the way they think about public services. In 2012, Allison was the recipient of the IPAC Lieutenant Governor's Silver Medal for Excellence in Public Service.

Allison Bond received an undergraduate degree from Mount Allison University, a Law Degree from the University of Victoria, and a Master's in Law from McGill University.

Appendix A-2

Rob Byers
Assistant Deputy Minister & Executive Financial Officer
Finance and Corporate Services

Rob Byers was appointed Assistant Deputy Minister and Executive Financial Officer of the Finance and Corporate Services Division in MCFD in June 2019.

Rob has been with the Provincial government since 1992 and previously held the position of ADM/CIO for the Social Sector Information Services Division (ISD). He has held a variety of senior leadership positions within government and brings a strong background in finance, IM/IT, human resources, outsourcing and procurement management.

Personal Information

Personal Information

Denise Devenny, Assistant Deputy Minister
Partnership and indigenous Engagement Division

Denise Devenny is the Assistant Deputy Minister for Partnership and Indigenous Engagement Division. Denise is a member of the Opaskwayak Cree Nation in Manitoba and moved to British Columbia over 20 years ago after finishing her social work degree at the University of Manitoba. Denise started her career with the Ministry of Children and Family Development as a front line child protection social worker and has had the opportunity to hold a variety of roles within the ministry since that time.

In 2002, Denise became a practice analyst providing practice support to the Delegated Aboriginal Agencies in the Interior, moving to Victoria in 2004 to continue working with the Aboriginal Policy and Support team, taking on the roles of Quality Assurance Manager and acting Deputy Director. Denise worked as a Community Services Manager and for the Provincial Office of Domestic Violence before returning to Aboriginal Services Branch in 2012 as Senior Director and Executive Director.

Since 2017 Denise has worked with Indigenous communities, first as Executive Lead and then as Assistant Deputy Minister (2019), as the Ministry works in partnership to support Indigenous peoples as they chart their own paths regarding child and family jurisdiction and authority. Denise leads a small team who are responsible for discussions with Indigenous communities on child and family matters, as well as the Intergovernmental Relations team.

Teresa Dobmeier, Assistant Deputy Minister, Service Delivery Division

Teresa has been the ADM of Service Delivery since August 2017. She moved to this role from her role of Executive Director of Service in the Thompson, Cariboo, Shuswap Service Delivery Area. Over the past three years she has led the Service Delivery Division in the ongoing operational and service delivery performance improvement.

She brings leadership experience from holding a variety of leadership positions in Health and now at MCFD. She has a passion for leading teams in complex public service systems and organizations. She also brings extensive experience working with Indigenous communities and organizations from her roles in Interior Health, Health Canada, and the BC Association of Friendship Centres. Teresa also has a short background with MCFD from the late 1990's as a child protection social worker in Sooke, BC.

Her formal education includes a Bachelor of Social Work and a Masters of Arts in Work and Organizational Leadership. She continues to pursue education and growth opportunities. Personal Information

Personal Information

Cory Heavener, Provincial Director of Child Welfare and ADM
Office of the Provincial Director and Aboriginal Services

Cory was appointed ADM and the Provincial Director of Child Welfare in September 2013. Her primary responsibility as the Provincial Director of Child Welfare is acting as the central point of contact and accountability for child welfare practice in the province.

Prior to assuming this role Cory was the Assistant Deputy Minister for the Provincial Office of Domestic Violence where she was responsible for leading a coordinated approach across government to improving and strengthening the services and supports for children, women and families affected by domestic violence.

Between 2007–2012, Cory worked at the Representative for Children and Youth Office (RCY) where she was Director of Critical Injury and Death Reviews and Investigations. During her time at the RCY she led two key investigations and reports centered on domestic violence: "No Private Matter: Honouring Christian Lee" and "Honouring Kaitlynne, Max, and Cordon – Make Their Voices Heard Now."

Prior to her appointment at RCY, Cory served as the Associate Provincial Director of Child Welfare at MCFD. Cory has a lengthy career in child welfare in British Columbia and began her career as a child protection social worker over 30 years ago. Personal Information

Personal Information

Carolyn Kamper, Assistant Deputy Minister
Strategic Integration, Policy and Legislation Division

Carolyn has worked in the BC Public Service for almost nineteen years. For the last 7 years she has been working in the Ministry of Children and Family Development. In September 2020, Carolyn was appointed ADM of Strategic Integration, Policy and Legislation Division with responsibility for leading a range of high profile and transformational projects and initiatives; strategic planning and reporting; policy; legislation; litigation; ensuring all transformational efforts are integrated across the ministry; improving business efficiencies through governance, lean and project management; and supporting change through internal communications and change management practices. Prior to this appointment, Carolyn was appointed the ADM of Strategic Priorities Division in March 2017 with responsibility for leading transformational projects, strategic planning and reporting; strategic integration; and corporate supports that improve business efficiencies and manage change. Carolyn initially joined MCFD in 2013 as an Executive Director with responsibility for strategic planning and reporting, project management, lean, internal communications and executive operations.

Prior to joining MCFD, Carolyn was Executive Director at the Ministry of Social Development where she provided corporate services to staff in the Employment and Labour Market Services Division, as well as a network of service providers who deliver employment programming services to British Columbians. Carolyn started in the BC Public Service as a co-op student and since then has held roles with progressively increasing responsibility and scope in a variety of sectors including the resource, health, advanced education and social sectors, as well as 3 different secretariats in the Office of the Premier.

Personal Information

Christine Massey, Assistant Deputy Minister
Child Care Division, BC Ministry of Children and Family Development

Christine has served as ADM in in BC's Ministry of Children and Family Development (MCFD) since February 2018 where she currently has responsibility for child care policy and programs. In her time at MCFD, Christine has previously been responsible for policy for child welfare, child and youth mental health services, as well as policy and provincial programs for the early years and children and youth with extra support needs.

Christine's other experience in the BC Government includes as Executive Director at the Ministry of Advanced Education where she led the transfer of the regulation of private career colleges from an external Crown agency to the ministry; five years at the Ministry of Health, where she led the Seniors' Action Plan as well as a number of legislative initiatives including the BC Services Card, the new *Pharmaceutical Services Act* and the *Seniors Advocate Act.* From 1995 to 2009, Christine worked in the post-secondary sector, including positions with the Research Universities' Council of British Columbia, the Ministry of Advanced Education, UBC and SFU. Christine holds an undergraduate degree (B.A.) from the University of Ottawa and a Master's degree (M.A.) from Simon Fraser University.

Personal Information

CHILD CARE DIVISION

ADM Responsible: Christine Massey

Program Area Description:

The Child Care Division is responsible for child care funding programs and the regulation of Early Childhood Educators (ECEs). The Division works collaboratively with the Ministry of Health and health authorities, which have responsibility for the licensing of child care facilities, with the Ministry of Education for child care on school grounds, and with the Ministry of Advanced Education, Skills and Training for the training of ECEs.

Key programs for addressing the affordability of child care are the Affordable Child Care Benefit, an income tested benefit that parents apply for, the Child Care Fee Reduction Initiative, which child care operators apply for, and 52 Prototype sites that offer $10 per day child care. The New Spaces Fund is the primary program to increase the number of available licensed child care spaces. A number of programs are in place to address recruitment and retention of ECEs including a $2 per hour Wage Enhancement program and a bursary program funded by the federal government.

One of the Division's critical business processes are the monthly disbursements to child care operators which they rely on to pay monthly fixed costs and reduce parent fees. In addition, the ECE Registry issues nearly 800 new and renewed certifications each month, as well as investigating practice complaints against registrants.

Budget Government Financial Information

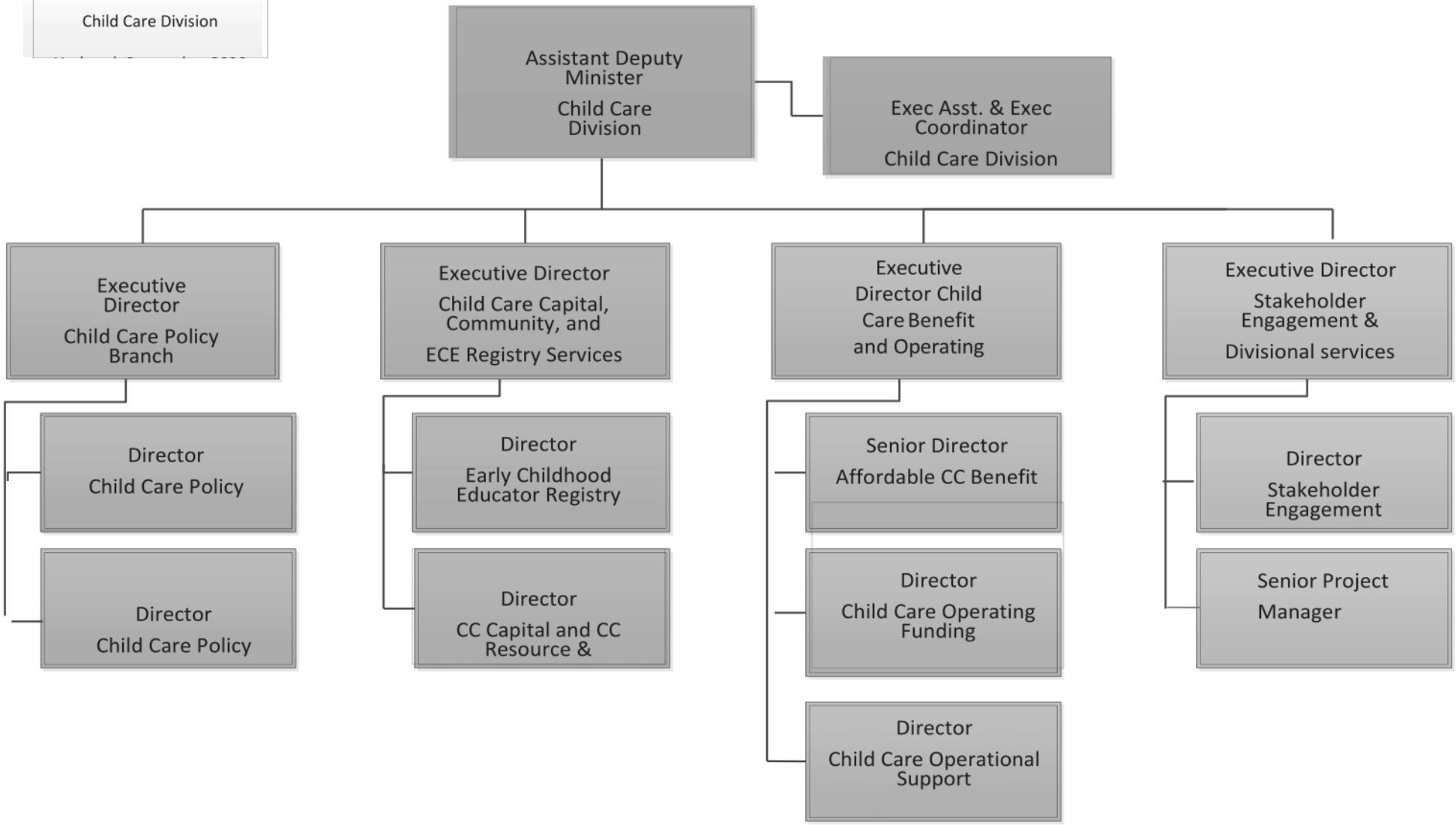
Full Time Equivalents (FTEs): 337.7

Related Legislation:

1) *Child Care BC Act*
2) *Child Care Subsidy Act*
3) *Community Care and Assisted Living Act* – only the sections assigned to MCFD for the Early Childhood Educator Registry - Sections 8 and 34 (2) (h) and (h.1) and (6).

Organizational Chart:

Child Care Division



DEPUTY MINISTER'S OFFICE

DM Responsible: Allison Bond

Core Business:
The DM is responsible for liaising with other ministries and providing leadership for the Ministry and government on key systemic issues facing the children, youth and families served by the Ministry.

The Deputy Minister's Office (DMO) is the key liaison between the Ministry and the Minister's Office. Ministerial and DM correspondence and inquiries from clients are managed by the Client Relations Branch.

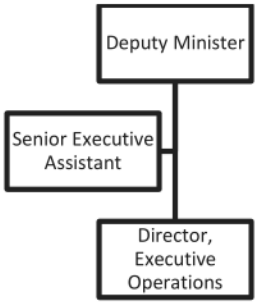
The DMO is responsible for preparing corporate information to serve the DM and Minister, including background for major events such as Budget Estimates debates and the Union of BC Municipalities. As well, the DMO oversees ministry documents, including Information Briefing Notes, Decision Briefing Notes, Cabinet and Treasury Board submissions, and MLA information notes/bullets.

Managing the releases under the Freedom of Information legislation are also managed by DMO.

Budget: Governmen t Financial

Full Time Equivalents (FTEs): 12.5

Organizational Chart:



Finance and Corporate Services

ADM Responsible: Rob Byers

Program Area Description:

The Finance and Corporate Services (FCS) Division is responsible for leading the ministry's system of financial administration and the management of all corporate services. The division provides a suite of strategic business support services to MCFD which enables clients to achieve their objectives and the ministry to comply with corporate financial policy and legislation. The Assistant Deputy Minister's office leads the division's corporate planning, engagement and communications functions along with providing strategic oversight of the six branches that form FCS.

The division is comprised of:

- Asset and Facilities Management Branch (AFMB)
  AFMB delivers corporate governance and services for the ministry in assets and facilities management, emergency management and business continuity, and security management.
- Corporate Operations Support Branch (COSB)
  The Corporate Operations Support Branch (COSB) delivers a range of services to support MCFD offices across the province including finance and quality assurance, planning, reporting and forecasting, and funding analysis and decision support.
- Financial Services Branch (FSB)
  Delivers a range of financial and management services across the ministry including financial reporting and expenditure management, financial policy, and assurance and auditing services.
- Modelling, Analysis and Information Management (MAIM)
  Improves outcomes for vulnerable children and youth through providing information and evidence to strengthen practice, policy, privacy and records management. Includes performance management research and business intelligence through the corporate data warehouse.
- Procurement and Contract Management Branch (PCMB)
  Leads the ministry through the contract management lifecycle and provides guidance and advice to stakeholders on contract practices, performance management and support, and leading contracting initiatives on behalf of the ministry.
- Strategic Human Resources (SHR)
  Supports the ministry's current and future workforce needs, developing strategies for learning, engagement and improving recruitment and retention of aboriginal and front-line staff, along with ensuring organizational health and safety.

Budget: $28.28M
Government Financial Information

Full Time Equivalents (FTEs): 295.8

Related Legislation:

- *Human Resource Facilities Act*
- *Child Care Subsidy Act*

Organizational Chart:

PROVINCIAL DIRECTOR OF CHILD WELFARE

ADM Responsible: Cory Heavener

Program Area Description:

The primary responsibility of the Provincial Director of Child Welfare (PDCW) is to act as the central position of legal authority and accountability for child welfare services in BC. The PDCW provides oversight to child welfare (child safety, guardianship, family support and prevention, resources, youth transitioning to adulthood) and adoption practice and quality assurance as outlined in the *Child, Family and Community Service Act (*CFCSA*)*. Oversight responsibilities extend to practice and quality assurance in the Service Delivery Areas and in the Delegated Aboriginal Agencies.

The division is comprised of:

- **Aboriginal Services Branch:** Supports and responds to the needs and well-being of Indigenous children, youth, families and communities. Supports child welfare practice and operations for the 24 Delegated Aboriginal Agencies (DAA) which provide a range of child protection and family support services in Indigenous communities around the province.
- **Adoption and Permanency Branch:** Under the *Adoption Act,* the Provincial Director of Adoption is responsible for delegating Deputy Directors of Adoption, licensing and monitoring BC adoption agencies, and is recognized under the Hague Convention as the Central Authority in BC. The branch provides direct client service to the Adoption Reunion Registry (ARR), Parent Registry, Exchange Registry, Post Adoption Openness Registries, Post Adoption Services, and through the Inter-Country Adoption Registry.
- **Child Welfare Branch:** Responsible for Special Reviews; Reportable Circumstances program; practice support and issues management; stakeholder relations; and, MCFD relationships with various oversite bodies and Provincial Territorial Directors of Child Welfare Committee.
- **Learning and Development Branch:** Provides courses, learning resources, and training programs for all new and existing ministry and DAA staff to guide their competency and skill development, while ensuring alignment with the ministry's strategic framework.
- **Provincial Practice Branch:** Provides case-related and systemic practice leadership and consultation to front line staff, managers and senior leaders across the ministry and across all program areas. Directors of Practice are also Domestic Violence leads regarding best practices within MCFD.
- **Quality Assurance Branch:** Supports continuous quality improvement by utilizing culturally safe and accountable practices to evaluate, improve and inform the ministry's programs and services.

Budget: Government Financial Information

Full Time Equivalents (FTEs): 239

Related Legislation:
- *Child, Family and Community Service Act*
- *Adoption Act*

Organizational Chart:

Partnership and Indigenous Engagement Division

ADM Responsible: Denise Devenny

Program Area Description:

Partnership and Indigenous Engagement Division is responsible for engaging with First Nations, Metis and Inuit communities to explore pathways for those communities to exercise greater authority, including jurisdiction, over services delivered to Indigenous children and families. The Division is also responsible for the Intergovernmental Relations and Federal/Provincial/Territorial portfolio.

This work requires engagement with different divisions across MCFD, with other ministries across government, such as the Ministry of Indigenous Relations and Reconciliation, and with provincial and federal colleagues.

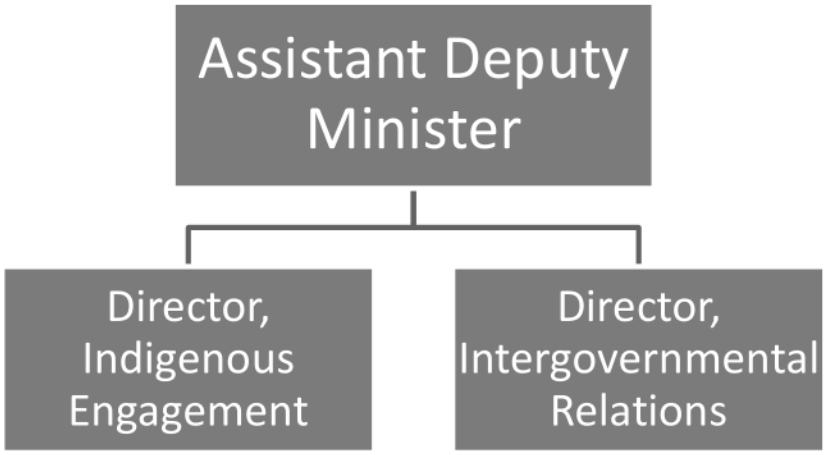
Budget: Government Financial Information

Full Time Equivalents (FTEs): 8

Related Legislation:

An Act respecting First Nations, Inuit and Metis children, youth and families – Federal
Child, Family and Community Service Act – Provincial
Declaration on the Rights of Indigenous Peoples Act - Provincial

Organizational Chart:



SERVICE DELIVERY DIVISION

ADM Responsible: Teresa Dobmeier

Program Area Description:

The Service Delivery Division (SDD) is responsible for delivering community services across the province, including services to children and youth with special needs, child and youth mental health services, child protection and family services, youth transition, adoption and youth justice services. The division's professional and support staff work closely with Delegated Aboriginal Agencies, foster caregivers, community social service agencies, First Nations communities and Indigenous partners to deliver services to children, youth and families throughout the province in 13 geographic Service Delivery Areas (SDAs), which are overseen by Executive Directors of Service. The 13 SDAs are comprised of 47 Local Service Areas managed by Directors of Operations.

In addition to the SDAs, the division includes three branches:

- Children & Youth with Special Needs Provincial Services Branch: Responsible for providing provincial services designed to support the needs of children and youth with complex and diverse special needs, as well as their families, caregivers and service providers, as part of the broader array of programs and services delivered regionally by the division to children and youth with special needs.

- Provincial Operations Branch: Responsible for operational leadership in child and youth mental health, children and youth with special needs, residential resources, and in-care strategy; workforce operations monitoring and forecasting, centralized hiring of child protection workers and the provincial mobile response.

- Specialized Intervention & Youth Justice Branch: Responsible for ensuring public safety and providing trauma informed services through an integrated, multi-disciplinary approach for youth involved in the criminal justice system, and for providing oversight for youth justice services within the ministry to ensure consistent policy, practice, and services.

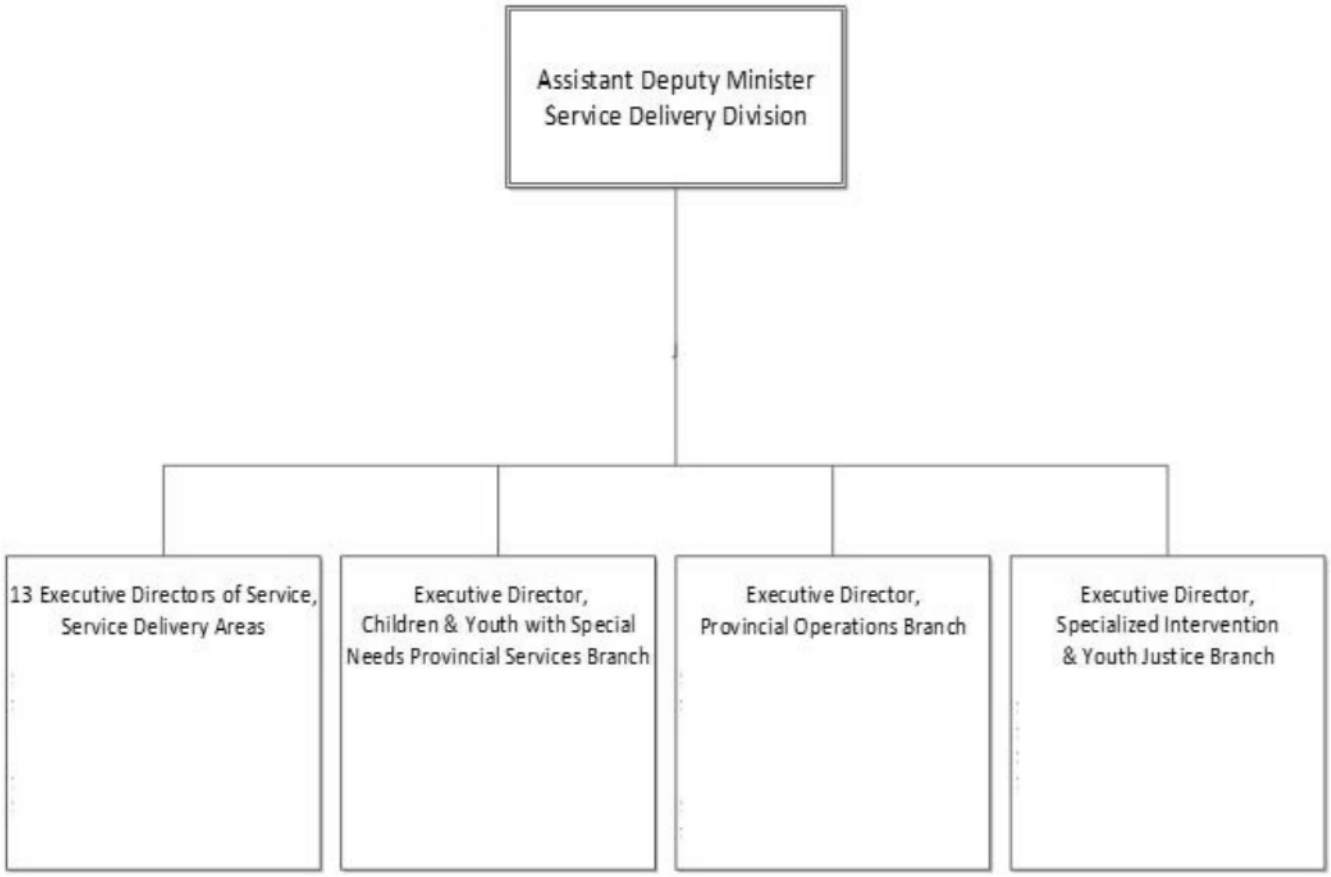
Budget: Government Financial Information

Full Time Equivalents (FTEs): 3515.1

Related Legislation:

- *Child, Family and Community Service Act*
- *Adoption Act*
- *Child Care BC Act*
- *Child Care Subsidy Act*
- *Community Care and Assisted Living Act*
- *Social Workers Act*
- *Youth Justice Act*
- *Youth Criminal Justice Act* (Canada)

Organizational Chart:



Strategic Integration, Policy and Legislation Division

ADM Responsible: Carolyn Kamper

Program Area Description:

The Strategic Integration, Policy and Legislation Division (SIPLD) leads and oversees the complex systemic change articulated in the ministry's service plan. It is also responsible for strategic planning, research, engagement, legislation, litigation, program development, and policy and procedures that support systemic change. The division leads a range of complex, high profile and transformational projects and is responsible for cross-ministry integration of strategic initiatives, and supports these initiatives through project management, governance, change management and internal communications services.

The division's seven branches comprise:

- *Policy Legislation and Litigation* – leads legislation, litigation, internal research and cross-divisional strategic policy. Also serves as the hub for external research and legal support.
- *Child and Youth Mental Health Policy (CYMH)* – provides evidence-informed prevention and early intervention mental health resources for educators and school-aged children and youth. Develops strategic and operational policy to improve mental health outcomes for children, youth and their families.
- *Child Welfare and Reconciliation Policy* – leads the development of operational child welfare policy in support of prevention, family preservation, child protection, guardianship, resources, adoption, youth/young adults and new strategic policy to advance Indigenous reconciliation including jurisdiction of child and family services.
- *Early Years, Indigenous Early Years and Inclusion Policy* – leads the development of policy for early years, Indigenous early years, and children and youth with support needs (CYSN) services, programs and investments.
- *Strategic Integration and Strategic Policy: In-Care Network* – identifies opportunities, risks and system-wide challenges for the ministry. Leads the In-Care Service Framework and funding for caregivers.
- *Strategic Services* – leads strategic planning and reporting and internal communications, as well as change and project management to develop and implement complex, cross-divisional projects.
- *Strategic Initiatives* – leads the development of strategic, complex, large-scale, cross-divisional/ministry projects, including those focused on improving support for youth transitioning from care, and those focused on prevention and family supports. The branch is the lead on the service frameworks for both areas.

Budget Government Financial Information

Full Time Equivalents (FTEs): 132*

**Note: due to recent transfer of programs between Child Care and newly expanded SIPLD, budget and FTEs are not yet final.*

Related Legislation:

- *Child, Family and Community Service Act*

- *Adoption Act*
- *Youth Justice Act*
- *Youth Criminal Justice Act*
- *Child Care BC Act*
- *Child Care Subsidy Act*

Organizational Chart:

Tab B

Ministry of Children and Family Development
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
CCD	**Child Care Professionals of BC (formerly BCCCOA)**	Pamela Wallberg Group admin ccpofbc@gmail.com Personal Information	Advocacy organization uniting child care owners across B.C.	• Early Childhood Educator wages and perception in the workforce.
CCD	**Multi-Age Childcare Association of British Columbia (MACCABC)**	Tracie Bourgeois multiagechildcareassociationbc@gmail.com	Serves in-home and group multi-age childcare providers by advocating for ECE licensed childcare through education of the community and children.	• Advocates for more multi-age child care providers and increased government supports for multi-age child care.
CCD	**School Age Child Care Association of BC**	Tyler Summers President info@saccabc.org 604-709-5661	Provides support and communications for professionals and students working or studying in school age child care.	• Quality and training For Responsible Adults, Concern with waitlists and access.
CCD	**Coalition of Child Care Advocates of BC**	Susan Harney Board member info@cccabc.bc.ca Personal Information Sharon Gregson ($10aday) sgregson@telus.net	Advocacy Organization	• $10aDay child care plan.

Branch	Organization	Contact	Description	Key Issues
CCD	**Early Childhood Educators of BC (ECEBC)**	Emily Gawlick (Mlieczko) Executive Director Executive.Director@ecebc.ca 604-709-6063 ext 2	Provides professional development, training and resources for ECEs. Advances early childhood education and educators in BC.	• Receives funding to deliver the ECE Bursary Program, is contracting with Advanced Ed, Skills and Training to do sector Labour Market engagement and research
CCD	**BC Family Child Care Association**	Rena Laberge Co-chair office@bcfcca.ca (604) 590-1497	To promote and create awareness of professionalism in family child care through education and advocacy.	• Family Childcare fee reduction program, quality and training for Responsible Adults
CCD	**Provincial Child Care Council (PCCC)**	Sandra Menzer Chair Personal Information	Legislated council (*Child Care BC Act)* that provides advice to the Minister on the policies and programs that affect the affordability, quality, stability and accessibility of child care.	• To represent the regional and sectoral interest of parents, children, caregivers and communities.

Branch	Organization	Contact	Description	Key Issues
CCD	**BC Aboriginal Child Care Society (BCACCS) (Provincial Indigenous CCRR)**	Karen Isaac Executive Director Karen@acc-society.bc.ca (604) 913-9128 ext 222	Indigenous organization that helps Indigenous communities develop high quality, culturally grounded, spiritually enriching, community child care services that are based in the child's culture, language and history	• Culturally responsive child care and early learning
FCS	**Community Social Services Employers' Association (CSSEA)**	Gentil Mateus CEO 604-601-3118 gmateus@cssea.bc.ca Eric Peraro Executive Director, Finance Contact Finance, Research and Knowledge Management 604-601-3104 eperaro@cssea.bc.ca	A multi-employer association of which MCFD is a member; mandated to serve four key functions in the social services sector: 1) To act as the bargaining agent for its members; 2) To coordinate compensation services for member employees who are not subject to collective agreements, as well as benefit administration and human resources practices; 3) To encourage collaboration and consultation with employers in the community social services sector; 4) To work in conjunction with Public Sector Employers' Council to achieve the objectives and strategic directions determined by the Council.	• Contracted sector wage increases • Support data collection for non-unionized contracted service providers

Branch	Organization	Contact	Description	Key Issues
FCS	**Health Employers' Association B.C. (HEABC)**	Nancy Teh Senior Researcher Personal Information nancyt@heabc.bc.ca	The Health Employers Association of British Columbia (HEABC) coordinates the human resource and labour relations interests of more than 218 publicly funded health care employers in British Columbia. HEABC represents non-profit, denominational and proprietary health employers, as well as the province's six health authorities.	• Contracted sector wage increases
FCS	**The Federation of Community Social Services of BC**	Rick FitzZaland Executive Director 250-480-7387 rick@fcssbc.ca	Advocacy group – MCFD contracts with many of their member agencies. Member agencies span the entire province and offer a broad range of services to communities, people living with physical and mental challenges, vulnerable children, youth and seniors, new immigrants, people living with addictions / mental health and those living in poverty.	• Collaborative Contracting Reference Group (CCRG) • Social Sector Round Table • Ministry is working with the federation to improve oversight of contracted residential agencies • Member of Social Sector Advisory Committee

Branch	Organization	Contact	Description	Key Issues
PDCW	**BC Association of Aboriginal Friendship Centres (BCAAFC)**	Lesley Varley Executive Director 250-388-5522 ext 202 LVarley@bcaafc.com	The Friendship Centre movement is built on community support, trust, strong leadership, tradition and faith and is mandated to improve the quality of life for Indigenous people throughout Canada.	• MCFD provides support to the BCAAFC to host an annual Gathering our Voices Conference for youth • Member of Social Sector Advisory Committee
PDCW	**Office of the Representative for Children and Youth**	Jennifer Charlesworth Representative for Children and Youth 1-800-476-3933 Jennifer.charlesworth@rcybc.ca	The RCY is an independent officer of the legislation and supports children, youth and families who need help in dealing with the child-serving system through advocacy, monitoring and reviews of critical injuries and deaths.	• MCFD meets with RCY to share information and provide updates on topics of common concern. The RCY prepares public reports containing recommendations to public bodies, including MCFD, and reports publicly on public bodies' implementation of RCY recommendations.

Branch	Organization	Contact	Description	Key Issues
PDCW/SIPL	**Adoptive Families Association of BC (AFABC)**	Anne Tower Executive Director 604-320-7330 atower@bcadoption.com	For over 40 years, the Adoptive Families Association (AFA) of BC has been dedicated to finding families for children and to provide programs that support the entire adoption community. Provincially, AFABC provides an array of adoption and permanency support services for families who have adopted or obtained legal guardianship of a child. AFABC provides an online adoption education program, webinars on parenting, provide online adoption education program, webinars, and other support programs.	• AFABC is a stakeholder and service provider • MCFD has multi-year contract with AFABC to provide various services and resources to adoptive and prospective adoptive parents • Strategic partner with Strategic Priorities • Operates the AgedOut.com web-based resource

Branch	Organization	Contact	Description	Key Issues
PDCW/SIPL	**BC Federation of Foster Parents Associations (BCFFPA)**	Jayne Wilson Executive Director 604-544-1116 jayne@bcfosterparents.ca	The BC Federation of Foster Parent Associations is a provincial organization for foster parents and governed by foster parent representation from all areas of the province.	• Multi-year contract supports Foster Parents to provide quality in-home foster care in BC (i.e. foster parent recruitment and intake services for MCFD, education, guidance and support, advocacy and referral services to the foster community and provides information about fostering to the general public) • Strategic partner in developing the Foster Caregiver Pre-Service and In-Service Training plus Kinship Training.

Branch	Organization	Contact	Description	Key Issues
PDCW/SIPL	**Federation of BC Youth in Care Networks**	Lorena Bishop Executive Director 604-527-7762 ext 103 lorena.bishop@fbcyicn.ca	The Federation of BC Youth in Care Networks (FBCYICN) is a youth-driven, provincial, non-profit organization dedicated to improving the lives of young people in and from care in BC between the ages of 14 and 24. FBCYICN was created in 1993 by young people in care.	• Multi-year contract with FBCYICN provides programs and services that help young people maintain connections with each other, obtain individual support, and link with learning opportunities
PIE/SIPL	**Metis Nation**	Judy Smith until October 14th Director jsmith@mnbc.ca Melanie Allard as of October 14th. Director mallard@mnbc.ca	MNBC is generally regarded as the political voice for Métis people in BC and is recognized by the Metis National Council and the federal Government of Canada.	• MCFD has an established Metis Working Table and Metis Practice Table to address a variety of practice and systemic child welfare issues affecting Metis children and families. MNBC is also interested in pursuing jurisdiction and greater authority in child welfare matters.

Branch	Organization	Contact	Description	Key Issues
PIE	**BC Assembly of First Nations**	Terry Teegee regionalchief@bcafn.ca (250) 828-9757	Advocates for and implements Aboriginal Title, Rights and Treaty Rights through exercising inherent laws and jurisdiction.	• BCAFN is a member of First Nations Leadership Council and sits on the Tripartite working group.
PIE/SIPL	**First Nations Leadership Council**	Cheryl Casimer Ccasimer@fns.bc.ca (604) 926-9903	First Nations Leadership Council is made up of BC Assembly of First Nations, First Nations Summit and Union of BC Indian Chiefs. All three organizations must be contacted when addressing any correspondence to FNLC.	Advice/Recommentations; Intergovernmental Communications
PIE	**First Nations Summit**	Cheryl Casimer Ccasimer@fns.bc.ca (604) 926-9903	Provides a forum for First Nations in BC to address issues related to Treaty negotiations as well as other issues of common concern.	• First Nations Summit is a member First Nations Leadership Council and sits on the Tripartite Children and Families Working group

Branch	Organization	Contact	Description	Key Issues
PIE	**Union of BC Indian Chiefs**	Kukpi7 Judy Wilson judy@ubcic.bc.ca (604) 684-0231	Works collectively amongst Indigenous Nations in BC and to act as advocacy body to provide a cohesive voice in support of Indigenous Nations and communities.	• UBCIC is a member of First Nations Leadership Council and sits on the Tripartite Children and Families Working Group
PIE	**Department of Indigenous Services Canada**	Minister Marc Miller	Federal government dept that supports Indigenous peoples to improve social well-being	• Continuing service agreement work & partnership with DAAs and discussions regarding jurisdiction and funding.
SIPL/PIE	**First Nations Health Authority**	Denise Lacerte Senior Specialist, Healthy Children and Youth, Wellness Programs Support, Community Health and Wellness Dr Nel Wieman Chief Medical Officer 604-693-6681 Nel.Wieman@fnha.ca Katie Hughes ED, Mental Health and Wellness 604-693-6695 Katie.Hughes@fnha.ca	The FNHA is responsible for the design, planning and delivery of health services for First Nations across BC.	• The treatment of children and youth and their transition between the healthcare system and MCFD services (including youth justice and forensics, CYMH and CYSN).

Branch	Organization	Contact	Description	Key Issues
SIPL/SDD	**ACT-Autism Community Training**	Deborah Pugh dpugh@actcommunity.net 604-205-5467	A not-for- profit organization that previously provided information and referral service to support individuals with Autism Spectrum Disorder (ASD) and their families and professionals across British Columbia. They also previously provided training.	• Information and Supports contract ACT held for 12 years came in house as of July 1, 2017 Advice/Recommentations Advice/Recommentations

Branch	Organization	Contact	Description	Key Issues
SIPL/SDD	**Autism Support Network**	Louise Witt taylorwitt@shaw.ca Nancy Walton nwalton8021@gmail.com	A Parent-run organization. The mission is to improve access to quality Applied Behavioral Analysis (ABA) treatment and support in the home and in the community for children, youth and adults with autism.	Advice/Recommentations • Ministry of Health is responsible for the provision of autism diagnostic assessments.

Branch	Organization	Contact	Description	Key Issues
SIPL	**Inclusion BC**	Karla Verschoor Executive Director kverschoor@inclusionbc.org 604-777-9100	Inclusion BC is a provincial federation whose members include people with developmental disabilities, families and community agencies. We are dedicated to advancing rights, promoting abilities and building awareness as we work to support full citizenship for all.	• Prominent advocate for families of children with special needs during pandemic - Advice/Recommentations • Karla is a member of Social Sector Advisory Committee
SIPL	**Parent Support Services Society of BC**	Carol Madsen Executive Director cmadsen@parentsupportbc.ca 604-669-1616 x 102	Parent Support Services Society aims to protect the safety and wellbeing of children and promote the health of all families by partnering with those in a parenting role and their communities to build support, advocacy, education, research and resources	• Grandparents Raising Grandchildren (support line) • parent advocacy • parenting education

Branch	Organization	Contact	Description	Key Issues
SIPL	**Canadian Mental Health Association, BC Division**	Jonny Morris CEO ceobc@cmha.bc.ca (604) 688-3234	A non-profit that provides direct service and promotes the mental health of all and supports the resilience and recovery of people experiencing mental illness	• Deliver contracted services through funding under government's MHSU strategic plan, A Pathway to Hope. • Provides coaching program to parents whose children have anxiety or behavior issues. • Mr. Morris is consulted on mental health services across the life span and is a strong advocate within the community for increased services and resources for mental health.

Branch	Organization	Contact	Description	Key Issues
SIPL	**Children's Health Policy Centre (SFU)**	Dr. Charlotte Waddell charlotte_waddell@sfu.ca (604) 268-7769	an interdisciplinary research group at Simon Fraser University focused on improving social and emotional wellbeing for all children, and on the public policies needed to reach these goals	• Dr. Waddell is consulted on evidence informed practices for treating Mental illness. Through a contract with the CYMH Policy Branch, she leads research on the prevalence rates of mental illness in BC and Canada.
SIPL	**Family Smart**	Keli Anderson President and CEO keli.anderson@familysmart.ca 604-831-1958	Focused on achieving better mental health outcomes for children and youth and their families. Supports families and youth to be involved in development of policies and programs to bring their perspectives forward.	• We consult with Family Smart on operational policy development for child and youth mental health. • Family Smart is contracted by MCFD to deliver the Parent and Youth In Residence program.

Branch	Organization	Contact	Description	Key Issues
SIPL	**Foundry BC**	Dr. Steve Mathias Medical Manager, Providence Health Care smathias@foundrybc.ca 604-806-9090 C: Personal Information	Foundry is a province-wide network of integrated health and social service centres for young people ages 12-24. Foundry centres provide a one-stop-shop for young people to access mental health care, substance use services, primary care, social services and youth and family peer supports.	• MCFD collaborates with Foundry BC sites to provide on-site intake/treatment services. MCFD is on the Foundry BC Steering Committee. • MCFD consults with Foundry on expanding access and treatment for children and youth.
SIPL/PDCW	**BC College of Social Workers**	Mark Hillenbrand Registrar and CEO mark.hillenbrand@bccsw.ca 604.737.4916	The BC College of Social Workers regulates the profession of social work in BC.	• Registration of social workers in BC • MCFD Administrative Responsibilities

Branch	Organization	Contact	Description	Key Issues
SIPL	**Doctors of BC**	Dr. Matthew Chow President-Elect Matthew.chow@outlook.com mchow@doctorsofbc.ca Personal Information	Doctors of BC is a voluntary association of 14,000 physicians, residents and medical students in British Columbia.	• Quarterly meetings with a Doctors of BC Working Group specific to engagement and service improvement between MCFD and physicians, psychiatrists and pediatricians. • MCFD consults with DOBC on primary health care networks and the integration of mental health and substance use services within PCN.
SIPL	**BC Families of Complex Kids**	Brenda Lenahan Parent Advocate Personal Information	Advocacy group support more than 300 families (through Facebook) who have children with complex medical/disability needs	Advice/Recommentations

Branch	Organization	Contact	Description	Key Issues
SIPL	**First Nations Educators Steering Committee**	Holly Smith Director, Special Education hollys@fnesc.ca 604-925-6087	The First Nations Schools Association consults with CYMH on the development of anxiety resources for FN schools.	• CYMH consults on a regular basis on developing culturally appropriate resources (specifically Everyday Anxiety Strategies for Educators) and other early intervention and prevention school resources
SIPL	**Family Support Institute**	Angela Clancy Executive Director (6O4) 54O-8374 ext 524 (778) 822-8374 (cell) aclancy@fsibc.com www.familysupportbc.com 227 6th Street New Westminster, BC V3L 3A5	The Family Support Institute of BC (FSI) is a provincial not for profit society committed to supporting families who have a family member with a disability.	• Access to CYSN services • Crisis response for CYSN families – CYSN families being referred to child protection when in crisis • Coordination of CYSN services

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
CFD does not require any non-crown agency appointments made by OIC within 90 days from October 26.			

Tab D

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
Columbia Basin Trust
Columbia Power Corporation

BRIEFING NOTE

CROWN AGENCY

Name: Columbia Basin Trust

Legislative Authority: *Columbia Basin Trust Act*

Mandate:

The mandate of the Columbia Basin Trust (the "Trust") is to manage its assets for the ongoing economic, environmental and social benefit of Columbia Basin residents, without relieving governments of any obligations in the region.

Current Appointees:

Jocelyn Carver, Chair	David Raven (Vice Chair)	Don McCormick
Ron Oszust	Carol Andrews	Vickie Thomas
Larry Binks	Owen Torgerson	Conrad (Corky) Evans
Krista Turcasso	Murray McConnachie	Bill van Yzerloo

Appointments required:

- **Appointments required within 60 days**
- 8 of 12 Director appointments come to an end December 31, 2020.
- Nominations/recommendations for re-appointments have been prepared and are available for review.
- Time sensitive in order to ensure quorum commencing January 1, 2021.

Issues:

Cabinet Confidences

Key Contact[1]:

Les MacLaren
ADM, Electricity and Alternative Energy Division Ministry of Energy, Mines and Petroleum Resources
(778) 698-7183

[1] Under a Memorandum of Understanding with the Ministry of Children and Family Development, the Ministry of Energy, Mines and Petroleum Resources provides support to the Minister responsible on all matters related to the Columbia Basin and the Columbia River Treaty, including the Columbia Basin Trust.

BRIEFING NOTE

CROWN AGENCY

Name: Columbia Power Corporation

Legislative Authority:

Business Corporations Act - Incorporation Number: BC0471070, Incorporation Date: April 1994

Mandate:

Columbia Power Corporation's 2020/21 priority, as outlined in its 2020/21 mandate letter, is to:

- Continue to ensure long-term profitability, reliability, safety and environmental sustainability of the Columbia Basis hydropower facilities in which the Province, through the Columbia Power Corporation, has an ownership share through effective and efficient management of plant operations and maintenance.

Current Board Appointees:

John Stephens, Chair
David de Git, Vice Chair
Alison MacLeod
Les MacLaren

Appointments required:

None

Issue(s):

- No material time sensitive issues.

Key Contact[1]:

Les MacLaren
ADM, Electricity and Alternative Energy Division, Ministry of Energy, Mines & Petroleum Resources
(778) 698-7183

[1] Under a Memorandum of Understanding with the Ministry of Children and Family Development, the Ministry of Energy, Mines and Petroleum Resources provides support to the Minister responsible on all matters related to the Columbia Basin and the Columbia River Treaty, including Columbia Power Corporation.

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Foster Family Month **Proactive*	Acknowledge importance of providing care and support to children and youth who by no fault of their own end up in government care - Profiles of foster parents/families posted online and shared via social and earned media. **Note – Proactive stories are on hold this year due to interregnum.*	October	Province-wide
Civil Litigation - T.L v. HMTQ and Saunders **Issue*	Date has been set for settlement agreement in the class action lawsuit re: former social worker (Robert Riley Saunders) who allegedly misappropriated funds from youth in ministry care for his own gain. Ministry/Minister will need to provide a statement and respond to media requests on this issue.	October 23	Province-wide
Adoption Awareness Month **Proactive*	Acknowledge importance of adoption, work of adoption social workers and contracted agencies - Profiles of adoptive families posted online and shared via social and earned media. **Note – Proactive stories are likely on hold this year due to interregnum.*	November	Province-wide
Childcare BC New Spaces Fund application window closes **FYI*	The second closed intake of the Childcare BC New Spaces Fund will create around 2,000 new child care spaces throughout B.C. **Note – the new spaces will be ready to announce in Spring 2021.*	November 1	Province-wide
Childcare BC New Spaces Projects – remaining regional releases from 20K milestone **Proactive*	The following regional news releases did not go out before interregnum: 1. City of Vernon (2 projects) & Village of Coldstream 2. Tla'amin Nation (2 projects) 3. BC Housing/Atira Women's Resource Society (Port Coquitlam) 4. BC Housing/Ki-Low-Na Friendship Society	November (TBD)	Regional
Official launch celebration for Everyday Anxiety Strategies for Educators (EASE) Online **Proactive*	News release, fact sheet on child and youth mental health supports, and potentially a virtual event to celebrate the launch of the Healthy Minds BC website, including EASE Online, which helps K-7 teachers better support students who may be experiencing anxiety. There is also a parent component – EASE At Home – that launched during the pandemic.	November (TBD)	Province-wide

Key Event	Minister's Role	Date	Location
Report from Representative for Children and Youth – Child Participation Report **Issue*	Issue Statement or prepare issues note to respond to the report, which will cover topics related to child legal representation surrounding the *Mental Health Act.* This report has 13 recommendations directed to the Ministry of Mental Health and Addictions (MMHA), the Ministry of Health (HLTH), the Provincial Health Services Agency (PHSA) and a joint recommendation for HLTH, MMHA and CFD.	November (TBD)	Province-wide

Cabinet Confidences

Canada-British Columbia Early Learning and Child Care Agreement (ELCC) Funding – *Extension* **FYI*	The ELCC agreement with the Government of Canada has been extended to March 2021; the agreement has been signed by both parties. Under the terms of this agreement (s.5.1.2), B.C. is required to publicly release the Action Plan upon signing. *Note: this will be posted to the Childcare BC website after the interregnum period.*	November (TBD)	Province-wide

Advice/Recommentations

BC Child Care Awards of Excellence – Nominations Open **Proactive*	Information Bulletin or News Release announcing that the nomination period opens for biennial awards to recognize individuals, organizations and local governments for providing excellent child care services and supports. Multiple categories. **Note: Awards are presented during Child Care Month in May.*	November (TBD)	Province-wide

Key Event	Minister's Role	Date	Location

Advice/Recommentations

Early Childhood Education (ECE) Bursaries *Proactive*	The ELCC agreement funds ECE bursaries. Delays in the signing of this fiscal's agreement impacted the continuation of bursaries. Minister decision is required on the timing of the implementation and announcement of bursaries for the Winter semester.	November/ December (TBD)	Province-wide
Report from Representative for Children and Youth – Lessons from the Pandemic Part 1: Children and Youth with Special Needs (CYSN) *Issue*	Issue Statement to respond to the report, which will cover lessons learned from the pandemic, as well as ongoing concerns from families and advocates about the inadequacies, inequities and frailties of CYSN services in B.C.	November/ December (TBD)	Province-wide
Report from the Representative for Children and Youth – Lessons from the Pandemic Part 2: Children and Youth Mental Health (CYMH) *Issue*	Issue Statement to respond to the report, which will cover lessons learned from the pandemic, including CFD's response to services and supports for children and youth with special needs.	November/ December (TBD)	Province-wide
Report from the Representative for Children and Youth – Lessons from the Pandemic Part 3: Youth Transitioning to Adulthood *Issue*	Issue Statement to respond to the report, which will cover lessons learned from the pandemic, including how CFD responded to the needs of transitioning youth during COVID-19.	November/ December (TBD)	Province-wide
Child care space creation (COVID-19 Economic Recovery) *Proactive*	B.C.'s Economic Recovery Plan provides $6M to quickly create new licensed spaces in public-sector buildings (i.e. schools, universities, hospitals). Public-sector organizations can apply for funding to renovate existing space in buildings that will accommodate licensed child care. These spaces must be available to families by March 31. Opportunity to issue a news release or have an event to celebrate the outcome of this funding. Target is to fund about 1,200 new spaces in B.C.	November/ December (TBD)	Province-wide

Key Event	Minister's Role	Date	Location

Advice/Recommentations

Report from the Representative for Children and Youth – Youth Transitions **Issue*	Issue Statement or prepare an issues note to respond to the report, which monitors programs and supports to help youth who are aging out of government care. This includes Agreements with Young Adults (AYA) and other transitioning supports. This report will contain recommendations for government.	November/ December (TBD)	Province-wide

Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

Aboriginal Head Start Outdoor Play Space Enhancement Project **Proactive*	The Community Economic Recovery Infrastructure Program (CERIP) provides one-time funding to assist sectors in addressing COVID-19 related issues. $10M of the CERIP funds will enhance outdoor play spaces for Aboriginal Head Start Operators (both on and off reserve). CFD is contracting with the Aboriginal Head Start Association of BC and the First Nation Health Authority to lead the implementation of the outdoor play space enhancement project. Opportunity to issue a news release or have an event to celebrate the outcome of funding for outdoor play spaces throughout B.C.	December (TBD)	Province-wide
Staff Engagement – Holiday Contest **Internal*	Opportunity for Minister to engage directly with CFD staff by launching a holiday contest or welcoming staff to share their holiday traditions. Builds team spirit and enables CFD staff from all over the province to get to know their colleagues better.	December (TBD)	Province-wide *(Internal to CFD)*

Withheld pursuant to/removed as

Advice/Recommentations

Tab 7

Tab A

MINISTRY PROFILE

Ministry: Citizens' Services

Dedicated to making life better for British Columbians, the Ministry of Citizens' Services (the Ministry) delivers effective and accessible services with a single-point-of-service approach to people in urban centres and rural communities. Providing strategic direction across government, the Ministry is modernizing information management and information-technology resources to effectively meet the needs of British Columbians. Benefiting individuals, families and communities, the Ministry manages the Province's real estate assets, technology systems and equipment, and leverages approximately $7 billion in annual procurement to increase business opportunities and create rewarding, well-paying jobs.

Ministry Mandate:

The Ministry of Citizens' Services delivers vital programs and services that people rely on and creates opportunities for local communities and businesses to benefit from government's purchasing power while supporting other ministries as they deliver their programs and services.

Serving more than one million citizens a year through a network of 65 in-person offices and the provincial contact centre, Service BC is government's chief provider of citizen and business centred services, enabling the design and delivery of accessible, responsive and cost-effective services and making it easier for citizens and businesses to interact with government. The Ministry delivers the digital face of government at www.gov.bc.ca, and supports ministries to engage with and learn from British Columbians on issues that matter to them.

The Ministry is modernizing information-management and information-technology resources to effectively make services better for British Columbians. This includes prompt and relevant responses to Freedom of Information (FOI) requests and protecting people and communities by providing trusted data services to government agencies.

Committed to making services better for people, the Ministry is creating more opportunities for businesses of all sizes to engage in government procurement – including information technology and software development – and striving to generate a resilient vendor marketplace that includes Indigenous businesses and companies in rural B.C. communities.

Budget:

Core Business Area	2019/20 Restated Estimates[1]	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Services to Citizens and Businesses	32,500	31,083	31,528	31,528
Office of the Chief Information Officer	17,914	17,003	17,115	17,115
Information Communication Technologies	1,553	1,486	1,505	1,505
Procurement and Supply Services	4,209	4,313	4,665	4,665
Real Property	316,354	318,265	318,381	318,545
Enterprise Services	137,184	130,819	131,737	131,737
Corporate Information and Records Management	22,776	21,862	22,146	22,146
Government Digital Experience	8,455	8,054	8,136	8,136

Core Business Area	2019/20 Restated Estimates[1]	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Executive and Support Services	19,961	18,765	18,939	18,939
Total	**560,906**	**551,650**	**554,152**	**554,316**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Office of the Chief Information Officer	113,550	110,511	94,980	94,980
Procurement and Supply Services	260	150	150	150
Real Property	251,286	202,621	160,452	142,602
Enterprise Services	51,792	36,893	11,120	11,120
Executive and Support Services	352	91	91	91
Total	**417,240**	**350,266**	**266,793**	**248,943**
Other Financing Transactions ($000)				
Strategic Real Estate Services program				
Receipts	(1,500)	(1,400)	(1,000)	(700)
Disbursements	2,000	3,000	2,500	2,500
Net Cash (Requirements)	500	1,600	1,500	1,800
Total Receipts	**(1,500)**	**(1,400)**	**(1,000)**	**(700)**
Total Disbursements	**2,000**	**3,000**	**2,500**	**2,500**
Total Net Cash Source (Requirements)	**500**	**1,600**	**1,500**	**1,800**

[1] For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

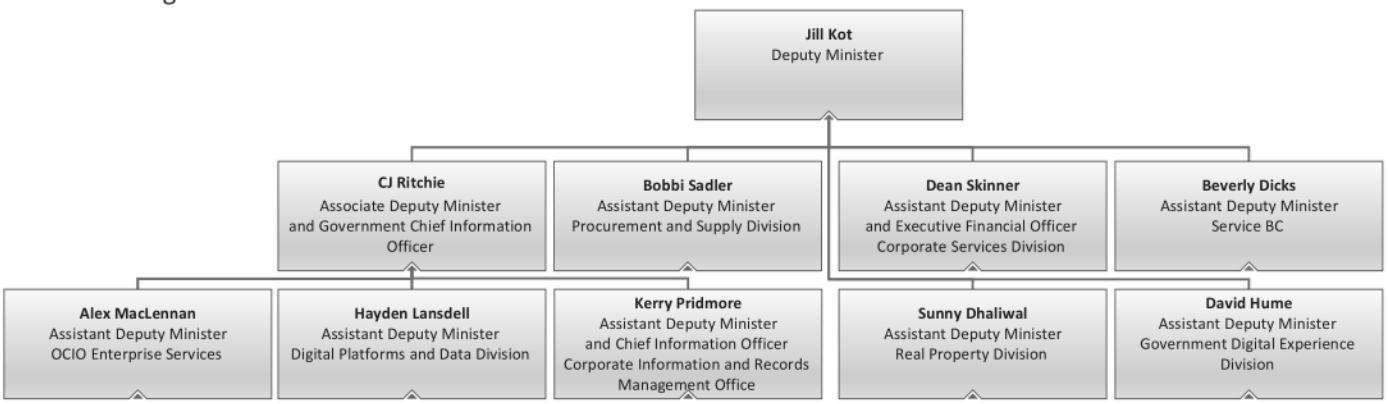
* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

Major Capital Projects

The Abbotsford Courthouse Project and Nanaimo Correctional Centre Project are reported by the Ministry of Attorney General and Ministry of Public Safety and Solicitor General respectively, as the project leads for reporting purposes. The capital budgets for these projects reside with the Ministry of Citizens' Services.

Full Time Equivalents (FTEs): 1968

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

Jill Kot
Deputy Minister

Jill Kot was appointed Deputy Minister, Citizens' Services on July 18, 2017.

Before joining Citizens' Services, Jill was with the Ministry of Education as an assistant deputy minister with a broad area of responsibility, including information technology (e.g., student information systems, ministry systems and network connectivity to schools); services such as Student Certification and OpenSchool BC; and the Learning Modernization Project, which is the broad transformation across the education sector, including kindergarten to grade 12 curriculum, assessment and graduation.

Jill has held a number of roles in different ministries at an assistant deputy minister level and has led many large-scale change initiatives across government. Prior to going to the Ministry of Education, Jill led the Integrated Case Management initiative for the Ministry of Social Development and Poverty Reduction and the Ministry of Children and Family Development. Before that, Jill held various positions in the Ministry of Citizens' Services, including responsibility for the government network, workstations, data centre, and many corporate systems such as the financial and payroll system for government.

Jill has over 30 years of experience in both the private and public sector and holds a Bachelor of Science in Computer Science from the University of Calgary.

EXECUTIVE MEMBER BIOGRAPHY

Sunny Dhaliwal
Assistant Deputy Minister, Real Property Division

Sunny was appointed Assistant Deputy Minister of Real Property Division on August 24, 2017. In the last three years, Sunny has been instrumental in transforming the division to being a much more client-centric organization, as well as overseeing transfer of a major facilities management contract to a new out-sourced service provider - CBRE Ltd., after 16 years with BGIS-WSI.

Prior to joining Citizens' Services, Sunny held senior leadership roles in the public sector and military for more than 27 years, earning a wealth of knowledge and experience in leading large and complex portfolios. Sunny served as the Executive Director, Provincial Programs, BC Emergency Health Service (BCEHS). In this role he was responsible for BCEHS aviation, fleet operations, emergency management, provincial logistics, facilities, procurement and contract management, critical care, and special operations, and led these challenging and diverse province-wide programs through times of major transformation.

Prior to joining the public sector, Sunny served in the Indian military for more than 20 years and held a number of prestigious commands, staff and instructional appointments. After commanding two service battalions, Sunny obtained an early retirement from the military in 2010 to pursue a career with BCEHS.

Sunny holds a Master in Public Administration degree from the University of Victoria and an M.Sc (Defence and Strategic Studies) and an MBA from India.

EXECUTIVE MEMBER BIOGRAPHY

Beverly Dicks
Assistant Deputy Minister, Service BC

Bev was appointed Assistant Deputy Minister of Service BC in April 2016.

Bev has worked in the social sector for over 30 years. Graduating from Memorial University of Newfoundland with a Bachelor of Social Work, she started her career as a generalist social worker in 1983. In 1988, she moved to British Columbia and, following a long tenure with the Ministry of Children and Family Development, joined the Ministry of Citizens' Services in 2016 as Assistant Deputy Minister for Service BC. Bev's strategic planning expertise, deep operations background, relationship-based approach to leadership and sector partnerships, and her extensive provincial cross-ministry work are valued assets in this role.

Bev is known for her energy, passion and enthusiasm for her work. She is described as a transformative change leader who is authentic, motivational and collaborative. In her leadership approach, Bev demonstrates her belief in the value of inclusion and engagement by integrating the voice of employees, partners and stakeholders. She is committed to ensuring that change within the system should only be championed if the anticipated result provides better outcomes for the public.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

David Hume
Assistant Deputy Minister, Government Digital Experience

David was appointed Assistant Deputy Minister of the Government Digital Experience (GDX) division in February 2017.

David joined the BC Public Service in May 2009. Prior to joining government, David worked in various consulting and project roles with the United Nations, the Organisation for Economic Co-operation and Development, the Province of New Brunswick, the Government of Canada, and the Government of New Zealand. Starting out in 2002 with an organization called the KTA Centre for Collaborative Governance and continuing as the owner/operator of his own firm, most of his work has been focused on fostering innovation in policy development and public services to help better meet the needs of British Columbians.

David has bachelor's degrees in Philosophy and English from the University of Victoria.

EXECUTIVE MEMBER BIOGRAPHY

Hayden Lansdell
Assistant Deputy Minister, Digital Platforms and Data

Hayden Lansdell was appointed Assistant Deputy Minister of the Digital Platforms and Data division, Office of the Chief Information Officer, on September 12, 2019.

Previously, Hayden was Executive Lead and Chief Data Officer for the Digital Platforms and Data Division. Prior to this, Hayden was the Executive Director for Strategy at the Ministry of International Trade where he oversaw BC's international marketing activities. Previous to this, Hayden spent eight years in Ottawa leading several regulatory policy and pharmaceutical policy initiatives at both Health Canada and Environment Canada. Hayden joined Citizens' Services in June 2018 as Executive Lead and Chief Data Officer for Digital Platforms and Data division.

Hayden has a Master of Public Administration and a Bachelor of Arts in history from the University of Victoria.

EXECUTIVE MEMBER BIOGRAPHY

Alex MacLennan
Assistant Deputy Minister, Office of the Chief Information Officer - Enterprise Services

Alex MacLennan was appointed Assistant Deputy Minister and Chief Technology Officer, OCIO – Enterprise Services, Citizens' Services on September 8, 2020.

As Chief Technology Officer and Assistant Deputy Minister for the Enterprise Services division, Alex is responsible for enabling Government to deliver services to citizens by providing high quality, secure and cost-effective information management and technology services. Enterprise Services provides the public service and many broader public sector organizations with data and voice networks, workstations and mobile devices, messaging and collaboration services, information security, data centre and application hosting, and enterprise architecture and standards.

Before joining Citizens' Services, Alex worked in the Office of the Premier as the Assistant Deputy Minister for Cabinet Operations and Deputy Cabinet Secretary, where he led the team that supported ministries in bringing forward decisions to Cabinet and its committees.

Alex has held several executive roles with the BC Public Service during his 17 years of service including Executive Director of Social Policy with Treasury Board Staff, Executive Director of the Road Safety Initiative with the Ministry of Public Safety and Solicitor General and Executive Director of Strategic Design with the Government Digital Experience.

Alex is passionate about the public service and is always striving to build high performing teams that improve services and outcomes for citizens.

Alex holds a degree in Psychology from the University of Victoria and a certificate in Executive Leadership from Sauder Business School.

EXECUTIVE MEMBER BIOGRAPHY

Kerry Pridmore
Assistant Deputy Minister and Chief Records Officer
Corporate Information and Records Management Office

Kerry was appointed Assistant Deputy Minister of Corporate Information and Records Management Office and Government Chief Records Officer, under the Office of the Chief Information Officer in April 2019.

During her more than 20 years with the BC Public Service, Kerry has held various executive and management positions. She has led transformation initiatives, program development and delivery, and strategic policy, and has collaborated with a broad range of diverse stakeholders. Prior to her appointment as Assistant Deputy Minister, Kerry was the Executive Director of the Procurement Transformation Branch leading the procurement strategy development and implementation within the Ministry of Citizens' Services.

Kerry holds a Master of Business Administration from Royal Roads University.

EXECUTIVE MEMBER BIOGRAPHY

Bobbi Sadler
Assistant Deputy Minister, Procurement and Supply

Bobbi was appointed Assistant Deputy Minister of Procurement and Supply on October 10, 2017.

During her 30 plus year career with the BC Public Service, Bobbi has successfully managed several large information management/information technology (IM/IT) projects and business transformation initiatives across the justice and social sectors. She was the Ministry Chief Information Officer for Citizens' Services in 2011, and prior to her appointment as Assistant Deputy Minister of Procurement and Supply, Bobbi was an assistant deputy minister and ministry chief information officer responsible for the IM/IT portfolio in the justice sector.

Bobbi holds certificates in business administration from Camosun College and computer-based information systems from the University of Victoria.

EXECUTIVE MEMBER BIOGRAPHY

Dean Skinner
Assistant Deputy Minister and Executive Financial Officer, Corporate Services Division

Dean was appointed Assistant Deputy Minister and Executive Financial Officer in April 2018, leading the Corporate Services division with the Ministry of Citizens' Services.

In this role Dean is responsible for promoting the division's leadership, direction, governance and support services for the Ministry, including: financial management; strategic human resources; emergency planning; facilities management; corporate communications; strategic planning and performance, and risk management.

With over 20 years in the BC Public Service, Dean has held various positions working in finance and corporate services operations. Prior to his appointment to Corporate Services division, Dean worked for three years as the Chief Financial Officer with the crown corporation, Destination BC and six years as the Chief Financial Officer for the BC Public Service Agency.

Dean is a BCIT graduate and designated accountant (CPA, CMA).

EXECUTIVE MEMBER BIOGRAPHY

CJ Ritchie
Government Chief Information Officer and Associate Deputy Minister
Office of the Chief Information Officer

CJ was appointed Associate Deputy Minister of the Office of the Chief Information Officer and Government Chief Information Officer on January 9, 2018.

Since 2008, CJ has held various assistant deputy minister posts in the Premier's Office, and the ministries of Jobs, Trade and Technology, Health, Children and Family Development, and Citizens' Services. During her 25 years with government, CJ has championed a number of multi-ministry strategies such as the economic development strategy for government and the first #BCTECH Strategy.

CJ holds a master's degree in conflict analysis and management from Royal Roads University and two bachelor's degrees from the University of Victoria in social work and psychology. She has also completed courses in advanced negotiation at the Executive Education program at Harvard Business School.

CORPORATE INFORMATION AND RECORDS MANAGEMENT OFFICE

ADM Responsible: Kerry Pridmore

Core Business/ Program Area Description/Critical Business Processes:

The Corporate Information and Records Management Office (CIRMO) is the central agency responsible for developing corporate information management (IM) strategies, legislation, policies, and standards; and for delivering IM operations, training and compliance reviews.

CIRMO promotes effective IM practices across government and provides leadership to assist both the public and private sectors to adhere to the *Freedom of Information and Protection of Privacy Act* (FOIPPA) and *Personal Information and Protection Act*, respectively. FOIPPA provides individuals a right to access their own personal information held by public bodies, as well as general information about government operations, programs, and services, and CIRMO has a lead role in ensuring government meets its legislated responsibilities with regard to access to information.

CIRMO is responsible for leading and supporting the BC Public Service in the transformation to digital IM. This transformation includes transition to the digital storage of information and archiving government's information of permanent value in a digital archive (as required by the *Information Management Act* [IMA]). CIRMO ensures IM projects align with government's vision for modernized IM, and is responsible for leading strategic IM initiatives, including coordinating responses to recommendations made by the Information and Privacy Commissioner.

Budget:

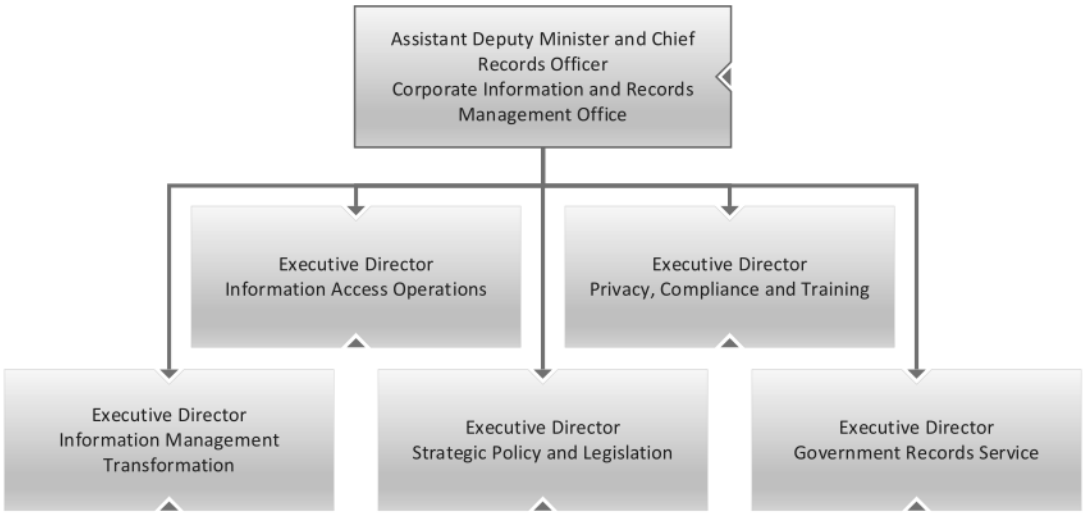
Government Financial Information

Full Time Equivalents (FTEs): 236

Related Legislation:

1. *Freedom of Information and Protection of Privacy Act*
2. *Personal Information Protection Act*
3. *Information Management Act*
4. *Electronics Transactions Act*

Organizational Chart:



CORPORATE SERVICES DIVISION

ADM Responsible: Dean Skinner

Core Business/ Program Area Description/Critical Business Processes:

The Corporate Services Division supports the ministry by providing leadership, direction, governance and support services including; financial management, strategic human resources, emergency planning, facilities management, corporate communications, strategic planning and performance and risk management.

The division has three distinct business areas:

Financial and Administrative Services
Provides corporate-level financial and administrative services with the goal to assist, educate and train ministry employees to support our ministry's financial control framework. This includes: designing and implementing the ministry annual operating, revenue and capital budget; accounting; financial monitoring and reporting; financial policy and controls; transaction processing; and coordinating communications and interactions with Treasury Board Staff, the Office of the Comptroller General and the Office of the Auditor General.

Strategic Human Resources and Communications
Provides ministry-wide direction and consultation to ensure the alignment of HR/organizational development strategies to ministry business priorities and goals; and support executive and corporate communications and event coordination. This includes: ministry workforce planning; development and implementation of strategic HR priorities; engagement initiatives; and corporate communication materials.

Corporate Planning and Projects
Provides a leadership role for corporate planning and projects on behalf of the Deputy Minister and ministry executive. This includes: ministry corporate, strategic and business planning, division and branch business planning; business continuity planning and emergency management; and ministry facilities and security to ensure the safety of our spaces.

Budget:

Government Financial Information

Full Time Equivalents (FTEs): 139

Related Legislation: None

Organizational Chart:

DIGITAL PLATFORMS AND DATA DIVISION

ADM Responsible: Hayden Lansdell

Core Business/ Program Area Description/Critical Business Processes:

On behalf of the Office of the Chief Information Officer, the Digital Platforms and Data Division enables and accelerates a strong and coordinated digital ecosystem so that government can best meet the needs of those it serves. Working closely with partners and clients, it seeks to ensure that data is used in ways that support better government and that the BC Public Service has the tools it needs to deliver modern services. Further it provides trusted technical and strategic guidance, ensures government investments in technology are aligned and efficient, and increases the digital capacity and capabilities of the public service.

Specifically, the division delivers several public and ministry-facing programs that support modernization of government, including: DataBC, the Exchange Lab, Data Innovation Program, Digital Trust Service, Data Science Partnership, and the Digital Investment Office. Additionally, it is responsible for convening a cross-ministry strategy for the digital modernization of government.

Budget:

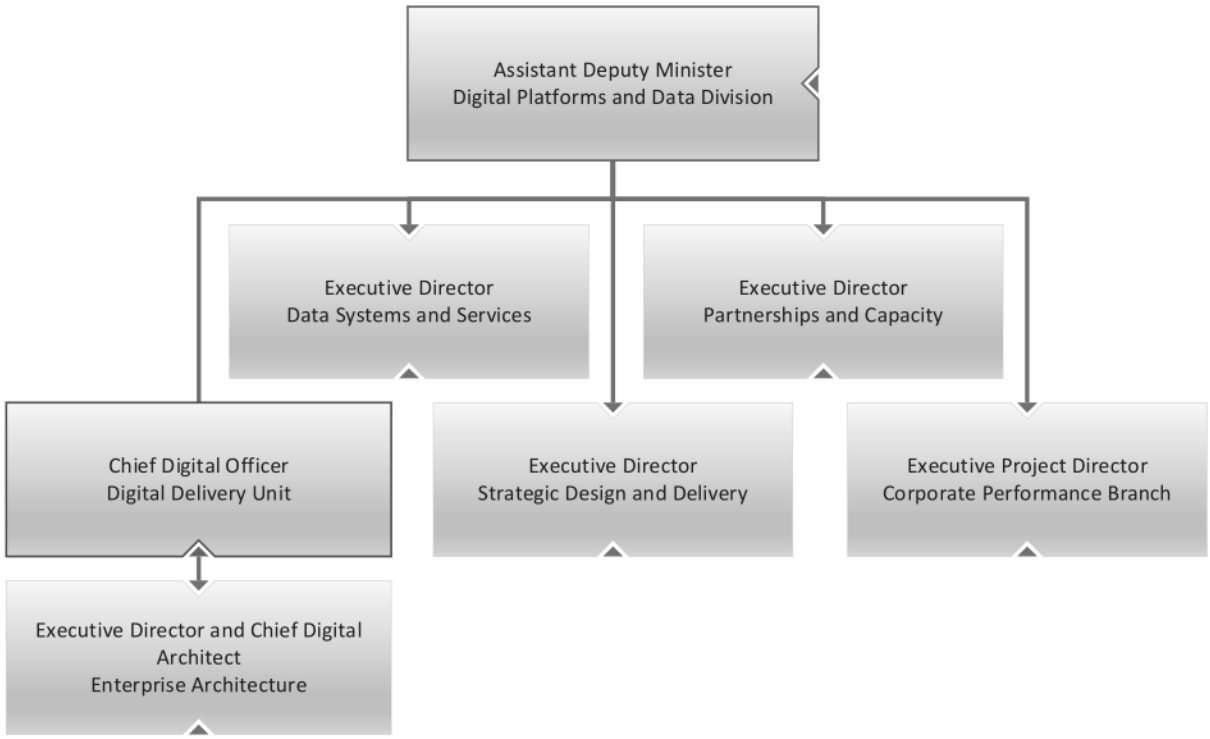
Government Financial Information

Please note that the Digital Platforms and Data Division's budget and FTEs are captured in the "Budget Table" in the Office of the Chief Information Officer note.

Full Time Equivalents (FTEs): 113

Related Legislation: None

Organizational Chart:



ENTERPRISE SERVICES DIVISION

ADM Responsible: Alex MacLennan

Core Business/ Program Area Description/Critical Business Processes:

On behalf of the Office of the Chief Information Officer, Enterprise Services Division (ES) enables Government to deliver services to citizens by providing high quality, secure and cost-effective information management and technology services. These services are essential for providing mission-critical supports to all government ministries, broader public sector clients, and Crown corporations as they deliver their services to other ministries and citizens.

ES supports government and broader public sector clients by providing essential work tools (i.e. desktops, laptops, tablets), maintaining state-of-the-art-data centres; preventing, detecting and responding to cyberattacks; supporting critical communication services (internet, telephone, and email); processing IT orders and service request; procuring workplace technology services; and delivering information management and information technology (IM/IT) services. The division is also responsible for operational communications and IT response to events such as large IT incidents / Wildfire / COVID-19, utilizing the IT Operations Centre.

Major initiatives for ES include implementation and management of Microsoft Teams during COVID-19; supporting the lifecycle of essential work tools through the workstation refresh program; implementing a new cloud-based tool to manage the ES's IT services (My Service Centre); and supporting the Justice Sector Branches by providing devices that are needed to virtualize courts in B.C.

Budget:

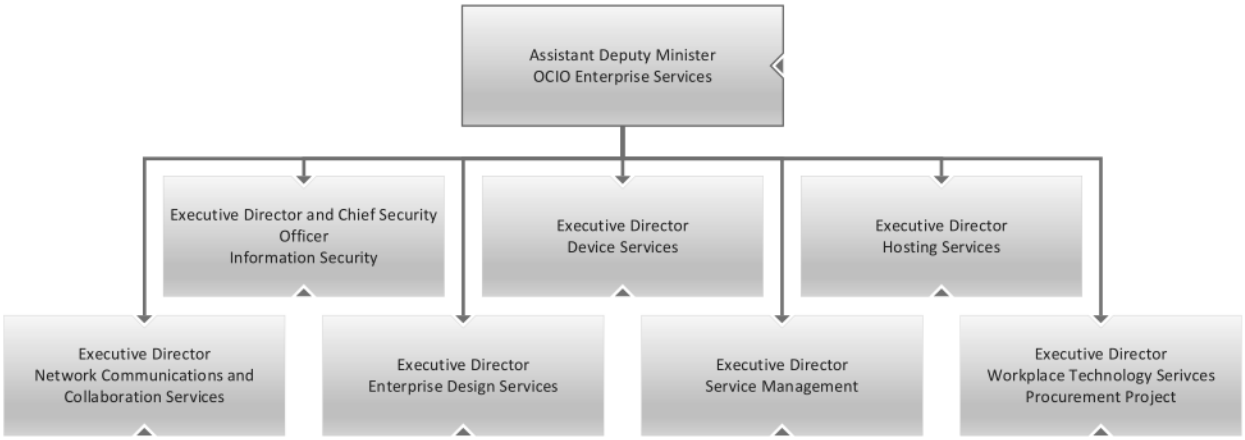
Government Financial Information

**Information Management Branch Budget and FTE count reflected in Corporate Services Division Note*

Full Time Equivalents (FTEs): 280

Related Legislation: None

Organizational Chart:



GOVERNMENT DIGITAL EXPERIENCE

ADM Responsible: David Hume

Core Business/ Program Area Description/Critical Business Processes:

The Government Digital Experience Division's (GDX) is responsible for ensuring government services and information are available online through government's main web presence at www.gov.bc.ca, and that ministry programs and services are informed by the input and experiences of regular British Columbians. GDX is a cost recoverable organization, meaning it charges ministries for many of its services. GDX's basic mission is to help government to understand people, and people find and access the services they need from government. GDX supports people focused policy development and great service experiences that build trust and confidence in government.

The division delivers products and services to ministry partners and organizations including design and delivery of public engagement projects, field research with service users, plain language writing of online service information, analytics, and training. It supports the technology of online applications and websites including gov.bc.ca, and the technology that delivers news releases and key government marketing campaigns.

Budget:

Government Financial Information

Full Time Equivalents (FTEs): 78

Related Legislation: None

Organizational Chart:

OFFICE OF THE CHIEF INFORMATION OFFICER

Associate DM Responsible: CJ Ritchie

Core Business/ Program Area Description/Critical Business Processes:

The Office of the Chief Information Officer (OCIO) is accountable for the operation of a broad government technology infrastructure as a key enabler in support of business transformation for government, broader public sector organizations and through participation inter-jurisdictionally on initiatives to evolve technology and business. The OCIO provides leadership and expertise for the expansion, coordination and provisioning of telecommunications services, vendor management, innovation, and technology that enable the digital transformation of government work environments and communities in every corner of the Province. The OCIO leads strategy, policy and standards for information technology (IT), information and records management, IT security and management of the information management / information technology (IM/IT) investment portfolio for the province.

The OCIO has three distinct division areas:

Enterprise Services Division
Provides the cost-effective management and supply of IM/IT services such as data and voice networks, workstations and mobile devices, messaging and collaboration services, information security, data centre and application hosting, and enterprise architecture and standards.

2020-21 Budget
Operating: $130.819M
Capital: $36.893M
FTEs: 280

Corporate Information and Records Management Office
The central agency responsible for developing corporate information management (IM) strategies, legislation, policies, and standards; and for delivering IM operations, training and compliance reviews. Corporate Information and Records Management Office promotes effective IM practices across government.

2020-21 Budget
Operating: $21.862M
FTEs: 236

Digital Platforms and Data Division
Digital Platforms and Data Division (DPDD) provides corporate leadership, services and policy development that enables government and the public to make informed, evidence-based decisions. Key programs enable cross-government policy development (Data Science Partnerships) and the integration, access and analysis of public sector data (Data Innovation and DataBC). The division also leads the implementation of the Province's open data initiative and helps program areas across government connect to tech sector innovation through the Start Up in Residence program.

***Note: DPDD's budget and FTEs are capture in the following table.*

Budget:

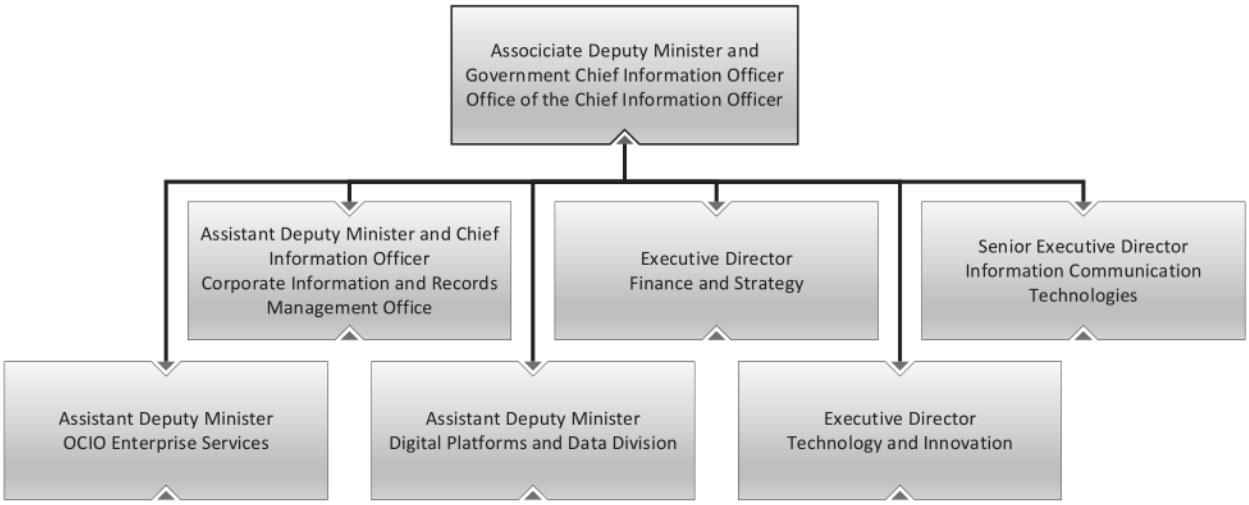
Government Financial Information

***This table, and below FTEs, are for the Associate Deputy Minister's Office and DPDD.*

Full Time Equivalents (FTEs): 113

Related Legislation: None

Organizational Chart:



PROCUREMENT AND SUPPLY DIVISION

ADM Responsible: Bobbi Sadler

Core Business/ Program Area Description/Critical Business Processes:

The Division provides oversight on strategic contracts, procurement, contracting advice and supports all ministries, broader public sector and government executive. Provides implementation of the British Columbia Procurement Strategy and manages the coordination of multiple cross-government governance committees and corporate data.

Supply Services consists of five full cost recovery business units that serve the provincial government as well as the broader public sector and citizens: Asset Investment Recovery, BC Mail Plus, Distribution Centre Victoria, Product Distribution Centre (Coquitlam) and the Queen's Printer.

Intellectual Property Program manages and licenses all BC government-owned intellectual property and is responsible for managing the Naming Privileges Policy.

Budget:

Government Financial Information

Full Time Equivalents (FTEs): 389

Related Legislation:

Queen's Printer Act
Procurement Services Act

Organizational Chart:

REAL PROPERY DIVISION

ADM Responsible: Sunny Dhaliwal

Core Business/ Program Area Description/Critical Business Processes:

The Real Property Division (RPD) is responsible for the Province's real estate portfolio, including office space inventory, special-purpose facilities such as courthouses, laboratories and correctional centres and other government program-related properties. Note, RPD is not responsible for the real estate portfolio of schools, post-secondary institutions or hospitals.

Serving all government ministries and some broader public sector entities, RPD provides everything needed to design, set-up and manage a government workplace. This includes all elements of leasing, furniture procurement, lifecycle stewardship of government-owned real estate assets, and management of the overall performance of RPD's facilities management contracts with service providers, including CBRE Ltd.

Major areas of work coming out of RPD include all new construction projects, modernizing the office space portfolio including creating mobile workplaces, delivering the CleanBC Government Buildings Program to reduce energy and greenhouse gas emissions in government buildings, and leading consultations with First Nations related to the disposition of property on behalf of clients.

Budget:

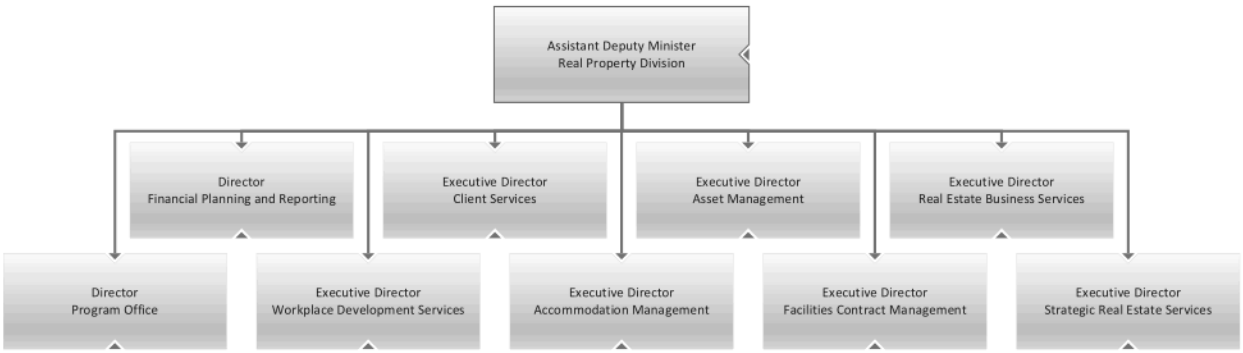
Government Financial Information

Full Time Equivalents (FTEs): 236

Related Legislation:

1. *Public Agency Accommodation Act*
2. *Government Buildings Act*

Organizational Chart:



SERVICE BC

ADM Responsible: Beverly Dicks

Core Business/ Program Area Description/Critical Business Processes:

Service BC (SBC) is government's chief provider of services to BC residents and businesses. Through a provincial network of 65 service centres and the Provincial Contact Center, SBC provides approximately 300 government services on behalf of more than 40 partner ministries and agencies. The division enables the design and delivery of accessible, responsive and cost-effective services, making it easier for residents and businesses to interact with government. Our team member's unwavering commitment to an ethic of service has driven consistently high citizen and business satisfaction rates. In support of the division's overarching goal of providing residents and businesses with seamless, multi-service access to government programs, the Integrated Service Solutions branch markets the division's service offerings to partner ministries and the broader public sector to expand our continuum of services and leverage common platforms.

Our BC Corporate Registries branch facilitates and supports commerce in the province through the administration and verification of business, personal property, and manufactured home registrations. The Provincial Identity Information Management Program delivers trusted, secure identity services to support access to digital government services and information. Our common platforms of BCeID and the mobile BC Services Card are contributing to the transformation of digital services in the province. The Strategic Services branch provides SBC with corporate services and advice, service analytics and business trend analysis, supports new technologies and service model implementation.

Budget:

Government Financial Information

Full Time Equivalents (FTEs): 461

Related Legislation:

BC Online Act	*Financial Institutions Act*
Business Corporations Act	*Insurance Act*
Business Number Act	*Manufactured Home Act*
Cooperative Association Act	*Miscellaneous Registrations Act*
Credit Union Incorporation Act	*Personal Property Security Act*
Repairers Lien Act	*Partnership Act*
Societies Act	*Pension Fund Societies Act*

Organizational Chart:

Tab B

MINISTRY OF CITIZENS' SERVICES
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
Information Communication Technologies (ICT)	**BCE Inc. and Bell Canada**	Mirco Bibik President and Chief Executive Officer	Provides residential and enterprise telecommunications services primarily in larger BC cities. Wireless services are supported by a network shared with TELUS mobility.	Advice/Recommentations
ICT	**First Nations Technology Council (FNTC)**	Denise Williams Executive Director 604-313-0375 denise.williams@fntc.info	A social enterprise business model for the Technology Council along with providing the opportunity to connect First Nations communities across the province to discuss digital technologies.	
ICT	**CityWest Cable and Telephone Corp.**	Stefan Woloszyn Chief Executive Officer 250-624-7000 Personal Information	A telephone, Internet and TV provider based out of Prince Rupert.	
ICT	**Rogers Communications Inc.**	Joe Natale President and Chief Executive Officer Personal Information	A Canadian telecommunications and broadcasting company, providing high-speed Internet and cellular services, with a head office in Toronto, Ontario.	
ICT	**Shaw Communications Inc.**	Bradley Shaw Chief Executive Officer 403-750-4500	A Canadian telecommunications company that provides telephone, Internet, television and mobile services backed by a fibre optic network. Headquartered in Calgary, Alberta.	

Branch	Organization	Contact	Description	Key Issues
ICT	**TELUS Communications Inc.**	Darren Entwistle President and Chief Executive Officer darren.entwistle@telus.com	Signatory to a 10-year Strategic Telecommunications Deal with the Province, Health Authorities and specific Broader Public Service Entities. Provides telecommunication voice and data network services to government and broader public sector.	Advice/Recommentations
ICT	**Northwestel**	Curtis Shaw President Personal Information	Northwestel Inc. is the incumbent local exchange carrier and long-distance carrier in Northern Canada serving over 121,000 people in 96 communities—46 of which are only accessible by air. 70% of these communities have less than 500 people, while 40% of its customers live in Whitehorse, Yellowknife and Iqaluit.	
Corporate Information Records Management (CIRMO)	**Office of the Information and Privacy Commissioner**	Michael McEvoy Information and Privacy Commissioner 250-387-5629	An independent Officer of the Legislature with a mandate set out under the *Freedom of Information and Protection of Privacy Act and Personal Information Protection Act.*	• Updates and communication on key privacy and access to information initiatives and policy and legislation changes.
CIRMO	**Office of the Auditor General**	Carol Bellringer Auditor General 250-419-6100 bcauditor@bcauditor.com	An independent Officer of the Legislature with a mandate set out under the *Auditor General Act*.	• Updates, communication on key information management initiatives.

Branch	Organization	Contact	Description	Key Issues
CIRMO	**Canadian Bar Association, BC Branch**	Brad Regehr President 204-799-0788 bregehr@mauricelaw.com	The Association represents lawyers, judges, law teachers and law students.	• Privacy and Access Rights.
CIRMO	**Royal BC Museum**	Joanne Orr Deputy Chief Executive Officer and Vice President, Collections, Research and International Programs 250-920-8328 JOrr@royalbcmuseum.bc.ca	The museum archives of government. Under *Information Management Act*, the Chief Records Officer may transfer non-digital government records to this entity. MOU also in place to Mar 31, 2021. A government body designated under the *Information Management Act*, and public body designated under the *Freedom of Information and Protection of Privacy Act*.	• Changes in legislation, records management process and policies. • Any programs or initiatives related to the permanent preservation of government records (e.g. Digital Archives).
CIRMO/DPDD	**BC Freedom of Information and Privacy Association**	Jason Woywada Executive Director 604-739-9788 Jason@Fipa.bc.ca	A non-partisan, non-profit society.	• Privacy and Access rights.
Digital Platforms and Data Division (DPDD)/CIRMO	**BC Civil Liberties Association**	DPDD: Meghan McDermott Acting Policy Director meghan@bccla.org 604-687-2919 (General Inquiries) CIRMO: Harsha Walia Executive Director harsha@bccla.org	A non-partisan charitable society.	• Privacy and Access rights.

Branch	Organization	Contact	Description	Key Issues
DPDD	**BC Tech Association**	Jill Tipping President and Chief Executive Officer 604-683-6159 (General Inquiries) jtipping@wearebctech.com	Industry Association.	• Alignment with the tech sector.
DPDD	**Innovate BC**	Raghwa Gopal President and Chief Executive Officer 604-952-5035 (General Inquiries) info@innovatebc.ca (General Inquiries)	Crown.	• Procurement, alignment with the tech sector.
DPDD	**PopData/ UBC**	Kim McGrail Scientific Director 778-998-3821 kim.mcgrail@ubc.ca	Service Provider.	• Data Innovation Program.
Enterprise Services (ES)	**Advanced Solutions**	Mike Harrison Personal Information Serge Bourdage Personal Information	Technology Vendor.	• IT Hosting Services including Managed Print.
ES	**CGI**	Wayne Fedoriw Director, Consulting Services Personal Information	Vendor.	• Existing contract between the province and CGI. Resources are used across the ministry for BA and Tech support.

Branch	Organization	Contact	Description	Key Issues
ES	**IBM**	Rob Guthrie Interim Client Partner Executive Personal Information Shawn Burton Western Canada Sector Leader Personal Information Laura Hartwell Vice-President Western Canada and Caribbean Personal Information	Technology Vendor.	Advice/Recommentations
ES	**CISCO**	Shannon Leininger Cisco Canada, President Personal Information	Technology Vendor.	• Major Network Equipment provider for BC including Core Network and VPN.
ES	**Microsoft**	Kevin Peesker President, Microsoft Canada Personal Information Personal Information	Microsoft Canada Inc. is the Canadian subsidiary of Microsoft Corp. Microsoft manufactures, licenses, supports and sells computer software, consumer electronics and personal computers and services.	• All issues related to Microsoft software and hardware. • Digital Security Strategies. • Cloud strategy and migration Information. • Technology influencer.
ES	**Oracle**	Marshal Sangster Personal Information	Oracle is a technology platform vendor for database, middleware, and some applications utilized by the Province and B.C. public sector.	Advice/Recommentations

Branch	Organization	Contact	Description	Key Issues
ES	**Sierra Systems (NTT)**	Roger Fabi Personal Information	Provides technology services.	Advice/Recommentations
ES	**VMWARE**	Sean Forkan Vice President Personal Information	Vendor.	
Service BC (SBC)	**Canada Revenue Agency (CRA)**	Francine Paton Director, Business Number Division 613-946-0214 Personal Information	The CRA administers tax laws for the Government of Canada, for most provinces and territories, and administers various social and economic benefit and incentive programs delivered through the tax system.	
SBC	**Corporations Canada**	Ray Edwards Director General 1-866-333-5556 (Contact Centre) Ray.Edwards@canada.ca	Corporations Canada is Canada's federal corporate regulator and administers the laws that allow Canadians to create and maintain a corporation under the federal laws governing corporations in Canada.	

Branch	Organization	Contact	Description	Key Issues
SBC	**Dye & Durham**	Aziz Pirani Managing Director, Legal Software Personal Information	Dye & Durham Corporation is a supplier of worldwide search, registry and legal support services.	Advice/Recommentations
SBC	**Digital Identity and Authentication Council of Canada (DIAAC)**	Joni Brennan DIACC President Info@DIACC.ca	A non-profit coalition of public and private sector leaders committed to developing a Canadian digital identification and authentication framework to enable Canada's participation in the global digital economy.	• DIACC works on the Pan-Canadian Identity Trust Framework to establish a common approach to digital identity management in Canada.
SBC	**Industry Training Authority (ITA)**	Gary Herman Chief Executive Officer 778-785-2422 Pavin Akis Manager, Assessment Personal Information	The ITA manages the apprenticeship system and certifies skilled trades people in BC.	• SBC provides invigilation services to ITA at 61 of our in-person offices.
SBC	**Maximus Canada**	Deborah Shera President 250-405-3700 Personal Information	Maximus Canada assists governments across Canada by modernizing and administering essential public services.	• Maximus delivers SBC Contact Centre service, effective June 2017.
SBC	**New West Partners - Alberta, Saskatchewan & Manitoba**	Trade Policy and Negotiations Branch BC Ministry Jobs, Economic Development and Competitiveness 250-952-0635 nwptabc@gov.bc.ca	The New West Partnership Trade Agreement is an accord between the Governments of British Columbia, Alberta, Saskatchewan and Manitoba that creates Canada's largest, barrier-free, interprovincial market.	• Creates a single economic region and presents an opportunity for continued economic growth.

Branch	Organization	Contact	Description	Key Issues
SBC	**Service Canada**	Pat Chaba Executive Director, Citizen Services and Program Delivery, BC-YT 604-707-9596	Service Canada is a federal institution that provides Canadians with a single point of access to a wide range of government services and benefits.	• Facilitates improved coordination of federal/ provincial services for citizens in rural BC by sharing infrastructure.
SBC	**WorkSafeBC**	Howard Chang Director of Assessments Personal Information	WorkSafeBC is BC's workers compensation board.	• Facilitates businesses being able to register with WorkSafeBC when they are registering their company.
SBC	**Insurance Corp of British Columbia (ICBC)**	Nicolas Jimenez Executive Office President and Chief Executive Officer Personal Nicolas.Jimenez@icbc.com	ICBC is a core partner of the BC Services Card.	• Service BC delivers driver's licensing services on their behalf in 29 Service BC Centres.
SBC	**Institute of Citizen Centered Services (ICCS)**	Dan Batista Executive Director Personal Information	ICCS provides secretariat support to the Joint Councils of PSSDC and PSCIOC.	• Besides the council and PTF work, ICCS also provides SBC employees customer service training and certification.
SBC	**Public Sector Service Delivery Council (PSSDC)**	Catherine Bennet Co-Chair catherine.bennett@hrsdc-rhdcc.gc.ca Natasha Clarke Co-Chair Personal Information	PSSDC members collaborate on major public sector service delivery issues confronting all levels of government in Canada.	• Workstreams include Digital Identity, Death Notification, Service to Business, Data Driven Intelligence.

Branch	Organization	Contact	Description	Key Issues
SBC	**SecureKey Technologies**	Eric Swedersky Senior Vice President, Delivery and Public Sector Personal Information	A leading identity and authentication provider that simplifies consumer access to online services and applications.	Advice/Recommentations
SBC	**Elections BC**	Anton Boegman Chief Electoral Officer 250-387-5305	BC Provincial Election October 24, 2020.	• Election during pandemic.
SBC	**Treasury Board of Canada Secretariat**	Alexandre Bourque Acting Director, Engagement and Oversight, Cyber Security Division, Office of the Chief Information Officer 613-286-2173 alexandre.bourque@tbs-sct.gc.ca	Co-lead of Digital Identity priority of Joint Councils.	• Leading the Pan-Canadian Digital Identity work with federal, provincial, territorial and municipal jurisdictions.
SBC	**Union of BC Municipalities**	Brian Frenkel President 250-356-5119	Provides common voice for local government and initiates, monitors, interprets and reacts to shifts in senior government policies that affect local government and communities.	• Pandemic-related changes in public access to provincial government services in communities.
Procurement and Supply (PSD)	**BC Chamber of Commerce**	Aleece Laird Board Chair 604-683-0700 (General Number) bccc@bcchamber.org	The BC Chamber of Commerce represents 125 Chambers of Commerce and Boards of Trade, and 36,000 businesses of varying size and sectors across the province.	• Procurement modernization, economic development and small business participation in government procurement.

Branch	Organization	Contact	Description	Key Issues
PSD	**BC Construction Association**	Chris Atchison President 250-818-9671 Personal Information	The BC Construction Association represents industrial, commercial, and institutional construction employers.	• BC Bid replacement project
PSD	**VIATEC**	Dan Gunn Chief Executive Officer 250-483-3214 (General Number) Personal Information	VIATEC (Victoria Innovation, Advanced Technology and Entrepreneurship Council) promotes the Greater Victoria technology sector.	• Procurement modernization and technology sector participation in BC government procurement
PSD	**BC Tech Association**	Jill Tipping President and Chief Executive Officer 604-683-6159 (General Number) Personal Information	Represents and advocates for the BC technology sector.	• Procurement modernization and technology sector participation in government procurement
PSD	**Coastal Communities Social Procurement Initiatives**	Mayor Lisa Helps Mayor, City of Victoria 250-661-2708 LHelps@victoria.ca	Vancouver Island and Sunshine Coast Region local governments and First Nations that are implementing social procurement.	• Social and environmental procurement
BC GOVERNMENT – Broader public sector				
PSD	**Innovate BC**	Raghwa Gopal President and Chief Executive Officer 604-952-5035 (General Number) Personal Information	Represents the Government of British Columbia in BC's innovation ecosystem.	• Modernizing procurement to promote greater innovation within government purchasing

Branch	Organization	Contact	Description	Key Issues
Real Property Division (RPD)	**Abbotsford Municipality/ City of Abbotsford**	Mayor Henry Braun Mayor, City of Abbotsford 604-864-5500 (Office) mayorbraun@abbotsford.ca George Murray City Manager 604-864-5501 gmurray@abbotsford.ca	Abbotsford Courthouse.	• Development of new courthouse city is the landlord.
RPD	**BC Emergency Health Services**	Barb Fitzsimmons, Chief Operating Officer, BCEHS Provincial Health Service Authority, (BCEHS is under PHSA) 250-953-3298 Personal Information	BCEHS provides emergency health services to the Province of British Columbia. RPD is under contract with BCEHS to provide Lease Negotiation services where required	
RPD	**Interior Health Authority (IHA)**	Donna Lommer, Vice President Support Services and Chief Financial Officer 250-469-7070 (General Number) Donna.Lommer@interiorhealth.ca	Real Property Division provides real estate services for approximately 20 buildings for the Interior Health Authority. 10 Leased and 10 Owned. RPD provides recurring O&M services, and project management, in concert with our service provider, CBRE.	Advice/Recommentations
RPD	**Jawl Properties**	Robert Jawl 250-414-4173 rkj@jawlproperties.com www.jawlproperties.com	Capital Park New Buildings including TI's.	• First building was occupied August 24, 2017. Second building was occupied in October 2019.

Branch	Organization	Contact	Description	Key Issues
RPD	**Northern Health Authority**	Lyndon Peterson Director of Leasing and Property Services Personal Information	RPD provides real estate services for approximately 50 buildings for the Northern Health Authority. RPD provides recurring O&M services, and project management, in concert with our service provider, CBRE.	
RPD	**Partnerships BC**	Mark Liedemann President and Chief Executive Officer Mark.Liedemann@partnershipsbc.ca Kim Anderson Assistant Vice President, Projects 250-475-4683 Kim.Anderson@partnershipsbc.ca	Nanaimo Correctional Centre; Abbotsford Courthouse; Concept plans underway for Victoria Law Courts and Fort St. John Provincial Court; EMBC's Provincial Disaster Facility.	• Provide advice and support to several major capital projects.
RPD	**RCMP**	Tammy Rathgeber Regional Director RCMP Real Property Unit Personal Information	RPD manages approximately 320 buildings for the RCMP. These properties include detachments in communities with less than 5,000 people, residences, District Offices, and the Pacific Regional Training Centre in Chilliwack. RPD provides recurring O&M services, and project management, in concert with our service provider, CBRE.	Advice/Recommentations
RPD	**University of BC**	Jane Hutton, Director Major Capital Projects at UBC Robson Square 604-822-8414 jane.hutton@ubc.ca	Large tenant at Robson Square Post-Secondary Institution	

Branch	Organization	Contact	Description	Key Issues
RPD	**Vancouver Island Health Authority**	Scott McCarten Corporate Director 250-519-7700 Personal Information	RPD manages approximately 20 buildings for the Island Health Authority. RPD provides recurring O&M services, and project management, in concert with our service provider, CBRE.	Advice/Recommentations
RPD	**CBRE**	James Lawrence Senior Managing Director CBRE Limited Global Workplace Solutions 416-775-1309 416-554-1777 (Mobile) Personal Information	Service Provider for facilities management services and project delivery services.	
RPD	**CBRE**	Atanu Guha General Manager Alliance Director Province of BC, Real Property Division Account CBRE Global Workplace Solutions Personal Information	Service Provider for facilities management services and project delivery services. Local contact.	Advice/Recommentations
RPD	**Kwantlen Polytechnic University**	Jaret Lang Associate Vice President Campus and Community Planning Personal Information	Kwantlen Polytechnic University has 5 campuses across the lower mainland.	
RPD	**BC Construction Association**	Chris Atchison President 250-475-1077 (General Number) Personal Information	Industry Association	• Alignment with the construction sector

Branch	Organization	Contact	Description	Key Issues
RPD	**BC Assessment**	Andy Hoggarth Vice President, Finance and Executive Financial Officer Personal Information andy.hoggarth@bcassessment.ca	BC Assessment develops and maintains real property assessments throughout British Columbia in addition to providing real property information.	• Surplus property disposition support.
GDX	**Neil Squire Society**	Greg Pyc Western Regional Manager 604-473-9363 gregp@neilsquire.ca	Neil Squire Society takes an active role in making a difference in the lives of people with physical disabilities.	Advice/Recommentations
GDX	**Simon Fraser University (SFU)**	Shauna Sylvester Executive Director Morris J Wosk Centre for Dialogue 778-782-7895 shauna_sylvester@sfu.ca	SFU research organization and public engagement facilitator.	• Media commentator on public engagement and Canada's democracy. Important talent pipeline for developing public engagement practitioners.
GDX	**University of British Columbia (UBC)**	Mark E. Warren Professor 604-822-4355 mark.warren@ubc.ca	Academic commentator on public engagement issues.	• Interested in new forms of citizen participation, forms of democratic representation, relationship between civil society and democratic governance, corruption of democratic relationships.
GDX	**First Peoples Heritage Language and Cultural Council**	Tracey Herbert Chief Executive Officer 250-652-5952 Executive Assistant's Email: claudine@fpcc.ca	GDX worked with FPCC on the First Voices initiative - preserves and revitalizes Indigenous languages across province.	• Indigenous language revitalization. Supports with technology solutions and management.

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
CITZ does not require any non-crown agency appointments made by OIC within 90 days.			

Tab D

MINISTRY OF CITIZENS' SERVICES

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
No Crown Agencies

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Grants-in-lieu of property taxes	Quote in news release	Nov 16-Dec 31 TBC *(grants distributed mid-November per legislated req., NR issued upon return of gov't)*	NA
Service BC Online Appt Tool	Quote in news release	Nov 16-Dec 11	NA
FOI Ministerial Order extended (TBC)	Information bulletin/ news release (quote)	Nov 16-Dec 16	NA
Nanaimo Regional Correctional Centre contract awarded ($157M)	Possible event (speaker)/ news release (quote)	Nov 16-Dec 16	Nanaimo
B.C. joins National Master User Agreement	Joint federal NR (quote)	Nov. 16-Dec. 16	NA
Onboarding federal services to BC Services Card	Joint fed-prov news release (quote)	Dec. 7-30	NA
BC Service Card activations for COVID test booking and results *(could be health lead)*	Event (speaker) and news release (quote)	Dec 1-Jan 15	TBC
Expansion of the Procurement Concierge program	Event (speaker) and news release (quote)	December – January *(with legal, timing TBC)*	Victoria (TBC)
Care Card retired (health lead, CITZ supports)	Information bulletin/ news release (quote)	January-March	NA
Barrier-Free Program	Event (speaker) and news release quote	Jan 1-30 (TBC)	Victoria (TBC)
Langford Westhills Office	Event (speaker) and news release (quote)	Jan/Feb 2020 TBC	Langford

Tab 1

Tab A

Appendix A-1

MINISTRY PROFILE

Ministry:

The province's K-12 education system is responsible for ensuring that the learning outcomes of over 665,000 students are achieved, and that they acquire the knowledge and skills necessary to contribute to a healthy society and a prosperous, sustainable economy.

The Ministry of Education places student success at the center of its mandate, by continually focusing on improving results and ensuring equity of access and outcomes for all learners. As specified in the *Statement of Education Policy Order*, the ministry's mandate is to develop the "Educated Citizen," which is defined as the intellectual, human, social, and career development of students. The ultimate purpose being that our children achieve their individual potential and become independent adults who enjoy happy, successful, and prosperous lives.

Ministry Mandate:

The Ministry of Education has a duty to set policies for the British Columbia public school system in accordance with specified duties and powers. The Ministry has a corresponding responsibility to ensure that the education system provides students with opportunities for a quality education in a cost-effective manner; to set standards and overall directions for the education system; to provide leadership and encouragement to all educational agencies in the province; to cooperate with provincial agencies in the delivery of non-educational support services to students; and to focus at a high level of provincial concern on the following areas:

(1) finance and facilities;
(2) program direction, development and implementation;
(3) student access and achievement;
(4) teaching performance; and
(5) system evaluation and public accountability.

Budget:

Resource Summary

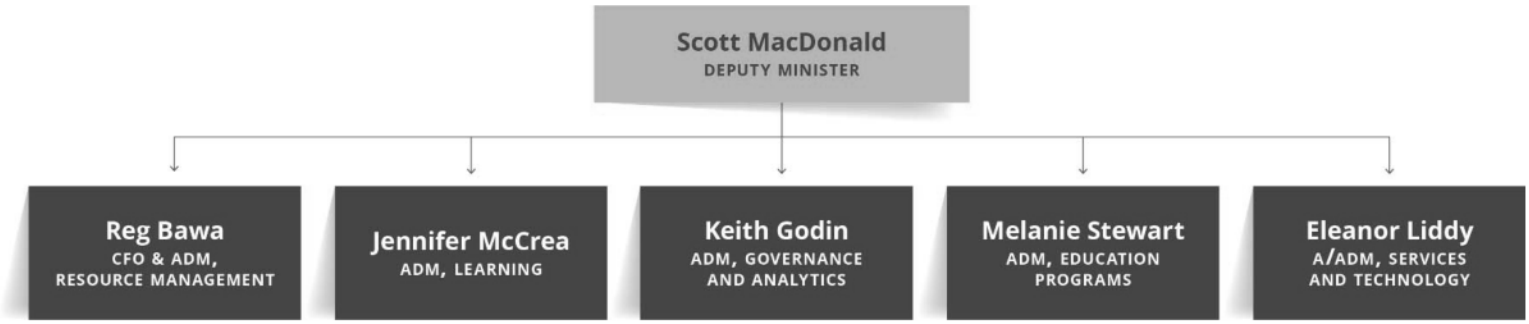
Core Business Area	2019/20 Restated Estimates[1]	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Public Schools	5,970,100	6,124,152	6,153,324	6,160,733
Independent Schools	436,469	448,839	448,839	448,839
Transfers to Other Partners	76,477	42,636	76,052	76,052

Executive and Support Services	46,899	42,300	42,660	42,660
British Columbia Training and Education Savings Program Special Account	30,001	30,001	30,001	30,001
Teachers Act Special Account	8,952	8,975	6,791	6,791
Total	**6,568,898**	**6,696,903**	**6,757,667**	**6,765,076**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	179	601	2	2
Capital Plan ($000)				
Public Schools	788,189	880,192	884,547	705,015

[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.

Full Time Equivalents (FTEs): 386 FTEs *(328 Ministry FTEs and 58 Teachers Act Special Account FTEs)*

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

SCOTT MACDONALD

Scott MacDonald was appointed Deputy Minister of the Ministry of Education in July 2017.

Scott has built extensive leadership experience in British Columbia's education system and BC public service. He began his career as a teacher with the Vancouver and Victoria School Boards prior to joining the Ministry of Education in 1992. While at the Ministry of Education he managed a wide range of policies and programs including the development of the provincial curriculum and assessments, evaluating learning resources, and building information management systems. Before moving to other roles in the provincial government in 2009, Scott was Assistant Deputy Minister of Governance and Accountability at the Ministry of Education.

Scott held senior roles with the BC Public Service including Assistant Deputy Minister at the Ministry of Jobs, Tourism, Skills and Training, where he led the skills training and labour market programs across the Province, and Chief Executive Officer of Pacific Carbon Trust, a Crown corporation of the B.C. provincial government.

A native of Edmonton, Alberta, Scott achieved his Bachelor of Education from the University of Alberta, followed by a Masters of Business Administration from Royal Roads University.

Personal Information

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

REG BAWA

Reg is the Assistant Deputy Minister of the Resource Management Division and the Executive Financial Officer of the Ministry of Education, a position he has held since 2017. He received his chartered professional accountant (CPA) designation in 1998.

Reg has been part of the public service since 1992, starting with the Ministry of Finance, Superannuation Commission, and progressing through many levels in a number of ministries. Reg has held executive positions with the Banking & Cash Management Branch of the Provincial Treasury and as Assistant Deputy Minister and Executive Financial Officer of the Ministry of Children and Family Development. Reg's other career stops have included the Office of the Comptroller General, Service BC, Provincial Revenue and previously with the Ministry of Education as Director of Funding and Compliance.

In addition, Reg has been a trustee on the Teachers' Pension Board since 2010 and is currently on the board of Focused Education Resources. Reg has experience on the boards of the Healthcare Benefits Trust, Community Social Services Employers' Association and Canadian Payments Association's Stakeholder Advisory Council. Personal Information

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

KEITH GODIN

Keith is the Assistant Deputy Minister of the Governance and Analytics Division. Keith is an entrepreneurial and trusted leader with over 15 years' experience in public policy and strategy for organizations internal and external to government. He has a passion for creating organizational cultures that value collaboration and innovation, motivating teams toward a common vision and cause of action, and is an experienced change leader in dramatically improving the use of evidence-based decision making in public sector organizations.

In his current role, Keith leads teams in Victoria and Vancouver across the following business lines: strategic policy, governance and legislation, labour relations and workforce (including teacher certification and professional conduct), accountability and system performance, stakeholder relations, analytics, international education, as well as oversight of the independent school system. Keith also sits on the boards of the BC Public School Employers Association and the BC Council for International Education.

Prior to his appointment at the Ministry of Education, Keith was Executive Director at Treasury Board Staff, responsible for the social services sector and oversight of $6 billion in government spending.

Keith has a Bachelor's degree in Economics and a Master's degree in Public Policy, completed the Program on Negotiation from Harvard Law School, and continues to invest in executive education at UBC's Sauder School of Business.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

ELEANOR LIDDY

Eleanor is currently Acting Assistant Deputy Minister of the Services and Technology Division with a range of responsibility, including information technology (eg. student information services, ministry services and network connectivity to schools), services to students and schools such as Student Certification and Open School BC, and the Learning Modernization Project, which is the broad transformation across the education sector of K-12 curriculum, assessment and graduation requirements.

In her career with the provincial government, Eleanor has managed the implementation of MyEducation BC, the student information service, across the province and was also Director of Open School BC, an award-winning e-learning and resource development unit. Staff engagement and developing high performing teams is a key focus for Eleanor, and her teams have been recognized as Top Ten Work units within the Public Service Agency since 2008.

Prior to joining the Public Service, Eleanor was an educator for over 20 years, beginning as a high school science and math teacher.

Eleanor has a Bachelor of Science from the University of Guelph, a Post Degree Professional Teacher Certification from the University of Victoria, and a Masters in Adult and Workplace Learning from the University of Calgary.

EXECUTIVE MEMBER BIOGRAPHY

JENNIFER MCCREA

Before taking on her current role as Assistant Deputy Minister of the Learning Division with the Ministry of Education, Jennifer served in two other roles within the Ministry: Director for Strategic Human Resources, and Director of Communications for seven years as part Government Communications and Public Engagement. Prior to joining the Ministry of Education Jennifer worked with the Ministries of Aboriginal Affairs, Small Business, Tourism and Culture and Government's central policy office.

Jennifer holds a Bachelor of Science in Business Management, a diploma in Public Administration, courses in Human Resource Management and certification as a Compassionate Systems Master Practitioner from Massachusetts Institute of Technology (MIT).

EXECUTIVE MEMBER BIOGRAPHY

MELANIE STEWART

Melanie has 13 years' experience in the BC Public Service, first joining as a senior policy analyst in 2007. During her diverse public service career, Melanie has held progressively senior positions in a wide variety of ministries and has held five ADM appointments.

Prior to joining the public service, Melanie had a successful academic career teaching political science and communications at York University in Toronto as well as the University of Victoria and Royal Roads University.

Melanie holds a PhD. in Political Science and master's degree in Women's Studies from York University.

Personal Information

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: N/A

Core Business/ Program Area Description/Critical Business Processes:

The Deputy Minister's Office (DMO) is the primary liaison between the Ministry and the Minister's Office, partner groups and central government. The DMO is responsible for overseeing the strategic and operational business of the Ministry, as well as Corporate Planning, Intergovernmental Relations and Correspondence Writing Services.

During the current COVID-19 pandemic, the DMO has led the Ministry response with respect to the education sector by creating and working closely with a provincial steering committee made up of parents, teachers, support workers, Indigenous rightsholders, school leaders and trustees to ensure the health and safety of all students and staff in their school communities.

Budget: Government Financial Information

Full Time Equivalents (FTEs): 17

Related Legislation: N/A

Organizational Chart:

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Melanie Stewart

Core Business/ Program Area Description/Critical Business Processes:

The Education Programs Division (EPD) plays a central role in setting learning standards for the K-12 education system. The division is responsible for: curriculum, assessment and reporting, graduation requirements, and student transitions. EPD is comprised of two branches: Curriculum and Assessment and Strategic Policy and Integration.

Curriculum and Assessment Branch manages all activities related to curriculum design and development, large-scale assessment design, delivery, marking and results-reporting, and student reporting policies.

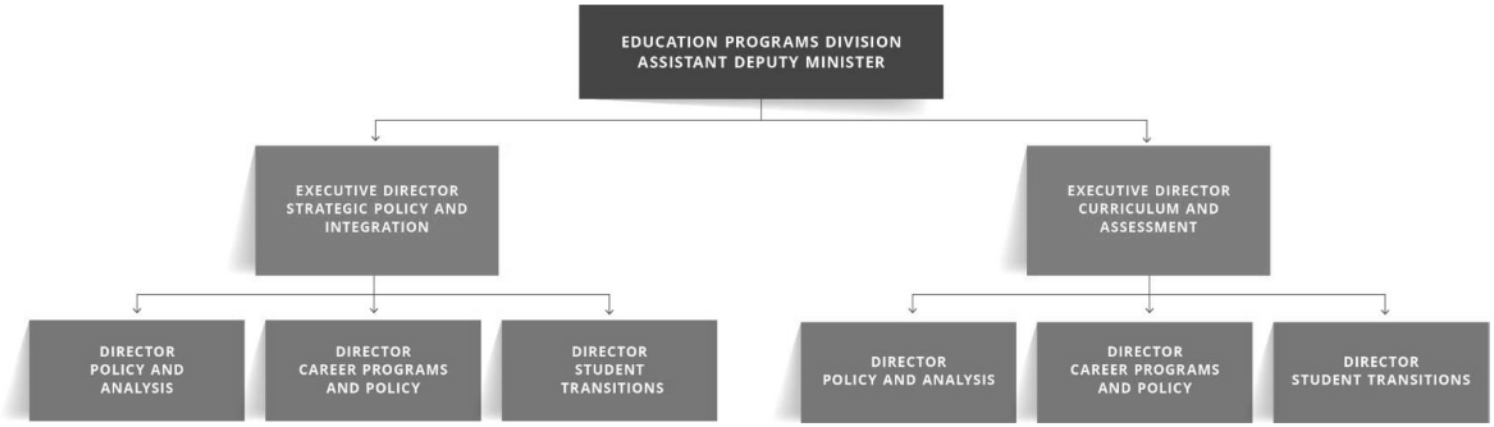
Strategic Policy and Integration Branch is responsible for policy, programs, and standards related to graduation, career development, and student transitions to the post-secondary system and employment. The branch is also responsible for the ministry's scholarships program and provides support to the division for stakeholder engagement, communications, and change management.

Budget: Government Financial Information

Full Time Equivalents (FTEs): 45

Related Legislation: *School Act*, *First Nations Education Act, Independent School Act, Teacher's Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Keith Godin

Core Business/ Program Area Description/Critical Business Processes:

The Governance and Analytics Division is responsible for leading and enabling evidence-based decision making, policy, accountability, and good governance to improve student success in B.C. Through the use of evidence, strategic public policy, legislation, and other government levers, our team guides the strategic direction and decisions that shape the delivery of educational services across the province with the fundamental purpose of improving educational outcomes of students in B.C. The division's core business areas include:

Strategic Policy: represents BC at international education policy forums (e.g. OECD), designs sector-wide strategies (e.g. Policy for Student Success) and identifies opportunities for continuous improvement.

Governance and Legislation: leads changes to legislation, reviewing policy, completing ministers' appointments, regulatory changes, and assisting with the administration of student appeals.

Sector Performance and Accountability: through the Framework for Enhancing Student Learning, monitors student and school district outcomes and intervenes to improve results.

Workforce and Labour Relations: workforce intelligence, leads labour relations in collaboration with the sector and Ministry of Finance, as well as shaping leadership development.

Teacher Certification & Regulation: certification and regulation of B.C. teachers; including the improvement of certification processes and service; oversight of the BC Teachers Council and the Commissioner for Teacher Regulation.

Education Analytics Office: data collection, analysis and insight to guide strategic direction and inform decision making; utilizes expertise in economical, statistical, and social evaluation undertaking research, reporting, surveys, predictive analysis and forecasting.

International Education: administration of international education programs in B.C. as well as the Offshore Schools Program, which enables schools outside of Canada to offer the B.C. education program.

Independent Schools: policy and legislative oversight for independent schools and homeschooling in B.C and ensuring the effective regulation of school certificate holders in the independent sector.

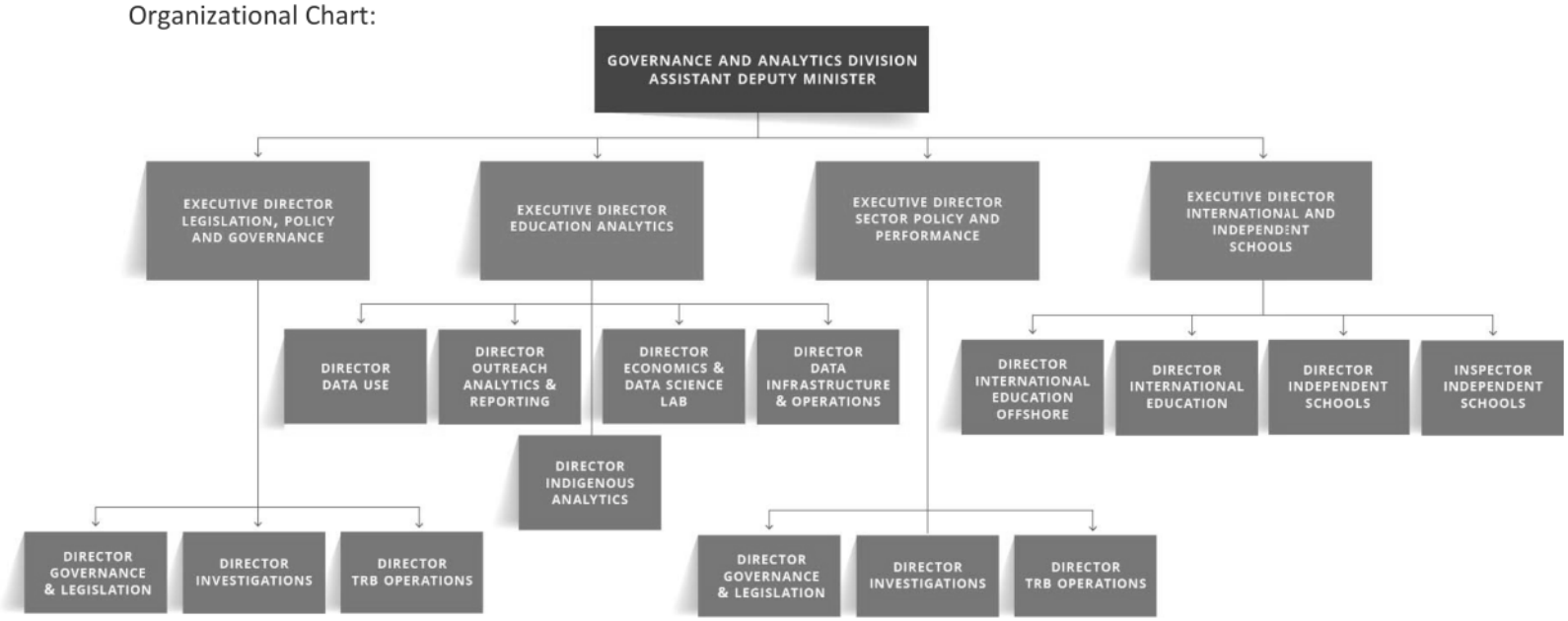
Partner Relations: supports the Minister's Office and the Ministry in leading the engagement with sector partners and rights-holders and aims to employ innovative ways to consult and develop initiatives with the sector to focus on improving student outcomes.

Budget Government Financial Information

Full Time Equivalents (FTEs): 129

Related Legislation: *School Act; Independent School Act; Teachers Act; First Nations Education Act; Libraries Act*

Organizational Chart:



LEARNING DIVISION: CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Jennifer McCrea

Core Business/ Program Area Description/Critical Business Processes:

The Learning Division supports improving student outcomes and life chances through leadership and support to school districts in the areas of Early Learning, Indigenous, Inclusive and French Education and has responsibility for student safety and wellness in the province with a strong focus on mental health. Public libraries are also within the Learning Division responsibilities. The division is split into two main areas: Equity, Wellness and Inclusion; and Learning and Community Supports.

Equity, Wellness and Inclusion - focuses on a framework for education that supports equitable outcomes for students with disabilities or diverse abilities, Indigenous learners, English language learners and children and youth in care; and supports system-wide mental health promotion. The branch serves school districts, other ministries, partner organizations, educators and all learners through three program areas:

- Inclusive Education supports school districts to achieve equitable learning outcomes for students with disabilities or diverse abilities, English language learners and children and youth in care.
- Indigenous Education provides leadership to school districts to drive systemic change to ensure all Indigenous student graduate with a full spectrum of options for post-secondary, career and life. Key areas of focus include implementation of the BC Tripartite Education Agreement (BCTEA) and First Nations Jurisdiction over education.
- The Mental Health in Schools (MHiS) Strategy guides the leadership and capacity building in the education sector and includes substance use and addictions.

Learning and Community Supports - focuses on programs that improve children's transitions in the K-12 system; promotion and enhancement of French education programs; strengthening the public library system; healthy, safe and welcoming school environments; and support for emerging Ministry priority projects. The branch serves school districts, other ministries, partner organizations educators and all learners through five program areas:

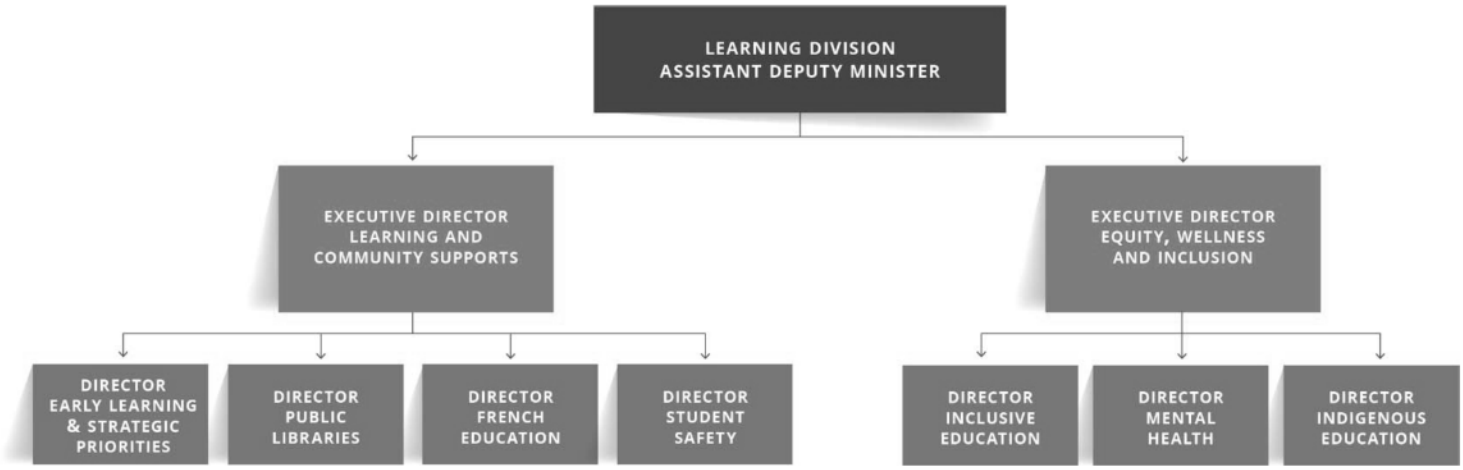
- The Early Learning covers children from birth to age 8 (grade 3) through programs that improve children's successful transitions into the K-12 system.
- French Education - under the Canadian Charter of Rights and Freedoms, BC is obligated to offer education in English and French. The Federal government contributes $17.4M per year to the province for French language learning programs.
- British Columbia's 71 public libraries play a crucial role in providing vital access to information, programs and resources.
- Student Safety supports the development of healthy, safe and welcoming school environments.
- Strategic Priorities manages key initiatives from inception to implementation such as: anti-racism and student hunger.

Budget Government Financial

Full Time Equivalents (FTEs): 50

Related Legislation: *School Act; Independent School Act; Teachers Act; First Nations Education Act; Libraries Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Reg Bawa

Core Business/ Program Area Description/Critical Business Processes:

The Resource Management Division is responsible for the oversight and management of approximately $7 billion in operating funding to the K-12 sector; the K-12 funding formula; and establishes and administers the Ministry of Education's Capital Program, estimated at $880 million annually.
In addition, the division is responsible for the ministry's overall budget and financial oversight and a wide range of corporate services: financial services; strategic human resources; risk management; and planning/reporting. There are four branches within this division:

- Capital Management Branch – enables school districts to provide safe and effective learning environments for students and teachers by prioritizing projects and allocating capital funding to build, upgrade, renovate and maintain schools. This includes capital planning, capital project approvals, capital project funding, project implementation oversight and condition assessment.

- Funding and Financial Accountability Branch – has oversight for the allocation and management of approximately $6B of operating and special purpose funding to BC's 60 Boards of Education and more than 300 independent school authorities. This includes K-12 operating funding, implementation of elements of the BC Tripartite Education Agreement (BCTEA), funding compliance and oversight, school district financial oversight and collective bargaining and negotiations support.

- Management Services Branch – provides corporate services to Ministry staff through financial and procurement support. This includes financial planning and budget development and management, strategic financial planning, management of facilities and workspaces, business continuity, procurement and contracts, and risk management.

- Strategic Human Resources Branch – supports learning and development for employees, including implementing ministry-specific Leadership Development Programs. Supports include developing and implementing strategies to address diversity and inclusion, reconciliation, employee wellness, new employee onboarding, succession management, mentoring and employee performance. Also included is the provision of advisory services to staff, managers and executive.

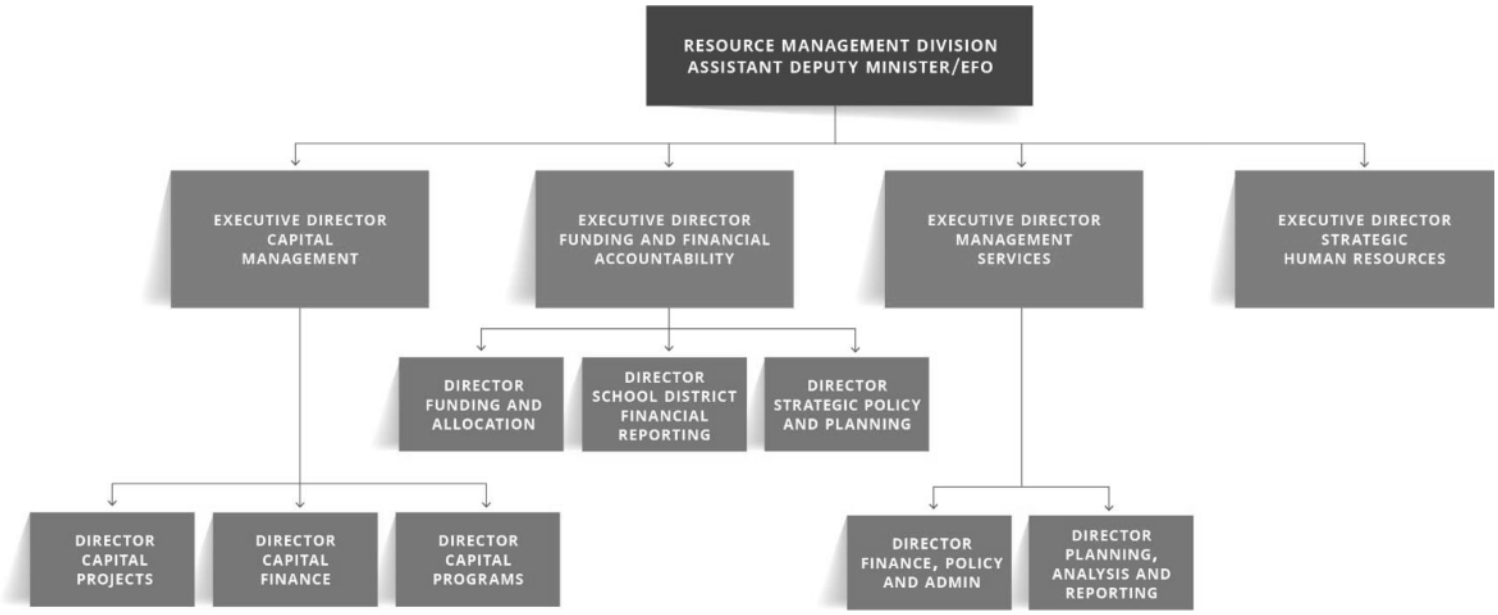
Government Financial Information

Budget:

Full Time Equivalents (FTEs): 75

Related Legislation: *School Act; Independent School Act; Teacher's Act*

Organizational Chart:



Appendix A-3

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Eleanor Liddy

Core Business/ Program Area Description/Critical Business Processes:

The Services & Technology Division (S&T) provides digital services to the Ministry, the education sector, and cross -government partners by working in collaboration with school districts, Independent School Authorities, post-secondary institutions and other education sector organizations and jurisdiction such as the Yukon. The Division is also responsible for data collection, security and privacy and includes the Chief Information Officer function. There are three branches within the division:

Student Information Data and Educational Networks provides four services directly to the sector: MyEducation BC, Data Management, Student Certification and the Next Generation Network.

- MyEducation BC is the provincial student information service that provides secure access to a single educational record for students, no matter where they learn in British Columbia.
- The Data Management unit is responsible for the administration of the Personal Education Number and multiple data collections on behalf of the ministry.
- Student certification is responsible for achievement data collection, reporting examination results, certifying BC secondary school graduates and issuing transcripts. It also manages the BC Training and Education Savings grant program
- The K-12 Next Generation Network (NGN) provides reliable high-speed internet connectivity to every public school and school district offices in the Province of BC.

Online Learning & Education Resources branch is focussed on the modernization and delivery of online learning in both public and independent schools. It also develops and delivers learning resources to teachers through Open School BC and the new service, ShareEd BC.

The Digital Strategies and Services branch provides leadership and support for the re-engineering, improvement and protection of the ministry's information technology (IT) assets, data and workplace technologies. It has three key areas of service:

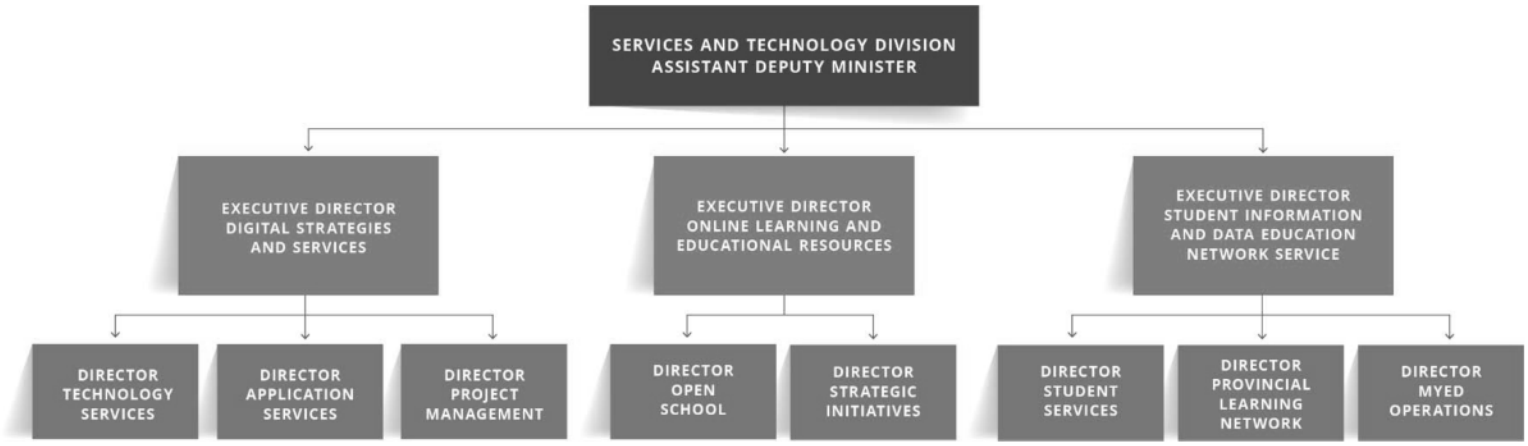
- Workplace technology services provides information technology helpdesk, advice and support on protecting and optimizing the ministry's information assets, and support services for workstations, mobile devices and managed printing. It is also responsible for ministry privacy and information security.
- Digital transformation is accountable for delivering a portfolio of transformative projects for data reporting and analytics and modernization of legacy IT applications.
- Application and infrastructure management is responsible for business analysis, application and infrastructure management that ensures stable and reliable IT solutions and services are provided for the ministry. They run all the IT operational services.

Budget: Government Financial

Full Time Equivalents (FTEs): 90

Related Legislation: *School Act; Freedom of Information and Protection of Privacy Act (FOIPPA)*

Organizational Chart:



Tab B

MINISTRY OF EDUCATION
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
BCSTA	**BC School Trustees Association**	Stephanie Higginson, President Ph: 604-734-2721 Cell: 250-741-6939 Email shigginson@bcsta.org	All 60 Boards of Education are members of BCSTA. The association acts as a coordinated voice to advocate for the needs and priorities of Boards of Education. It also provides professional development, legal counsel and communications for Boards of Education.	• Workforce deployment and labour relations (e.g., bargaining) • Strategic planning and district core operations (e.g., Framework for Enhancing Student Learning, SD reserves, capital infrastructure) • Reconciliation (e.g., BC Tripartite Education Agreement) • Leadership development
BCSSA	**BC School Superintendents Association**	Chris van der Mark, President Ph: 250-877-6831 Cell: 250 398-3809 Email: chris.vandermark@sd27.bc.ca	Comprised of 320 members that include superintendents, assistant superintendents, directors of instruction and other senior executives in BC's 60 school districts. BCSSA supports professional development for district leaders while representing their collective interests at the provincial level.	• Strategic planning and district core operations (e.g., Framework for Enhancing Student Learning) • Labour relations (e.g., bargaining) • Equity and reconciliation (e.g., BC Tripartite Education Agreement) • Leadership development
BCASBO	**BC Association of School Business Officials**	Flavia Coughlan, President Ph: 604-466-6225 Email: president@bcasbo.ca School district email: flavia_coughlan@sd42.ca	BCASBO is a professional association of business officials working in school districts, such as leaders working in financial (e.g., secretary-treasurers), HR, and IT departments. They provide professional development opportunities and networking activities for their 206 members.	• Financial and capital management (e.g., operational grants, capital projects, infrastructure, federal government's Safe Return to Class Funding) • Leadership development • Involvement in Ministry decision-making committees and consultation activities

Branch	Organization	Contact	Description	Key Issues
BCPVPA	**BC Principals and Vice-Principals' Association**	Darren Danyluk, President Ph: 604-689-3393 Email: ddanyluk@bcpvpa.bc.ca	BCPVPA is a voluntary professional association representing about 2,500 school leaders employed as principals and vice-principals (P/VPs) in BC's public education system.	• Professional equity and consistency of terms & conditions of employment (e.g., negotiation agency, unionization) • Leadership development • Initiatives to support P/VPs' health and well-being
FISA BC	**Federation of Independent School Associations BC**	Ed Noot, President Ph: 604.684.6023 ed.noot@scsbc.ca	FISA BC is a non-profit society representing approximately 300 of the 350 independent schools in BC. FISA acts as a liaison between schools and the government, as well as other educational institutions.	• Stability in funding for independent schools (e.g., operating grant formula, federal government's Safe Return to Class Funding) • International students (e.g., current border closure and impact on student enrolment) • Online/distributed learning
BCPSEA	**BC Public School Employers Association**	Allan Chell, Board Chair (School District No. 19 Revelstoke) Personal Information Renzo Del Negro, Chief Executive Officer Ph: 604-730-4511 Personal Information Email: renzod@bcpsea.bc.ca	Member of the Public Sector Employers' Council (PSEC), and provides a link between government and public sector bodies on compensation and other human resource management issues. BCPSEA is the accredited bargaining agent for the province's 60 Boards of Education, for unionized teaching and support staff in the public education system. BCPSEA has a Board of Directors consisting of seven elected school trustees and four government representatives (including two from EDUC).	• Workforce deployment (e.g., staff accommodation process/request during the pandemic) • Labour relations (e.g., bargaining, collective agreement provisions, BCPVPA's negotiation agency request) • Human resources (e.g., staff recruitment in the K-12 education sector)

Branch	Organization	Contact	Description	Key Issues
BCTF	**BC Teachers Federation**	Teri Mooring, President Ph: 604-871-2153 Email: presidentsoffice@bctf.ca tmooring@bctf.ca	The BCTF is the union of public school teachers, representing about 45,000 members in BC. All public school teachers belong to the BCTF and their local teachers' association.	• Working conditions for teachers (e.g., bargaining) • Education Restart Plans and lack of adequate working conditions and resources • Equity and inclusion • Foundation Skills Assessment • Teacher recruitment and retention
CUPE	**Canadian Union of Public Employees**	Paul Faoro, President CUPE BC Ph: 604-291-9119 Email: pfaoro@cupe.bc.ca	CUPE BC represents about 30,000 education workers in K-12 schools across the province. Their membership includes educational workers, such as education assistants, library technicians, bus drivers, custodians and school office staff.	• Working conditions for support staff (e.g. Education Assistants, custodians, etc.) Advice/Recommentations • Health and safety issues re COVID
BCCPAC	**BC Confederation of Parent Advisory Councils**	Andrea Sinclair, President Ph: 604-554-0796 Email: andreasinclair@bccpac.bc.ca	Charitable organization registered under the BC Society Act that represents Parent Advisory Councils (PACs) and District Parent Advisory Councils (DPACs) across the province. Approximately 743 members including 693 PACs and 50 DPACs.	• Parent advocacy & capacity building (e.g., resources for parents to understand processes/options to raise concerns with their school district) • Inclusion & equity (e.g., availability of online learning options during the pandemic, consistency of programs and services across the Province) • Student mental health and well-being (e.g., ERASE, SOGI)
BCTC	**BC Teachers Council**	Jim Iker, Chair Ph: 604-340-1990 Email: BCTC@gov.bc.ca	Composed of 16 members: 8 teacher representatives, 7 representatives of partner associations other than teachers and one Ministry appointee. Under the Teachers Act, the BCTC is responsible for: setting standards for teachers and educators in BC (e.g., education, competence and	• Certification standards for teachers (e.g., reconciliation, standards to support anti-racism in education) • Standards for teacher education programs

Branch	Organization	Contact	Description	Key Issues
			professional conduct requirements), setting standards for post-secondary teacher education programs, and reviewing and approving post-secondary teacher education program.	
ABCDE	**Association of BC Deans of Education**	Dr. Allyson Jule, Chair Ph: 604-513-2105 Email: Allyson.Jule@twu.ca	ABCDE represents the nine provincial teacher education programs. ABCDE aims at enhancing cooperation among teacher education programs and other educational stakeholders in providing quality undergraduate and graduate teacher education programs as well as research.	• Teacher education programs • Student-teacher practicums • Implementation of online/blended approach for teacher education programs
FNESC	**First Nations Education Steering Committee**	Tyrone McNeil, President Ph: 604-925-6087 Email: tyrone@fnesc.ca Deborah Jeffrey, Executive Director Ph: 604-925-6087 Email: djeffrey@fnesc.ca	**Rights Holders Representatives** FNESC is a policy and advocacy organization that represents and works on behalf of First Nations in BC. FNESC has a mandate to support First Nations students and advance First Nations education in BC. Membership is open to BC First Nations communities (bands).	• First Nations control of First Nations education • Shared decision-making between First Nations and boards of education • Accountability for the educational outcomes of First Nation students attending BC public schools • Racism and inequity experienced by First Nation students
FNSA	**First Nations Schools Association of BC**	Clayton Grice, President School number: 250-394-4293 Email: Clayton.Grice@protonmail.com	**Rights Holders Representatives** FNSA represents and works on behalf of First Nations operated schools on-reserve. Almost all 131 First Nations schools in BC are members of the Association. FNSA has a mandate to support schools in creating effective,	• First Nations control of First Nations education • Shared decision-making between First Nations and boards of education • Accountability for the educational outcomes of First Nation students attending public schools • Racism and inequity experienced by First Nation students

Branch	Organization	Contact	Description	Key Issues
			nurturing, and linguistically and culturally appropriate education environment.	
MNBC	**Métis Nation BC**	Clara Morin dal Col, President Ph: 604-557-5851 cmorin-dalcol@mnbc.ca	**Rights Holders Representatives** MNBC represents 38 Métis Chartered Communities in British Columbia. MNBC's mandate is to develop and enhance opportunities for Métis communities by implementing culturally relevant, social, and economic programs, and services.	• Shared decision-making between Métis Nations and boards of education • Accountability for the educational outcomes of Métis students attending public schools • Racism and inequity experienced by Métis students

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
EDUC does not require any non-crown agency appointments made by OIC within 90 days from October 26.			

Tab D

MINISTRY OF EDUCATION

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
No Crown Agencies

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Jointly Convened Annual Meeting (JCAM)	Provide opening remarks	Nov. 17-18	Virtual Event
BC Confederation of Parent Advisory Councils Annual Summit	Provide opening remarks	Nov. 21	Virtual Event
BC School Trustees Association (BCSTA) - Trustee Academy	Provide remarks	Nov. 26-28	Virtual Event
Bilateral Meeting – First Nations Education Steering Committee (FNESC)	Bilateral Meeting with FNESC Board Chair	Mid-December	TBD
Partner Liaison Meeting	Provide opening remarks or keynote address	Jan. or Feb. TBD	Virtual Event
Capital Day – Budget 2021	Present EDUC capital plan to full Treasury Board	Feb. TBD	TBD

tab 2

Tab A

MINISTRY PROFILE

Ministry of Energy, Mines and Petroleum Resources:
The Ministry's mandate supports: quality economic growth, advancing the shift to clean energy use and reduced carbon emissions, increasing individuals' standards of living, and sustaining provincial revenues. At the same time, the Ministry does so in a way that furthers reconciliation opportunities with Indigenous peoples and the social and economic well-being of communities in B.C.

The sectors for which the Ministry is responsible contribute significant economic value throughout the Province from rural and northern B.C., to the Lower Mainland and Vancouver Island. In 2019/20, mineral exploration, mining and related sectors contributed to over $9 billion to the B.C. economy and provided well-paying direct jobs for more than 30,000 British Columbians. There are currently 14 mines in operation throughout B.C.

The Province shares up to 37.5% of incremental mineral tax with First Nations through Economic and Community Development Agreements (ECDA). There are currently 48 signed ECDAs with 48 First Nations covering 24 mines in B.C. and $130M has been shared to date. Mining is also a key employer of Indigenous people in rural and remote communities with Indigenous people making up 7% of Canada's mining workforce on average and up to 29% at some mines such as Pretivm's Brucejack mine and Newcrest's Red Chris mine.

In addition, in 2019/20, the oil and gas sector was estimated to contribute almost $4 billion to the B.C. economy. The ministry supports the expanding market for Zero-Emission Vehicles (ZEVs) and a variety of incentive-based and regulatory programs (e.g. building retrofits to increase energy efficiency and lower energy costs and greenhouse gas emissions, electrification initiatives, renewable and low carbon fuels, and clean technology investment), to create innovation and economic opportunities as our society shifts to lower its greenhouse gas footprint.

The Ministry's commitments to Indigenous reconciliation are reflected in all levels of work carried out by the Divisions and are being rolled into in a Ministry Reconciliation Plan. It will summarize how the Ministry is committed to addressing aboriginal rights and title interests and to implementing UNDRIP. The Plan will include a Cultural Learning Program for staff, a review of how we currently operate to identify strengths and opportunities, and an incremental approach to reviewing our legislation for alignment with UNDRIP. This is also supported by the Environmental Stewardship Initiative - a $30 million program with 30 Indigenous nation participants.

Ministry Mandate (as per the Service Plan): 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.

The Ministry supports the Minister's governance responsibilities for the following Crown Corporations: British Columbia Hydro and Power Authority (BC Hydro), and the BC Oil and Gas Commission (OGC).

Budget:

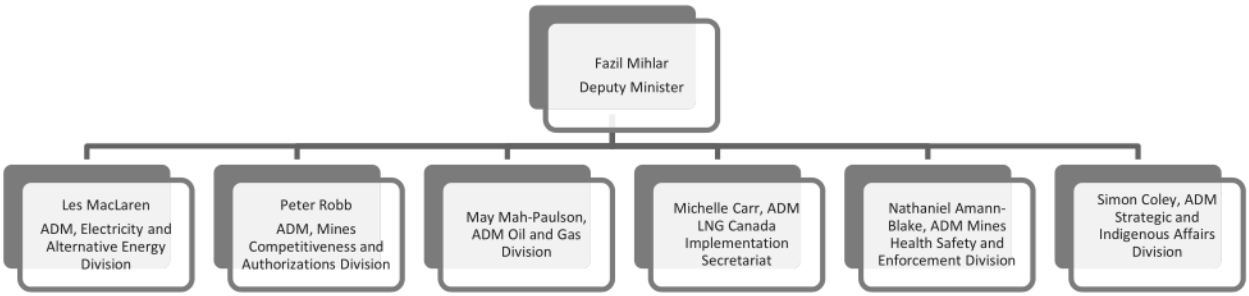
Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Mines Competitiveness and Authorizations	17,525	18,293	18,487	18,487
Mines Health, Safety and Enforcement	9,297	10,306	10,674	10,674
Electricity and Alternative Energy	117,346	51,147	28,960	28,960
Oil and Gas	17,913	16,772	16,855	16,855
Strategic and Indigenous Affairs	3,100	3,031	3,055	3,055
Executive and Support Services	11,857	11,386	11,539	11,539
Innovative Clean Energy Fund Special Account	3,243	2,696	2,326	2,326
Total	**180,281**	**113,631**	**91,896**	**91,896**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	198	218	218	218
Total	**198**	**218**	**218**	**218**
[2] Other Financing Transactions ($000)				
Oil and Gas Commission Receipts	(46,800)	(45,050)	(43,300)	(45,300)
Oil and Gas Commission Disbursements	46,800	45,050	43,300	45,300
Net Cash Requirement (Source)	0,000	0,000	0,000	0,000
Total Receipts	**(46,800)**	**(45,050)**	**(43,300)**	**(45,300)**
Total Disbursements	**46,800**	**45,050**	**43,300**	**45,300**

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Total Net Cash Requirement (Source)	**0,000**	**0,000**	**0,000**	**0,000**

[1] For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.
[2] The Ministry collects production levies (operating) and OSRF revenues on behalf of the Oil and Gas Commission, but not pipeline revenues.
* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

Full Time Equivalents (FTEs): 400 (September 12, 2020)

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

Fazil Mihlar was appointed, effective June 15, 2020, as Deputy Minister, Ministry of Energy, Mines and Petroleum Resources. Prior to this role, Fazil was Deputy Minister, Ministry of Jobs, Economic Development and Competitiveness; Deputy Minister, Climate Leadership; Assistant Deputy Minister, Institutions and Programs Division, Ministry of Advanced Education; and Assistant Deputy Minister, Oil and Strategic Initiatives Division, Ministry of Natural Gas Development. Before joining government in 2013, Fazil was Associate Editor of The Vancouver Sun newspaper.

Fazil has been nominated twice for a National Newspaper Award for best editorial writing in Canada. Before joining The Vancouver Sun in 1999, Fazil managed the Royal Bank Financial Group's public affairs department for B.C. and the Yukon. He was also Director of Regulatory and Labour Market Studies at the Fraser Institute and managed a small business consulting group at Simon Fraser University.

Fazil holds a B.A. in Economics from Simon Fraser University, an M.A. in Public Administration from Carleton University and a Marketing Diploma from the Chartered Institute of Marketing in London, England. He also completed a Certificate Course on Risk Management at Harvard University.

Fazil is the author/co-author of many research reports including *A Review of the Canada/US Free Trade Agreement*, *The Cost of Regulation in Canada* and *The Rational Consolidation of Banking in Canada*.

EXECUTIVE MEMBER BIOGRAPHY

Nathaniel Amann-Blake
Assistant Deputy Minister
Mines Health, Safety and Enforcement Division
Ministry of Energy, Mines and Petroleum Resources

Nathaniel Amann-Blake (Nate) was appointed Assistant Deputy Minister, Mines Health, Safety and Enforcement in February 2019.

Prior to this role, Nate was Executive Lead for Compliance and Enforcement in B.C.'s mining sector among other leadership positions in the Ministry of Energy, Mines and Petroleum Resources. Nate joined the Province of B.C. in 2007 with the Environmental Assessment Office managing the review of major projects around the province. Nate previously worked with the Government of Canada in Indigenous Affairs.

Nate holds a B.Sc. in Geography from the University of Victoria and an M.Sc. in Environmental Policy from the University of Oxford Personal Information

EXECUTIVE MEMBER BIOGRAPHY
Wes Boyd – ADM Corporate Services for the Natural Resource Ministries (CSNR) and EFO (AGRI, ENV, EMPR, MIRR)

Wes has been ADM and EFO for AGRI, EMPR, ENVV, and MIRR since April 4, 2016. He joined the CSNR team from the Ministry of Technology, Innovation and Citizen Services where he was the ADM of Logistics and Business Services. Wes' responsibilities in that position included procurement and supply services, and administration of the Freedom of Information and Protection of Privacy Act, on behalf of all ministries.

Wes has a Bachelor of Arts degree in Economics and a Master of Public Administration from the University of Victoria. He started his career in the public service in 1989 in the Ministry of Social Services. Wes has enjoyed many positive and rewarding roles in the Ministries of Health, Employment and Investment, Finance, Healthy Living and Sport, Olympic Games Secretariat, and Technology, Innovation and Citizen's Services. Wes also enjoyed his experience at Partnerships BC and BC Ferry Services Inc.; and as the Provincial representative on the Community Social Services Employers' Association (CSSEA) Board of Directors.

Wes' career path is guided by seeking new challenges, interests and experiences. He has prioritized new roles that excited him, built on strengths, and/or challenged him. Wes took this approach rather than simply focusing on a position that would move him up the organization and in doing so, was always engaged and his career progression came along naturally.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

Michelle Carr was appointed Assistant Deputy Minister, LNG Canada Implementation, Ministry of Energy, Mines, and Petroleum Resources, effective October 2018. In this role, Michelle is accountable for leading the provincial implementation of the $40B LNG Canada project and associated Coastal GasLink natural gas pipeline, working across all government sectors, and with the companies, Indigenous and non-Indigenous communities, the federal government, and stakeholders to address implementation risks and optimize and align activities so that the benefits of the historic private sector investment are realized.

Michelle came to the Ministry from the Liquor and Cannabis Regulation Branch, where she was the Assistant Deputy Minister and General Manager responsible for the regulation and public safety of over 10,000 liquor industries and non-medical private retail cannabis industries.

From 2014 to 2017, Michelle was the Assistant Deputy Minister of the Operations Division of the Environmental Assessment Office (EAO), responsible for conducting environmental assessments for LNG, oil, mining, wind, water and transportation projects, worth an estimated $121 billion in potential capital investment.

Michelle recently celebrated 25 years as a public servant and has had the opportunity to hold a variety of interesting economic development, negotiations, operations, policy and legislative portfolios.

Michelle received her Bachelor and Master of Arts degrees in Geography from the University of Victoria in 1992 and 1997, respectively and a Certificate in Advanced Leadership from the Sauder School of Business Executive Program in 2016.

EXECUTIVE MEMBER BIOGRAPHY

Simon Coley
Assistant Deputy Minister
Strategic and Indigenous Affairs Division
Ministry of Energy, Mines and Petroleum Resources

Simon Coley has worked with the Province for 20 years, mostly as a Ministry of Attorney General lawyer. He is currently an Assistant Deputy Minister (ADM) in the Ministry of Energy, Mines and Petroleum Resources and leads the Strategic and Indigenous Affairs Division.

Simon started his career with the Ministry of Attorney General in the Aboriginal Law Group advising various natural resource ministries on Crown-Indigenous negotiations, consultation and treaty-related initiatives. He worked for seven years as a Special Advisor in the Deputy Minister's Office in the Ministry of Energy and Mines and then the Ministry of Natural Gas Development. Simon has also held positions as: Strategic Advisor for the Premier's Office, Treaty Negotiator with the Ministry of Aboriginal Relations and Reconciliation, and Ministerial Assistant to the Attorney General.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

Les MacLaren
Assistant Deputy Minister
Electricity and Alternative Energy Division
Ministry of Energy, Mines, and Petroleum Resources

Les holds a BSc in Geology from Queen's University and an MBA from the University of British Columbia. After working for 10 years in oil and gas exploration and development in western Canada and Australia, Les joined the Ministry of Energy and Mines in 1991. Les has held varying roles in the BC Public Service related to energy policy and Crown corporation governance and performance.

In his current role, Les' responsibilities include: electricity policy and utility regulation; B.C.'s *Clean Energy Act*; inter-jurisdictional relations related to power planning and reliability; the Columbia River Treaty; the Innovative Clean Energy Fund; energy efficiency policy and programs; and emerging and renewable energy pathways and technologies such as hydrogen, biofuels, geothermal and ocean energy.

Les is currently overseeing implementation of key components of the Province's CleanBC Plan, including: Go Electric vehicle and charging/fueling incentives; Better Homes/Better Buildings retrofit incentives; the Remote Community Energy Strategy; electrification programing; and enhancements to BC's low carbon fuel standard.

In 2013, Les was awarded the Queen's Diamond Jubilee Medal in recognition of his many years of dedicated commitment to the BC Public Service.

MAY MAH-PAULSON, ADM, OIL AND GAS DIVISION - BIOGRAPHY

May was appointed the Assistant Deputy Minister of the Oil and Gas Division in the Ministry of Energy, Mines and Petroleum Resources on June 27, 2019 following a six-month assignment leading the Ministry's Oil Infrastructure Group. Prior to that, May was at the Ministry of Indigenous Relations and Reconciliation as a Chief Negotiator (2016 to 2020) and at the Ministry of Energy and Mines as the Chief Gold Commissioner (2012 to 2016) and as the Director of Petroleum Lands (2009 to 2012).

Prior to moving to British Columbia, May worked for Alberta Environment (2000 to 2009) where she was a statutory decision maker responsible for the issuance of authorizations under the Water Act and the Environmental Protection and Enhancement Act. May also worked as an environmental engineer at a consulting firm (1988 to 2000) where she specialized in the remediation of contaminated sites and in developing innovative risk management strategies for the protection of human health and the environment.

In her current role, May leads the Oil and Gas Division in supporting and advancing the responsible development of the oil and natural gas sector in British Columbia. Key accomplishments in 2020 have included the development and implementation of three new reclamation programs with $120M in stimulus funding from the federal government, the bringing into force of the Fuel Price Transparency Act as well as a regulation setting out reporting requirements, and ensuring the timely dissemination of information between industry and government in managing the issues created by COVID-19 within the oil and gas sector.

May has a B.Sc. in Civil Engineering from the University of Alberta and an M.Sc. in Civil (Environmental) Engineering from Queen's University. She maintains her professional engineering designation with Engineering and Geoscientists BC.

EXECUTIVE MEMBER BIOGRAPHY

Peter Robb
Assistant Deputy Minister
Mines Competitiveness and Authorizations Division
Ministry of Energy, Mines and Petroleum Resources

Peter Robb joined the Government of British Columbia in 2001, after several years working in the BC Treaty negotiations process as a consultant. He is a graduate of Bishops University (BComm) and the University of Northern British Columbia (BSc in Environmental Planning). He has spent his entire career working the natural resource sector with a focus on engaging and negotiating with First Nations in the forestry, mining and oil and gas sectors.

He has spent 15 years at the Ministry of Energy and Mines, along with a four-year hiatus at the Ministry of Aboriginal Relations and Reconciliation. Before taking his current role, he was the Executive Director of the Major Mine Permitting Office. He has held numerous positions within government ranging from regional operations, permitting, and negotiating major infrastructure projects.

EXECUTIVE MEMBER BIOGRAPHY

Suzanne Manahan currently holds the position of Executive Project Lead reporting to the Deputy Minister of Energy, Mines and Petroleum Resources (EMPR). In this position Suzanne leads the integration of proponent and cross government teams on all strategic and operational priorities with a focus on projects that have achieved, or near achieving a Final Investment Decision.

Suzanne's previous position was Executive Director, LNG Task Force, in which she played an instrumental role in leading a multidisciplinary team responsible for all aspects of a new, emerging industry including international investment attraction, working closely with industry on major projects, policy and fiscal framework management and the integrated project management between B.C.'s regulatory agencies and project proponents.

Suzanne has been a Project Management Professional (PMP) since 2005 and brings to the ministry extensive experience working as a career public servant for over 30 years. She has held progressively more strategic roles at the executive-level with the Ministries of Natural Gas, Energy Mines, Advanced Education, Small Business, Technology and Economic Development as well as experience with the Ministry of Attorney General and Ministry of Aboriginal Relations.

In addition to her PMP designation Suzanne has attended the Sauder School of Business with the University of British Columbia Strategic Leadership Program and Ryerson's Chief Information Officer Leadership Development program.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Division: Corporate Services for the Natural Resource Ministries

ADM Responsible: Trish Dohan / Wes Boyd

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

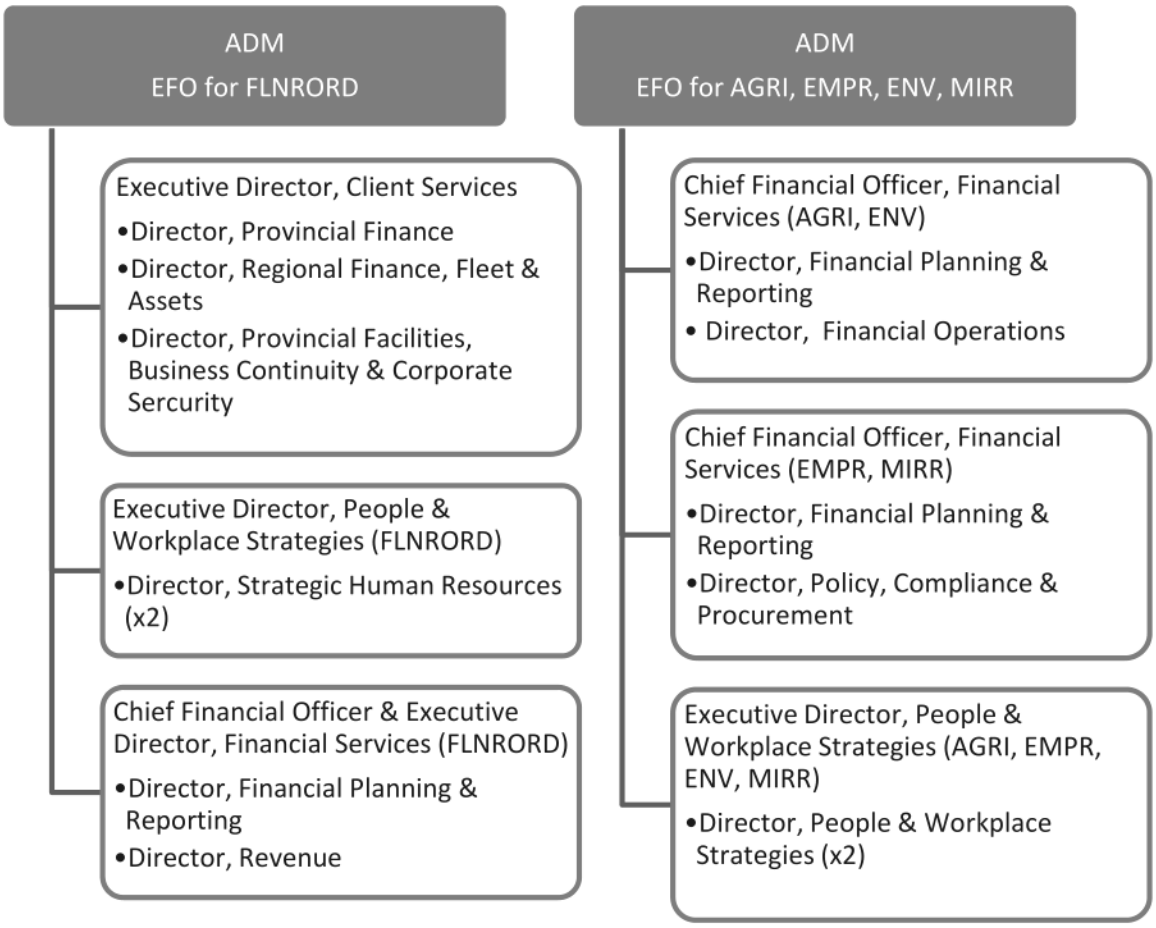
- Workforce Planning – Identify, plan and develop ministry-specific people priorities to meet our ministries' business goals. Examples include ministry workforce plans, succession plans, and recruitment and retention strategies. This also includes workforce analytics and reporting;
- Organizational Effectiveness – 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:
Government Financial Information

Staffing (Headcount): Regular: 334, Auxiliary: 10 Total: 344

Related Legislation: N/A

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Electricity and Alternative Energy Division

ADM Responsible: Les MacLaren, Assistant Deputy Minister

Core Business/Program Area Description/Critical Business Processes

The Electricity and Alternative Energy Division develops and implements legislation, policies and programs to support all forms of electrical power generation and transmission. The Division is also responsible for decarbonization of the Province's energy systems through alternative energy resources and technologies, energy efficiency measures and programs, innovative market transformation strategies, and economic development initiatives with local governments and First Nations across B.C. The Division facilitates thriving, competitive, reliable, efficient and environmentally responsible electricity and alternative energy sectors for the benefit of British Columbians. The Province is dedicated to striking a balance between the responsible development of conventional sources of energy for electricity, heating/cooling and transportation applications, and encouraging reductions in energy demand and greenhouse gas emissions through policies and programs.

The Division is responsible for regulating the energy efficiency of manufactured building components and equipment, advancing the commercialization and deployment of renewable fuels, lowering the carbon intensity of transportation fuels, and developing and implementing provincial policy with respect to the regulation of electricity, natural gas and alternative energy utilities. The Division also ensures that British Columbia's energy interests in inter-jurisdictional relations are met (e.g. the Columbia River Treaty, North American Mandatory Reliability Standards for electricity systems).

The Division supports the Minister and his/her governance responsibilities for any Crown corporations that the may be assigned to the Minister of Energy, Mines and Petroleum Resources (currently BC Hydro). Under the former government, the Division also supported the Minister of Children and Family Development's governance responsibilities for the Columbia Basin Trust and Columbia Power Corporation under a MOU between the two Ministries.

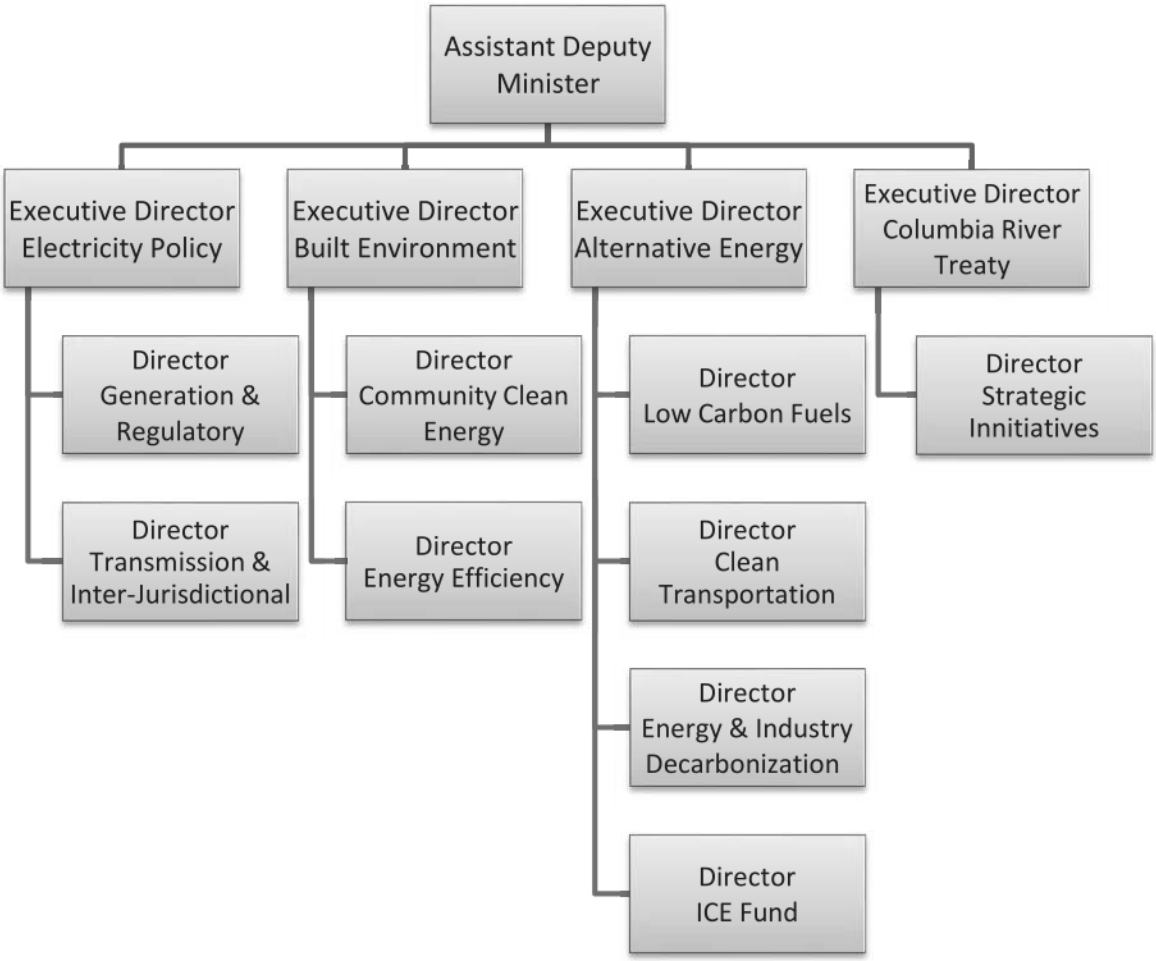
The Division is responsible for the Innovative Clean Energy (ICE) Fund, a Special Account funded by a levy on specified energy products, which is used to invest in projects, programs and initiatives that further the energy and environmental priorities of the government.

Government Financial Information

Full Time Equivalents (FTEs): 63

Related Legislation: *Clean Energy Act; Columbia Basin Trust Act; Energy Efficiency Act; Geothermal Resources Act; Greenhouse Gas Reduction (Renewable and Low Carbon Fuel Requirements) Act; Hydro and Power Authority Act; Special Accounts Appropriation and Control Act; Utilities Commission Act.*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

LNG Canada Implementation

ADM Responsible: Michelle Carr

Core Business/ Program Area Description/Critical Business Processes:

The $40B LNG Canada project (LNG Canada) comprises the LNG Canada facility and the 670-kilometre associated Coastal GasLink pipeline originating in Dawson Creek, and is the largest private sector investment in Canadian history. The LNG Canada Implementation Secretariat (Secretariat) was established to lead the provincial implementation of LNG Canada, working across all government sectors and with the companies, Indigenous and non-Indigenous communities, the Federal Government and stakeholders to address implementation risks and optimize and align activities so that the benefits of the historic private sector investment are realized.

Given the scope and scale of LNG Canada, provincial implementation activities transcend all government sectors, requiring the involvement of all ministries in government. The Secretariat oversees a "whole-of-government" approach to implementation activities to ensure provincial activities are aligned, evidence-based and responsive to current and emerging risks, challenges and opportunities. Cross-government committees have been established that address the suite of provincial implementation activities, including with respect to: regulatory, direct action, legal and environment/climate; social, health and justice impacts and benefits; and workforce, economic and financial impacts and benefits.

The Secretariat is the established provincial coordination point for the projects, facilitating the effort between the Province, the companies, the Federal Government, Indigenous and non-Indigenous communities. A comprehensive approach to the Secretariat's functions are undertaken, and include all aspects of project oversight, including: strategy development, performance management and tracking, provincial direct-action response and coordination, government communications, issues management, engagement, project management and coordination.

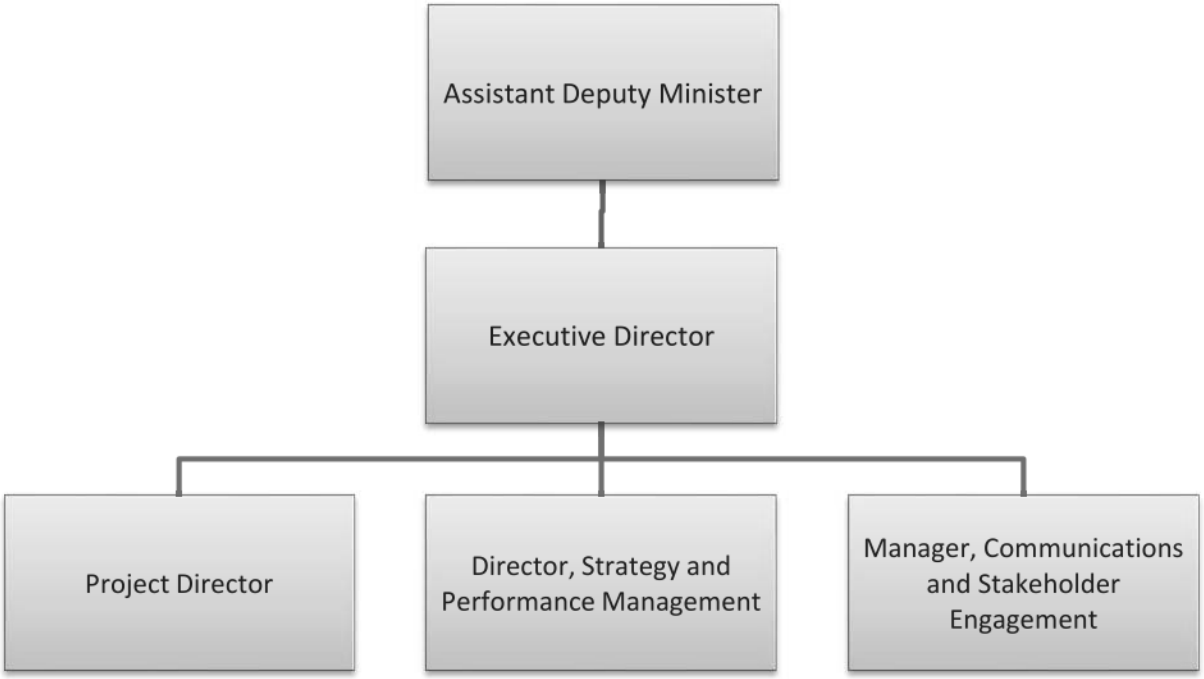
The Secretariat maintains a public-facing information portal that provides all of the regulatory oversight information from the Oil and Gas Commission and the Environmental Assessment Office, as well as provincial agreements with Indigenous nations.

Budget: Government Financial Information

Full Time Equivalents (FTEs): 12

Related Legislation: N/A

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Mines Competitiveness and Authorizations Division

ADM Responsible: Peter Robb, Assistant Deputy Minister

Core Business/ Program Area Description/Critical Business Processes

The Mines Competitiveness and Authorizations Division (MCAD) manages authorizations, tenures, geoscience and policy for the mining cycle from early mineral exploration, development of major and regional mines, and mine closure and reclamation. MCAD is focused on enhancing B.C.'s status as a globally competitive mining jurisdiction by undertaking projects that promote innovation, streamline permitting processes, improve certainty for investors and build the B.C. Brand. Central to this mission is providing fair, effective and transparent authorizations, and focusing on regulatory certainty, Indigenous reconciliation and partnerships, world-class geoscience, innovation, leading environmental standards and development of responsible mining products and low-carbon technologies.

As a foundational natural resource industry with active mines, proposed mines, and exploration and aggregate sites located throughout B.C., the mining sector represents an annual production value of over $10 billion, contributes over $400 million in mineral taxes annually to the Province, directly employs 8,000 workers and provides significant revenue sharing with Indigenous Nations. A robust and competitive regulatory framework is critical to grow the opportunities that mining provides in B.C. while ensuring a healthy, safe, and environmentally responsible sector that creates lasting economic opportunities for British Columbians as part of an inclusive, progressive low-carbon economy.

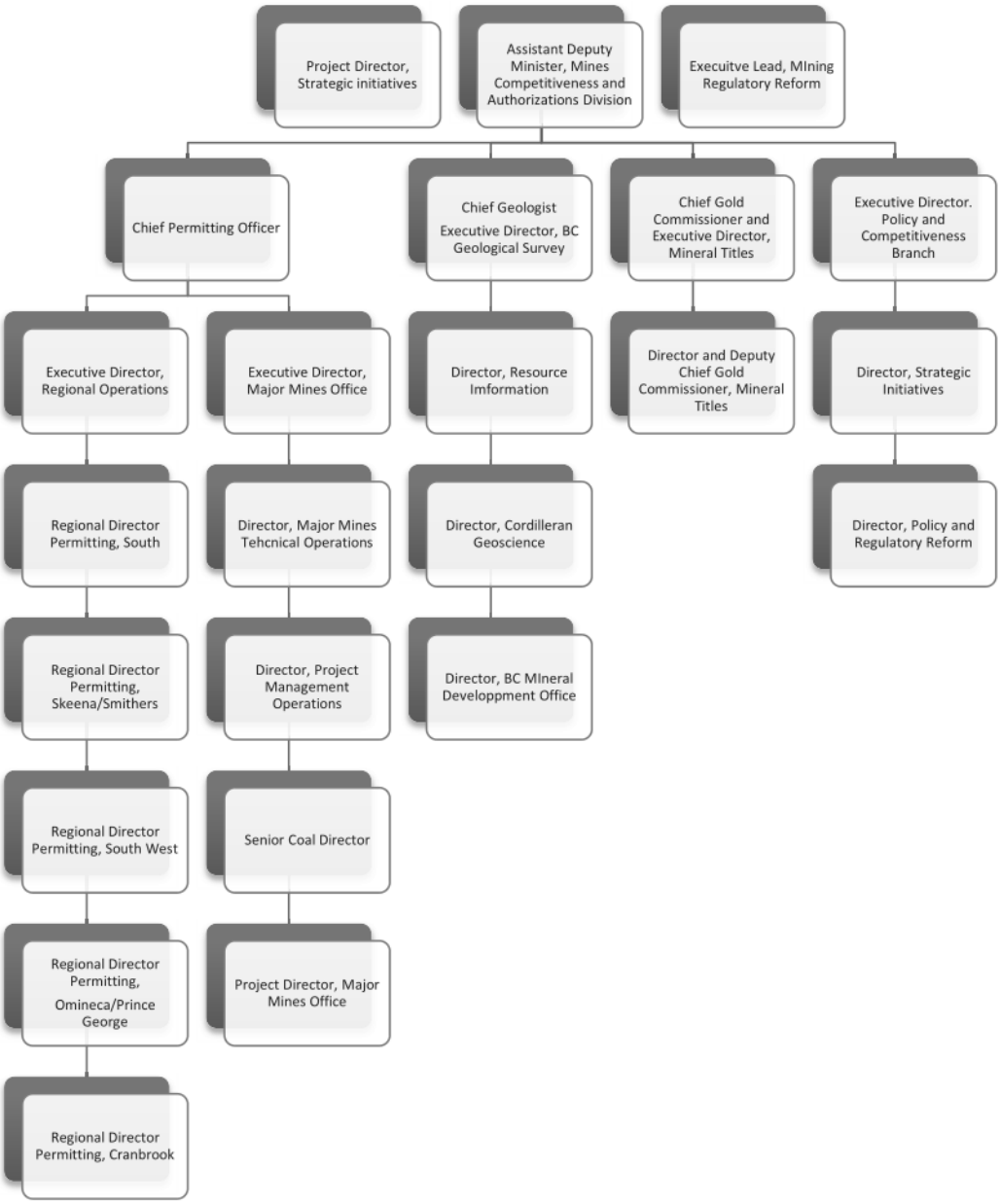
The Division is responsible for the protection of the public interest through transparent and environmentally responsible authorizations, working with the Environmental Assessment Office to support the environmental assessment process, developing an enhanced approvals process to assess mining applications, coordinating major mine permits across government for timely and high-quality review of mines through the Major Mines Office, and supporting consultation and engagement with Indigenous Nations on relevant permit applications, and collaboration and benefit negotiations for major mine developments. The Division also administers mineral and coal tenures, produces high-quality geoscience data to support mineral development and land-use planning through the BC Geological Survey, and develops new policy, regulation and procedures to support and promote a growing, sustainable mining sector and attract new investment to the Province.

Budget: Government Financial Information

Full Time Equivalents (FTEs): 176

Related Legislation: *Mines Act, Mineral Tenure Act, Coal Act, Mineral Land Tax Act, Mineral Tax Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Mines Health, Safety and Enforcement Division

ADM Responsible: Nathaniel Amann-Blake

Core Business/ Program Area Description/Critical Business Processes:

The Mines Health, Safety and Enforcement Division (MHSE) was created in 2019 to ensure clear separation of functions in the Ministry's oversight of the mining sector. Overall, the division is responsible for a proactive risk-based approach to regulating health and safety in B.C.'s mining industry using compliance promotion, inspections, enforcement, and continuously improving overall regulatory effectiveness.

Within the division, the Chief Inspector of Mines is responsible for the oversight of health and safety at mine sites across the province. Core activities include: mine inspections by health and safety specialists; compliance promotion programs; managing the appeal process for orders; serious incident investigations that lead to recommendations for prevention, administrative penalties, or prosecution in the most serious circumstances; industry safety reporting, performance tracking and awards; mine emergency preparedness; and various industry certifications.

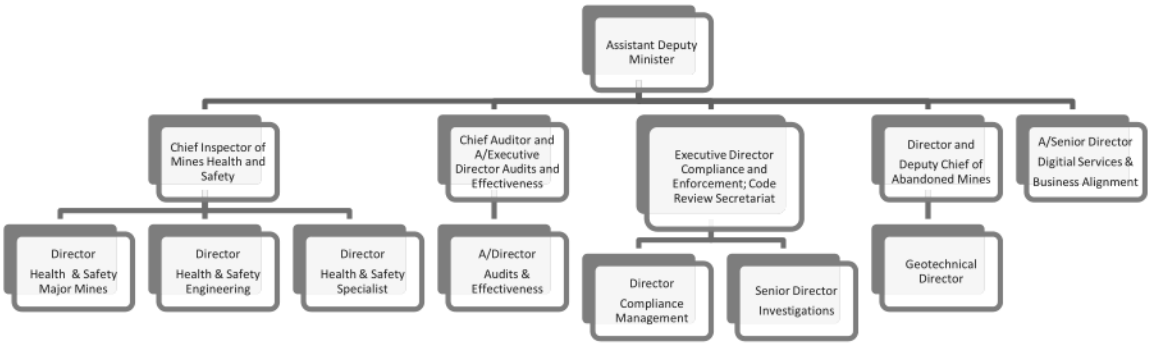
The division houses the Mine Audits and Effectiveness Unit, led by the Chief Auditor to assess the effectiveness of the regulatory system for mining in B.C. in protecting the public, workers, and the environment. The division includes the Code Review secretariat, responsible for managing the Minister-appointed Code Review Committee comprised of industry, labour unions and Indigenous representatives mandated to review and recommend revisions to the Health, Safety and Reclamation Code for Mines in British Columbia. The division also includes the newly established Orphaned and Abandoned Mines branch to address risks at historic mines. The Digital Services team is also housed in the division leading work to increase the transparency, efficiency and effectiveness of tools for regulatory oversight.

Budget: Government Financial Information

Full Time Equivalents (FTEs): 77

Related Legislation: *Mines Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Oil and Gas Division

ADM Responsible: May Mah-Paulson

Core Business/ Program Area Description/Critical Business Processes:

The Oil and Gas Division (Division) guides the responsible and sustainable development of publicly owned natural gas and oil resources to supply domestic and international energy needs. The Division develops and implements programs, policies, regulations and best practices to ensure that British Columbian's resources are developed in a way that aligns with government's strategic priorities and delivers maximum economic benefits to British Columbians. The Division works closely with other natural resource agencies in the Public Service to deliver on its mandate.

The Division is responsible for the issuance, administration and access to oil and gas subsurface tenures, facilitating the development and implementation of interprovincial oil pipelines (specifically the Trans Mountain Expansion Project) and related infrastructure projects, oversight of oil and gas royalties, design of stringent and competitive regulatory and policy frameworks for oil and gas, analyzing current and future oil and gas market trends, revenue and activity forecasting, and promoting opportunities for development of projects that could bring additional value to the province's oil and gas resources. The Division is government's primary liaison with the independent regulator for the oil and gas industry - the BC Oil and Gas Commission.

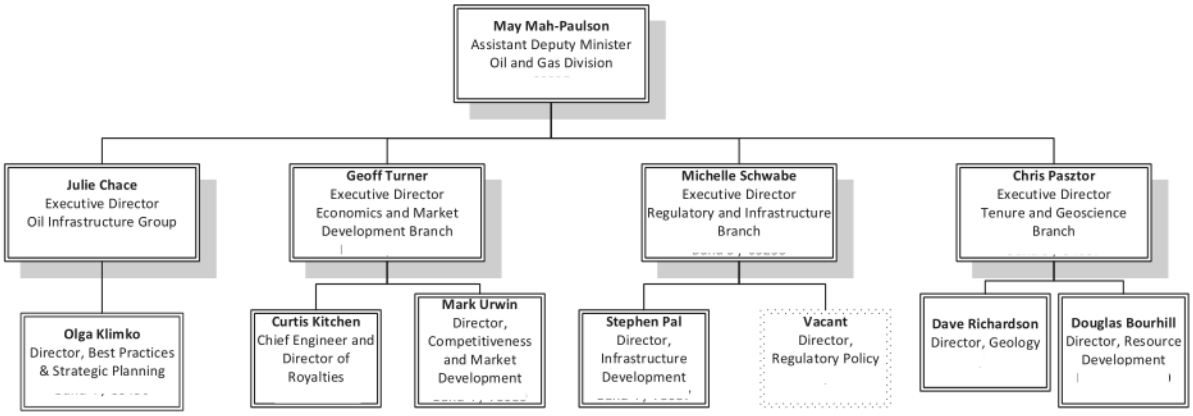
The Division supports the Ministry by facilitating the responsible development of the oil and natural gas sectors. In particular, the Division works directly toward the Ministry Goal #3 of ensuring that "B.C.'s low carbon-intensity oil and gas products provide sustainable jobs for British Columbians, support Indigenous reconciliation and LNG projects meet the government's four conditions".

Budget:
Government Financial Information
Estimates Budget: $16,772,000.00

Full Time Equivalents (FTEs): 61

Related Legislation: *Petroleum and Natural Gas Act; Oil and Gas Activities Act; Fuel Price Transparency Act; Petroleum and Natural Gas (Vancouver Island Railway Lands) Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Strategic and Indigenous Affairs Division

ADM Responsible: Simon Coley

Core Business/ Program Area Description/Critical Business Processes

Strategic and Indigenous Affairs Division was formed in late 2017 to address the need for corporate oversight of the Ministry's Indigenous files and strategic policy functions. The Division works to advance Indigenous reconciliation and key negotiations, support cross-ministry policy, intergovernmental relations, ministry planning and strategic initiatives, and oversee the Environmental Stewardship Initiative.

The Division leads the Ministry's reconciliation plan for related to UNDRIP and the Truth and Reconciliation Commission by coordinating ministry participation in reconciliation tables, leading ministry participation in First Nation negotiations related to major projects and leading the Ministry's spending plan within the provincial Indigenous Funding Envelope. The Division works with the Ministry of Energy, Mines and Petroleum Resources divisions and the Ministry of Indigenous Relations and Reconciliation on key reconciliation related matters, for example Indigenous engagement on CleanBC, and economic recovery matters, such as the Mining Reform Project. The Division also coordinates and manages the funding for the provincial Environmental Stewardship Initiative, which involves approximately 30 Indigenous Nations involved with environmental projects and cumulative effects assessments under what was a $30 million envelope

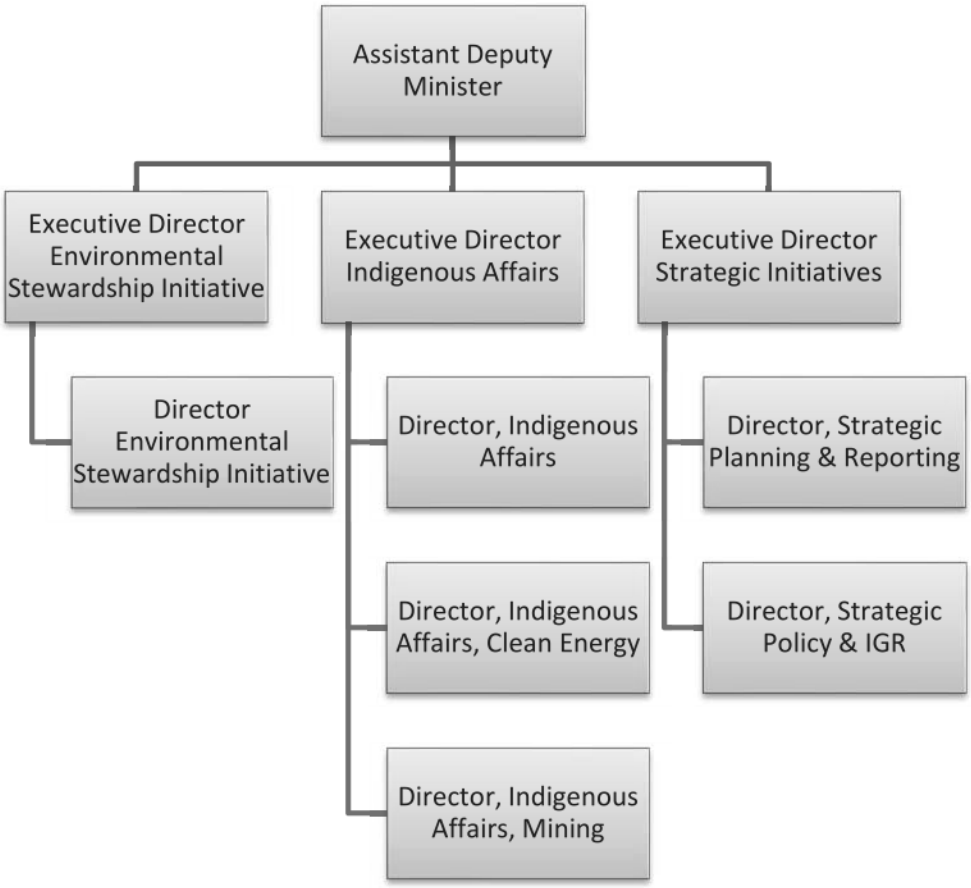
The Division supports the ministry on those planning, intergovernmental and policy files that transect multiple agencies and business lines. Examples include, the BC Regional Mining Alliance, Land Use Planning, Revitalized Environmental Assessment process, intergovernmental negotiations and energy competitiveness (e.g. Environmental, Social and Governance investment). The Division also supports energy and climate policy relating to CleanBC and manages all of the Ministry's corporate reporting processes.

Budget: $ 3.031million

Full Time Equivalents (FTEs): 26 (as of September 12, 2020).

Related Legislation: *Declaration on the Rights of Indigenous Peoples Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Woodfibre Implementation Team

Executive Lead Responsible: Suzanne Manahan

Core Business/ Program Area Description/Critical Business Processes

The Woodfibre Implementation Team is a project management office that leads and directs multiple program areas of significant size and complexity focusing on Liquefied Natural Gas (LNG) projects and associated pipelines that have achieved, or near achieving a final investment decision. Woodfibre LNG and the supporting Eagle Mountain Pipeline is the divisions current focus.

A final investment decision for Woodfibre LNG is anticipated May 2021 with an anticipated CAPEX of $1.4 – $1.8 B, approximately 650 jobs during construction, 100 during operation. OPEX estimates are not currently available.

Eagle Mountain Pipeline, supporting the facility has an estimated CAPEX $750M and labour numbers are not currently available.

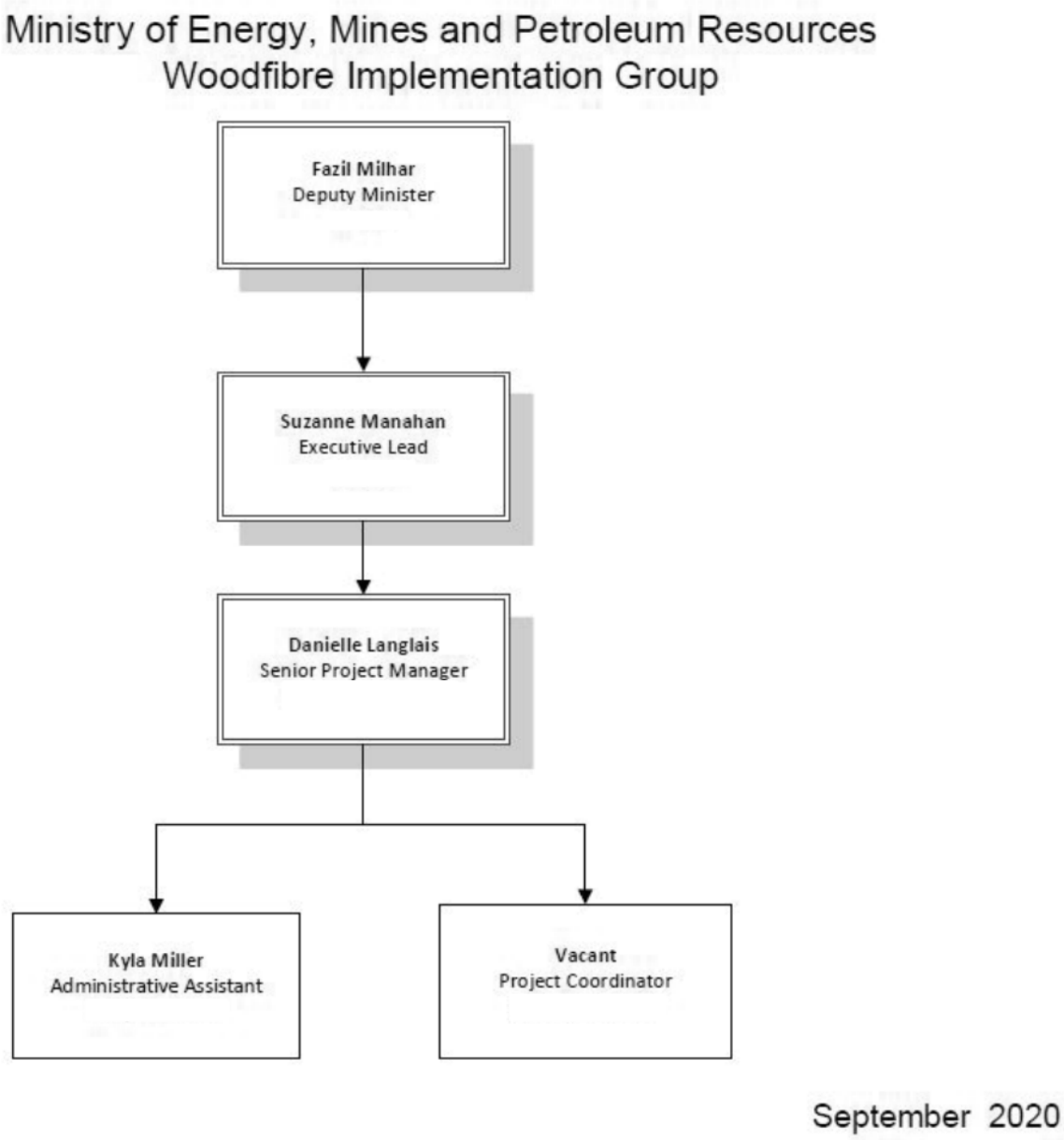
This division exercises authority to make decisions that have significant strategic impacts and outcomes; the team and our cross-government resources are responsible for permitting and regulatory coordination, issues management, negotiations including First Nations and commercial tables, economic and competitiveness analysis and managing, overseeing and implementing initiatives with wide scope and long-term impacts resulting from major project development. Projects are taken from original concept through to final completion.

Budget:
Working Budget: Government Financial Information

Full Time Equivalents (FTEs): 4

Related Legislation: *Petroleum and Natural Gas Act; Oil and Gas Activities Act*

Organizational Chart:



Tab B

ENERGY, MINES AND PETROLEUM RESOURCES
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
MCAD/MSHED	**Association for Mineral Exploration British Columbia (AMEBC)**	Contact Name: Kendra Johnston Title: President and CEO Phone: 604-630-3920 Email: kjohnston@amebc.ca	Through leadership, partnerships, and advocacy, AME BC promotes a sustainable environment and business climate for the mineral exploration industry on behalf of its members.	• Provincial and global Mineral exploration endeavors • Providing a sustainable environment and business climate for the industry
OGD WIG Secretariat	**Canadian LNG Alliance (CLNGA)**	Contact Name: Bryan Cox Title: President and CEO Phone: 778- 379-7640 Email: bcox@canadianlnga.ca	The Canadian LNG Alliance is the voice of the LNG export industry in Canada/British Columbia. Formed in the spring of 2014 as the BC LNG Alliance	• Canadian export of Liquid Natural Gas
OGD, WIG	**Canadian Association of Petroleum Producers**	Contact Name: Geoff Morrison Title: BC Manager Phone: 778-265-3819 Email: geoff.morrison@capp.ca	The Canadian Association of Petroleum Producers (CAPP) represents companies, large and small, that explore for, develop and produce natural gas and crude oil throughout Canada.	• The development and production of natural gas and crude oil throughout Canada • Economic competitiveness Safe, environmentally and socially responsible performance

Branch	Organization	Contact	Description	Key Issues
OGD, WIG, Secretariat	**Canadian Energy Pipeline Association**	Contact Name: Chris Bloomer Title: President and CEO Phone: 587-293-2972 Email: cbloomer@cepa.com Contact Name: Jim Campbell Title: Vice President, Business Environment Phone: 403-221-8761 Email: jcampbell@cepa.com	CEPA represents Canada's transmission pipeline companies who operate approximately 119,000 kilometers of pipeline in Canada and 14,000 kilometers in the United States.	• Canadian oil and gas pipeline projects
OGD	**Canadian Gas Association (CGA)**	Contact Name: Timothy M. Egan Title: President and CEO Phone: 613-748-0057 ext. 300 Email: info@cga.ca	The Canadian Gas Association (CGA) is the voice of Canada's natural gas distribution industry with members including natural gas distribution companies, transmission companies, equipment manufacturers and other service providers.	• Natural Gas distribution and contributing industries
EAED	**Canadian Hydrogen and Fuel Cell Association (CHFCA)**	Contact Name: Mark Kirby Title: President/CEO Phone: 604-283-1040 Email: mkirby@CHFCA.ca	CHFCA is the national industry association dedicated to accelerating Canada's world-leading hydrogen and fuel cell industry.	• Hydrogen and fuel cell technology development and supply logistics

Branch	Organization	Contact	Description	Key Issues
EAED	**Clean Energy BC (formerly Independent Power Producers Association of British Columbia)**	Contact Name: Laureen White Title: Executive Director Phone: 778-229-4791 Email: laureen.whyte@cleanenergybc.org Alternate Contact: Lisa Bateman Title: Office & Event Manager Email: lisa.bateman@cleanenergybc.org Phone: 604-723-5457	Since 1992, the Clean Energy Association of British Columbia (formerly the Independent Power Producers of British Columbia) has been the voice of Clean Energy Producers in BC, to government and the public.	• Clean energy production • Cost-effective electricity • Energy advocacy and knowledge-sharing with the public, media, and decision makers
EAED	**Clean Energy Canada**	Contact Name: Merran Smith Title: Executive Director Phone: 604-947-2200 Email: merran@cleanenergycanada.org	Their mission is to accelerate Canada's transition to clean and renewable energy systems by telling the story of the global shift to clean and low-carbon energy sources.	• Transition to clean, low-carbon, renewable energy systems
Secretariat	**Coastal GasLink**	Primary Contact: Neil Sweeney Title: Vice President, Stakeholder Relations, Canada at TC Energy Phone: 778-328-5333 Email: neil_sweeney@tcenergy.com	The Coastal GasLink project is a 670-kilometre pipeline that will deliver natural gas from northeastern B.C. to the LNG Canada liquefaction facility in Kitimat.	• Pipeline construction. • Natural gas supply (for export).
OGD	**Explorers and Producers Association of Canada (EPAC)**	Contact Name: Tristan Goodman Title: President Phone: (403) 269-3454	EPAC advocates on behalf of its member companies for sound government policy that promotes a thriving independent oil and gas sector.	• Fiscal and regulatory framework that encourages investment and supports a prosperous oil and gas industry; • Educate Canadians about the important contribution of our member companies.

Branch	Organization	Contact	Description	Key Issues
SIAD	**First Nations Energy and Mining Council (FNEMC)**	Contact Name: Dave Porter Title: CEO Phone: 604-924-3844 Email: dave.porter@fnemc.ca	FNEMC is a provincial First Nations non-profit organization. FNEMC's mandate is to support and facilitate First Nation efforts to manage and develop energy and mineral resources in ways that protect and sustain the environment forever while enhancing the social, cultural, economic and political well-being of First Nations in British Columbia.	• Improve social, environmental, political and economic relationships with the Crown, industry and other stakeholders based on respect, recognition, and accommodation of treaty and aboriginal rights and title. • Enhance the economic self-sufficiency and social well-being of First Nations •
OGD SIAD Secretariat	**First Nations LNG Alliance (FNLNGA)**	Contact Name: Karen Ogen-Toews Title: CEO Phone: 604-612-5980 Email: CEO@fnlngalliance.com Contact Name: Crystal Smith Title: Chair Phone: (250) 639-9361 Ext. 111 Email: crystal.smith@haisla.ca	The FNLNG Alliance represents a collective of First Nations who are participating in, and supportive of, sustainable LNG development in BC.	• Sustainable Liquid Natural Gas development • First Nations engagement in the Liquid Natural Gas Industry
MCAD/MSHED OGD	**Geoscience BC**	Contact Name: Gavin Dirom Title: President and CEO Phone: 604-662-4147 Email: dirom@geosciencebc.com	Geoscience BC is an industry-led, not-for-profit, applied geoscience organization.	• Applied Geoscience project funding • Provincial mineral, oil & gas exploration • Collection and interpretation of data

Branch	Organization	Contact	Description	Key Issues
OGD	**Kitimat LNG**	Contact Name: Deidre Reid Title: VP, Policy, Government and Public Affairs Phone: Email: DReid@chevron.com Contact Name: Rod Maier Title: VP, Government and Public Affairs Phone: 403-234-5433	Partners Chevron (50%), Woodside (50%) are proposing to build an LNG facility and Marine terminal at Bish Cove near Kitimat.	• Provincial exportation of Liquid Natural Gas
LNG Canada Secretariat	**LNG Canada**	Contact Name: Susannah Pierce Title: Director of Corporate Affairs Phone: 604-648-7409 Email: Susannah.Pierce@lngcanada.ca	LNG Canada is a joint venture. The export facility is being built in Kitimat, B.C., with operations scheduled to start around mid-decade.	• Provincial exportation of Liquid Natural Gas
MCAD MSHED	**Mining Association of British Columbia (MABC)**	Contact Name: Michael Goehring Title: President and CEO Phone: 604.681.4321 x120 Email: mgoehring@mining.bc.ca	MABC represents the collective needs and interests of operating coal, metal and industrial mineral mining companies.	• Provincial Mineral exploration, mining, smelting, refining and semi-fabrication • The collective needs and interests of operating coal, metal and industrial mineral mining companies Regulatory change and joint industry action
EAED	**Pembina Institute**	Contact Name: Karen Tam Wu Title: Regional Director, British Columbia Phone: 778-893-8455 Email: karentw@pembina.org	Pembina is working to reduce the harmful impacts of fossil fuels while supporting the transition to an energy system that is clean, safe and sustains a high quality of life.	• Decarbonization of buildings, transportation and industry.

Branch	Organization	Contact	Description	Key Issues
OGC	**Petrinex**	Contact Name: Wally Goeres Title: CEO Phone: (403)297-3605 / (780)415-2079 Email: wally.goeres@gov.ab.ca Contact Name: Ian McPherson Title: Director, Strategic Partnerships Phone: (403)297-3316 / (780)638-1421 Email: ian.mcpherson@gov.ab.ca	Petrinex is a joint strategic organization supporting Canada's upstream, midstream and downstream petroleum industry.	• Mission critical business processes and information required for the assessment, levy, and collection of crown royalties.
MCAD/MSHED	**Prospectors and Developers Association of Canada (PDAC)**	Contact Name: Lisa McDonald Title: Executive Director Phone: 416-362-1969 ext. 223 Email: lmcdonald@pdac.ca	The PDAC exists to protect and promote the interests of the Canadian mineral exploration sector and to ensure a robust mining industry in Canada.	• Canadian Mineral exploration and development industries • Standards of technical, environmental, safety and social practices • Industry advocacy, information, and networking
OGD	**Trans Mountain Canada**	Contact Name: Ian Anderson Title: President Phone: 403-514-6545 Email: ian_anderson@transmountain.com	The Trans Mountain Pipeline, formerly owned and operated by Kinder Morgan Canada, was purchased by the Canada Development Investment Corporation in 2018.	• Trans Mountain Expansion Project
WIG	**Woodfibre LNG**	Contact Name: Rob Mingay Title: VP, Corp. Affairs Phone: 1-888-801-7929 Email: info@woodfibrelng.ca	Woodfibre LNG is owned and operated by Woodfibre LNG Limited, a subsidiary of Pacific Oil and Gas Limited (a part of the Singapore based RGE group of companies). The project is	• Provincial oil and gas exportation

Branch	Organization	Contact	Description	Key Issues
			proposing to build a 2.1 MTPA export facility located near Squamish.	
MCAD	**Teck Resources**	Contact Name: Don Lindsay Title: President and CEO Phone: 604-699-4000 Email: Don.Lindsay@Teck.com	Headquartered in Vancouver, British Columbia (B.C.), Canada, Teck owns or has interests in 10 operating mines, a large metallurgical complex, and several major development projects in the Americas.	• Operating mines

tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
EMPR does not have any OIC appointments required within 90 days.			

Tab D

MINISTRY OF ENERGY, MINES AND PETROLEUM RESOURCES

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
Assayers Certification Program in BC
BC Hydro
BC Oil and Gas Commission

Appendix D

BRIEFING NOTE

CROWN AGENCIES

Name: Assayers Certification Program in British Columbia (ACP)

Legislative Authority: Ministry of Energy and Mines Act, Section 15

Mandate:
To certify that assayers operating in British Columbia are fully trained and qualified by conducting proficiency examinations set and invigilated by the Assayers Certification Board of Examiners. The Minister's signature on a certificate verifies that assayers have passed examinations and are qualified to carry out assays for the public.

Current Appointees:

- Manzur Chaudhry, Chair
- Elaine Woo, Professional Member
- David Tye, Professional Member

Appointments required: (CABRO to provide)

- None

Issue(s):

- None

Key Contact: (Ministry, not Crown)

- Adrian Hickin
- Chief Geologist and Executive Director
- 250-953- 3801

Appendix D

BRIEFING NOTE
CROWN AGENCIES

Name: BC Hydro (British Columbia Hydro and Power Authority)

Legislative Authority: *Hydro and Power Authority Act*

Mandate:
The *Hydro and Power Authority Act* gives BC Hydro its mandate to generate, manufacture, conserve, supply, acquire, and dispose of power and related products.

Current Appointees:

- Ken Peterson, Chair
- Len Boggio, FCPA, FCA, ICD.D
- Daryl Fields
- Robert Gallagher
- James P. Hatton, Q.C.
- Valerie Lambert, CPA, CA, ICD.D
- Irene Lanzinger
- Nalaine Morin
- John Nunn, P. Eng.
- Catherine Roome, P. Eng, FEC, ICD.D
- Chris Sanderson, Q.C.

Appointments Required:

Current Board Member Name	Term Expiration	Required Timeframe for Appointment
Daryl Fields	December 31, 2020	**60 days**
Irene Lanzinger	December 31, 2020	**60 days**
Nalaine Morin	December 31, 2020	**60 days**
Catherine Roome	December 31, 2020	**60 days**
Bob Gallagher	January 15, 2021	**90 days**
James Hatton	January 31, 2021	**90 days**

Issues:

1. Site C Budget – **60 days** (Corporate Transition Note prepared by Ministry of Energy, Mines and Petroleum Resources (EMPR) and Ministry of Finance (FIN))
2. Timing to restart public and Indigenous engagement Integrated Resource Plan – **30 days**
3. Net Income / Cost of Capital – **60 days** (Corporate Transition Note prepared by EMPR and FIN)
4. Comprehensive Review Phase 2 – **30 days** (Corporate Transition Note prepared by EMPR)
5. Powerex Trade Income – response to BCUC – **30 days**

Key Contact:

- Les MacLaren
- Assistant Deputy Minister, Electricity and Alternative Energy Division
- 250-952-0673

BRIEFING NOTE
CROWN AGENCIES

Name: BC Oil and Gas Commission

Legislative Authority: Oil and Gas Activities Act

Mandate:
Under the Oil and Gas Activities Act, the Commission is the provincial, single-window regulatory agency with responsibilities for overseeing oil and gas operations in British Columbia, including exploration, development, pipeline transportation and reclamation. The Commission is also responsible for overseeing operations related to LNG, secondary processing of natural gas and aspects of geothermal development.

Current Appointees:

- Fazil Mihlar, Chair
- Patrick Kelly, Director
- Paul Jeakins, Vice Chair

Appointments required:

- None

Issue(s):

- None

Key Contact: (Ministry, not Crown)

- May Mah-Paulson
- Assistant Deputy Minister, Oil and Gas Division
- Phone: (778) 698- 9691

Tab E

Page 326 of 406 to/à Page 327 of 406

Withheld pursuant to/removed as

Advice/Recommentations; Intergovernmental Communications; Government Financial Information

Tab 3

Tab A

MINISTRY PROFILE

Ministry:

The Ministry of Environment and Climate Change Strategy's (ENV) mandate contributes to the physical and mental health, economic and environmental well being of B.C. citizens by ensuring access to clean and safe water, land and air. It also provides citizens outdoor recreation and exploration experiences with BC Parks, which also contributed to maintaining healthy ecosystems. The ministry also administers CleanBC, the Province's plan to achieve a sustainable, resilient low-carbon economy that supports clean and diverse economic growth. This includes leadership on the Province's strategy for climate preparedness and mitigation. Additionally, ENV includes, as a separately administered entity, the Environmental Assessment Office, which leads the revitalized environmental assessment process for major proposed projects in the province in a manner that protects the environment and fosters a sound economy for all citizens.

Ministry Mandate:

The 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.

Budget:

Core Business Area	2019/20 Restated Estimates[1]	2020/21 Estimates[2]	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Environmental Protection	13,314	12,935	13,343	13,343
Environmental Sustainability	23,622	22,669	22,896	22,896
BC Parks	41,567	40,682	40,892	40,892
Conservation Officer Service	19,244	19,014	19,254	19,254
Climate Action	14,849	12,883	12,947	11,706
Clean BC Program for Industry	55,352	55,365	55,386	55,386
Executive and Support Services	24,786	24,584	24,606	24,546
Sub-Total	192,734	188,132	189,324	188,023
Park Enhancement Fund	9,800	9,000	9,000	9,000
Sustainable Environment Fund	25,929	26,032	26,135	26,135
Total	**228,463**	**223,164**	**224,459**	**223,158**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	22,837	24,521	20,092	20,092
Park Enhancement Fund	400	400	400	400
Total	**23,237**	**24,921**	**20,492**	**20,492**
Other Financing Transactions ($000)				
Climate Action (Greenhouse Gas Emissions offsets)				
Disbursements	10,000	10,000	10,000	10,000
Net Cash (Requirements)	(10,000)	(10,000)	(10,000)	(10,000)
Total Disbursements	**10,000**	**10,000**	**10,000**	**10,000**
Total Net Cash Source (Require.)	**(10,000)**	**(10,000)**	**(10,000)**	**(10,000)**

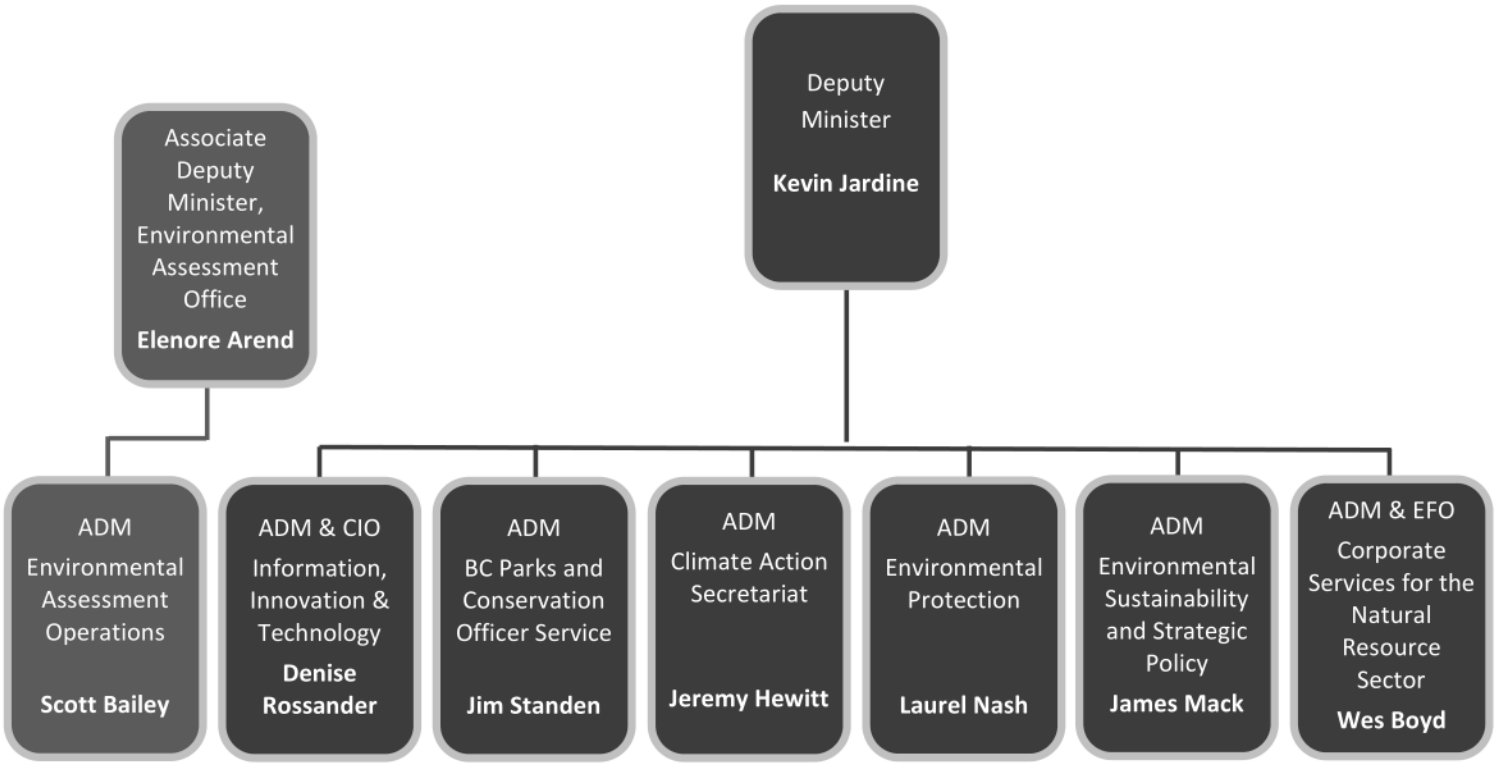
Environmental Assessment Office

Core Business Area	2019/20 Restated Estimates[3]	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Environmental Assessment Office	14,531	14,712	15,322	15,322
Info., Innovation and Technology	6,357	6,770	7,070	7,070
Total	**20,888**	**21,482**	**22,392**	**22,392**

[1] For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.
[2] Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.
[3] For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

Full Time Equivalents (FTEs): 1,410

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

Kevin Jardine, Deputy Minister, Ministry of Environment and Climate Change Strategy

Kevin Jardine was appointed Deputy Minister of Environment and Climate Change Strategy on April 23, 2020. Immediately prior, he was Associate Deputy Minister of the Environmental Assessment Office (EAO) for five years, where he led the development and implementation of B.C.'s new *Environmental Assessment Act* (2018).

Kevin joined the Public Service in late 2000 as a Land and Resource Analyst in the Ministry of Aboriginal Affairs, subsequently taking on the same role in the Ministry of Sustainable Resource Management (MSRM). In 2003, he moved to Nelson to assume the role of Regional Manager for MSRM and, shortly thereafter, joined the newly-formed Deputy Ministers' Policy Secretariat to explore issues surrounding the management of species at risk in BC. From there, Kevin was appointed the Provincial Species at Risk Coordinator and, in 2005, took on a leadership role in the newly-formed Integrated Land Management Bureau as Assistant Deputy Minister, establishing GeoBC in the process.

In 2008, Kevin was appointed Deputy Cabinet Secretary of Cabinet Operations and, in 2010, was appointed Assistant Deputy Minister for Open Government in the Ministry of Labour, Citizens' Services and Open Government where he had accountability for public service revitalization initiatives and citizen-centered service transformation, including transparency initiatives such as DataBC and a services-focused redesign of government's main Website. Prior to joining the EAO, Kevin spent more than three years as the Assistant Deputy Minister of Court Services Branch in the Ministry of Justice.

EXECUTIVE MEMBER BIOGRAPHY

Elenore Arend, Associate Deputy Minister and Chief Executive Assessment Officer, Environmental Assessment Office

Elenore Arend was appointed Associate Deputy Minister & Chief Executive Assessment Officer for the Environmental Assessment Office on September 21st, 2020. In this role, Elenore is responsible for the Environmental Assessment Office which is a neutral regulatory agency that conducts environmental assessments on major projects to ensure that any potential environmental, economic, social, cultural and health effects that may occur during the lifetime of a major project are thoroughly assessed.

Prior to this appointment, Elenore worked in the Justice Sector as the Assistant Deputy Minister for BC Corrections since 2017. In her Assistant Deputy Minister role, Elenore delivered strong leadership to more than 2,400 staff responsible for supervision of approximately 25,000 clients in custody or under community supervision across 10 correctional centres and 55 Community Corrections offices.

Elenore began her career with BC Corrections in 1994 as a Probation Officer and subsequently fulfilled a variety of operational and strategic roles within the Community Corrections and Strategic Operation Divisions of the branch. These roles included management of community corrections operations in Northern BC, and subsequently, oversight of research, strategic technologies, policy, program development and Indigenous relations for the branch.

Over a public service career spanning more than 25 years in Corrections, Elenore has demonstrated tremendous leadership, innovation and administrative excellence that has helped to ensure that B.C. remains a national leader in the delivery of correctional programs. She is applying those same skills to support the continued standard of excellence of the Environmental Assessment Office in conducting environmental assessments of major projects in B.C.

EXECUTIVE MEMBER BIOGRAPHY

Scott Bailey, Assistant Deputy Minister, Environmental Assessment Operations

Scott was appointed Assistant Deputy Minister of the Environmental Assessment Office on February 10, 2017 after spending the previous five and a half years in the Office leading EAs across various sectors.

Scott joined the BC Public Service starting first with the Office of the Auditor General in February 2000. In 2002 he joined the Ministry of Sustainable Resource Management, Crown Lands Division (which later transitioned to the Ministry of Forests, Lands, Natural Resource Operations and Rural Development). In those ministries, Scott worked in various roles at the manager and director level, including policy, legislation, intergovernmental relations, major Crown land sales, Crown contaminated sites remediation and brownfield redevelopment.

Scott holds a diploma in Aviation technology, a Bachelor of Science in Geography and Environmental Studies, and a Master of Arts in Environment and Management Personal Information

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

Wes Boyd, Assistant Deputy Minister & Executive Financial Officer, Corporate Services for the Natural Resource Ministries

Wes Boyd reports to the Chair of the Deputy Ministers' Committee Natural Resources and is one of two ADM/EFOs responsible for Corporate Services for the Natural Resource Ministries (CSNR). Wes is the Executive Financial Officer for the Ministries of Indigenous Relations and Reconciliation; Agriculture; Energy, Mines and Petroleum Resources, and Environment and Climate Change Strategy (including Environmental Assessment Office). Wes is the lead for the Financial Services Branch for the Natural Resource Ministries; and the People and Workplace Strategies Branch supporting the above Ministries.

Wes was appointed ADM and EFO for all Natural Resource Ministries other than Forests, Lands and Natural Resource Operations effective April 4, 2016.

Wes joined CSNR from the Ministry of Technology, Innovation and Citizen Services where he was the ADM of Logistics and Business Services. His responsibilities in that position included procurement and supply services, and administration of the *Freedom of Information and Protection of Privacy Act*, on behalf of all ministries.

Wes started his career in the public service in 1989 in the Ministry of Social Services. He has worked in a variety of roles for the Ministries of Health, Employment and Investment, Finance and Treasury Board Staff, Healthy Living and Sport, Olympic Games Secretariat, and Technology, Innovation and Citizen's Services. Wes also worked at Partnerships BC and BC Ferry Services Inc.; and was the provincial representative on the Community Social Services Employers' Association (CSSEA) Board of Directors.

Wes has a Bachelor of Arts degree in Economics and a Master of Public Administration from the University of Victoria.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

Jeremy Hewitt, Assistant Deputy Minister, Climate Action Secretariat

Jeremy Hewitt is Assistant Deputy Minister for Climate Change at the Ministry of Environment and Climate Change Strategy. In this role he works with an incredible team of professionals at the Climate Action Secretariat who are responsible for delivering B.C.'s climate action agenda. This includes reducing carbon pollution and preparing for the impacts of a changing climate in partnership with Indigenous Peoples, local governments, business and non-governmental organizations.
Jeremy first worked at the Climate Action Secretariat between 2007-2011 and has held positions with the Ministry of Transportation, the Ministry of Jobs, Trade and Technology and the Intergovernmental Relations Secretariat.

EXECUTIVE MEMBER BIOGRAPHY

James Mack, Assistant Deputy Minister, Environmental Sustainability and Strategic Policy

James Mack is Assistant Deputy Minister of the Environmental Sustainability and Strategic Policy Division with the Ministry of Environment and Climate Change Strategy. The Division leads strategic and innovative policy, science, and knowledge management solutions for the sustainable management of water, air, land and living resources.

Since joining the provincial government in 2008, James has held various positions including as the Head of BC's Climate Action Secretariat in the BC Ministry of Environment, as well as the Assistant Deputy Minister for Agriculture Science and Policy in the BC Ministry of Agriculture.

Prior to joining the provincial government, James worked over ten years for the Government of Canada in a variety of organizations including the Canadian Environmental Assessment Agency, the Privy Council Office and the Northern Affairs Office of Indian and Northern Affairs Canada.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

Laurel Nash, Assistant Deputy Minister, Environmental Protection

Laurel has worked for the BC provincial government, in the Natural Resources Sector, for over 30 years, including roles in BC Parks, the Ministries of Forests, Energy Mines and Petroleum Resources, Indigenous Relations and Reconciliation and most recently Environment and Climate Change Strategy. She has held senior leadership and statutory roles such roles as the Director of Petroleum Lands and the Chief Gold Commissioner and Chief Negotiator.

Laurel has been in senior leadership roles including Executive Lead and Chief Negotiator roles since early 2000 and an Assistant Deputy Minister since 2014, first in the Strategic Initiatives Division of the Ministry of Indigenous Relations and Reconciliation, and currently as Assistant Deputy Minister of the Environmental Protection Division of Environment and Climate Change Strategy.

Laurel brings strong leadership, innovation and collaboration to this role. She builds strategic partnerships with all levels of government, Indigenous Nations, industry and other partners to find ways to best manage environmental stewardship in the province.

Personal Information , where she earned a Bachelor of Science in Geography from the University of Victoria. Personal Information
Personal Information

EXECUTIVE MEMBER BIOGRAPHY

Denise Rossander, Assistant Deputy Minister & Chief Information Officer, Information, Innovation and Technology Division

For the past four years, Denise Rossander has served as the Chief Information Officer (CIO) for the Natural Resource Ministries (NRM). In the summer of 2018, she added to her CIO duties the role of Assistant Deputy Minister for the newly created Information, Innovation and Technology Division. In her role, Denise is responsible for leading a team of over 240 employees, serving the Information Management/Information Technology (IM/IT) needs of five ministries with responsibility in 151 Acts and for 6000 clients, over 400 line of business applications, 350 servers and $50M.

Denise spent the early part of her 25+ year career in government working in finance and electronic commerce including shifting the forest industry submission of billing and scale data from a paper-based to electronic process.

In 2005, Denise joined the Information Management Branch for the NRM as the Director, Client Business Solutions where she had a key leadership role in the transformation of the Branch, merging five ministries and 400 computer systems.

Denise joined the BC Public Service Agency in 2013 as Project Director, successfully launching the new time and leave technology solution for government. In 2014, she took on the role of Executive Director, Service Transformation at Service BC, responsible for transforming service delivery to meet the needs of British Columbians.

EXECUTIVE MEMBER BIOGRAPHY

Jim Standen, Assistant Deputy Minister, BC Parks and Conservation Officer Service

Jim Standen was appointed the Assistant Deputy Minister of BC Parks & Conservation Officer Service on October 14th, 2014. Previous to this Jim was the Assistant Deputy Minister of Environmental Protection Division for four years.

Jim started his career in government as an auxiliary Fisheries Technician in Kamloops in 1992. Since then, he has held positions in Environmental Stewardship, Planning and Assessment, Environmental Protection, Strategic Policy and Water Management. Prior to becoming ADM, Jim was Director of the Regional Operations Branch for the Environmental Protection Division and Chair of the Coast Region Interagency Directors Committee.

During his 28 year career with the Ministry of Environment, he has had the opportunity to develop a broad knowledge of the business of the ministry and expertise in strategic planning, financial management and legislation and policy development. Jim has a Bachelor of Science in Biology from the University of British Columbia as well as having studied accounting/business at UBC and Thompson Rivers University.

Personal Information

BC PARKS AND CONSERVATION OFFICER SERVICE

ADM Responsible: Jim Standen

Core Business/ Program Area Description/Critical Business Processes:

BC Parks is a land management, regulatory and recreation service provision program that is responsible for the acquisition, designation, administration, planning, management and regulation of natural resources and activities occurring on over 14 percent of the provincial land base. British Columbia has the highest percentage of its land base dedicated to protected areas of all provincial Canadian jurisdictions. There are 1,033 provincial parks, recreation areas, conservancies, ecological reserves and protected areas within the system.

BC Parks has two key branches: Provincial Services Branch in Victoria and Regional Operations Branch supporting six regions – North Coast Skeena; Omineca Peace; Thompson-Cariboo; Kootenay-Okanagan; South Coast; and West Coast.

The Conservation Officer Service (COS) is a professional law enforcement agency with a mandate to enforce natural resource laws and respond to human/wildlife conflicts, to protect human health and safety, the environment, personal and public property, and government revenues. It supports all business areas within the ministry and the natural resource sector by delivering compliance and enforcement services addressing provincial and federal natural resource legislation. COS operates under Provincial Operations, Provincial Investigations Branch and Headquarters and Program Support.

The Provincial Operations Branch delivers field services (call response, investigations, and compliance and enforcement patrols) across the province from 45 locations.

The COS's Provincial Investigation Branch is a plainclothes program and is responsible for investigating major and complex files. The Branch conducts investigations into non-compliance involving public health and safety, the environment and its natural resources, arson and forest revenues. They are also responsible for Invasive Mussel Defense Program (MDP). The Program Support Branch is responsible for staff recruitment, training and development; quality assurance and performance management; policy; information analysis and reporting and logistical/tactical support to operations.

In cooperation with the Provincial Emergency Program, the COS operates a 24-hour Call Centre (Report all Poachers and Polluters) in Victoria to handle public reports of environmental violations and calls related to human/wildlife conflicts.

Budget:
$41.567 M (BC Parks – FY 2020/21)
$19.01 M (COS - FY 2020/21)

Full Time Equivalents (FTEs):
COS = 194 plus 8 seasonal Conservation Officers and 64 seasonal Aquatic Invasive Species Inspectors.
BC Parks = 278

Related Legislation:

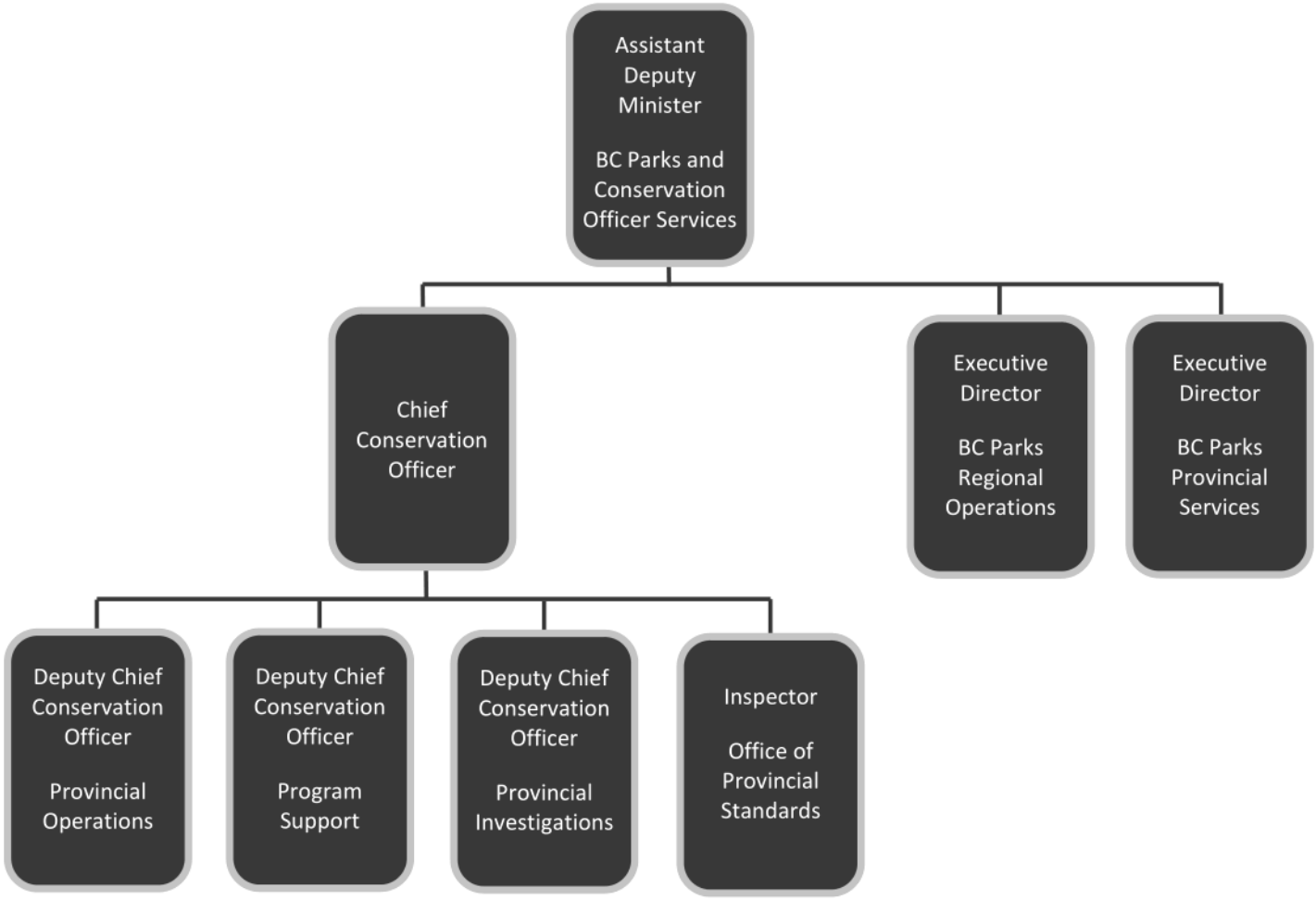
- *Park Act (ENV)*
- *Protected Areas of British Columbia Act (ENV)*
- *Ecological Reserve Act (ENV)*
- *Environment and Land Use Act (FLNR)*

In total, the Conservation Officer Service deals with 30 Provincial and federal statues combined, including the BC *Environmental Management Act* and *Wildlife Act*.

The COS is using Community Environmental Justice Forums (Regional Premier's Award) to address non-compliance as an alternative to issuing tickets or taking an offender to court. The COS also utilizes Civil Forfeiture for assets and property used in the commission of environmental crimes.

Conservation Officers are appointed as Special Provincial Constables pursuant to the *Police Act*. The authorities provide Conservation Officers with the ability to enforce additional provincial and federal statutes while in the performance of their duties. Examples of issues that Officers may encounter and address by virtue of the appointment include impaired driving and unlawful possession of narcotics

Organization Chart:



CLIMATE ACTION SECRETARIAT

ADM Responsible: Jeremy Hewitt

Core Business/ Program Area Description/Critical Business Processes:

The Climate Action Secretariat (CAS), as a division of the Ministry of Environment and Climate Change Strategy, is responsible for leading and coordinating research, analysis, development and implementation of programs, strategies, policies, and legislation, that enable the mitigation of, and adaptation to, climate change, while supporting competitiveness and the development of a sustainable economy.

CAS works to achieve provincial climate change goals through engagement and collaboration with Indigenous peoples, the provincial public sector, other orders of government, research institutions, non-governmental organizations, professional and industry associations and business and industry. As well, CAS works directly with industrial operators and verification bodies to ensure compliance under the *Greenhouse Gas Industrial Reporting and Control Act* and associated Regulations.

Budget:
Climate Action Secretariat: $12.388 M (FY 2020/21)
CleanBC Program for Industry: $56.356 M (additional $49.3 M in Contingency)

Full Time Equivalents (FTEs): 88

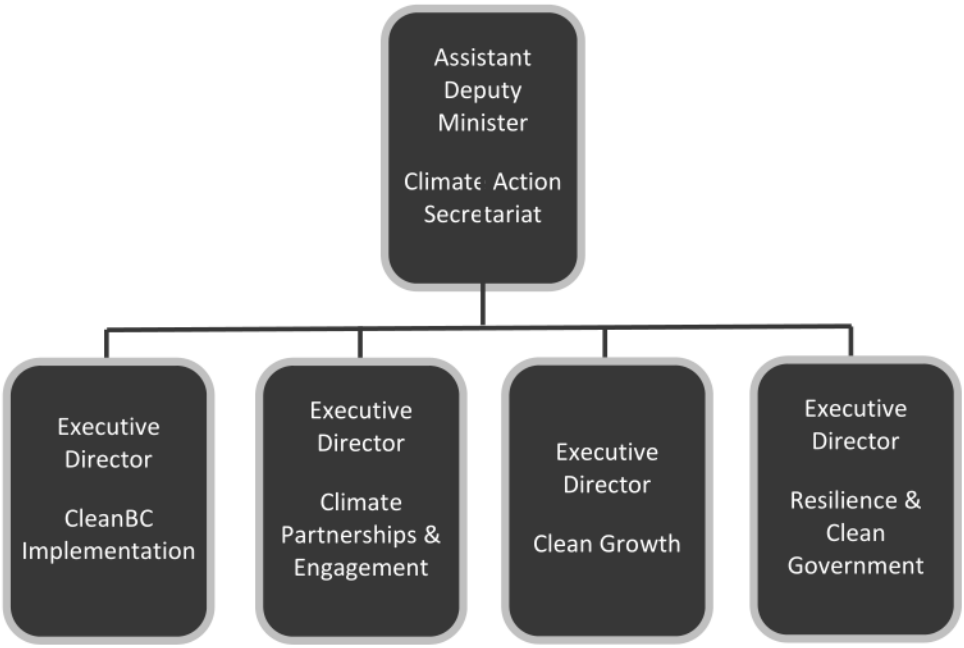
Related Legislation/Regulations in CAS:

- *Greenhouse Gas Industrial Reporting and Control Act*
  - Greenhouse Gas Emission Reporting Regulation
  - Greenhouse Gas Emission Control Regulation
  - Greenhouse Gas Emission Administrative Penalties and Appeals Regulation
- *Climate Change Accountability Act*
  - Carbon Neutral Government Regulation

Related Legislation/Regulations housed outside of CAS:

- *Carbon Tax Act* (FIN)
- Carbon Tax Regulation (FIN)
- *Greenhouse Gas Reduction (Emissions Standards) Statutes Amendment Act* (ENV)
- *Greenhouse Gas Reduction (Renewable and Low Carbon Fuel Requirements) Act* (EMPR)
- *Greenhouse Gas Reduction (Vehicle Emissions Standards) Act* (ENV – not in force)
- *Local Government (Green Communities) Statutes Amendment Act* (MAH)
- *Utilities Commission Amendment Act* (EMPR)
- *Clean Energy Act* (EMPR)
- *Energy Efficiency Act* (EMPR)
- Building Code Amendments and Regulations (OHCS)

Organization Chart:



ENVIRONMENTAL ASSESSMENT OFFICE

Associate DM Responsible: Elenore Arend

Core Business/ Program Area Description/Critical Business Processes:

The Environmental Assessment Office (EAO) is a neutrally administered agency of the provincial government, reporting to the Minister of Environment and Climate Change Strategy (ENV). The EAO partners with the ENV on corporate administration and matters of mutual benefit, but has a separate mandate, budget (vote), and human resources authority. The EAO was established in 1995 to administer the *Environmental Assessment Act* (the Act) and its regulations.

Our vision is to "Lead a world class environmental assessment process". What we do and how we do our work is described within our Operating Framework. The EAO is a highly engaged organization, which is demonstrated not only through formal engagement like the Work Environment Survey (WES) results, but also through our positive learning climate supported by active Learning and Development team, as well as participation in staff engagement activities organized by our Social Committee.

The office is comprised of 98 Full Time Equivalents (FTEs) with an operating budget of $14.7 million for the 2020/2021 fiscal year. The EAO is led by an Associate Deputy Minister, Elenore Arend and comprised of three divisions: the EA Operations Division headed by Assistant Deputy Minister, Scott Bailey, the Strategic Services and Compliance Division (position currently vacant) headed by an Executive Director, and Business Services headed by Director Julie Hutchins.

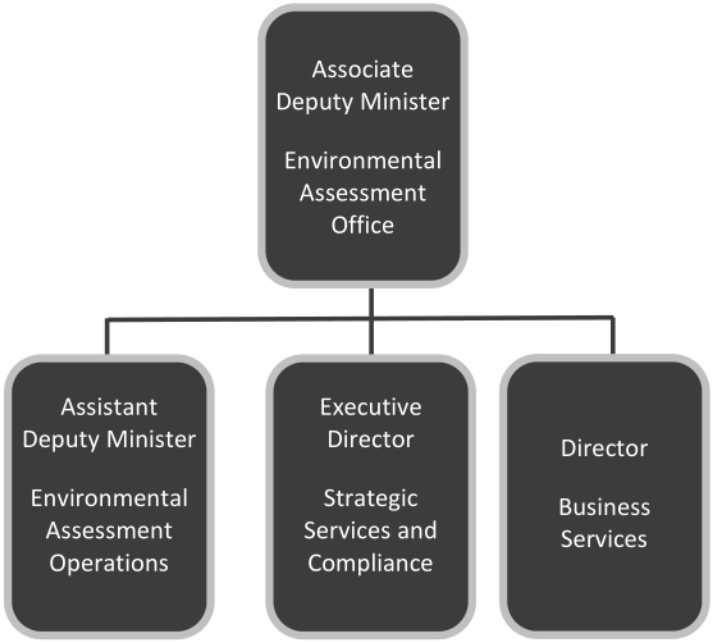
Budget: $14.7 M (FY 2020/21)

Full Time Equivalents (FTEs): 98

Related Legislation:

- *Environmental Assessment Act*

Organizational Chart:



ENVIRONMENTAL PROTECTION DIVISION

ADM Responsible: Laurel Nash

Core Business/Program Area Description/Critical Business Processes:

The Environmental Protection Division holds primary responsibilities under the *Environmental Management Act* and the *Integrated Pest Management Act* for the for the provincial environmental emergencies program, the provincial contaminated sites program and the regulation of discharges of "waste" into the environment such as air emissions and liquid and solid waste discharges. This includes but is not limited to site specific permits, province-wide regulations, compliance and enforcement. It is also responsible, for the Provinces' Plastics Action Plan and for regulating the sale and use of pesticides. The division is comprised of a team of environmental and scientific experts working in 13 communities across BC to support industry and local governments in preventing pollution through:

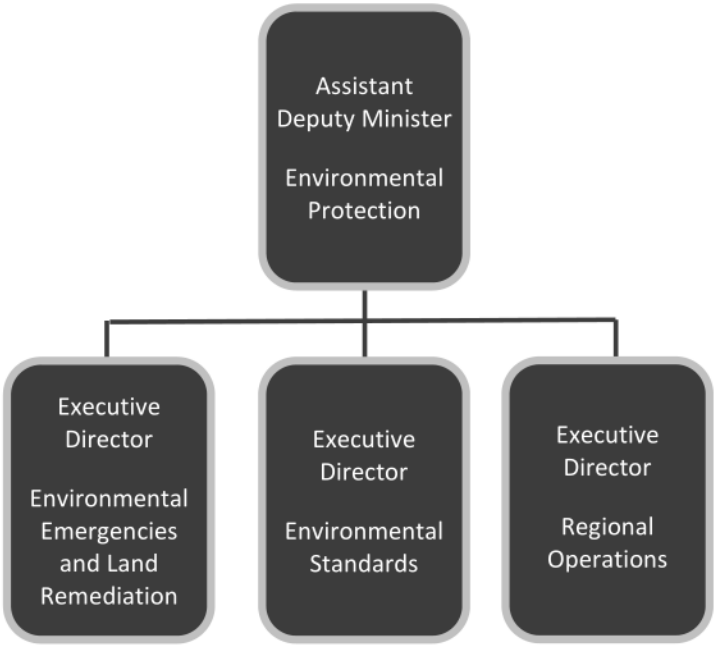
- Developing, administering and maintaining the *Environmental Management Act*, *Integrated Pest Management Act* and the *Sustainable Environment Fund Act* and over 40 supporting regulations to manage the discharge of waste and prevent pollution.
- Provide timely scientific analysis and advice to environmental assessments of all major industrial and resource development projects.
- Setting emission and discharge standards through regulation and site-specific permits and provide the authorizations required for all major developments that introduce waste into the environment.
- Administering programs to reduce and remove contaminating toxins and hazardous waste, including administering contaminated sites remediation to ensure public health is protected and previously contaminated lands are returned to productive use.
- Ensuring a timely and appropriate response to all high-risk environmental spills, including developing policy to ensure that prevention and response regimes are in place for d terrestrial spills in BC.
- Ensuring sound management of municipal liquid and solid waste, including implementing Extended Producer Responsibility programs.
- Monitoring and reporting on ambient air and water quality.

Budget:
$10.67 M base (FY 2020/21)
$23.738 M Sustainable Environment Fund (FY 2020/21)

Full Time Equivalents (FTEs): ±390

Related Legislation:
- *Environmental Management Act* (ENV)
- *Integrated Pest Management Act* (ENV)
- Sustainable Environment Fund (ENV)

Organization Chart:



ENVIRONMENTAL SUSTAINABILITY AND STRATEGIC POLICY

ADM Responsible: James Mack

Core Business/Program Area Description/Critical Business Processes:

The Environmental Sustainability and Strategic Policy Division meets its goals and accountabilities through the development of science-informed policies, laws, environmental requirements, agreements, standards and guidelines. Staff work across the Natural Resource Sector and with external stakeholders to ensure environmental legislation, policies, standards and operating practices are integrated into the sector's decision-making and implementation frameworks.

The Division works with ministries, universities and other agencies to acquire knowledge and science for application in policy development and resource management.

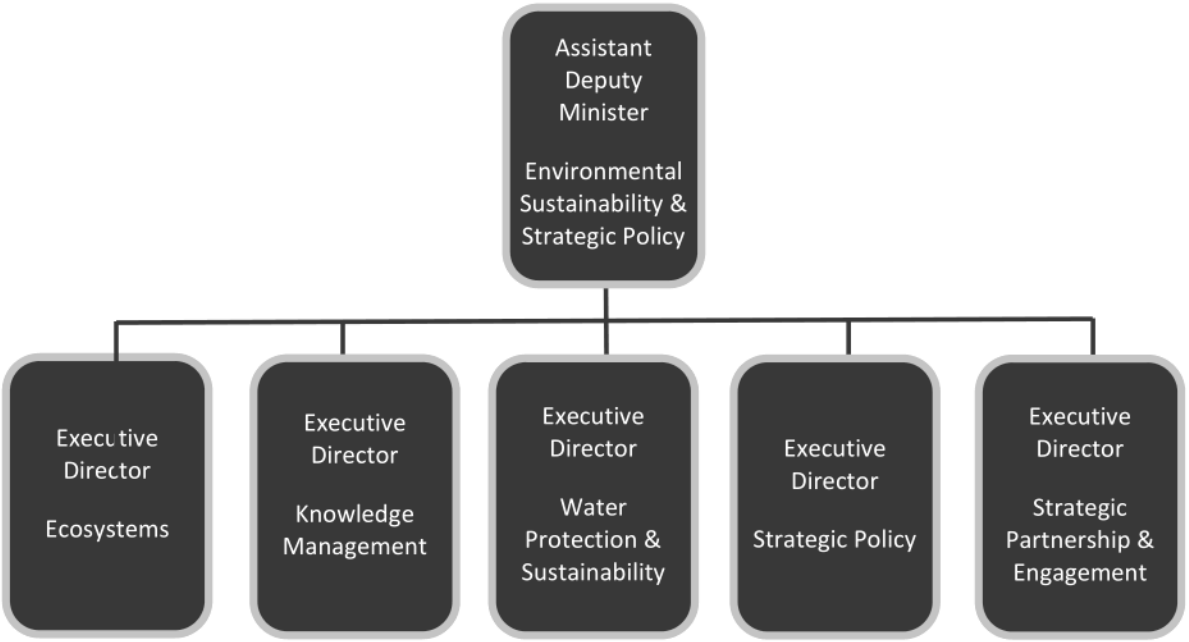
The Strategic Policy Branch also supports the Minister, Deputy Minister and Ministry Executive through corporate leadership, coordination, analysis and inter-agency communications services. Its success is based on championing innovative business approaches, as well as building and maintaining constructive and co-operative relationships with its partners, both within and outside of the Ministry.

Budget: $22.669 M (2020/21 Estimates)

Full Time Equivalents (FTEs): 171

Related Legislation: none

Organizational Chart:



INFORMATION, INNOVATION AND TECHNOLOGY

ADM Responsible: Denise Rossander, ADM & CIO

Core Business/ Program Area Description/Critical Business Processes:

The Information, Innovation and Technology Division (IIT) leads the modernization and transformation of business practices for the Natural Resource Ministries (NRM) through continuous improvement projects, new technology solutions and Information Management/Information Technology (IM/IT) operations. As the centralized authority for IM/IT services across the NRM, IIT provides a consistently high level of IM/IT operations to minimize risk and ensure adherence to IM/IT Core Policy Chapter 12.

IIT supports the NRM in achieving business objectives and strategic priorities by providing guidance and leadership for IM/IT planning, policy and business process solutions. Areas of focus include information management, information security and privacy, technology services and critical infrastructure support.

The Division provides service to five ministries comprising over 6000 staff, more than 400 line of business applications and 350 servers. Critical infrastructure support includes the establishment of all technology requirements in fire camps during wildfire season, as well as support of the provincial radio tower network and handheld devices.

Budget:

IIT's Budget Estimates for 2020/21, 2021/22, and 2022/23 is outlined below. It is worth noting IIT operates through a chargeback model to the NRMs. The base voted appropriation below accounts for the chargebacks and recoveries.

($M)	2020/21	2021/22	2022/23
IIT Budget Estimates	6.770	Government Financial Information	

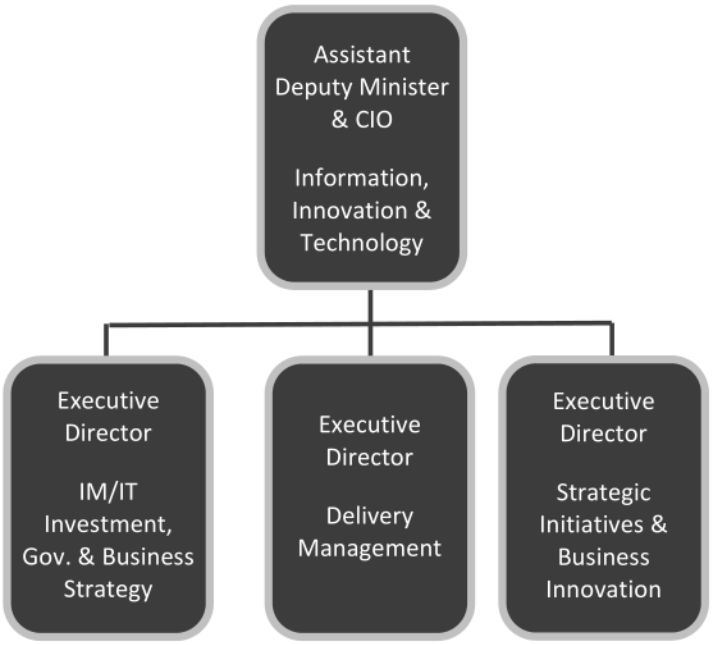
IIT also notes it manages five overhead (OH) operating budgets on behalf of the NRMs. The OH budgets covers IM/IT project costs (e.g., maintenance and enhancements) and fixed/consumption costs (e.g., OCIO Hosting costs and corporate licensing costs).

20/21 OH Budget Requested ($M)	FLNR	MIRR	EMPR	AGRI	ENV
IM/IT Project Cost	Government Financial Information				
OCIO Hosting and Corporate Licensing					
TOTAL					

Full Time Equivalents (FTEs): 252

Related Legislation: none

Organizational Chart:



Tab B

MINISTRY OF ENVIRONMENT AND CLIMATE CHANGE STRATEGY
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
EAO ESSP EPD	**Association for Mineral Exploration BC**	Kendra Johnston President & CEO 604-630-3920 kjohnston@amebc.ca	Professional association / Industry association	• Environmental Assessment policies and regulations • Regulatory requirements under the *Environmental Management Act* • *Water Sustainability Act* • Protected area establishment • Species at risk
BCP COS ESSP	**BC Cattlemen's Association**	Kevin Boon General Manager 250-573-3611 bccattle@cattlemen.bc.ca Larry Garrett President 250-573-3611 bccattle@cattlemen.bc.ca	Professional association / industry	• Parkland tenures • Water allocation • Waste management • Species at risk
COS ESSP	**BC Conservation Foundation**	Deborah Gibson Executive Director 604-576-1433 ext.315 dgibson@bccf.com	Non-Government Organization or Associations	• Delivers conservation programs and projects for BC Parks and ESSP

Branch	Organization	Contact	Description	Key Issues
CAS EAO	**BC LNG Alliance**	Bryan Cox CEO 778-379-7644 bryan.cox@bclnga.ca	Industry association	• Policies and regulations related to environmental assessment for liquid natural gas related projects.
BCP	**BC Parks Foundation**	Andrew Day CEO 778 980 1857 andrew.day@bcparksfoundation.ca	Non-profit organization and official charitable partner of BC Parks.	• Parks visitor experience • Parks funding • Private land acquisitions
COS ESSP	**BC Trappers Association**	Tim Killey, President 604-968-4772 t.t.killey@gmail.com	Professional association / industry	• Conservation • Wildlife stewardship
COS ESSP	**BC Wildlife Federation**	Bill Bosch President 250-826-4485 wmbosch@telus.net	Non-government organization or association	• Fish, Wildlife, Species at risk • Water management • Habitat conservation • Spill response • Trans Mountain • Enbridge pipeline

Branch	Organization	Contact	Description	Key Issues
CAS EAO EP ESSP	**Business Council of BC**	Greg D'Avignon President and CEO 604-696-6586 greg.davignon@bcbc.com	Professional association / industry	• Competitiveness • Low carbon opportunities • Corporate Social Responsibility • Environmental Assessment harmonization • Regulatory streamlining • Fees for resource use (water) • Cumulative effects / environmental mitigation • Species at risk • Spill response regime
CAS EAO EP ESSP	**Canadian Association of Petroleum Producers**	Tim McMillan President & CEO tim.mcmillan@capp.ca	Key Oil and Gas sector association, significant participation in Provincial conservation initiatives (via funding and staff)	• Policies and regulations related to environmental assessment for energy projects. • Species at risk (caribou in particular) • Cumulative effects / environmental mitigation • Land/habitat restoration • Science and research

Branch	Organization	Contact	Description	Key Issues
EAO EP ESSP	**Canadian Energy Pipeline Association**	Paul Murphy Chair Chris Bloomer President & CEO Patrick Smyth Vice President Performance psmyth@cepa.com	Professional association / industry Consists of transmission pipeline companies responsible for transporting the majority of Canada's natural gas and crude oil to markets across North America.	• Policies and regulations related to environmental assessment for pipeline projects. • Water management • Spill response • Trans Mountain • Enbridge • Species at risk • Climate change (e.g. carbon tax)
BCP ESSP	**Canadian Parks and Wilderness Society BC Chapter**	Alexandra Barron National Director, Oceans Program 613-569-7226 info@cpaws.org Bruce Passmore Executive Director, BC Chapter bruce@cpawsbc.org	Non-profit charity dedicated to parks and protected areas	• Flathead Valley • Parks funding / infrastructure / services • Proposed South Okanagan National Park • Marine Protected Areas • Species at Risk
EAO	**Clean Energy British Columbia**	Laureen Whyte Executive Director 778-229-4791 laureen.whyte@cleanenergybc.org	Industry Association	• Policies and regulations related to environmental assessment

Branch	Organization	Contact	Description	Key Issues
EP ESSP	**Coal Association of Canada**	John Schadan Chairperson President, Conuma Coal Resources info@coal.ca Robin Campbell President, Coal Association of Canada, Secretary to the Board 780-757-9488 campbell@coal.ca	Industry association supporting development, growth and advancement of a safe, socially responsible and economically sustainable Canadian coal industry.	• EAO projects • Note: Conuma Coal Resources operates Brule and Wolverine Coal Mines in NE BC
CAS EP ESSP	**Council of Forestry Industries**	Susan Yurkovich President and CEO 604-891-1205 yurkovich@cofi.org	Key Forestry sector association, significant participation in Provincial conservation initiatives (via funding and staff)	• Land use and conservation of forested lands • Cumulative effects • Species at risk • Science and research
CAS	**David Suzuki Foundation**	Ian Bruce Chief Operating Officer 604-306-5095 ibruce@davidsuzuki.org Jay Ritchlin Director General, Western Region 604-732-4288 ext. 1234 604-961-6840 jritchlin@davidsuzuki.org	Environmental non-government organization. Current member of Climate Solutions Council	• Habitat Conservation • Climate change • Urban growth management • Toxics • Governance for sustainability • Water management • Species at risk legislation • Spill response

Branch	Organization	Contact	Description	Key Issues
ESSP	**First Nations Fisheries Council**	Jordan Point 778-379-6470 jordan@fnfisheriescouncil.ca	Separate legal entity with their own mandates and priorities and receive mandates from Chiefs through the resolution process at the First Nations Leadership Council organizations. related to fisheries and the aquatic environment in British Columbia.	• Waste Management • Marine debris • In Fall 2019, the Province completed a Memorandum of Understanding (MOU) with the Fisheries Council to explore and support First Nations involvement in the implementation and development of policy, management, and initiatives
BCP COS ESSP	**Habitat Conservation Trust Foundation**	Dan Buffett Chief Executive Officer 250-940-9788 Dan.buffett@hctf.ca	Non-Government Organization established under BC Wildlife Act and key funder of conservation projects across B.C.	• Compliance framework • Habitat protection (land acquisitions) and conservation • Fish, wildlife, and species at risk • Stewardship (e.g. stream restoration)

Branch	Organization	Contact	Description	Key Issues
CAS EP ESSP	**Mining Association of BC**	Michael Goehring President and CEO 604-681-4321 x120 mgoehring@mining.bc.ca	Professional association / industry.	• Policies and regulations related to environmental assessment for mining projects. • Climate change (e.g. emissions) • Environmental Management Act • Water Sustainability Act • Cumulative effects / environmental mitigation • Species at risk (e.g. Peace northern caribou and coal)
BCP COS ESSP EAO	**Nature Conservancy of Canada**	Linda Hannah Regional Vice President 250-479-3191 Linda.H@natureconservancy.ca	Private, non-profit national conservation organization	• Flathead • Habitat conservation • Implementation of conservation framework
CAS ESSP EAO	**Organizing for Change**	Lisa Matthaus Provincial Lead 250-888-5194 lisa@organizingforchange.org	Non-Government Organization representing a loose coalition of BC environmental NGOs. Trusted advisor on conservation policy and implementation	• Build support for environmental initiatives • Water management • Spill response • Species at risk

Branch	Organization	Contact	Description	Key Issues
BCP ESSP EAO	**Sierra Club of BC**	Hannah Askew Executive Director 250-386-5255 x249 hannah@sierraclub.bc.ca	Non-government organization or association	• Flathead • Habitat conservation • Climate change • Water management • species at risk
BCP	**Society of Park Operators**	Eddie Wood President 604-986-2261 x241 ewood@mountseymour.ca	Society representing Park Operators (contractors) across BC	• Park/recreation management • Park operations
BCP	**South Okanagan-Similkameen National Park Network**	Doreen Olsen threegates@telus.net	Advocacy/lobby group with thousands of members and numerous initiatives in the South Okanagan-Similkameen.	• Promoting the establishment of a national park reserve in the South Okanagan-Similkameen.
BCP ESSP	**The Nature Trust of British Columbia**	Jasper Lament CEO 604-924-9771 ext. 230 604-969-3248 (direct) jlament@naturetrust.bc.ca	Non-profit land conservation organization.	• Habitat conservation • Species at risk

Branch	Organization	Contact	Description	Key Issues
BCP	**Tourism Industry Association of BC**	Walt Judas CEO wjudas@tiabc.ca Jim Humphrey Chair 250-732-4889 humphrey@islandnet.com	Advocate for interests of BC's visitor economy	• Sustainable tourism • Environmental stewardship • Parks & protected areas • Wildlife viewing
ESSP	**UVIC - POLIS Project on Ecological Governance Water Sustainability Project**	Oliver Brandes Water Sustainability Project Leader 250-721-8193 omb@uvic.ca	Research and academia	• *Water Sustainability Act* • Environmental management"

Branch	Organization	Contact	Description	Key Issues
EAO ESSP CAS	**West Coast Environmental Law**	Jessica Clogg Executive Director & Senior Counsel 604-601-2501 1-800-330-9235 Ext. 201 jclogg@wcel.org Eugene Kung Staff Lawyer 604-601-2514 1-800-330-9235 Ext. 214 ekung@wcel.org Gavin Smith (EAR SIC) Staff Lawyer 604-601-2512 ext. 212 gsmith@wcel.org Linda Nowlan Staff Lawyer 604-684-7378 ext. 217 lnowlan@wcel.org	Non-profit group on environmental lawyers and strategists	• Policies and regulations related to environmental assessment including public engagement. • Climate change • Environmental management, law and policy • Cumulative effects • Spill response • Species at risk • Waste and Plastics

Branch	Organization	Contact	Description	Key Issues
COS ESSPS	**Wilderness Committee**	Beth Clarke Executive Director Joe Foy Protected Areas Campaigner Head Office 604-683-8220 info@wildernesscommittee.org Victoria Office 250-388-9292 vi_info@wildernesscommittee.org Torrance Coste National Campaign Director	Non-government organization or association	• Mount Polley • Spill response • Species at risk
COS	**WildSafeBC**	Vanessa Isnardy Provincial Coordinator 250-828-2552 ext. 110 bc@wildsafebc.com	Program working to prevent wildlife conflicts through collaboration, education and community solutions	• Delivers wildlife safety and attractant management • Public outreach and education

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
ENV does not require any non-crown agency appointments made by OIC within 90 days from October 26.			

Tab D

MINISTRY OF ENVIRONMENT

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
No Crown Agencies

Tab E

MINISTER'S KEY DATES AND EVENTS - ENV

Key Event	Minister's Role	Date	Location
BC Parks and the Conservation Officer Service			

Advice/Recommentations; Government Financial Information

Advice/Recommentations; Government Financial Information

Advice/Recommentations; Government Financial Information

Advice/Recommentations; Government Financial Information

Update on $1.8 million Youth Employment Program as part of the government's plan for economic recovery to support four-month employment opportunities with BC Parks and the B.C. Conservation Officer Service for 43 youth (25 for BC Parks and 18 for COS). Program announced August 5, 2020	Lead on Communications • News Release • Digital/social media • Event(s) – TBD	November	Provincewide news release or event locations

Key Event	Minister's Role	Date	Location

Advice/Recommentations; Government Financial Information

Climate Action Secretariat			
2019 Climate Change Accountability Report	Minister to table report the legislature	By December 31,2020 (TBD on fall sitting)	Legislature
Ten Year Anniversary – Carbon Neutral Government	Lead on Communications • Event (TBD) • News release • Digital/Social Media	Late-November – December (TBD)	TBD
CleanBC Communities Fund – remaining projects from first intake.	Lead on Communications • News release • Digital/Social Medi • Event (TBD)	Mid-November	Federally led news release, event (TBD); possible regional news releases (i.e. Surrey EV charging project)
Interim Greenhouse Gas Emissions Target	Ministerial Order	December 2020 (TBD); legislation requires that an interim target must be announced before the end of the year	Provincewide – news release only
Climate Preparedness and Adaptation Strategy	Lead on communications: • News release • Event at the legislature (TBD)	January – March 2021 (TBD)	Legislature (TBD)
Environmental Protection			

Cabinet Confidences; Advice/Recommentations

Key Event	Minister's Role	Date	Location
$5M Recycled Plastics Manufacturing Stimulus Fund – part of economic recovery funding. Request for Proposal (RFP) Funds to be distributed by March 31, 2021	Lead on Communications • News release • Digital/Social Medi Event (TBD)	February / March 2021	Provincewide
$14.83M Clean Coasts Clean Waters Fund: Remaining funding to be awarded through RFP to a third-party administrator to distribute funds to individual projects - $10M.	Lead on Communications: • Event (TBD) • News Release • Digital/Social Media	Late October / early November	TBD
Environmental Sustainability and Strategic Policy			
$37M for species and ecosystems, and watershed initiatives under B.C.'s Economic Recovery Plan. Funding for nearly 90 projects watershed, ecosystems and species related projects throughout B.C.	Lead on Communications • News release • Digital/Social Medi • Events (TBD)	December (TBD)	provincewide
Environmental Assessment Office			
Delta Port 4 - Statutory Public Comment Period (PCP) on the Initial Project Description (IPD) following its September 28th approval by Chief Environmental Assessment Officer (CEAO)	N/A	October 13, 2020 for 30 days.	Lower Mainland
Trans Mountain Expansion - Requires a Public Comment Period on the Reconsideration Report.	N/A	Timing based on discussions with and confirmation by the incoming Minister	TBD
KSM Mine - Requires decision on request for Emergency Order to extend EA Certificate – may require Public Comment Period	SDM (TBD)	November / December 2020	TBD
Site C - Requires an EAC amendment decision by November	For Information	CEAO decision November 2020	TBD (nothing planned in the first 90 days)

Key Event	Minister's Role	Date	Location
Garibaldi as Squamish Resort - is seeking an amendment decision by December	For Information	CEAO decision December 2020.	TBD (nothing planned in the first 90 days)

Tab 4

Tab A

MINISTRY OF FINANCE

Ministry:

The Ministry of Finance provides the fiscal, financial and regulatory services that contribute to the physical and mental health, and economic and environmental wellbeing of B.C. and its citizens. The Ministry is committed to providing Treasury Board and Cabinet with advice that contributes to well-informed funding, taxation and investment decisions. The Ministry is also leading the implementation of the Gender Based Analysis Plus across government which is helping ensure that new and existing programs are accessible and effective for all British Columbians.

Ministry Mandate:

The Ministry of Finance plays a key role in establishing, implementing and reviewing government's economic, fiscal, financial management and taxation policies. The Ministry is responsible for delivering fair, efficient and effective tax administration, and revenue and treasury management that fund government programs, services and infrastructure essential to citizens in B.C.

More specifically the Ministry is responsible for:

- Government's economic forecasting, fiscal planning, budgeting and reporting;
- Coordination of cross-government action on gender issues, including gender-based violence and gender equity;
- Banking, accounting, and risk and debt management services for government;
- Leadership of key public sector governance, accountability and social responsibility initiatives;
- Oversight of financial, procurement and administrative governance for the broader public service (ministries, crown agencies and the schools, universities, colleges and hospitals (SUCH) sector);
- Internal audit and consulting services to B.C.'s ministries and Crown corporations;
- Policy development with respect to provincial taxes and for specific sectors including financial, corporate and real estate sectors in B.C.;
- Supporting public infrastructure projects developed through the Community Benefits Agreement; and
- Regulation of the financial services and real estate sectors, and administration of the B.C. credit union deposit insurance fund.

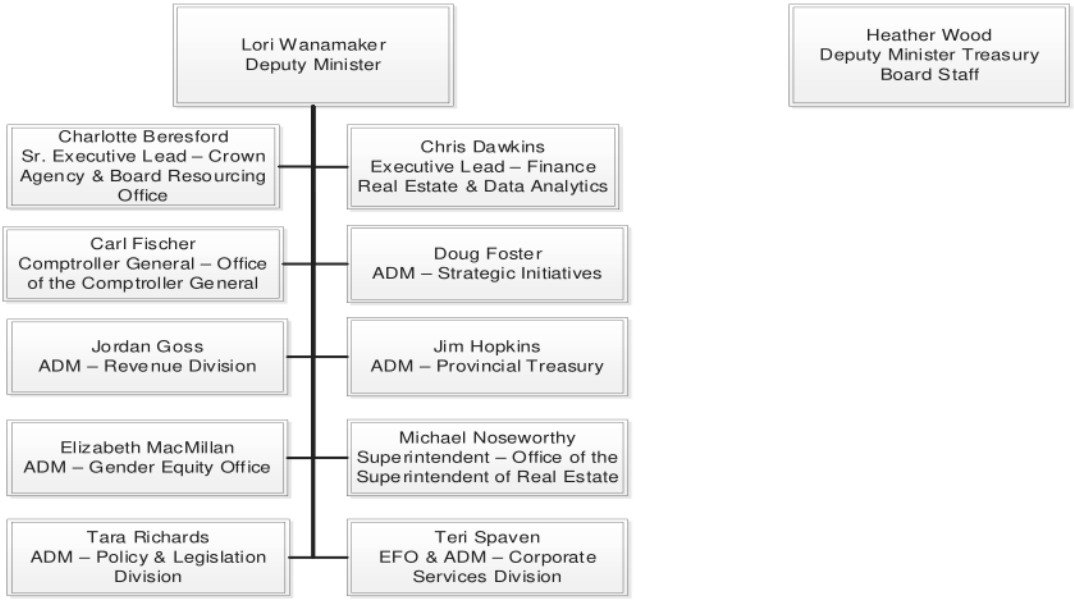
The Minister of Finance is accountable for the BC Public Service Agency, Government Communications and Public Engagement, Public Sector Employers' Council, BC Financial Services Authority, BC Infrastructure Benefits, BC Securities Commission, Partnerships BC, and the Real Estate Council of BC.

Budget:

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Treasury Board Staff	7,073	6,847	6,855	6,855
Office of the Comptroller General	21,702	21,636	21,799	21,799
Treasury	1	1	1	1
Revenue Division	179,108	183,088	177,674	177,674
Policy and Legislation	7,694	7,379	7,388	5,879
Public Sector Employers' Council Secretariat	16,852	16,787	16,790	16,790
Crown Agencies and Board Resourcing Office	1,556	1,436	1,439	1,439
Executive and Support Services	31,341	30,317	31,295	31,295
Housing Priority Initiatives special account	488,771	456,289	505,829	598,640
Insurance and Risk Management Account	4,562	4,573	4,587	4,587
Provincial Home Acquisition Wind Up special account	10	10	10	10
Total	**758,670**	**728,363**	**773,667**	**864,969**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	547	133	181	10
Total	**547**	**133**	**181**	**10**
Other Financing Transactions ($000)				
Reconstruction Loan Portfolio (Homeowner Protection Act Loan Program)				
Receipts	(2,500)	(2,000)	(1,000)	(1,000)
Disbursements	10	5	0	0
Net Cash Requirement (Source)	(2,490)	(1,995)	(1,000)	(1,000)

Full Time Equivalents (FTEs): 1,304.1 FTEs as of September 26, 2020

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY
Lori Wanamaker, Deputy Minister of Finance

Lori Wanamaker, FCA, FCPA, was appointed Deputy Minister, Finance, on July 18, 2017.

A long-time public servant, Lori came to Finance from the Ministry of Children and Family Development, where she was the Deputy Minister. In this role, Lori had responsibility for child protection, services for children and youth with mental health or special needs, childcare programs, and developing strategies to address the over-representation of aboriginal children and youth in care.

From 2010 to 2016, Lori was the Deputy Minister of Justice and the Deputy Solicitor General with responsibility for corrections, policing, victims' services, road safety, liquor, gaming and justice reform. She also served as the Chair for the BC Justice and Public Safety Council.

Prior to this appointment, Lori was:

- Deputy Minister of Tourism, Culture and the Arts, and Chief Executive Officer for Tourism BC (2009-2010);
- Deputy Minister of Labour and Citizens' Services (2006-2009), with responsibility for government's shared services, including accommodation and real estate, workplace technology, purchasing and procurement, Service BC, and the Office of the Chief Information Officer; and
- Associate Deputy Minister of Housing (2005-2006), with accountability for housing and homelessness policy and programs, building and safety policy, and residential tenancy.

Lori's career with the Province of British Columbia began in 1990 at the Office of the Auditor General. She subsequently held several senior positions within the Ministry of Municipal Affairs (1993-2001), including her appointment to Assistant Deputy Minister of Corporate Services in 1998. From 2001-2005, Lori served as an Assistant Deputy Minister for several different portfolios within the Ministry of Community, Aboriginal and Women's Services.

In June 2014, Lori was awarded the *Lieutenant Governor's Silver Medal for Excellence in Public Administration*. She was also selected as one of *Canada's Most Powerful Women: Top 100* in 2013. The Institute of Chartered Accountants of British Columbia honored Lori by bestowing a Fellowship upon her in 2011. This FCA designation recognizes the service that she has provided to the profession and distinction in her career.

Prior to joining the BC public service, Lori worked at a public accounting firm in Winnipeg, Manitoba.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY
Heather Wood, Deputy Minister & Secretary to Treasury Board, Treasury Board Staff

Heather Wood joined the BC Public Service in 2011 as an Assistant Deputy Minister in Finance. Heather was appointed Associate Deputy Minister, Treasury Board Staff in March, 2018 and subsequently appointed as Deputy Minister and Secretary to Treasury Board in June, 2020.

Prior to this, Heather was an Assistant Deputy Minister in the Ministry of Finance with the Province of Manitoba for more than three years, with responsibility for the Taxation, Economic and Intergovernmental Fiscal Research Division.

Heather joined the Manitoba Civil Service in 1997 as a research assistant while completing a joint Master's Degree in Public Administration at the University of Manitoba and the University of Winnipeg. She accepted a permanent position in the Manitoba Civil Service in 1999 as a management intern, working in a number of ministries over the course of the three-year program, including Health, Finance and Justice.

Heather then accepted a position as a Senior Policy Analyst in the Federal-Provincial Relations Secretariat, which was responsible for the development and coordination of Manitoba's federal-provincial and international relations strategies.

After secretly hoping to one day join the ranks of the wise persons in Manitoba Finance, Heather exchanged positions with a colleague in Finance in 2005. She was then offered positions as a Manager and Executive Director, before competing for the position of Assistant Deputy Minister in 2007.

Heather has been active in the past in the Institute of Public Administration of Canada, serving as the regional chair of the Manitoba Group, regional representative to the national Board of Directors, and Vice-President and Treasurer of the national Board.

EXECUTIVE MEMBER BIOGRAPHY
Doug Foster, Assistant Deputy Minister, Strategic Initiatives

Doug Foster has been a member of the public service since 1975 and has held various senior and executive positions with the Ministry of Finance since 1985. Doug joined the Deputy Minister's Office in 2004, and was appointed Assistant Deputy Minister, Strategic Initiatives in 2012.

As ADM, Strategic Initiatives, Doug responds to major proposals, projects and initiatives with consideration of the economic and fiscal priorities of government. This includes resolving complex financial and business problems and structuring frameworks, options and strategies to help ensure government remains within stated fiscal targets and other strategic objectives. Doug engages with executives across the public sector and private sectors, and works closely with staff across ministries, central agencies and Crown corporations.

His work impacts initiatives such as natural resource strategies; major investments in BC and other strategic priorities; major project fiscal management; fiscal and economic strategies with First Nations; public sector collective bargaining strategies; public sector budget management; organizational restructuring and program reviews; and improving performance measurement, risk management and accountabilities within various provincial public sector contractual arrangements.

Some examples of key major projects of focus to the Ministry and this strategic initiatives resource include the 2010 Winter Olympic Games; the TransLink Canada Line; transitioning to and from the HST; major natural gas and LNG development; BC Hydro's Site C dam; mines and forestry sector distress strategies; fiscal recovery and sustainability of ICBC; and COVID -19 recovery strategies for the transportation sector.

Doug is a member of the ministry executive and provides coaching and mentorship to senior staff across the public sector. He is also supported by a background that includes is a Chartered Professional Accountant/CGA and bachelor's degree in Commerce and Economics from the University of Victoria.

EXECUTIVE MEMBER BIOGRAPHY
Jordan Goss, Assistant Deputy Minister, Revenue Division

Jordan Goss was appointed Assistant Deputy Minister, Revenue Division, Ministry of Finance in April 2018. The Revenue Division is responsible for the administration of the province's tax and revenue programs.

Jordan has over 26 years of experience in the BC Public Service, 18 of which has been in the Ministry of Finance.

She first joined the Ministry of Provincial Revenue (now Revenue Division) in 2002 and although the majority of her time in the Ministry of Finance has been with the Revenue Division, Jordan spent 4 years in the Tax Policy Branch where she was responsible for the consumption tax portfolio.
Throughout her time in the Ministry of Finance, Jordan has provided leadership to major tax implementation and administration projects including the harmonized sales tax (HST) and related provincial tax programs, the provincial sales tax (PST), the speculation and vacancy tax, the employer health tax and the BC Emergency Benefit for Workers. Jordan was the recipient of the Premier's Award in Leadership in 2014, in part, for her work in leading the re-implementation of the PST.

Jordan has a strong commitment to providing leadership to the division to achieve results and provide excellent customer service while maintaining the integrity of the tax and revenue programs within B.C.

Jordan holds a Bachelor of Science in Economics from the University of Victoria, a Master of Arts in Economics from Queens and a Master of Public Administration degree from the University of Victoria.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY
Jim Hopkins, Assistant Deputy Minister, Provincial Treasury

Jim Hopkins graduated from the University of Victoria with an undergraduate degree in Political Science and History in 1976 and did post-graduate work in public administration.

In 1979, Jim joined the Ministry of Finance. He has held positions as research analyst in economic policy and planning, executive assistant to the deputy minister, and director of policy in the government's purchasing commission.

In 1987, Jim joined the Debt Management Branch, Provincial Treasury. In February 2002 he was appointed Executive Director of the Debt Management Branch.

In April 2004, Jim was appointed Assistant Deputy Minister of Provincial Treasury, responsible for banking and cash management for government, debt management, and risk management and insurance for the provincial public sector.

EXECUTIVE MEMBER BIOGRAPHY
Elizabeth MacMillan, Assistant Deputy Minister, Gender Equity Office

Elizabeth was appointed the Assistant Deputy Minister of the Gender Equity Office at the Ministry of Finance in September 2020.

Her first position with the British Columbia Public Service was as a research officer in the Forest Service working on the Chief Forester's timber supply review; then as a Land Use Planning Advisor, Manager of Executive Operations, and Deputy Director of the Wildlife Branch all within the Ministry of Environment, Lands and Parks.

Following these assignments, she was asked to provide policy advice to the Deputy Minister's Committee on Natural Resources from the Premier's Office. Subsequently she was appointed Deputy Cabinet Secretary and Assistant Deputy Minister leading Cabinet Operations and serving three Premiers and five Deputy Ministers to the Premier.

In early 2019, Elizabeth joined the executive of the Transportation Investment Corporation to integrate the Community Benefits Agreement into the procurement of Corporation's first three major projects. She holds a BSc in geography and economics from the University of Victoria.

EXECUTIVE MEMBER BIOGRAPHY
Tara Richards, Assistant Deputy Minister, Policy & Legislation Division

Tara was appointed Assistant Deputy Minister, Policy & Legislation Division effective September 3, 2019.

Previously, Tara was Interim CEO of FICOM from August 2016 to September 2019, where she was involved in leading the finance, human resources, information technology, service planning and stakeholder relations accountabilities while preparing the organization for transition to the BC Financial Services Association (BCFSA), a Crown corporation established in November 2019. Prior to this, she was the Assistant Deputy Minister, Corporate Services and EFO in the Ministry of Finance from July 2014 to February 2018, with responsibility for corporate financial and facilities services, strategic human resources, information management and performance management and corporate priorities.

Tara has over 25 years experience in the BC Public Service and has held progressive roles in various ministries in the areas of policy and legislation, operations, intergovernmental relations, and planning and corporate support services.

Tara has a Master's Degree in Public Administration as well as an undergraduate degree in Political Science from the University of Victoria.

EXECUTIVE MEMBER BIOGRAPHY
Teri Spaven, Assistant Deputy Minister, Corporate Services

Teri Spaven was appointed Assistant Deputy Minister, Corporate Services Division, and Executive Financial Officer on April 30, 2018. In this role, Teri is responsible for providing leadership and direction in the provision of financial and administrative services, strategic human resources, information management and systems, risk management, performance planning, and communications.

With over 30 years of public service experience Teri has been fortunate to work in various ministries where she has held senior roles with significant responsibilities. Previously, Teri was the Executive Director, Client Services for the Ministries of Attorney General/Public Safety and Solicitor General, and the Chief Financial Officer for the Ministry of Citizens' Services.

Teri is a chartered professional accountant (CPA, CMA).

EXECUTIVE MEMBER BIOGRAPHY
Carl Fischer CPA, CGA, Comptroller General

Carl Fischer has been the Comptroller General since December 1, 2016. He is a Certified Professional Accountant with over 30 years of experience in government financial management, policy and accounting. For the last 20 years Carl has worked within the Office of the Comptroller General. His primary responsibility is preparing the Public Accounts of British Columbia, government's annual financial accountability report to the public.

As Comptroller General, Carl has responsibility for administering the financial policies and practices of government, financial reporting, compliance and audit, and the corporate financial system. Carl also leads the Province's engagement with standard setting bodies and comptrollers across Canada.

Notable responsibilities undertaken during his tenure in OCG include leading the implementation of full GAAP financial reporting as required by the introduction of the Budget Transparency and Accountability Act, transitioning Crown agencies to a common basis of accounting consistent with government accounting policy, and representing the Province through the evolution of a national public sector accounting standard under the Public Sector Accounting Board of Canada.

Carl has acted as a pension board trustee since 2006 and represents the Province as a Director on the BC Pension Corporation board of directors.

EXECUTIVE MEMBER BIOGRAPHY
Charley Beresford, Executive Lead, Crown Agencies & Board Resourcing Office

Charley Beresford is the Senior Executive Lead for the Crown Agencies and Board Resourcing Office, Ministry of Finance, which provides oversight of Crown governance and corporate accountability and oversees the recruitment and recommendation of candidates for appointments to BC's public sector organizations. Prior to this, Charley was Executive Director of the Columbia Institute, an independent public policy organization with four research streams: Green economy, public finance, local economy and governance.

Charley served on Victoria School Board from 1996 through 2008 and serving two terms as Chair. Over her career, Charley has been Director/Chair and/or staff with various non-governmental organizations including the Green Economy Network, SPARC BC, BC Recreation and Parks Association, Big Sisters, The Canadian Mental Health Association, and the Therapeutic Riding Association of BC. Charley was previously Director of Agencies, Boards and Commissions in the BC Ministry of Finance.

EXECUTIVE MEMBER BIOGRAPHY
Christina Dawkins, Executive Lead, Finance Real Estate & Data Analysis Unit, Policy & Legislation Division

Chris has been the Executive Lead, Finance Real Estate and Data Analysis Unit (FREDA) with the Policy and Legislation Division since September 3, 2019. FREDA works on the Ministry's anti-money laundering initiatives and on expanding the Ministry's data analysis capacity.

Chris joined the BC Public Service in December 1999. She has spent her public service career in the division. Before joining FREDA, she held a position as Acting ADM of the Policy and Legislation division. She has also worked as the Executive Director of the Financial and Corporate Sector Policy Branch and the Executive Director responsible for developing Liquefied Natural Gas Income Tax legislation. Chris started her career in the Tax Policy Branch, spending over a dozen years there with an interlude in the (now reconfigured) Intergovernmental Fiscal Relations Branch.

Chris holds a PhD in Economics from Warwick University in the UK and a master's degree in Economics from the University of Western Ontario.

Before embarking on a public service career in BC, Chris worked on economic development projects with researchers from Vietnam and other countries and as an economics lecturer in Istanbul, Turkey.

EXECUTIVE MEMBER BIOGRAPHY
Micheal Noseworthy, Superintendent of Real Estate

The Superintendent of Real Estate is the public official responsible for leading the regulation of the real estate industry in British Columbia. As Superintendent, Micheal Noseworthy leads the office responsible for providing oversight and regulation of the province's real estate industry. Under the Real Estate Services Act, the Real Estate Development Marketing Act, and the Strata Property Act, the Office of the Superintendent of Real Estate exercises statutory jurisdiction, takes enforcement action against misconduct, and provides regulatory oversight to the Real Estate Council of BC.

Mr. Noseworthy has extensive experience as a regulator and public sector leader, previously serving as a senior government regulator for Yukon. Before taking on his current role, Mr. Noseworthy most recently served as Yukon's Superintendent of Real Estate, Superintendent of Insurance, Registrar of Lotteries, and Registrar of Medical Practitioners. Prior to that role, he served as Yukon's Director of Residential Tenancies and Employment Standards, and was awarded the Premier's Award of Excellence for his work as part of the team that developed Yukon's first-ever Housing Action Plan. A lawyer by profession, he also previously worked in Newfoundland and Labrador in a private practice that included real estate and administrative law. He received both his law degree and a Bachelor of Arts in political science from Dalhousie University in Halifax.

CROWN AGENCIES & BOARD RESOURCING OFFICE

Executive Lead Responsible: Charley Beresford

Core Business/ Program Area Description/Critical Business Processes:

The **Crown Agencies and Board Resourcing Office (CABRO)** is responsible for Public Sector Organization (PSOs) governance support.

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 appointments for Cabinet agendas.

Governance support includes:

- overseeing the delivery of mandate letters, service plans and annual service plan reports for PSOs;
- overseeing appointments to 264 public sector organizations – which encompasses nearly 2000 appointees, with a firm commitment to reflecting the Province's diversity in Provincial appointments (see diversity statement below);
- provision of guidance on the creation and dissolution of public sector organizations;
- conducting analysis, establishing best practices, providing advice and recommendations on governance issues; and,
- providing training on governance, public sector transparency, strategic Government priorities, performance planning and reporting.

CABRO's website includes the following statement on government's commitment to diversity in board appointments:

- 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.

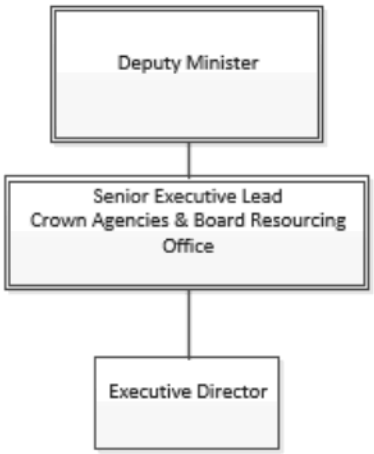
Budget: 2020/21:
$1.436M

Full Time Equivalents (FTEs):
12 FTEs as of September 26, 2020.

Related Legislation:

- *Budget Transparency and Accountability Act* (BTAA)
- *Financial Information Act*
- *Financial Administration Act*
- *Freedom of Information and Protection of Privacy Act* (FOIPPA)
- *Information Management Act* (IMA)
- *Public Service Employers' Act* (PSEA)
- Board structure and appointment processes for PSOs are defined in either the enabling legislation for the organization (e.g. *Hydro and Power Authority Act* for BC Hydro, *Insurance Corporation Act* for ICBC), or in the constitution or by-laws of PSOs without stand-alone enabling legislation.

Organizational Chart:



COMMUNITY BENEFITS OFFICE

Executive Director Responsible: Sarah Zaharia

Core Business/ Program Area Description/Critical Business Processes:

The **Community Benefits Office (CBO)** provides leadership and direction for the implementation of community benefits objectives across government through the development of a Community Benefits Framework (CBF). The CBF will include an overall policy, a planning guide to incorporate community benefits language into procurement and contracts and a plan for reporting and monitoring. The CBO is in the process of developing the Community Benefits Framework in collaboration with policy and capital ministries and through consultation with its internal and external stakeholders.

The initial phase of the Community Benefits Framework has been implemented successfully with the application of a Community Benefits Agreement (CBA) to three major infrastructure projects: (1) Pattullo Bridge Replacement, (2) Broadway Subway Project and (3) Highway 1 Four-Laning projects between Kamloops and the Alberta Border including Illecillewaet, Kicking Horse Canyon Phase 4, Chase Creek Road to Chase West, and Salmon Arm West.

Cabinet Confidences; Advice/Recommentations

Budget: 2020/21:
Government Financial Information

Full Time Equivalents (FTEs):
3.0 FTEs as of September 26, 2020

Related Legislation:
N/A

Organizational Chart:

CORPORATE SERVICES DIVISION

ADM Responsible: Teri Spaven

Core Business/ Program Area Description/Critical Business Processes:

- The **Corporate Services Division (CSD)** provides a suite of strategic business and support services to the Ministry of Finance, as well as to the Office of the Premier, Minister's Offices, Government House, and crown agencies that fall under the Ministry of Finance, enabling them to achieve their objectives and comply with corporate policy and legislation.

- CSD supports the ministry's objectives by providing a set of core internal ministry processes, including corporate governance services, advice and support in finance, strategic human resources, information management, technology services, business planning, performance management, internal communication, Freedom of Information, and administration.

- CSD is responsible for leading and/or coordinating Finance's corporate initiatives and requirements including the ministry budget and reporting, integrated strategic planning, Business and Service Plans, ministry LEAN projects, Leading Workplace Strategies, and the Business Continuity Plan.

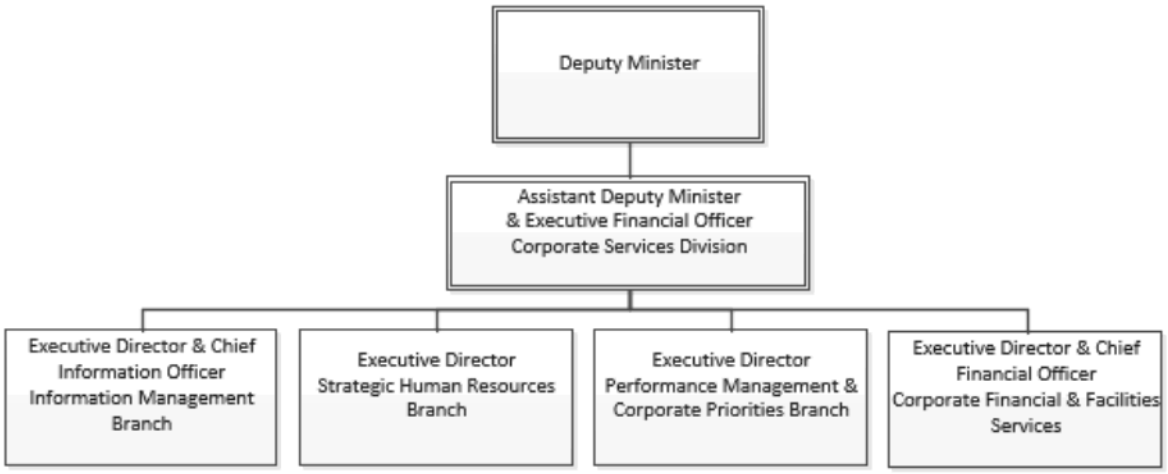
- CSD coordinates all Treasury Boards submissions for the ministry. The Division is also the lead contact for various central agencies such as the Ministry of Citizens' Services (which includes the Office of the Chief Information Officer and Real Property Division), the Crown Agencies and Board Resourcing Office, and the Public Service Agency.

Budget: 2020/21:
Government
Financial Information

Full Time Equivalent (FTE) Utilization:
108.8 FTEs as at September 26, 2020

Related Legislation:
N/A

Organizational Chart:



GENDER EQUITY OFFICE

ADM Responsible: Elizabeth MacMillan

Core Business/ Program Area Description/Critical Business Processes:

The Premier appointed a new Parliamentary Secretary for Gender Equity in February 2018 to serve under the direction of the Minister of Finance. The Parliamentary Secretary has the following mandate:

- Ensure gender equity is reflected in government budgets, policies and programs;
- Co-ordinate cross-government action on gender issues, including gender violence, gender equality and women's economic empowerment;
- Track progress on the National Inquiry into Missing and Murdered Indigenous Women;
- Liaise with feminist and women's organizations; and
- Promote gender equity and leadership at senior levels in the public and private sector.

The **Gender Equity Office (GEO)** was established in mid-April 2018 to support the Parliamentary Secretary's mandate and to ensure that gender equity is a priority across government.

On July 13, 2018, the Deputy Minister Council approved a 3-year Gender-Based Analysis Plus (GBA+) implementation plan for the British Columbia public service. GBA+ is an analytical tool which ensures that gender and diversity issues are considered as part of policy, budget, and program development processes. A portion of the Gender Equity Office budget (total staffing and operational budget) involves training, coordination and monitoring and reporting for GBA+ implementation.

Advice/Recommentations

The Framework is overall strengthened by the implementation of GBA+ across the public service. The goals of the Gender Equity Framework can only be accomplished by working cross-government with Ministry partners.

In 2019, British Columbia co-chaired the National Forum on the Status of Women with the federal government and hosted the annual meeting of Ministers on December 3 - 4, 2019 in Victoria. This reestablished a significant presence for BC at this table and a leadership role in identifying priorities to advance gender equality across Canada.

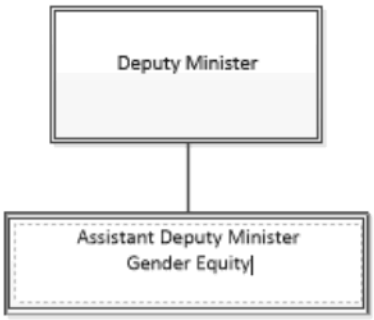
Budget: 2020/21:

Government Financial Information

Full Time Equivalents (FTEs):
3 FTEs as of September 26, 2020

Related Legislation:
N/A

Organizational Chart:



GOVERNMENT HOUSE

Executive Director Responsible: Jerymy Brownridge

Core Business/Program Area Description/Critical Business Processes:

The Lieutenant Governor is the Queen's representative and their primary, core role is to uphold the constitutional framework in British Columbia. In this role the Lieutenant Governor personifies the Crown, which is both the apex and the unifying link in the constitutional and political structure of the province – executive, legislative, and judicial. In terms of a continuing, functioning government, and to uphold the constitutional framework of the province, the Lieutenant Governor:

- Ensures the continued existence of government in the province of British Columbia;
- Selects a first minister as Premier of the Province;
- Appoints and administers the Oaths of Office, Allegiance and Confidentiality to the Premier and members of the Executive Council;
- Summons, prorogues and dissolves the Legislature;
- Delivers the Speech from the Throne;
- Provides Royal Assent to provincial legislation;
- Signs orders-in-council, proclamations and other official documents before they have the force of law; and
- Presents bills by message into the Legislature when they involve taxation or expenditure of public money.

In addition to this primary role, **Government House** supports the incumbent Lieutenant Governor in undertaking three additional, core roles:

1. Celebratory/Ceremonial (honoring excellence, celebrating achievement);
2. Promotional (hosting diplomatic and significant guests of the province, profiling British Columbian culture); and
3. Crown and Indigenous Relations.

The Lieutenant Governor carries out duties associated with all four roles by participating in roughly 500 engagements per year; either at Government House, elsewhere in the province, or virtually.

Government House is the centre of hospitality for the province and is also a significant visitor destination, so the facilities are managed by an Executive Director on behalf of the Ministry and supported by a large corps of volunteers.

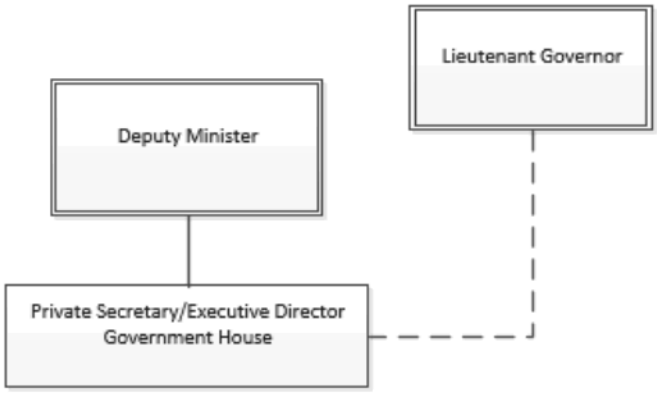
Budget: 2020/21:
Government
Financial

Full Time Equivalents (FTEs):
17.7 FTEs as of September 26, 2020

Related Legislation:

- *British North America Act 1867*, Part V
- *BC Constitution Act* Section 3

Organizational Chart:



OFFICE OF THE COMPTROLLER GENERAL

ADM Responsible: Carl Fischer, Comptroller General

Core Business/ Program Area Description/Critical Business Processes:

The **Office of the Comptroller General (OCG)** is the lead governance organization for the financial management function of the BC government.

The OCG provides leadership to the public service through:

- Developing and maintaining government's financial management framework through legislation, policies, procedures and guidance;
- Preparing and publishing government's financial statements, including the Public Accounts;
- Managing the design, development and delivery of the government's corporate financial system;
- Providing corporate, risk-based monitoring of compliance with financial legislation and policies aimed at improving the efficiency and economy of internal controls;
- Providing independent and objective audit assurance and advice to support effective financial management, governance, accountability and performance management practices.

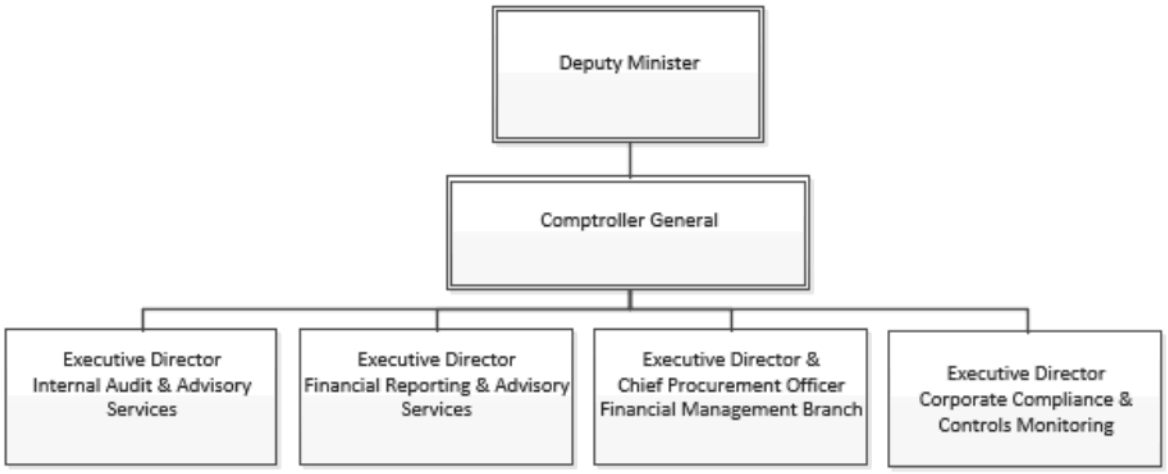
As the Chief Financial Officer for the Province, the Comptroller General recommends and champions specific measures to improve financial management accountability and operations of government.

Budget: 2020/21:
$21.636M

Full Time Equivalents (FTEs):
116.3 FTEs as of September 26, 20202

Related Legislation:
The primary responsibilities of the Comptroller General are stated in sections 8 and 9 of the *Financial Administration Act* but additional authority is granted by other sections. The OCG also has responsibilities in the *Financial Information Act*, the *Unclaimed Property Act*, *Auditor General Act*, *Budget Transparency and Accountability Act*, and the *Balanced Budget and Ministerial Accountability Act*.

Organizational Chart:



OFFICE OF THE SUPERINTENDENT OF REAL ESTATE

Executive Responsible: Micheal Noseworthy, Superintendent of Real Estate

Core Business/ Program Area Description/Critical Business Processes:

The **Office of the Superintendent of Real Estate (OSRE)** is a regulatory agency of the BC government that oversees and regulates the real estate industry in BC. OSRE's main responsibilities include:

- Making rules that govern the professional conduct of individuals and businesses licensed under the *Real Estate Services Act* (RESA) including real estate agents, strata managers and rental property managers;
- Providing oversight of the operations and activities of the Real Estate Council of British Columbia (RECBC), including reviewing the resolution of complaints and discipline decisions;
- Reviewing real estate developer disclosures made under the *Real Estate Development Marketing Act* (REDMA) for consumers purchasing multi-unit residential condos;
- Approving schedules to strata plans related to the creation of strata titles and entrenchment of property owners' rights;
- Investigating and undertaking enforcement action regarding unlicensed activity and developer misconduct in relation to the requirements of RESA and REDMA; and
- Taking enforcement action to ensure developer compliance with requirements of the Condo and Strata Assignment Integrity Register (CSAIR) of purchasers' assignments of strata purchase agreements.

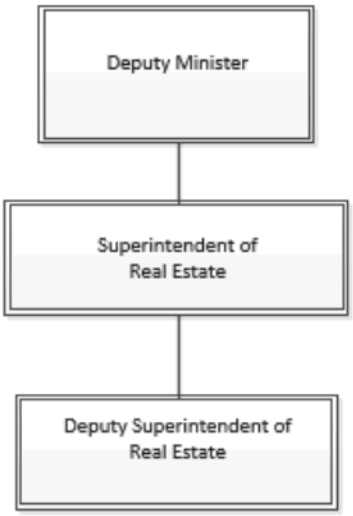
Budget: 2020/21
The Office of the Superintendent of Real Estate operates under a $1,000 Vote.

Full Time Equivalents (FTEs):
24 FTEs as of September 26, 2020

Related Legislation:

- *Real Estate Services Act*
- *Real Estate Development Marketing Act*
- *Strata Property Act*

Organizational Chart:



POLICY & LEGISLATION DIVISION

ADM Responsible: Tara Richards

Core Business/ Program Area Description/Critical Business Processes:

The **Policy and Legislation Division** provides policy analysis and advice to the Minister of Finance, Cabinet, and Deputy. The Division is responsible for tax policy and intergovernmental fiscal relations, financial and corporate sector policy and directs the implementation of related government decisions through the development and preparation of legislation. The Division consists of three branches:

1. **Tax Policy & Intergovernmental Fiscal Relations (TPIFR) Branch** - Within TPIFR, Tax Policy (TP) provides tax policy analysis, advice and recommendations to the Minister. The unit is responsible for B.C. provincial tax policy, including taxes on income, consumption, and wealth. Responsible for maintaining the provincial tax base the unit plays a key role in the budget process. The Unit reviews issues, provides advice and recommendations, assists with preparing budget documents, and implements budget decisions through legislation and regulation. The unit also supports the coordination of tax policy with other levels of government and other ministries and negotiates the tax aspects of treaties and taxation related agreements with First Nations.

   Also, within TPIFR, Intergovernmental Fiscal Relations (IFR) provides analysis and advice in regards to federal-provincial fiscal relations & arrangements and priority areas of joint federal/provincial social policy. IFR also provides analysis and advice in regards to local government finance, including provincial funding to local governments for operationg and capital projects.

2. **Financial and Corporate Sector Policy Branch (FCSP)** - Provides policy analysis and advice to government regarding the financial and corporate sectors generally, and in particular regarding:
   - The regulatory frameworks applicable to credit unions, trust companies, pension plans and insurance companies, the province's securities market, and the sale of insurance; and
   - Legal frameworks applicable to companies, societies, partnerships and the use of personal property as collateral for loans and various liens.

   The branch works closely with government regulators including to develop legislation and regulations to implement government policy with respect to the regulation of the financial institutions, corporate, and securities sectors. The branch also coordinates non-budget legislation and acts as the ministry's regulatory reform contact.

3. **Finance Real Estate & Data Analysis (FREDA) Unit** - See Appendix A-3(1) – PLD – FREDA.

Budget: 2020/21:
$7.378M

Full Time Equivalents (FTEs):
52.5 FTEs as of September 26, 2020

Related Legislation:

Financial & Corporate Sector Policy

• *Business Corporations Act* • *Cooperative Association Act* • *Credit Union Incorporation Act* • *Creditor Assistance Act* • *Financial Institutions Act* • *Income Trust Liability Act* • *Insurance Act* • *Insurance (Captive Company) Act* • *International Interests in Mobile Equipment (Aircraft Equipment) Act* • *Manufactured Home Act* • *Ministry of Consumer and Corporate Affairs Act, (ss. 3, 4(a))*	• *Miscellaneous Registrations Act, 1992* • *Mutual Fire Insurance Companies Act* • *Partnership Act* • *Pension Benefits Standards Act* • *Pension Fund Societies Act* • *Personal Property Security Act* • *Pooled Registered Pension Plans Act* • *Repairers Lien Act* • *Securities Act* • *Securities Transfer Act* • *Societies Act* • *Warehouse Lien Act* • *Warehouse Receipt Act*

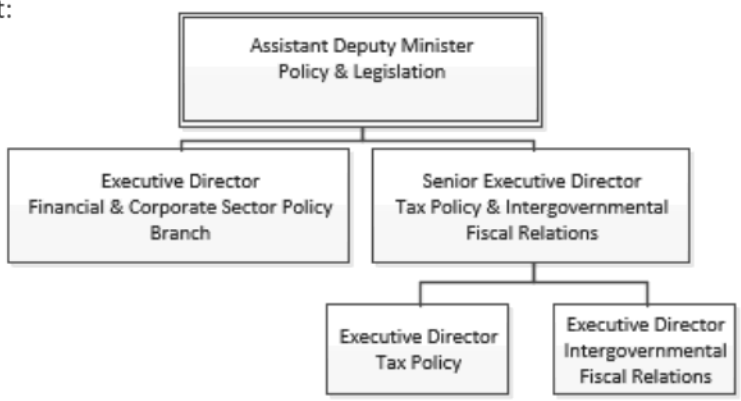
Tax Policy has responsibility for tax policy in the following statutes administered by the Ministry of Finance

• *Carbon Tax Act* • *Employer Health Tax Act* • *Home Owner Grant Act* • *Income Tax Act* • *Indian Self Government Enabling Act* • *Insurance Premium Tax Act* • *International Business Activity Act* • *Land Tax Deferment Act* • *Liquefied Natural Gas Project Agreements Act* • *Logging Tax Act*	• *Motor Fuel Tax Act* • *New Housing Transition Tax and Rebate Act* • *Ports Property Tax Act* • *Probate Fee Act* • *Property Transfer Tax Act* • *Provincial Sales Tax Act* • *Sechelt Indian Government District Home Owner Grant Act* • *Speculation and Vacancy Tax Act* • *Taxation (Rural Area) Act* • *Tobacco Tax Act*

Tax Policy Branch has responsibility for tax policy in statues administered by other ministries including:

• *Assessment Act* • *British Columbia Transit Act* • *College and Institute Act* • *Columbia Basin Trust Act* • *Community Charter* • *Health Authorities Act* • *Hospital District Act* • *Hydro and Power Authority Act* • *Liquor Distribution Act*	• *Local Government Act* • *Medicare Protection Act* • *School Act* • *South Coast British Columbia Transportation Authority Act* • *Tourist Accommodation (Assessment Relief) Act* • *Treaty First Nation Taxation Act* • *Trinity Western University Foundation Act* • *University Act* • *Vancouver Charter*

Organizational Chart:



POLICY & LEGISLATION DIVISION - FINANCE REAL ESTATE & DATA ANALYSIS UNIT

Executive Lead: Chris Dawkins

Core Business/ Program Area Description/Critical Business Processes:

The **Finance Real Estate and Data Analysis Unit (FREDA)** provides policy analysis and advice in support of legislative frameworks to support government's anti-money laundering objectives and is developing an integrated data analysis capacity in support of the Ministry.

Advice/Recommentations

The Data Analysis Branch within FREDA is a new Branch that is being developed to leverage the Ministry of Finance's data holdings to support data-driven policy analysis and advice to advance government and ministry policy goals and priorities. Advice/Recommentations

Advice/Recommentations

Advice/Recommentations he Branch also coordinates anti-money laundering initiatives, including federal-provincial efforts, inter-Ministry coordination and the support of working groups related to anti-money laundering.

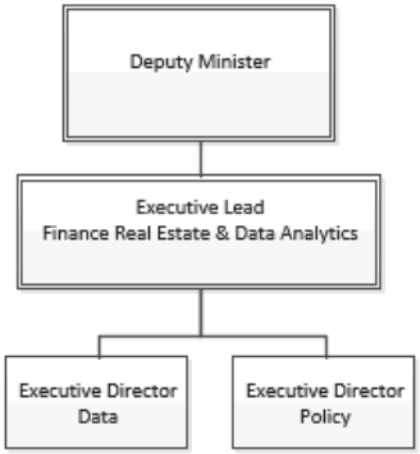
Budget:
Included in the divisional budget for Policy and Legislation

Full Time Equivalents (FTEs):
10.5 FTEs as of September 26, 2020

Related Legislation:

• *Real Estate Services Act* • *Mortgage Brokers Act*	• *Land Owner Transparency Act* • *Business Corporation Act (shared with FCSP)*

Organizational Chart:



PROVINCIAL TREASURY

ADM Responsible: Jim Hopkins

Core Business/Program Area Description/Critical Business Processes:

Provincial Treasury (PT) is comprised of four lines of business (BCM, DMB, RMB and CPF) which have specialized and unique mandates in the public service and two management support service units (ISB and COP). Treasury and risk management services are extended to all ministries, Crown corporations and public sector agencies.

Banking and Cash Management Branch (BCM): The internal bank and back office to the province. It manages the province's $130+ billion dollar operational cash flow and would rank as one of the larger financial institutions in Western Canada. Negotiates agreements for banking services. Provides management services to support revenue collection, and government payments including debt servicing, and develops electronic banking and payment services. Governs payment card industry (PCI) standards including oversight of annual audits. Manages the Central Deposit Program for SUCH sector entities and Crown corporations to invest surplus cash and permit government to use the balances to reduce taxpayer supported debt (balance at September 30, 2020: $2.2 billion).

Debt Management Branch (DMB): Provides a centralized debt management service to the government and its Crown corporations and agencies with advice on portfolio management from the Risk Committee which includes external experts. In addition to borrowing funds to meet client requirements, the branch manages all principal and interest payments and enters into derivative transactions to manage interest rate and foreign exchange risks. The branch is also the lead entity for managing the province's relationship with the credit rating agencies and its fixed income investor relations program. Net debt is estimated to total about $87.9 billion as at March 31, 2021, and the province's borrowing requirement from the money markets and capital markets is estimated at around $18.5 billion for 2020/21.

Risk Management Branch and Government Security Office (RMB): Provides a collection of risk management programs for the provincial public sector to manage the risk to which it is exposed by virtue of its policies, assets, programs and operations. These programs include serving as risk management advisor and consultant which entails exercising the statutory authority to approve indemnities, risk management program development and delivery, delivery of risk financing programs including traditional insurance and self-insurance and claims and litigation management.

The position of Chief Security Officer was established in RMB in January 2011. The Officer provides overall coordination of government security policy among responsible agencies including security strategies, information sharing, security awareness, asset protection and technical assistance with investigations.

Corporate and Project Finance Branch (CPF): Provides financial advisory services to ministries, and Crown and public sector agencies to support procurement of capital assets, public-private partnerships, and divestiture initiatives. Supports programs across government by providing perspectives on financial assets, and programs requiring specialized financial expertise. Arranges project financing for clients which are typically limited

recourse to the project or the borrowing entity. Also, leading government initiatives on projects related to sustainable finance including environmental, social and governance work.

Information System Branch (ISB): The Information Systems Branch directly supports and manages systems for the division. The ISB indirectly supports the broader government sector through its development, management, operation, support and maintenance of divisional systems and data. The ISB focus is on assisting the business branches with achieving their client service objectives along with the ongoing care and maintenance of divisional applications. ISB leads IT projects both major and minor, capital and operational, in conjunction with business branches. The ISB communicates and collaborates with its government peers and partners as necessary, such as the Ministry of Finance Chief Information Officer, staff in Finance's Information Management and Information Technology Branch and the Office of the Chief Information Officer.

Corporate Operations (COP): Corporate Operations provides administrative support to the division with responsibility for Budgets, Facilities, Financial Administration, and Business Continuity Planning Coordination.

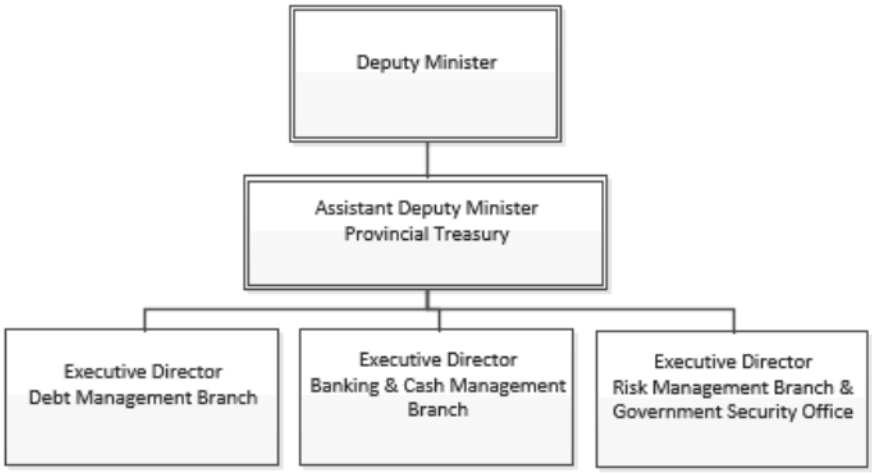
Budget: 2020/21:
Provincial Treasury operates under a $1,000 Vote.

Full Time Equivalents (FTEs):
119.6 FTEs as of September 26, 2020

Related Legislation:

- *Financial Administration Act*

Organizational Chart:



REVENUE DIVISION

ADM Responsible: Jordan Goss

Core Business/ Program Area Description/Critical Business Processes:

Revenue Division is responsible for the administration of taxes and natural resource royalties for British Columbia (the Province) and for collecting debt on behalf of a number of client ministries. The division:

- Promotes voluntary compliance with obligations through quality customer service, education and compliance programs;
- Undertakes audits to assess compliance, issues assessments and imposes penalties as required;
- Processes tax refunds and the administers tax credit and benefit programs;
- Undertakes collection activities to recover tax and royalty debt as well as debt on behalf of client ministries;
- Supports the appeal process, provided for under the various tax and royalty legislation;
- Undertakes investigations that may lead to the prosecution and/or regulatory enforcement against individuals or businesses that have willfully failed to comply with the Acts administered by the Ministry of Finance;
- Administers certain taxes on behalf of local governments and transit authorities;
- Represents British Columbia in its relationship with the Canada Revenue Agency and the Canada Border Services Agency with respect to the taxation statutes they administer on behalf of the Province;
- Collects of royalties, freehold production taxes and resource management fees levied on the production of minerals, oil and gas; and,
- Manages Ministry of Finance's Alternative Services Delivery contract with Advanced Solutions to provide revenue management services (including billing, payment processing, and collections services), deliver IM/IT services for various revenue and tax programs, and build and maintain a Revenue Management System (Revenue Contract). Note – this contract is ending March 31 and the division is leading the project to transition the services back into government.

Budget: 2020/21:
183.088M

Full Time Equivalents (FTEs):
760.6 FTEs as at September 26, 2020

Related Legislation:

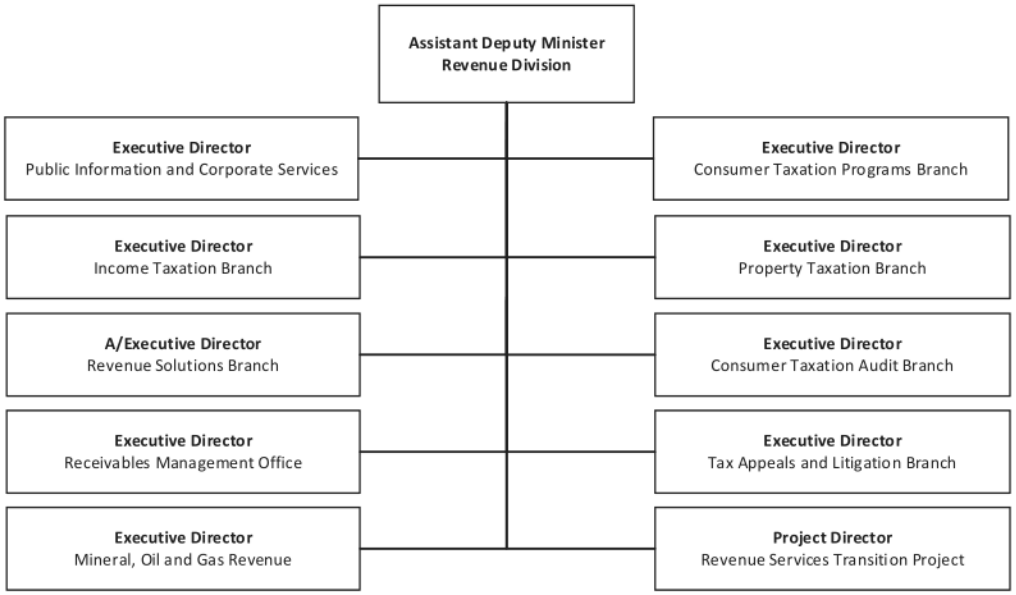
Revenue Division administers the following enactments in whole or in part:

• *Carbon Tax Act*	• *Forest Act (Part 11.1)*
• *Consumption Tax Rebate and Transition Act*	• *Motor Fuel Tax Act*
• *Employer Health Tax Act*	• *Police Act*
• *Home Owner Grant Act*	• *Property Transfer Tax Act*
• *Hotel Room Tax Act*	• *Provincial Sales Tax Act*
• *Income Tax Act*	• *Real Estate Development Marketing Act*
• *Indian Self-Government Enabling Tax Act*	• *School Act*
• *Insurance Premium Tax Act*	• *Social Service Tax Act*
• *International Business Activity Act*	• *Speculation and Vacancy Tax Act*
• *Land Tax Deferment Act*	• *Taxation (Rural Area) Act*
• *Logging Tax Act*	• *Tobacco* Tax Act

Revenue Division also administers the following enactments and agreements in areas related to revenue management processes only:

• *Greenhouse Gas Reduction (Renewable and Low Carbon Fuel Requirements) Act* ○ *Renewable and Low Carbon Fuel Requirements Regulations*	• *Mines Fee Regulation*
• *Forest Act*	• *Petroleum and Natural Gas Act*
• *Forest and Range Practices Act*	• *Petroleum and Natural Gas Royalty and Freehold Production Tax Regulation*
• *Homeowner Protection Act*	• *Net Profit Royalty Regulation*
• *International Fuel Tax Agreement*	• *Oil and Gas Activities Act (production levies)*
• *Medicare Protection Act*	• *Orphan Site Reclamation Fund Tax*
• *Mineral Land Tax Act*	• *Range Act*
• *Mineral Tax Act*	• *Wildfire* Act

Organizational Chart:



TREASURY BOARD STAFF

Deputy Minister Responsible: Heather Wood

Core Business/ Program Area Description/Critical Business Processes:

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.

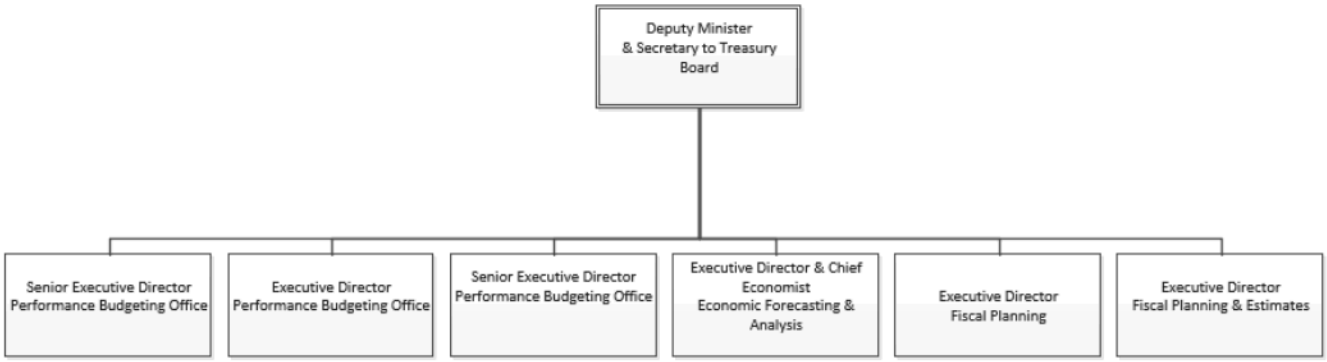
Budget: 2020/21:
$6.847M

Full Time Equivalents (FTEs):
55.5 FTEs as of September 26, 2020

Related Legislation:

- *Financial Administration Act*
- *Budget Transparency & Accountability Act*
- *Balanced Budget & Ministerial Accountability Act*

Organizational Chart:



Tab B

MINISTRY OF FINANCE
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
Crown Agency Board Resourcing Office (CABRO)	**Government Organizations National Network (GONN) (other fed/prov jurisdictions)**	Deputy Minister (or equivalent) responsible for ABCs.	*Responsible for Crown Agencies, ABCs, Board appointments and governance, and compensation policies*	• Best practices for alignment of ABC priorities with government direction • Transparency and diversity in board appointments • Risk management and strategic engagement between core government and ABCs.
CABRO	**Appointment Orders Committee (AOC)**	Charley Beresford Senior Executive Lead, CABRO	*Reviews, vets, and approves all OIC appointments before they go to Cabinet. AOC is comprised of a Chair and 4 Executive Council*	• Provides input into ABC OIC appointments to ensure citizen-centred governance, with a goal to achieve strong boards that reflect the diversity of BC; and the boards role in achieving government's public policy objectives.

Branch	Organization	Contact	Description	Key Issues
Community Benefits Office (CBO)	**Partnerships BC (PBC)**	Mark Liedemann President and CEO (604) 806-4171 Mark.Liedemann@partnershipsbc.ca	*Crown Corporation*	• Business case assessment / budget development with CBF in mind. • Embedding CBF in procurement process. • Addressing interested parties/ proponents' questions and responses on existing projects
CBO	**BC Infrastructure Benefits Inc. (BCIB)**	Irene Kerr President and CEO (778) 783-1209 ikerr@bcib.ca	*Crown Corporation*	• Collaboration and coordination on strategy and messaging • Policy and advocacy support. • Supportive relationship building
CBO	**Transportation Investment Corporation (TI Corp)**	Amanda Farrell President and Chief Executive Officer (604) 398-5787 Personal Information	*Crown Corporation*	Advice/Recommentations • Transportation project integrity / procurement. • On time, on schedule project delivery. • Impacts to project budgets.
CBO	**Industry Training Authority (ITA)**	Shelly Gray Chief Executive Officer 778-327-5904 sgray@itabc.ca	*Provincial government agency*	• Aligning data information about apprenticeships

Branch	Organization	Contact	Description	Key Issues
CBO	**Vancouver Island Health Authority**	Kerry Beauchamp Director, Design and Construction Cowichan District Hospital Replacement Project Cell: Personal Information Kerry.Beauchamp@viha.ca	*Publicly funded health care provider*	Advice/Recommentations
CBO	**Allied Infrastructure and Related Construction Council (AIRCC)**	Hamish Stewart President Cell: Personal Information Personal Information Brian Zdrillc Personal Information	*AIRCC is an affiliation of 19 unions, which partnered with BCIB to sign the Community Benefits Agreement*	• Continued engagement and understanding of strategy.
CBO	**B.C. and Yukon Building Trades Council**	Andrew Mercier Executive Director (778) 397-2220 amercier@bcbuildingtrades.org Al Phillips President Cell Personal Information	*Established in 1967, the BC Building Trades represents 25 local craft construction unions belonging to 13 international unions.*	• Continued engagement and understanding of strategy.
CBO	**Construction Labour Relations Association of BC**	Ken McCormack President and CEO Cell: (604) 968-4911 kenm@clra-bc.com	*Construction Labour Relations Association of BC (CLR) helps its contractor members negotiate contracts in BC's unionized construction sector.*	• Issues management

Branch	Organization	Contact	Description	Key Issues
CBO	**IUOE Local 115**	Brian Cochrane Business Manager mobile 604-240-0827 Personal Information	*Since 1931, IUOE Local 115 has helped to build some of the most important dams and infrastructure in the province. Operating Engineers have worked on most of BC's power-creating dams including the recently completed John Hart Generating Station Replacement. Other landmarks include the Waneta Expansion dam project, the Golden Ears Bridge, the BC Place roof and many more*	• Issues management
CBO	**Association of Consulting Engineering Companies British Columbia (ACEC-BC)**	Caroline Andrewes ACEC-BC President & CEO 604.687.2811 ext. 1 | Mobile Personal Information caroline@acec-bc.ca	*Representing 80+ of BC's consulting engineering companies that provide engineering and other technology-based intellectual services to the public and private sectors.*	• Issues management
CBO	**International Brotherwood of Electrical Workers (IBEW) Local 230**	Phil Venoit Business Manager 250-889-7374 Phil@ibew230.org	*Organize all workers in the entire electrical industry in the United States and Canada, including all those in public utilities and electrical manufacturing, into local unions*	• Issues management
CBO	**BC Road Builders and Heavy Construction Association**	Kelly Scott President kelly@roadbuilders.bc.ca	*The BC Road Builders and Heavy Construction Association is a non-profit organization that represents firms in the BC road building and maintenance industry.*	• Policy development and issues management

Branch	Organization	Contact	Description	Key Issues
CBO	**BC Construction Association (BCCA)**	Chris Atchison President chris.atchison@bccassn.com	*BCCA is the provincial voice of BC's construction industry. It engages collaboratively with Ministries, Crowns, and other provincial stakeholders to foster mutual understanding of key industry issues.*	Advice/Recommentations
CBO	**Mayor and Council (Radium and Golden)**	n/a	*Municipal government*	• CBA investment
Gender Equity Office (GEO)	**BC Society of Transition Houses**	Amy Fitzgerald Executive Director 604-669-6943 ext. 233 amy@bcsth.ca	*Provides support to Transition, Second and Third Stage Houses, Safe Homes and PEACE (formerly Children Who Witness Abuse) and Violence is Preventable programs through training, advocacy, research and resources. They target the prevention and end of violence against women, children and youth.*	• Transition Housing • Gender-Based Violence • Impacts of the COVID-19 Pandemic

Branch	Organization	Contact	Description	Key Issues
GEO	**Bridges for Women Society**	Valerie St. John Interim Executive Director 250-385-7410 ext 102 Personal Information	*Non-profit that inspires diverse women impacted by violence or abuse, to reclaim their lives and build economic stability. Bridges draws on its extensive knowledge of the impacts of abuse on employability, to provide education, training and consulting to community agencies, employers and government.*	• Gender-Based Violence • Women's Political and Economic Empowerment • Impacts of the COVID-19 Pandemic
GEO	**Ending Violence Association of British Columbia (EVA BC)**	Tracey Porteous Executive Director 604-633-2506 porteous@endingviolence.org	*Provincial association that since 1992, has trained and supported more than 300 anti-violence programs and cross-sector initiatives across the province that respond to sexual and domestic violence, child abuse, and criminal harassment. Their members include outreach, advocacy, and community support providers from across BC. EVA BC advocates for transgender inclusion in all of their relationships and partnerships.* *Recently, the Province of BC allocated $10 million to EVA BC to support emergency sexual assault response services.*	• Gender-Based Violence • Sexual Assault Response • Gender Inclusivity

Branch	Organization	Contact	Description	Key Issues
GEO	**Feminists Deliver**	Angela Marie MacDougall Jennifer Johnstone Co-Chairs Personal Information	*A grassroots collaboration of BC-based Two-Spirit people, non-binary folks, Indigiqueer, trans women, lesbian women, and cis women and girls. They advocate for progressive social change, with an intersectional and inclusive approach.*	• Gender-Based Violence • Women's Political and Economic Empowerment • Anti-Racism • MMIWG • Impacts of the COVID-19 Pandemic • Economic Recovery
GEO	**Justice for Girls**	Tracey McIntosh Zoe Craig-Sparrow Co-Directors Tracey: 604-785-7063 Zoe: 604-785-2242 Personal Information	*A Canadian non-profit organization and registered charity which promotes equality, freedom from violence, and the health and wellness of teenage girls who live in poverty. Their primary areas of action include criminal justice monitoring, advocacy and outreach for girls, education, and promoting girls' human rights.*	• Gender-Based Violence • Women's Political and Economic Empowerment
GEO	**Minister's Advisory Council on Indigenous Women (MACIW)**	Barbara Ward-Burkitt Chair 250-564-3568 bwardburkitt@pgnfc.com	*Advocates for the well-being of Indigenous women. They meet quarterly and provide advice and support to the Minister of Indigenous Relations and Reconciliation. The Gender Equity Office has a standing invite to these meetings. GEO's Assistant Deputy Minister has attended all MACIW meetings since June 2018.*	• Gender-Based Violence • Sexual Assault Response • MMIWG • BC Declaration on the Rights of Indigenous Peoples Act • BC First Nations Justice Strategy • Anti-Racism • Impacts of the COVID-19 Pandemic

Branch	Organization	Contact	Description	Key Issues
GEO	**Minerva BC**	Tina Strehlke CEO 604-683-7635 tina@minervabc.ca	*Provides mentorship to individual women and girls through their programs to develop their leadership skills. They also collaboratively support the business community to break down implicit and institutional biases and replace them with attitudes and systems that are supportive to women's achievement.*	• Women's Political and Economic Empowerment • Closing the Gender Pay Gap • Private and Public Leadership
GEO	**Moose Hide Campaign**	Paul Lacerte Co-Founder Raven Lacerte Co-Founder and Youth Ambassador Personal Information Personal Information	*A grassroots movement, founded by Paul Lacerte and his daughter Raven to help end violence towards women and children. The campaign has grown substantially over the years and has become well known for engaging and inspiring men and boys in the movement to end gender-based violence.*	• Gender-Based Violence
GEO	**QMUNITY**	Timothy Agg Interim Executive Director 604-684-5307 ext. 103 executive.director@qmunity.ca	*Non-profit organization that works to improve queer, trans, and Two-Spirit lives. They provide a safer space for LGBTQ/2S people and their allies to fully self-express while feeling welcome and included. Their building serves as a catalyst for community initiatives and collective strength.*	• LGBTQ2S+ Rights • Gender Inclusivity

Branch	Organization	Contact	Description	Key Issues
GEO	**University of Victoria, Chair in Transgender Studies**	Aaron Devor Chair in Transgender Studies 250-721-7577 transchair@uvic.ca	*The Chair in Transgender Studies is committed to driving social change and improving the well-being of trans, nonbinary, Two-Spirit, and other gender-diverse people. They promote scholars in Transgender Studies and are proactive in community outreach. Dr. Devor has been studying and teaching about transgender topics for more than thirty years.*	• TNB2S+ Rights • Gender Inclusivity
GEO	**Vancity**	Kirsten Sutton Chief Technology and Information Officer 1-888-826-2489 ext. Personal Information Personal Information	*A financial co-operative, focused on improving the financial well-being of all its members and building healthy communities—which includes embracing gender equity and supporting the full economic participation of women. Vancity supports a number of programs related to networking, development, financial literacy, and entrepreneurship for women.*	• Women's Political and Economic Empowerment

Branch	Organization	Contact	Description	Key Issues
GEO	**West Coast LEAF**	Raji Mangat Executive Director 604-684-8772 info@westcoastleaf.org	*BC organization dedicated to using the law as a strategy to work towards an equal and just society for all women and people who experience gender-based discrimination. In collaboration with community, West Coast LEAF uses litigation, law reform, and public legal education to create social change.*	• Access to Justice • Women's Political and Economic Empowerment • Gender-Based Violence • Sexual Assault Response • Closing the Gender Pay Gap • LGBTQ2S+ Rights • Gender Inclusivity • Impacts of the COVID-19 Pandemic
GEO	**WISH Drop-In Centre Society**	Mebrat Beyene Executive Director 604-669-9474 info@wishdropincentre.org	*Provides support to women who work in the street-based sex trade. Their mission is to improve the health, safety and well-being of women who are involved in Vancouver's street-based sex trade. The drop-in centre is located in Vancouver's Downtown Eastside. WISH will also run Canada's first-ever emergency shelter for sex workers, set to open later this fall. While much of the issue of advancing equitable supports for sex workers falls under federal jurisdiction, the Province of BC through the Ministry of Municipal Affairs and Housing has provided operational funding to WISH.*	• Supports for Sex Workers • Gender-Based Violence • Impacts of the COVID-19 Pandemic

Branch	Organization	Contact	Description	Key Issues
GEO	**YWCA Metro Vancouver**	Deb Bryant CEO 604-895-5751 Personal Information	*Advocates toward achieving women's equality. Their work focusses on lifting women and families out of poverty, providing the best start for children and creating new opportunities for education, employment and leadership. They also target ending violence against women. YWCA Metro Van engages with business, community and government leaders to stimulate reforms made at the policy level.*	• Women's Political and Economic Empowerment • Gender-Based Violence • Impacts of the COVID-19 Pandemic • Economic Recovery
OSRE/FREDA / TP	**BC Real Estate Association (BCREA)**	Darlene Hyde CEO 604-742 2787 dhyde@bcrea.bc.ac	*Industry association representing interest of realtors in BC.*	• Recent amendments to the Real Estate Services Act. • Issues affecting the regulation of persons providing trading services under the Real Estate Services Act. • Property transfer tax exemptions and tax relief • Housing affordability
Office of the Superintendent of Real Estate (OSRE)	**BC Northern Real Estate Board (BCNREB)**	Alexandra Goseltine Executive Officer 250-563-1236 agoseltine@bcnreb.bc.ca	*One of 11 local real estate boards, representing approximately 390 BCREA members in the communities from Fort Nelson in the north to 100 Mile House in the south and from the Alberta border to Haida Gwaii.*	• Policy and legislation changes related to real estate trading services

Branch	Organization	Contact	Description	Key Issues
OSRE	**Chilliwack and District Real Estate Board (CADREB)**	Steve Lerigny Executive Officer 604-792-0912 cadrebeo@gmail.com	*One of 11 local real estate boards, representing approximately 280 BCREA members with a regional area of Yarrow to Lytton, including Chilliwack, Sardis, Rosedale, Agassiz, Harrison Hot Springs, & Hope*	• Policy and legislation changes related to real estate trading services
OSRE	**Fraser Valley Real Estate Board (FVREB)**	Baldev S. Gill Chief Executive Officer Personal Information	*One of 11 local real estate boards, representing approximately 3,600 BCREA members in the communities of North Delta, Surrey, White Rock, Langley, Abbotsford, and Mission*	• Policy and legislation changes related to real estate trading services
OSRE	**Kamloops and District Real Estate Association (KADREA)**	Trevor Koot Executive Officer 250-372-9411 trevor@kadrea.com	*One of 11 local real estate boards, representing approximately 300 BCREA members in the communities of Ashcroft, Barriers, Chase, Clearwater, Kamloops, Lillooet, Logan Lake, Merritt and Sun Peaks*	• Policy and legislation changes related to real estate trading services
OSRE	**Kootenay Association of Realtors® (KAR)**	Trevor Koot Executive Officer 250-352-5477 trevor@kreb.ca	*One of 11 local real estate boards, representing approximately 350 BCREA members in the East Kootenay, West Kootenay and Boundary areas of BC*	• Policy and legislation changes related to real estate trading services

Branch	Organization	Contact	Description	Key Issues
OSRE	**Okanagan Mainline Real Estate Board**	George Greenwood Executive Officer 250-491-4560 Personal Information	*One of 11 local real estate boards, representing BCREA members in the Okanagan, Shuswap and Revelstoke areas*	• Policy and legislation changes related to real estate trading services
OSRE	**Powell River Sunshine Coast Real Estate Board**	Steve Lerigny Executive Officer 604-485-6944 prscreb@gmail.com	*One of 11 local real estate boards, representing approximately 30 BCREA members in Powell River and the Sunshine Coast*	• Policy and legislation changes related to real estate trading services
OSRE	**Real Estate Board of Greater Vancouver**	Brad Scott Executive Officer 604-730-3103 Personal Information	*One of 11 local real estate boards, representing approximately 14,000 BCREA members in communities from Whistler to Maple Ridge to Tsawwassen and everywhere in between*	• Policy and legislation changes related to real estate trading services
OSRE	**South Okanagan Real Estate Board**	Dawn Lysholt Executive Officer 250-492-0626 soreb@shaw.ca	*One of 11 local real estate boards, representing approximately 300 BCREA members in communities in the south central interior of BC as well as Chetwynd, Dawson Creek and Tumbler Ridge*	• Policy and legislation changes related to real estate trading services
OSRE	**Vancouver Island Real Estate Board**	Bill Benoit Executive Officer 250-390-4212 bbenoit@vireb.com	*One of 11 local real estate boards, representing approximately 1,000 BCREA members in communities from the top of the Malahat to the northern tip of Vancouver Island*	• Policy and legislation changes related to real estate trading services

Branch	Organization	Contact	Description	Key Issues
OSRE	**Victoria Real Estate Board**	Dave Corey Executive Officer 250-385-7766 davec@vreb.org	*One of 11 local real estate boards, representing approximately 1,300 BCREA members in communities n the communities of Greater Victoria and the Southern Gulf Islands*	• Policy and legislation changes related to real estate trading services
OSRE	**Strata Property Agents of British Columbia (SPABC)**	Nizam Dossa Executive Director 604-618-9497 nizam@spabc.org	*An industry association with a mandate to represent the interests and issues of the many strata management companies working throughout the province of B.C. They support the business of strata management.*	• Policy and legislation changes related to rental property management and strata management services
OSRE/FREDA	**Professional Association of Managing Agents (PAMA)**	Roger Williams Executive Director 604-618-9497 ed@pama.ca	*The PAMA is a private professional association for real estate licensees providing for property and strata management services*	• Policy and legislation changes related to rental property management and strata management services • Issues affecting the regulation of persons providing property and strata management services under the Real Estate Services Act.

Branch	Organization	Contact	Description	Key Issues
OSRE	**LandlordBC**	David Hutniak Chief Executive Officer 604-733-9440 davidh@landlordbc.ca	*With members-only education, resources and support, LandlordBC makes owning and managing rental properties in BC easier for landlords and property managers. Landlord BC strives to balance the landlord's rights to operate in a free market with the tenants' rights to access safe, stable housing, as one unified, respected voice for the rental housing industry.*	• Policy and legislation changes related to rental property management services
OSRE/FREDA/TP	**Urban Development Institute (UDI) Pacific Region**	Anne McMullin President & CEO 604-661-3030 AMcMullin@udi.org	*Industry association representing interests of developers and related professions in BC*	• Policy and legislation changes related to real estate development marketing Property transfer tax • Speculation and Vacancy Tax • Additional School Tax • Facilitated consultation on CSAIR
Financial Corporate Sector Policy (FCSP)	**BC Financial Services Authority**	Blair Morrison CEO Personal Information	*Regulatory authority for credit unions, insurance companies, trusts, pensions, mortgage brokers.*	• OneFSR project, strata insurance, deposit insurance
FCSP	**Canadian Credit Union Association**	Henry Han Regional Director, Government Relations Personal Information	*National trade association for credit unions in Canada.*	• Deposit insurance, commercial lending, mandatory liquidity pool

Branch	Organization	Contact	Description	Key Issues
FCSP	**Central 1 Credit Union**	Mark Blucher President & CEO 604 730-6436 Personal Information	*Holds statutory liquidity for credit unions in BC and most credit unions in Ontario, primary payments and clearing provider for credit unions outside Quebec.*	• Deposit insurance coverage • Mandatory liquidity pool
FCSP	**Vancouver City Savings Credit Union**		*BC's largest credit union.*	• Financial Institutions Act /Credit Union Incorporation Act review
FCSP	**First West Credit Union**	Launi Skinner CEO LSkinner@firstwestcu.ca	*BC's second largest credit union. Is seeking to continue federally under the Bank Act*	• Commercial lending, deposit insurance, federal continuance
FCSP	**Insurance Brokers Association of British Columbia**	Chuck Byrne Executive Director/COO 604 606-8001 cbyrne@ibabc.org	*Industry representative organization for property and casualty (P&C) insurance brokers in BC (selling auto, home and commercial insurance)*	• Earthquake, flood and other catastrophic loss insurance. • Strata Insurance
FCSP	**ADVOCIS**	Greg Pollock President and CEO Personal Information	*Industry representative organization for financial advisors in Canada (including life insurance agents)*	• Proposal for the regulation of "financial advisors" • Regulation of financial advisors
FCSP	**Insurance Bureau of Canada**	Don Forgeron President & CEO 416 362-2031 dforgeron@ibc.ca	*Industry representative organization for property and casualty (P&C) insurance companies in Canada (selling auto, home and commercial insurance)*	• Earthquake insurance, flood insurance, ICBC

Branch	Organization	Contact	Description	Key Issues
FCSP	**Canadian Association of Direct Relationship Insurers**	Catherine Allman Vice President , External and Government Relations 416 773-0101 callman@cadri.com	*Industry representative organization for direct insurance companies (i.e., don't sell through agents) of property and casualty (P&C) insurance in Canada*	• Financial Institutions Act /Credit Union Incorporation Act review, incidental sale of insurance, restricted licensing
FCSP	**Canadian Life & Health Insurance Association**	Stephen Frank President 416 777-2221 sfrank@clhia.ca	*Industry representative organization for life and health insurance companies in Canada*	• Federal legislation prohibiting the use of genetic information in underwriting of insurance contracts • Sale of credit insurance by mortgage brokers
FCSP	**Canadian Association of Financial Institutions in Insurance**	Brendan Wycks Executive Director 416 494-9224 Personal Information	*Industry representative organization for bank owned insurance companies.*	• Financial Institutions Act /Credit Union Incorporation Act review, incidental sale of insurance, restricted licensing

Branch	Organization	Contact	Description	Key Issues
FCSP	**Insurance Council of British Columbia**	Janet Sinclair, Executive Director 604 688-0321 Personal Information	*Regulatory organization, established under BC legislation, to regulate insurance intermediaries.*	• Financial Institutions Act /Credit Union Incorporation Act review • Reforms to education programs and development of formal Advice/Recommentations Advice/Recommentations • Insurance Council structure. • Insurance retailing and licensing exemptions.
FCSP	**Canadian Bankers Association**	Neil Parmenter President and CEO 416 362-6093 nparmenter@cba.ca	*Industry representative organization for banks.*	• Financial Institutions Act /Credit Union Incorporation Act review
FCSP	**BC Registries and Online Services, Ministry of Citizens' Services (CITZ)**	Carol Prest Registrar 250 356-8658 Carol.Prest@gov.bc.ca	*Financial and Corporate Sector Policy (FCSP) and CITZ share responsibility for corporate legislation*	• Issues that may result in amendments to the legislation.
FCSP	**Canadian Bar Association (BC Branch)**	Kerry L. Simmons, QC Executive Director 604 687-3404 x320 ksimmons@cbabc.org	*Private professional organization for BC lawyers.*	• FCSPB sometimes utilizes the expertise of BC Branch members in developing policy and legislation (e.g. Business Corporations Act, Societies Act, Personal Property Security Act).

Branch	Organization	Contact	Description	Key Issues
FCSP	**College, Municipal, Public Service and Teachers' Pension Plans**	Adam Molineux Director of Policy BC Pension Corporation Personal Information	*The administrative agent for the four public sector plans.*	• Issues under the Pension Benefits Standards Act that may affect the public sector plans.
FCSP	**Canadian Conference on Personal Property Security Law**	Matthew Yap Secretary Registrar, Personal Property Registry Department of Justice Government of the Northwest Territories 867-767-9260 ext. 82185 Matthew_Yap@gov.nt.ca	*A group of provincial and territorial government representatives and leading academics in the area of personal property security law who meet annually to facilitate harmonization of personal property security law across Canada and provide a mechanism for standardization of personal property registry requirements and procedures.*	• Review of registry search results. • Reform of conflict of laws rules in light of Ontario's recent amendments. • Fraudulent registrations. • Assessment of reforms proposed by Ontario's Business Law Advisory Council.
FCSP	**British Columbia Securities Commission**	Brenda Leong, Chair and CEO 604 899-6647 BLeong@bcsc.bc.ca	*Crown corporation responsible for the administration of the Securities Act.*	• Cooperative Capital Markets Regulatory System. • Potential amendments to the Securities Act. • Approval by the Minister of new and amended securities rules.

Branch	Organization	Contact	Description	Key Issues
FCSP	**Investment Industry Regulatory Organization of Canada**	Andrew Kriegler, President and CEO 604 683-6222	*National self-regulatory organization responsible for regulating investment dealing firms and representatives of those firms as well as regulating trading activity on debt and equity marketplaces in Canada.*	• Requested amendments to the Securities Act regarding Advice/Recommendations Advice/Recommendations • Canadian Securities Administrators' review of self-regulatory organizations (SROs) in the securities industry
FCSP	**Mutual Fund Dealers Association**	Mark Gordon, President and CEO 604 694-8840	*National self-regulatory organization responsible for regulating mutual fund dealers.*	• Canadian Securities Administrators' potential elimination of embedded fees. • Canadian Securities Administrators' review of self-regulatory organizations (SROs) in the securities industry
FCSP	**Capital Markets Authority Implementation Organization**	Kevan Cowan, CEO and Chief Regulator Personal Information	*Canada not-for-profit corporation established to assist in the development of the Cooperative Capital Markets Regulatory System.*	• Transition to Cooperative Capital Markets Regulatory System.
FCSP / FREDA	**British Columbia Law Institute (BCLI)**	Karen Campbell Executive Director kcampbell@bcli.org	*Incorporated as a society in 1997, BCLI engages in legal research and law reform projects.*	• FCSPB sometimes utilizes the expertise of BCLI staff in developing policy and legislation (e.g. Societies Act).

Branch	Organization	Contact	Description	Key Issues
Financial Real Estate Data Analytics (FREDA)	**Real Estate Council of British Columbia (Council)**	Erin Seeley CEO Personal Information	*The Council is appointed by the Lieutenant Governor in Council under the Real Estate Services Act. The Council is responsible for education, licensing and discipline of persons providing real estate services (trading services, property management and strata management).*	• Recent amendments to the Real Estate Services Act. • Issues affecting the regulation of persons providing real estate services under the Real Estate Services Act.
FREDA	**Strata Property Agents of BC (SPABC)**	Nizam Dossa Executive Director 604 253-5222 nizam@spabc.org	*SPABC is a private professional association for real estate licensees providing strata management services.*	• Issues affecting the regulation of strata managers under the Real Estate Services Act.
FREDA	**Land Title and Survey Authority**	Connie Fair President and CEO 250 410 0573 Connie.Fair@ltsa.ca	*Responsible for operating the land title and survey systems of BC*	• Implementation of the Land Owner Transparency Act
FREDA	**Transparency International Canada**	James Cohen Executive Director 416 488 3939 ti-can@transparencycanada.ca	*International advocacy group that focuses on exposing corruption and increasing transparency*	• Policies & legislation targeting beneficial ownership, tax fraud and money laundering
FREDA	**Canadian Mortgage Brokers Association – BC (CMBA-BC)**	Samantha Gale CEO 604 408-9989 Samanthagale@cmbabc.ca	*Industry association of mortgage brokers*	• Review of Mortgage Brokers Act

Branch	Organization	Contact	Description	Key Issues
FREDA	**BC MIC Managers Association (BCMMA)**	Steve Ponte President Personal Information steveponte@phlcapital.com	*Industry association for mortgage investment corporations*	• Review of Mortgage Brokers Act
FREDA	**Mortgage Professional Canada (MPC)**	Paul Taylor President and CEO 416 644-5465 ptaylor@MortgageProsCan.ca	*Non-profit, national mortgage industry association*	• Review of Mortgage Brokers Act
FREDA	**The Canadian Money Service Business Association (CMSBA)**	Joseph Iuso Executive Director Personal Information	*Industry association of MSB regulated under the Proceeds of Crime (Money Laundering) and Terrorist Financing Act Canada*	• MSB Review in BC
FREDA	**The Money Services Round Table (TMSRT)**	Bradley Lui Counsel to TMSRT 202 887-8781 BLui@mofo.com	*United States lobbying group*	• MSB Review in BC
FREDA	**Canadian Coalition for Good Governance**	Catherine McCall Executive Director cmccall@ccgg.ca Sarah Neville Director of Policy Development sneville@ccgg.ca	*Canadian advocacy group focused on exposing corruption and increasing transparency.*	• Policies and legislation targeting beneficial ownership, tax fraud and money laundering.
FREDA	**Canadians for Tax Fairness**	Toby Sanger Executive Director office@taxfairness.ca	*Advocates for fair and progressive tax policies.*	• One of the key transparency stakeholders

Branch	Organization	Contact	Description	Key Issues
FREDA	**Publish What You Pay Canada**	Emily Nickerson Director 613 237-6768 ext. 329 enickerson@pwyp.ca	*Advocates for more corporate transparency, including beneficial ownership.*	• Corporate transparency including beneficial ownership.
FREDA	**OpenOwnership.org**	Thom Townsend Executive Director Personal Information	*Advocates for fully accessible company beneficial ownership registries that can be linked internationally*	• Corporate beneficial ownership
FREDA	**Law Society of BC**	David Jordan Media Relations djordan@lsbc.org	*Self-regulatory body of lawyers in BC*	Cabinet Confidences
FREDA	**Chartered Professional Accountants of BC**	Vivian Tse Media Contact vtse@bccpa.ca Kerri Wilcox Vice President, External Affairs & Communications 604 488.2625 Personal Information	*Self-regulatory body of accountants in BC*	
FREDA	**Society of Notaries Public of BC**	Jessie Vaid President 604 594-7505 jessie@vaidnotary.com	*Self-regulatory body of notaries public in BC*	
Tax Policy (TP)	**Motion Picture Production Industry Assn. of BC (MPPIA)**	Peter Leitch Chair 604 983-5555 PeterL@nsstudios.ca	*Established in 2002, MPPIA is a member-based non-profit organization focusing on BC's motion picture production sector.*	• Film Tax Credits (domestic and foreign productions)

Branch	Organization	Contact	Description	Key Issues
TP	**Canadian Media Producers Association (CMPA)**	Liz Shorten, Chief Operating Officer 604 694-2711 liz.shorten@cmpa.ca	*A trade association representing more than 350 companies engaged in the development, production and distribution of English-language television programs, feature films and digital media.*	• Film Tax Credits (domestic productions)
TP	**EP Canada Film Services Inc**	Cheryl Nex Chief Executive Officer 604.987.2292 Personal Information	*A payroll company providing clients with production payroll services and software, it is affiliated with Entertainment Partners of Los Angeles.*	• Film Tax Credits
TP	**DigiBC**	Brenda Bailey Executive Director	*DigiBC - the Interactive & Digital Media Industry Association of British Columbia - is a member-supported, non-profit organization, based in Vancouver. It was previously called the Wireless Information Network (WIN) and New Media BC.*	• Interactive digital media tax credit
TP	**Canadian Association of Petroleum Producers**	Tim McMillan President and CEO Personal Information	*Industry association representing upstream oil and natural gas industry*	• Value added tax • Concessions should carbon pricing increase

Branch	Organization	Contact	Description	Key Issues
TP	**Mining Association of BC**	Michael Goehring President and CEO mgoehring@mining.bc.ca	*Industry association representing mining in BC*	• Value added tax or expansion of PM&E exemptions • Mining income tax credits enhancements
TP	**LNG Alliance**	Bryan Cox President and CEO	*Industry association in support of LNG development in BC*	• NG Income Tax Credit • PST exemptions • Carbon tax
TP	**BC Marine Terminals Operators Association**	Brad Eshleman Chair	*Our mandate is to improve the economic and environmental viability of B.C's marine terminals, invest in and promote the value of the port industry to local communities, the province and the nation.*	• Ports Property Tax Act
Inter-Governmental Fiscal Relations (IFR)	**Union of BC Municialities**	Garry MacIsaac Executive Director 604-270-8226 ext 105 (Richmond) 250-356-2956 (Victoria)	*Main body for local government issues and inter-governmental issues raised by municipalities across the province.*	• Taxation • Revenue Sharing
IFR	**Resource Benefits Alliance (RBA)**	Kris Boland, Project Manager, 250-615-6100 Personal Information	*Lobby group for a group of municipalities in the north west of the province.*	• The creation of a long-term funding agreement to support economic development in the northwest.

Branch	Organization	Contact	Description	Key Issues
IFR	**City of Terrace**	Mayor Carol Leclerc cleclerc@terrace.ca	*Municipality in the north west of the province.*	• LNG and economic growth in their region. • Social programs and investment in social programs for their community. • Member of the RBA and a strong advocate for a long-term funding agreement for the northwest.
Banking Cash Management Branch (BCM)	**Canadian Imperial Bank of Commerce (CIBC)**	Jim Saville Director, Cash Management Personal Information	*CIBC is the Province's primary bank. They are the primary cash warehouse for government working capital with balances regularly exceeding $600M*	• Liquidity management • Revenue collection
BCM	**TD Merchant Services (TDMS)**	Robert Crawford Head of Sales & Relationship Mgmt. Personal Information	*TDMS processes 30MM debit and credit card revenue transactions p.a.* *Revenue through this collection channel exceeds $2.6B p.a.*	• Revenue collection
BCM	**Central 1 Credit Union**	Sylvain Painchaud Director, Client Development Program Personal Information	*Central 1 is the Province's disbursement bank* *All outgoing payments flow through this financial institution.*	• Government payables • Payments to citizens • Payroll

Branch	Organization	Contact	Description	Key Issues
BCM	**BC Hydro**	Lisa Gifford Treasury Personal Information	*BC Hydro participates with the Province in relation to aggregating working capital This reduces the Province's borrowing needs, and maximizes the utility of surplus cash*	• Liquidity management
BCM	**Transportation Financing Authority**	Gary So Director of Finance 250-387-7873 Gary.so@gov.bc.ca	*Process Certificates of Approval related to capital expenditures*	• Liquidity management
BCM	**Liquor Distribution Branch**	Roger Bissoondatt, Chief Financial Officer 604-252-3151 Roger.bissoondatt@bcldb.com	*LDB processes $5.7 Billion in cash flow per annum through BCM's banking infrastructure*	• Government revenue
BCM/DMB	**BC Investment Management Corporation (bcIMC)**	Robert Field Director, Client Services Personal Information Personal Information Harlan Enns Director Personal Information	*Manages government non-bank investments, with a current aggregate value of $500M. Investment management services to BC's public sector*	• Working capital management • Liquidity • Special fund management • Manages province's sinking funds and investment portfolios
BCM	**Centralized Deposit Program Participants**	n/a	*70 + participating SUCH Sector organizations deposit their investment cash in this program With an aggregate balance in excess of $2B this program is a key feature of our working capital management*	• Liquidity management

Branch	Organization	Contact	Description	Key Issues
Debt Management Branch (DMB)	**British Columbia Hydro and Power Authority**	Michael Savidant Treasurer Personal Information	*Generate and purchase reliable electricity for BC*	• Borrowing and Debt portfolio management
DMB	**British Columbia Transportation Financing Authority**	Gary So Finance Director 250 387-7873	*Acquires constructs and improves transportation infrastructure throughout BC*	• Borrowing and Debt portfolio management
DMB	**DBRS Morningstar**	Travis Shaw Senior Vice President 416 597-7582 Travis.shaw@dbrsmorningstar.com	*Credit rating services*	• Provides credit rating for BC
DMB	**Moody's Investors Service**	Adam Hardi Senior Analyst 416 214-3636 Adam.hardi@moodys.com	*Credit rating services*	• Provides credit rating for BC
DMB	**S&P Global Ratings**	Stephen Ogilvie Primary Credit Analyst 416 507-2524 Stephen.ogilvie@spglobal.com	*Credit rating services*	• Provides credit rating for BC
DMB	**Fitch Ratings Ltd.**	Alan Gibson Director, US Public Finance 415 732-7577 Alan.Gibson@fitchratings.com	*Credit rating services*	• Provides credit rating for BC
DMB	**BMO Nesbitt Burns Inc.**	Olivier Ruta Director Personal Information	*Co-Managers in BC's domestic and international syndicates*	• Facilitate debt issues

Branch	Organization	Contact	Description	Key Issues
DMB	**CIBC World Markets**	Doug Bartlett Managing Director Personal Information	*Co-Managers in BC's domestic and international syndicates*	• Facilitate debt issues
DMB	**National Bank Financial**	Sunil Bhutani Managing Director 416 869-8636 sunil.bhutani@bnc.ca	*Co-Managers in BC's domestic and international syndicates*	• Facilitate debt issues
DMB	**RBC Capital Markets**	Alex Caridia Managing Director Personal Information	*Co-Managers in BC's domestic and international syndicates*	• Facilitate debt issues
DMB	**Scotia Capital Markets**	Frederic Buruiana Directo, Personal Information	*Co-Managers in BC's domestic and international syndicates*	• Facilitate debt issues
DMB	**TD Securities Inc.**	Trevor Thom Managing Director Personal Information	*Co-Managers in BC's domestic and international syndicates*	• Facilitate debt issues
Risk Management Branch (RMB)	**All BC Government Ministries**	N/A	*Purchase insurance through the Risk Management Branch* *Seek indemnity approval*	• Risk Management advice, property and liability insurance, indemnity language
RMB	**All BC Health Authorities**	N/A	*Purchase insurance through the Risk Management Branch* *Seek indemnity approval*	• Risk Management advice, property and liability insurance, indemnity language

Branch	Organization	Contact	Description	Key Issues
RMB	**All BC School Districts**	N/A	*Purchase insurance through the Risk Management Branch*	• Risk Management advice, property and liability insurance
RMB	**25 Post Secondary Institutions**	N/A	*Purchase insurance through the Risk Management Branch* *Seek indemnity approval*	• Risk Management advice, property and liability insurance, indemnity language
RMB	**All Crown Corporations**	N/A	*Seek indemnity approval*	• Risk Management advice, property and liability insurance, indemnity language
Consumer Taxation Audit Branch (CTAB)	**Canadian Federation of Independent Business (CFIB)**	Samantha Howard Director (604) 684-5325 Personal Information	*Represents over 109,000 small businesses across Canada.*	• Audits and refunds
Investigations Unit (IU)	**Criminal Intelligence Service BC/Yukon**	Ryland Wellwood Analytics Manager Personal Information	*Coordinates criminal intelligence for police agencies across Canada*	• Information sharing
IU	**Vancouver Police Department**	No specific contact	*Contraband Tobacco Intel*	• Information sharing
IU	**Insurance Corporation of BC**	Marianne Stark Privacy and FOI Advisor Personal Information	*Drivers license and vehicle registration*	• Information sharing
IU	**Interprovincial and Territorial Investigations Council**	Dean Eastman Manager, Intelligence Assessment Unit Investigations Section, Compliance Branch Ministry of Finance Personal Information	*Organization of law enforcement delegates from all provinces and territories in Canada*	• Information sharing and work collaboration

Branch	Organization	Contact	Description	Key Issues
IU	**CVSA MOT**	Sean Kelly CVSE Deputy Regional Manager Transportation and Infrastructure Sean.Kelly@gov.bc.ca	*Motor Fuel road checks for coloured fuel and IFTA violations*	• Assistance with road checks on coloured fuel and IFTA offences
IU	**RCMP CPIC**	Corporal Carla Rivard CPIC Field Operations BC/YT Personal Information	*Computerized information storage of criminal violations*	• Information sharing
Consumer Taxation Programs Branch (CTPB)	**South Coast British Columbia Transportation Authority (TRANSLINK)**	Adam Bale Director, Financial Planning & Analysis Personal Information	*Dedicated taxes collected under the Motor Fuel Tax Act (MFTA)*	• Fuel taxes collected on fuel sold within the South Coast British Columbia transportation service region
CTPB	**British Columbia Transit Authority**	Megan Hill Director, Budgeting & Forecasting (250) 995-5687 Personal Information	*Dedicated taxes collected under the MFTA*	• Fuel taxes collected on fuel sold within the Victoria regional transit service
CTPB	**BC Transportation Financing Authority**	Gary So Director of Finance (778) 974-5220 Gary.So@gov.bc.ca	*Dedicated taxes collected under the MFTA*	• Fuel taxes collected on fuel sold within the Victoria regional transit service
CTPB	**British Columbia Trucking Association**	Cory Paterson Director of Policy (604) 888-5319 ext. 211 CoryP@bctrucking.com	*Representative of the trucking industry*	• Overlap issues related to the International Fuel Tax Agreement (IFTA)
CTPB	**ICBC**	Leanne Terrillon Sr. Licensing Representative ICBC Prorate / IRP (604) 443-4450 Personal Information	*Prorate licensing and administration of the International Registration Plan (IRP)*	• Overlap issues related to the IFTA

Branch	Organization	Contact	Description	Key Issues
CTPB	**ICBC**	David Puterman Manager Vehicle Reg Policy & Prog Vehicle Registration Programs Insurance Personal Information	*Vehicle registration by Autoplan agents and driver's licence information.*	Advice/Recommentations • Information sharing
CTPB	**Cowichan Tribes**	Cam Fulton A/Comptroller (250) 748-3196 Personal Information	*First Nation*	• Tax Agreement for tobacco
CTPB	**Western Convenience Store Association**	Andrew Klukas President, Western Convenience Stores Association (778) 987-4440 andrew@conveniencestores.ca	*Represents the interests of over 7,000 gas and convenience retailers. Conducts contraband tobacco studies*	• Contraband tobacco
CTPB	**Canada Border Services Agency**	Young Kweon Senior Policy Analyst, Other Government Department Programs Commercial and Trade Branch/ Canada Border Services Agency (613) 957-9547 Personal Information	*Facilitates and oversees international travel and trade across Canada's border*	• Collects some taxes at the border as an agent for government
CTPB	**BC Destination Marketing Association**	Nancy Small Personal Information	*Works to improve organization and industry performance in the BC communities where destination marketing organizations are active. Works with government and industry groups to further the objectives of enhancing tourism benefits for the province*	• Brings forth questions and concerns from members regarding the Municipal and Regional District Tax

Branch	Organization	Contact	Description	Key Issues
CTPB	**Tax Executive Institute (TEI)**	Brian Moul Member (604) 623-4508 Personal Information	*TEI is comprised of approximately 7,200 professionals who manage the tax affairs of over 2,800 companies across all industry sectors around the world. Many of these members' companies have a business presence and/or sell into British Columbia*	• Various issues and concerns with the consumption taxes that arise on behalf of their members
Income Taxation Branch (ITB)	**Canada Revenue Agency**	Mireille Laroche Assistant Commissioner (613) 952-3660 Personal Information	*Canada Revenue Agency HQ key point of contact*	• Service Level Agreements, Information Sharing MOUs, and TCA
ITB	**Canada Revenue Agency**	Ross Ermel Assistant Commissioner, Pacific Region (204) 983-8207 Personal Information	*Regional Assistant Commissioner – Stakeholder Relations*	• Stakeholder Relations
ITB	**Canada Revenue Agency**	Robert Van Iderstine Accounts Executive, Client Relations, Western Region (604) 666-8504 Personal Information	*Regional key point of contact – operations*	• Information Sharing, Personal and Corporate Income Tax, Benefit & Tax Credit Programs
ITB	**Canada Revenue Agency**	Dwayne Horton Manager, Provincial and Territorial Partnerships Section (613) 941-6296 Personal Information	*Tax credit and benefit data exchanges. Automated income tax data verification exchanges*	• Benefit and Income Tax Program Compliance

Branch	Organization	Contact	Description	Key Issues
ITB	**Creative BC**	Bob Wong Vice President & Acting Film Commissioner (604) 730-2236 bwong@creativebc.com	*Film certification information to confirm film tax credit claims*	• Film tax credit compliance
ITB	**Industry Training Authority**	Michelle McKinnon Manager, Apprenticeship Completions Personal Information	*Apprenticeship certification to allow students to claim the Training Tax Credit*	• Training Tax Credit compliance
ITB	**Canadian Payroll Association**	Janet Grossett Manager, Compliance Services and Professional Development (416) 487-3380 ext.127 Personal Information	*The professional association, for payroll professionals – Employer Health Tax remitters*	• Employer Health Tax Act – deadlines, issues and taxpayer outreach
ITB	**Ministry of Finance Ontario**	Sandy Dale Senior Program Advisory Specialist Personal Information	*Employer Health Tax Ontario*	• Multi- Jurisdictional taxation issues
Mineral, Oil, and Gas, Revenue (MOGR)	**BC Oil and Gas Commission**	Andrew Spence VP, Strategy & Information Services (250) 419-4466 Andrew.Spence@bcogc.ca	*Regulates the crude oil, natural gas and pipeline activities in BC.*	• Oil and gas levy program • Data collected by the commission is used for administration of crown royalties and freehold taxes.
MOGR	**Land Titles and Survey Authority (LTSA)**	Jeff Beddoes Senior Deputy Surveyor General (250) 410-0590 jeff.beddoes@ltsa.ca	*A publicly accountable, statutory corporation with a unique governance structure responsible for administering the land title and survey systems in BC.*	• MOGR relies on the LTSA's ownership records for the purpose of administering the Mineral Land Tax Act.

Branch	Organization	Contact	Description	Key Issues
Property Taxation Branch (PTB)	**Land Title and Survey Authority of British Columbia**	Al-Karim Kara Vice President, Business Innovation and Chief Information Officer (250) 410-0600 Personal Information	*Responsible for administering the land title and survey systems of BC.*	• Collection of the property transfer tax. •
PTB	**BC Assessment**	Lisa Dedeluk Director Communications & Government Relations (250) 595-6211 lisa.dedeluk@bcassessment.ca	*Real property assessments for BC.*	• Assessed values are used to determine rural property taxes in BC. •
Receivables Management Office (RMO)	**Council of Forest Industries (COFI)**	Michael Armstrong, RPF, CPA, CA Vice President, Policy and Operations (604) 891-1212 armstrong@cofi.org	*The Council of Forest Industries (COFI) is the unified voice of the B.C. interior forest industry the world's most vibrant and sustainable wood products manufacturing sector.*	• Various issues that arise with industry.
RMO	**Timber Sales Advisory Council (TSAC)**	Andrea Dixon (250) 387-1236 Andrea.Dixon@gov.bc.ca	*Provides a structured forum for stakeholder and BC Timber Sales (BCTS) representatives to consider issues and topics of interest to BCTS clients and customers, provides an opportunity to canvass sector views on operational policies and practices, and business practices of BCTS. Members provide advice on a range of policy, legislative and operational matters.*	• Timber sales

Branch	Organization	Contact	Description	Key Issues
RMO	**Truck Loggers Association (TLA)**	David Elstone Executive Director Office: (604) 684-4291 ext. 1 Mobile: (604) 740-2814	*A collective voice in the changes taking place in society and the forest industry. The TLA now represents independent harvesting contractors, independent sawmills, small tenure holders and industry suppliers located across the coast of BC.*	• Account reconciliation • Timing issues
Revenue Solutions Branch (RSB)	**ESIT Advanced Solutions Inc.**	Andy Smith Account General Manager, BC Revenue Personal Information	*ESIT Advanced Solutions Inc. (previously known as HP Advanced Solutions Inc.) is the Ministry's contracted service provider for revenue management and IM/IT services*	• Compliance with contractual terms.
RSB	**Canada Student Loan Program**	Atiq Rahman Director General, Canada Student Loans Program (819) 654 8456 atiqur.rahman@hrsdc-rhdcc.gc.ca Dominic Demers Director, Program Delivery (819) 654-8438 dominic.demers@hrsdc-rhdcc.gc.ca	*Administration Integration of student financial assistance as between the Canada Student Loans Program and StudentAid BC*	• Contract management of the Integration Agreement between FIN, AVED and CSLP • Ensuring the timely

Branch	Organization	Contact	Description	Key Issues
Treasury Board Staff (TBS)	**Deputy Ministers and Industry Infrastructure Forum (DMIIF) - Various Construction Industry Partners**	James Postans Executive Director Performance Budgeting Office TBS	*Created in response to industry calls for a stronger relationship with government. DMIIF is comprised of 15 members (8 government and 7 industry) plus 7 non-voting advisors. See attached membership list pages 38-39.*	• Consult, discuss and share information and ideas related to improving government's infrastructure procurement practices and use of construction-industry resources. • Typically meets biannually with the next meeting in Spring 2021.
TBS	**Economic Forecast Council (EFC) - Various Private Sector Economists**	Sadaf Mirza Chief Economist Economic Forecasting & Analysis Branch TBS	*EFC is comprised of at least 10 members (external to government), appointed by order of the minister for their knowledge of the BC economy and expertise in economic analysis and forecasting. See attached membership list, pages 40-41*	• Requirement of the Budget Transparency and Accountability Act.

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
FIN does not require any non-crown agency appointments made by OIC within 90 days from October 26.			

Tab D

MINISTRY OF FINANCE

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
BC Financial Services Authority
BC Infrastructure Benefits
BC Securities Commission
Infrastructure BC
Real Estate Council of BC

Appendix D

BRIEFING NOTE
CROWN AGENCIES

Name: BC Financial Services Authority (BCFSA)

Legislative Authority: *Financial Services Authority Act (FSAA)*

Mandate:
The BCFSA is responsible for regulating credit unions and trust companies, insurance companies, pension plans, mortgage brokers and is also responsible for administering the Credit Union Deposit Insurance Corporation. The BCFSA safeguards confidence and stability in British Columbia's financial sector by protecting consumers from undue loss and unfair market conduct.

The BCFSA is a self-funded Crown entity governed by a board and led by a CEO who also fills the statutory roles of Superintendent of Financial Institutions, Registrar of Mortgage Brokers, and Superintendent of Pensions.

Current Appointees:
Chair: Dr. Stanley W. Hamilton, appointed until July 31, 2022
Vice Chair: Wilma Simone van Norden, appointed until July 31, 2023

Directors:
Shannon Nicola Salter, appointed until July 31, 2021
Joel J. Whittemore, appointed until July 31, 2021
Charles (Michael) Grist, appointed until July 31, 2023
Jacqueline Anne Kelly, appointed until July 31, 2023
Gerald Matier, appointed until July 31, 2023
Jo-Ann Shelley Hannah, appointed until July 31, 2022
Joanne Adele Hausch, appointed until July 31, 2022
Bruce Howell, appointed until July 31, 2022
John Dundas Thwaites, appointed until July 31. 2021

Appointments required:
- No appointments required at this time.

Issues:
30 day issues:
- OneFSR project (see "OneFSR Overview" transition note)

Advice/Recommentations

Key Contact:
- Blair Morrison
- Chief Executive Officer

Personal Information

Appendix D

BRIEFING NOTE
CROWN AGENCIES

Name: BC Infrastructure Benefits

Legislative Authority: *Business Corporations Act* (BCA)

Mandate:
Mobilize and grow a skilled and diverse workforce through the implementation of the Community Benefits Agreement

Current Appointees:
Chair: Allan Donald Bruce, appointed until January 29, 2022

Directors:
Anita Kaur Atwal, appointed until January 29, 2022
Michael Alan Bonshor, appointed until January 29, 2022
Patrick Bruce Dennett, appointed until January 29, 2023
Gary Kroeker, appointed until January 29, 2022
David Miller, appointed until January 29, 2023

Appointments required:

- **One vacancy to be filled within 90 days**

Issue(s):
Advice/Recommentations

Key Contact:

- Irene Kerr
- President and CEO
- 778-783-1209

Appendix D

BRIEFING NOTE
CROWN AGENCIES

Name: British Columbia Securities Commission (BCSC)

Legislative Authority: *Securities Act*, RSBC 1996, c. 418.

Mandate:
The BCSC is the independent provincial agency responsible for regulating capital markets in British Columbia through the administration of the *Securities Act*. Its corporate mission is to protect and promote the public interest by fostering:

- A securities market that is fair and warrants public confidence;
- A dynamic and competitive securities industry that provides investment opportunities and access to capital.

Key priorities that form part of the BCSC's 2020/21 mandate include a focus on protecting investors from fraud, taking decisive enforcement action against persons who violate the *Securities Act*, and coordinating and harmonizing regulatory actions with other securities regulators.

Current Appointees:
Chair & CEO: Brenda Leong, appointed until December 31, 2023
Vice Chair: Gordon Robert Johnson, appointed until February 12, 2024

Members:
Audrey T. Ho, appointed until December 31, 2022
Judith B. Downes, appointed until December 31, 2022
George C. Glover, Jr., appointed until December 31, 2021
James William Kershaw, appointed until December 31, 2021
Marion Verile Shaw, appointed until December 31, 2020
Deborah Ann Armour, appointed until December 31, 2020
Deborah Grace Mulhall Abbey, appointed until December 31, 2021

Appointments required:

- Two appointments expire on December 31, 2020 **(60-day)**.

Issue(s):

- BCSC Rules: **This is both a 30 and 60 day issue**.
- The Securities Act grants the BCSC the power to make rules (which are regulations under the Act) relating to certain aspects of the securities regulatory framework. Ministerial approvals within legislated timelines are part of the rule-making process; 30-day timelines for approvals-in-principle, and 60-day timelines for final rule approvals. If no ministerial decision is received within the legislated period for a final rule approval, the BCSC is deemed to have received approval.

Key Contact:

- Brenda M. Leong
- Chair and Chief Executive Officer
- (604) 899-6647

Appendix D

BRIEFING NOTE
CROWN AGENCIES

Name: Infrastructure BC (formally Partnerships BC)

Legislative Authority:
Infrastructure BC (IBC) is incorporated under the *Business Corporations Act (BCA)*. IBC is owned by the Province of British Columbia and governed by a Board of Directors reporting to its sole shareholder, the Minister of Finance.

Mandate:
To support the public sector in meeting its infrastructure needs by providing leadership, expertise and consistency in the planning, procurement and contract administration of complex capital projects that deliver benefits for taxpayers.

Current Appointees:
Chair: Dana Hayden, appointed until September 30, 2022

Directors:
Julian Paine, appointed until September 30, 2021
Suzana Dujmovic, appointed until September 30, 2021
Roberta Stewart, appointed until September 30, 2021
Mary Austin, appointed until September 30, 2022
Stephen Lornie, appointed until September 30, 2022
Eric Denhoff, appointed until September 30, 2023
Kristine Simpson, appointed until September 30, 2023

Appointments Required:
- There are no appointments required within the next 90 days.

Issue(s):
- Partnerships BC began legally operating as IBC on August 27, 2020 with plans to publicly announce the name change on September 30, 2020. The Ministry of Finance suspended the announcement due to the interregnum period.
- IBC has notified impacted stakeholders of the name change as the Crown cannot legally operate under its original name however a news release is required to publicly communicate the change.

Key Contact:
- Mark Liedemann
- President & Chief Executive Officer
- Personal Information

Appendix D

BRIEFING NOTE
CROWN AGENCIES

Name: Real Estate Council of BC (RECBC)

Legislative Authority: *Real Estate Services Act* (RESA)

Mandate:

- RECBC has a mandate to protect the public interest by regulating licensed real estate professionals and enforcing RESA. This includes:
  - Licensing individuals and brokerages in three areas: real estate trading, strata management, and rental property management;
  - Determining and administering the education required to be licensed as a real estate professional; and,
  - Investigating complaints against real estate professionals and imposing disciplinary sanctions under RESA.
- RECBC is accountable to the Minister of Finance and overseen by the Superintendent of Real Estate (OSRE).

Current Appointees:
Chair: Marian (Elain) Duvall, appointed until October 31, 2021
Vice Chair: Robert Gialloreto, appointed until October 31, 2022

Members (majority appointed until Oct 31, 2021):

Sandra Lynn Heath
Lenard Walter Hrycan
Linda Leslie Allen
Neal J. Nicholson
Catherine Anne Ludgate
Lance Michael Walker
Karen Ameyaw
Yasin Sadru Amlani
Blaire Marion Chisholm
Magdaline Ching Yat Chan
Ruth Joanne Hanson
Sukhmander S. Sidhu (appointed until Oct 31, 2022)

Appointments required:

- No appointments required at this time.

Issue(s):

- On November 12, 2019, the government announced its intent to amend legislation and enable the establishment of an integrated real estate and financial services sector regulator within the BC Financial Services Authority (BCFSA).
- This would mean the integration of RECBC (and OSRE) within the BCFSA and would impact HR, Finance, I&IT, etc.
- Work has been underway to amend the legislation and integrate RECBC and OSRE into the BCFSA; please see the Information Note – Single Regulator for Real Estate. **Three 30 day issue notes related to the creation of the single regulator are also included.** They deal with board appointments to related entities, organizational structure and the total compensation plan.
- Advice/Recommentations

Key Contact:

- Erin Seeley
- Chief Executive Officer
- Personal Information

Tab E

Page 054 of 420 to/à Page 056 of 420

Withheld pursuant to/removed as

Advice/Recommentations

Additional potential opportunities:

Gender-based, domestic and sexual violence prevention and response:
Sexual assault and intimate partner violence are a global public health concern with significant physical, emotional and economic costs. During the COVID-19 pandemic, B.C. media and service providers report concerns over increases in violence as a result of people needing to stay at home, in some cases with an abusive partner.

Communications opportunities include potential partnerships with the Government of Canada (Women and Gender Equality) respecting a national action plan against gender-based violence, as well as service providers like BC Women's Health Foundation and EVA BC, which previously launched a three-year research project to advance best practices to support people who have faced sexual assault.

Advice/Recommentations

COVID-19 Economic Recovery:
People who are systematically disadvantaged are generally more vulnerable to the impact of disaster.

Women are one of the groups at higher risk of long-term economic insecurity as a result of the pandemic because of their over-representation in part-time work and highly affected sectors like health, education, home support, and personal care. Women also make up the majority of minimum wage workers in B.C. and most liquor servers are women. The youth unemployment rate has also been significantly impacted during the pandemic

Economic insecurity is also likely to be amplified for people with disabilities (a higher proportion of whom are women). Sex workers who rely on physical contact and those who perform in live venues are at risk of

experiencing deep income reductions as a result of COVID-19 and more likely to get pushed into increasingly unsafe situations.

Additionally, LGBTQ2S+ youth make-up a high percentage of homeless and precariously housed young people in Canada and are less likely to have access to financial and emotional supports from their families.

Advice/Recommentations

National Inquiry into Missing and Murdered Indigenous Women:
Following the public release of a national inquiry report on June 3, Prime Minister Justin Trudeau committed to implementing the report and outline an action plan. He accepted all 231 recommendations and the finding of the report that the deaths of indigenous women and girls amounts to genocide. On Aug. 5, a federally led information sharing session was held (virtually) in B.C. along with several Indigenous women.

Advice/Recommentations

LGBTQ2S+ Inclusion and Access:
LGTBTQ2S+ people in B.C. – and Canada – continue to face many barriers to inclusion and access. Advice/Recommentations

Advice/Recommentations

Advice/Recommentatio For example, the International Day Against Homophobia, Transphobia and Biphobia is held on May 17, annual Pride celebrations are held in June and Nov 20 is the UN Transgender Day of Remembrance,

Advice/Recommentations

In addition, the B.C. SOGI network (sexual orientation and gender identity) involves all 60 school districts and several independent schools, Advice/Recommentations

Addressing pay equity issues, and promoting gender equity and leadership at senior levels in the public and private sector:
The Conference Board of Canada report cites that B.C. has one of the highest pay equity disparities in Canada at 22.6%, with women making 77.4 cents for every dollar earned by a man. Media outlets continue to report on the topic.

Advice/Recommentations

Withheld pursuant to/removed as

Advice/Recommentations

Tab 5

Tab A

Appendix A-1

MINISTRY PROFILE – Government Communications and Public Engagement

Ministry:

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

Ministry Mandate:

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.

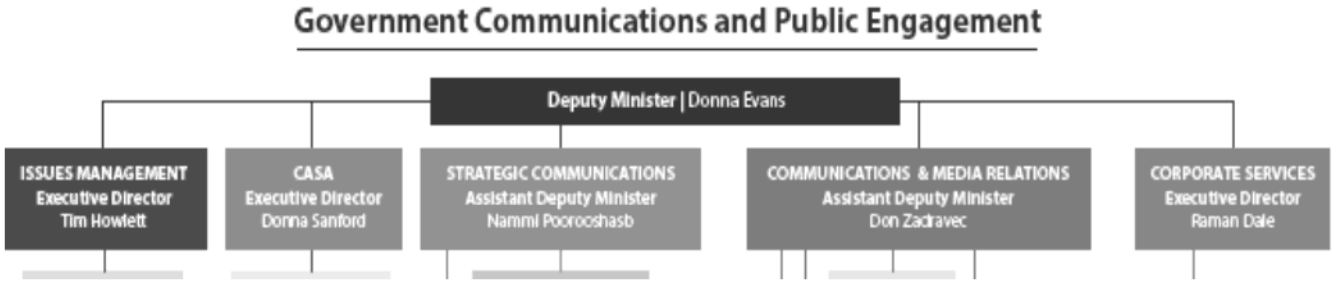
Budget:

2020/21 - 2022/23 Resource Summary

Core Business Area	2019/20 Restated Estimates	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Government Communications	29,350	28,326	28,338	28,338
Total	29,350	28,326	28,338	28,338

Full Time Equivalents (FTEs): 250

Executive Organizational Chart:



Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

Donna (Freeman) Evans, Deputy Minister
Government Communications and Public Engagement

Donna joined GCPE in spring of 2019. She has extensive experience as a senior communications professional, in the private sector and public service. Donna's experience is in journalism, public policy development, media and government relations, and issues management with multiple stakeholders in complex environments including BC Housing and WorkSafeBC.

Donna holds a Masters in communications, media and public relations from the University of Leicester, England, a bachelor of general studies from Simon Fraser University and a diploma in broadcast journalism from the British Columbia Institute of Technology. She is a member of the Canadian Public Relations Society and the International Association of Business Communicators.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

Nammi Poorooshasb, Assistant Deputy Minister,
Strategic Communications
Government Communications and Public Engagement

Nammi joined the GCPE team in April of 2019, bringing more than 15 years of experience in marketing, public relations and issue management.

As the Assistant Deputy Minister for Strategic Communications, he oversees the writing and content strategy team; tour and corporate calendar; advertising, marketing and graphics; and digital/social media.

Nammi began his career in communications as Resource Coordinator with the Simon Fraser Student Society. He then worked for a BC Member of Parliament in Ottawa and in increasingly senior communications role with a national political party.

Before returning to the lower mainland, Nammi served as Director of Communications for the Province of Manitoba and then ran an independent communications consultancy working with clients in labour, local government, and the private sector.

Nammi has a degree in Political Studies from Trent University.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

Don Zadravec, Assistant Deputy Minister, Communications and Media Relations
Government Communications and Public Engagement

Don Zadravec draws on insight and experience gained as a public affairs and communications professional with the BC public service, as well as working in executive positions with Canada's leading public affairs firms and as an independent communications consultant.

He has provided counsel to premiers, cabinet ministers, CEOs, deputy ministers, senior executives, boards of directors, and other frontline communicators.

Don has led or been involved with several high-profile initiatives with major public sector policy issues, involving ministries, Crown corporations, agencies of the provincial government and with private and public sector proponents dealing with economic and resource development, financial acquisitions and divestures, trade, transportation, and infrastructure, along with major transformational initiatives.

He holds a Bachelor of Arts and a Master of Arts in political science from Simon Fraser University and the University of Alberta, respectively

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

Raman Dale, Executive Director, Corporate Services
Government Communications and Public Engagement

Raman has been with GCPE since September 2017 overseeing a multi-disciplinary team which includes Finance, Strategic Human Resources, Facilities Management, Records and FOI.

Raman joined the BC Public Service as a Financial Analyst at the Ministry of Health in 2007. Since then, he has held a variety of financial and leadership roles at the Ministry of Finance, Ministry of Citizens' Services, Treasury Board Staff, and prior to joining GCPE he was the Director of Post-Secondary Finance with the Ministry of Advanced Education and Skills Training.

Raman holds a Bachelors of Commerce Degree and is a Certified Professional Accountant (CPA).

Personal Information

GCPE – COMMUNICATIONS AND MEDIA RELATIONS DIVISION

ADM Responsible:

Don Zadravec

The Communications and Media Relations Division provides communications advice and support services to senior officials across government and, through various communications offices, supports Ministry's communication needs.

Under the leadership of the Assistant Deputy Minister, the Division delivers a range of communications services and products including strategic communications planning and advice, proactive public relations, ministerial communications support, writing services, media monitoring, media relations and issues management. The Division also provides communications advice and support services to senior officials across government and, through various communications offices, supports Ministry communication needs. In addition, the Division provincial emergency communications and coordinates communications across government. As well, the Division works closely with various Communications Directors on special projects as well as liaising with Crown Corporations on various projects and issues.

Communications Directors are the principal communications contact within their Minister's office and are accountable to the Deputy Minister of Government Communications and Public Engagement.

Communications Directors work closely with line Deputy Ministers and lead communications teams that are responsible for providing the following services to their assigned ministries:

- strategic communications planning
- issues management
- media relations
- media monitoring
- news releases and backgrounders development
- web content
- e-newsletters
- speech writing
- notes and strategies for legislative introductions
- publication content

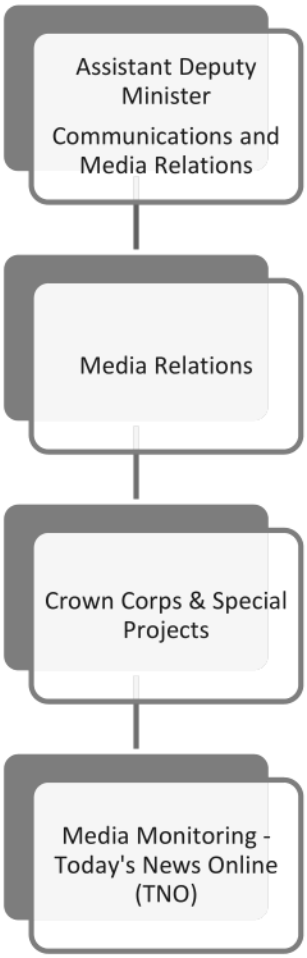
A centralized media relations unit provides support to ministries on a 24/7 basis, to ensure provincial, regional and community-specific media (non-English) receive the information they need in the most appropriate way possible. This unit also helps to lead and coordinate media relations for major media events and in day-to-day relations with the regional and community-specific media, working out of Victoria and Vancouver.

Related Legislation: N/A

Budget: N/A – GCPE divisional budgets are centralized

Full Time Equivalents (FTEs): 180

Organizational Chart:



GCPE – CORPORATE SERVICES DIVISION

ED Responsible:

Raman Dale, Executive Director

Under the leadership of the Executive Director, the Corporate Services Division provides a variety of functions including Finance, Human Resources and Workplace Support Services (FOI, Records, and Facilities Management).

Finance:
The Financial Services branch provides a full range of financial support services ensuring cost-effective delivery to all business units of GCPE including, but not limited to, budget development, financial reporting, expenditure forecasting, accounts payable, purchasing, travel coordination, payroll reconciliation, contract administration, tangible capital asset management, accounts receivable/recoveries, leave liability, FTE monitoring and reporting, preparation of material for estimates, public accounts, and FOI/Audit requests.

Human Resources:
Human Resources provides *consistent*, *reliable* and *trusted* advice in both operational and strategic Human Resources. The team offers expertise, planning and support in the following areas: recruitment, selection, onboarding, corporate programs, workforce planning, performance management, training and development, respectful workplace initiatives, engagement and recognition, sick leave and employee self-service. This full complement of services is intended to support the whole organization so that HR can offer a rewarding employment experience for all GCPE employees.

FOI and Records:
The FOI team serves as an intermediary between GCPE and Information Access Operations and is responsible for gathering records, obtaining harms assessments, reviewing approval packages, finding practical equitable solutions within the parameters of FOIPPA and making recommendations on the release of information. The team provides expertise, guidance, advice and interpretation of FOIPPA to the organization.

The Records Management team provides knowledgeable advice on effective management of information and expertise on the creation, retention, storage, security and destruction of records and data.

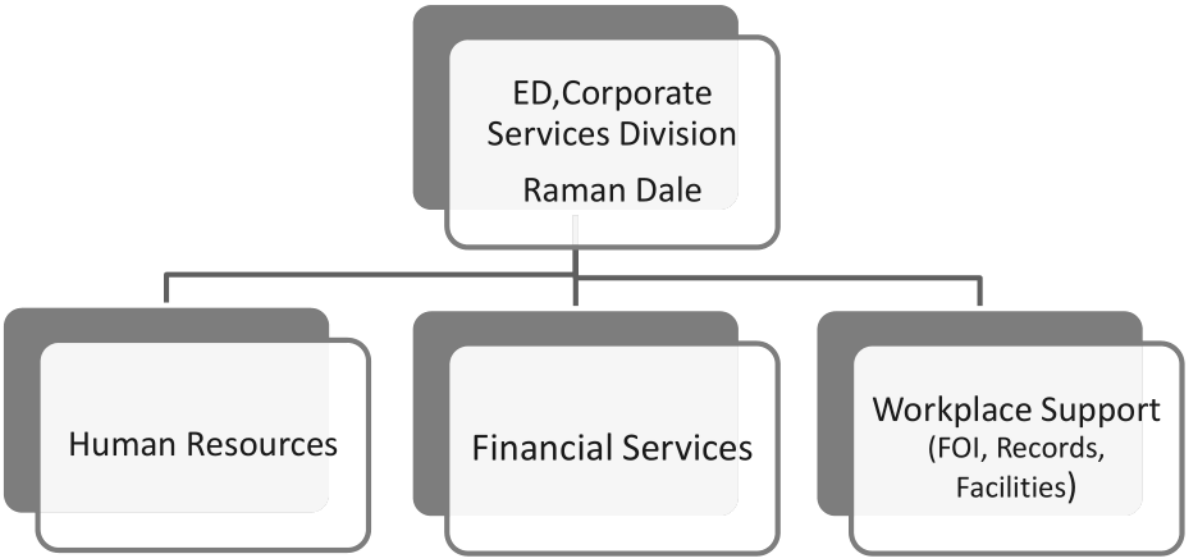
Together the teams deliver FOI and Records Management Training to all staff within GCPE.

Facilities:
GCPE Facilities effectively leads large and small accommodation projects and provides facilities management services for various buildings and offices for GCPE ensuring that the projects comply with safety, security and environmental standards. Facilities also coordinates and recommends the purchase and disposal of furniture and equipment, assists with the business continuity and emergency preparedness plans for GCPE and provide ergonomic assessments for all staff to ensure a comfortable, healthy and safe workplace.

Budget: N/A – GCPE divisional budgets are centralized

FTEs: 19

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible:

Nammi Poorooshasb

Core Business/ Program Area Description/Critical Business Processes:

Under the leadership of the Assistant Deputy Minister, the Strategic Communications Services Division provides a variety of services including Cabinet Priority communications, advertising, marketing, graphic communications, management of government's corporate calendar and digital communications.

Advertising and marketing services are provided using a variety of marketing disciplines and methodology including strategic planning, brand management, campaign development, 'marketing research, copywriting; marketing/advertising design, and media buying on behalf of the Province.

GCPE Graphic Communications provides in-house graphic design and production services for the executive offices, GCPE headquarters divisions, GCPE Ministry Communications shops and ministry program areas. The Division also manages and administers the BC ID graphic standards, corporate visual branding and new logo development, while approving all third-party uses of logos and trade- marks. The Division works closely with the Office of Protocol in approving uses of BC or British Columbia in a business name and support their administration of the Provincial Symbols including the BC Coat of Arms.

The Division also leads and provides daily oversight of one of government's most important planning tool - the corporate calendar. This involves liaising with communication offices to ensure accurate and up-to-date information is reflected in the tool to support informed decision making. The corporate calendar is utilized to inform decision-making with GCPE HQ, government ministries, Minister's Offices and the Premier's Office and in doing so, enables short, medium and longer term corporate planning objectives.

The Cabinet Priorities unit makes strategic decisions about announcement and event timing, locations, and sequencing of events and announcements in the context of emerging priority or anticipated issues. This involves assessing government initiatives and priorities from a corporate lens and adjusting as appropriate.

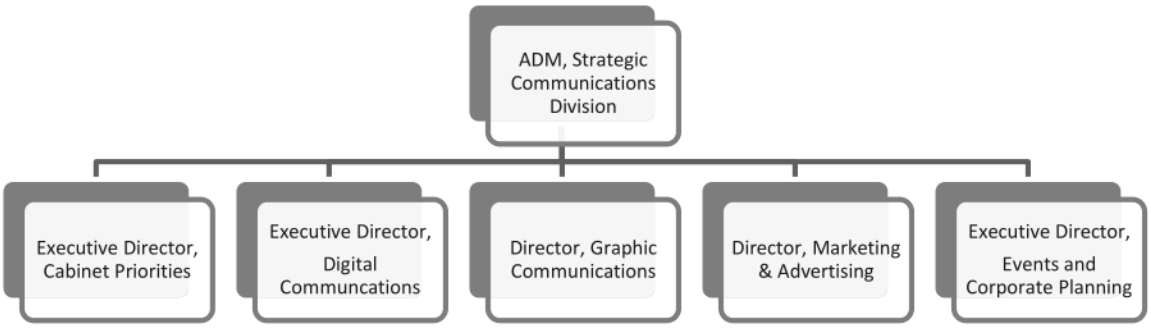
The Digital Communications unit develops digital content to connect British Columbians with government services, solicit feedback on government programs and inform people about new government programs and initiatives. It also produces reports on social media metrics related to government digital channels and provides guidance and support for a cross-government approach to digital communications. The unit is also responsible for video production and coordinating photography services.

Full Time Equivalents (FTEs): 47

Budget: N/A – GCPE divisional budgets are centralized

Related Legislation: N/A

Organizational Chart:



Tab B

GCPE
KEY STAKEHOLDERS

N/A – GCPE serves the government and has no external stakeholders.

tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
GCPE does not require any non-Crown agency appointments made by OIC within 90 days from October 26.			

tab D

GCPE

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
No Crown Agencies

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
	N/A – Minister has no key events representing GCPE		

tab 6

tab A

MINISTRY PROFILE

Ministry:
The Public Sector Employers' Council Secretariat (PSEC 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*. PSEC Secretariat's primary responsibility lies in developing and facilitating the bargaining mandates for the B.C. public sector which generally accounts for about 56% of total provincial expenditures and affects roughly 455,000 unionized and non-union employees who provide citizens with the services they depend on.

Ministry Mandate:
PSEC Secretariat carries out the mandate of the Public Sector Employers' Council, which is responsible for strategic coordination of labour relations, total compensation planning and human resource management for the broader public sector. The Minister of Finance appoints the members as the Chair of the Council.

The PSEC Secretariat provides strategic advice in the development of the Province's bargaining mandates that guide the negotiations for 185 collective agreements, and implements the 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.

PSEC Secretariat's responsibilities include directing 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.

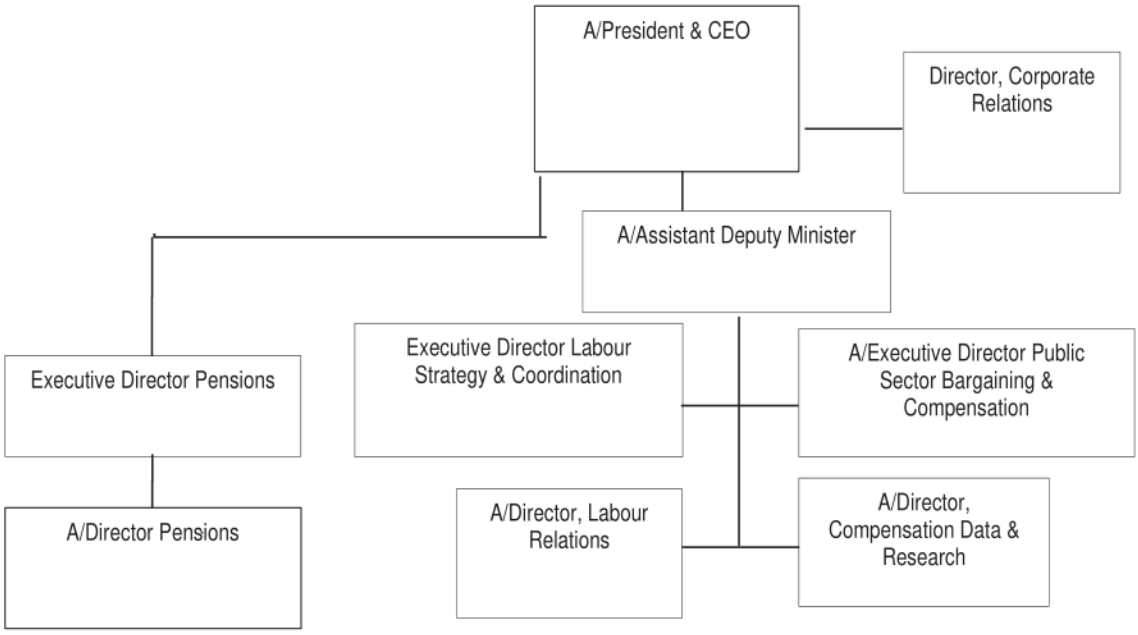
It also represents the B.C. government in its role as a partner in the four public sector pension plans under the *Public Sector Pension Plans Act* and as a steward to the Canada Pension Plan administered by the Federal Government. This includes working with other partners to the pension plans to achieve 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. As well, it 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.

Budget: Government Financial Information

Government Financial

Full Time Equivalents (FTEs): 16 + 1 co-op student

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

Chris Rathbone
A/CEO & President
Public Sector Employers' Council Secretariat
Ministry of Finance

Chris has more than a decade of experience in progressively senior roles in B.C.'s Public Service, the majority of which have been in contributing to the province's uniquely centralized collective bargaining process. As the Acting CEO and President of the Public Sector Employers' Council Secretariat, he is responsible for the strategic coordination of labour relations across the provincial public sector, managing and implementing excluded employee compensation policy, and the representation of the Minister of Finance in her role as a partner in the four, major public sector pension plans. Chris is a trustee serving on the board of the Municipal Pension Plan, as well as sitting on the boards of the Health Employers Association of BC, the BC Public School Employers' Association, and the Crown Corporation Employers' Association.

In addition to his work in the Public Service, Chris has also spent time working at a major B.C. Crown Corporation and an Independent Office of the Legislature.

EXECUTIVE MEMBER BIOGRAPHY

Robert Pauliszyn, MPA
A/Assistant Deputy Minister
Public Sector Employers' Council Secretariat
Ministry of Finance

Robert is nearing his 20th anniversary in the BC Public Service, where he has enjoyed working in strategic leadership and coordination roles across several ministries and central agencies, including Finance, Energy and Mines, Forests, Education, Public Safety and Solicitor General, Integrated Land Management, and Intergovernmental Relations Secretariat. As acting Assistant Deputy Minister of the Public Sector Employers' Council Secretariat, he helps to coordinate the team that supports PSEC Secretariat's President and CEO and, in turn, the Secretariat's support and advice to the Minister Responsible the *Public Sector Employers Act*. Robert holds a Master of Arts in Public Administration from the University of Victoria and a Bachelor of Arts in Political Science (with Distinction) from the University of Calgary. He also serves on the Board of Director for the Community Social Service Employers' Association and is a member of the Community Social Services Sector Roundtable.

Personal Information

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Please see Appendix A-1.

Tab B

PSEC SECRETARIAT
KEY STAKEHOLDERS

Sector	Organization	Contact	Description	Key Issues
Crowns	All	Direct contact with all Crown corporation Board Chairs Direct contact with all Crown corporation CEOs	PSEC Secretariat engages in ongoing contact with all Crown agencies on a wide range of issues, including public sector bargaining, executive and management compensation, pensions, compensation disclosure, and board appointee remuneration.	CEO compensation contracts. Compensation plan approvals for excluded employees and executive. Approval of bargaining plans and tentative agreement costings.
	Crown Corporations Employers' Association (CCEA)	Shayne Ramsay President & CEO CCEA Board Chair Tel: Personal Information sramsay@bchousing.org Address: 1701–4555 Kingsway Burnaby B.C. V5H 4V8	CCEA functions as a venue for collaboration and information sharing on LR and compensation, as well as providing advice to PSEC Secretariat. CCEA does not serve as a bargaining agent on behalf of Crowns.	

Sector	Organization	Contact	Description	Key Issues
Crowns (cont'd)	BC Assessment Authority	Sylvia Bishop Board Chair bishop@dccnet.com Jason Grant President & CEO Tel: 866 825-8322 ex. 09450 Jason.Grant@bcassessment.ca Address: 400 – 3450 Uptown Blvd Victoria B.C. V8Z 0B9	BC Assessment produces independent, uniform and efficient property assessments on an annual basis for all property owners in the province	Negotiates with CUPE.
	BC Family Maintenance Program (BCFMEP)	Richard Fyfe Board Chair Richard.Fyfe@gov.bc.ca Chris Beresford President Tel: Personal Information Personal Information Address: PO Box 5158, Stn B Victoria B.C. V8R 6N4	BCFMEP helps families and children entitled to maintenance (child support and spousal support) under maintenance orders or agreements	Negotiates with BCGEU, also employs lawyers represented by PEA.
Crowns (cont'd)	BC Financial Services Authority (BCFSA)	Stanley Hamilton Board Chair Stanley.Hamilton@sauder.ubc.ca Blair Morrison President Personal Information Address: 2800 - 555 West Hastings Street Vancouver B.C. V6B 4N6	BCFSA'S four pillars of responsibility are pension plans, mortgage brokers, financial institutions (including credit unions, insurance and trust companies) and the Credit Union Deposit Insurance Corporation.	

Sector	Organization	Contact	Description	Key Issues
	BC Games Society	James (Jamey) Scott Paterson Board Chairs jameypaterson@shaw.ca Alison Noble President Tel: (250) 387-4684 Personal Information Address: 200 - 990 Fort Street, Victoria, B.C. V8V 3K2	The BC Games Society is the organization responsible for setting the ongoing policy and direction of the BC Winter and BC Summer Games.	
Crowns (cont'd)	BC Housing Management Commission	Cassie Doyle Board Chair Personal Information Shayne Ramsay President Tel: (604) 439-4712 sramsay@bchousing.org Address: 1701 – 4555 Kingsway Burnaby B.C. V8H 4V8	BC Housing develops, manages and administers a wide range of subsidized housing options across the province. They also license residential builders, administer owner builder authorizations and carry out research and education that benefits the residential construction industry, consumers and the affordable housing sector.	BC Housing is a major "provincial funder" of community social service agencies and health sector agencies.
	BC Hydro & Power Authority	Kenneth G. Peterson Board Chair kgpeterson@telus.net Chris O'Riley President & CEO Tel: 604 739-1445 Personal Information Address: 333 Dunsmuir St Vancouver B.C. V6B 5R4	Provides reliable, affordable and clean electricity throughout the province.	

Sector	Organization	Contact	Description	Key Issues
Crowns (cont'd)	BC Infrastructure Benefits	Allan Bruce Board Chair abruce77@telus.net Irene Kerr President & CEO Tel: (778) 783-1209 ikerr@bcib.ca Address: 1050 - 89W. Georgia St, Vancouver, B.C. V6B 0N8	BCIB provides the qualified skilled trades workforce for the construction of public infrastructure projects operating under the Community Benefits Agreement.	Community Benefit Agreement
	BC Lottery Corporation	Peter Henry Kappel Board Chair Personal Information Greg Moore Interim CEO and President Tel: Personal Information gmoore@bclc.com Address: 2940 Virtual Way Vancouver B.C. V5M 0A6	BC Lottery Corporation offers a range of gambling products including lottery tickets, casinos and legal online gambling.	
Crowns (cont'd)	BC Oil & Gas Commission	Fazil Mihlar Board Chair Fazil.Mihlar@gov.bc.ca Paul Jeakins Chief Executive Officer Tel: 250 419-4411 Personal Information Address: 300 – 398 Harbour Rd Victoria B.C. V9A 0B7	BC Oil & Gas Commission protect public safety and safeguard the environment through the sound regulation of oil, gas and geothermal activities in B.C., while balancing a broad range of environmental, economic and social considerations.	Negotiates with BCGEU and Professional Employees' Association (PEA).

Sector	Organization	Contact	Description	Key Issues
	BC Pavilion Corporation	Ian Aikenhead Board Chair aikenhead@amjlaw.ca Ken Cretney Interim President & CEO Tel: 604 647-7201 kcretney@bcpavco.com Address: 200 – 999 Canada Place Vancouver B.C. V6C 3C1	BC Pavilion Corporation is mandated to generate economic and community benefit for the people of British Columbia through prudent management of public facilities.	Negotiates with the BCGEU.
Crowns (cont'd)	BC Rail Company (BCRC or BCR Properties Ltd.)	Grant Main Board Chair Grant.main@gov.bc.ca Gordon Westlake President & CEO Tel: (604) 678-4742 westlakeg@bcrp.ca Address: #600-221 West Esplanade, North Vancouver B.C. V7M 3J3	BCRC's primary mandate is to acquire and hold railway corridor and strategic port lands and to make related infrastructure investments to provide benefits to the province.	
	BC Securities Commission	Brenda Leong President & CEO and Board Chair Tel: (604) 899-6647 bleong@bcsc.bc.ca Address: 701 West Georgia Street, PO BOX 10142, Pacific Centre Vancouver, B.C. V7Y 1L2	The British Columbia Securities Commission's mission is to protect and promote the public interest by fostering a securities market that is fair and warrants public confidence, and a dynamic and competitive securities industry that provides investment opportunities and access to capital.	

Sector	Organization	Contact	Description	Key Issues
Crowns (cont'd)	BC Transit Corporation	Catherine Holt Board Chair Personal Information Erinn Pinkerton President and CEO Tel: 250 995-5680 Erinn_Pinkerton@bctransit.com Address: 520 Gorge Road East Victoria B.C. V8W 2P3	BC Transit is responsible for coordinating the delivery of public transportation within British Columbia, Canada, outside Greater Vancouver.	Negotiates with Canadian Office & Professional Employees (COPE); Canadian Union of Public Employees (CUPE); and, Unifor Local 333 BC (Unifor).
	BC Utilities Commission	David M. Morton President & CEO and Board Chair Tel: (604) 660-4700 Address: Suite 410, 900 Howe Street, Vancouver, B.C. V6Z 2N3	The BCUC's mission is to ensure that ratepayers receive safe, reliable and non-discriminatory energy services at fair rates from the utilities it regulates, and that shareholders of those utilities are afforded a reasonable opportunity to earn a fair return on their invested capital.	
Crowns (cont'd)	Columbia Basin Trust	Jocelyn Carver Board Chair Personal Information Johnny Strilaeff President & CEO Tel: (250) 304-1632 Personal Information Address: Suite 300, 445 - 13th Avenue Castlegar, B.C. V1N 1G1	The Columbia Basin Trust manages its assets for the ongoing economic, environmental and social benefit of the Columbia Basin region, without relieving governments of any obligations in the region.	

Sector	Organization	Contact	Description	Key Issues
	Columbia Power Corporation	John (Tim) Timothy Stanley Board Chair Personal Information Johnny Strilaeff President & CEO Tel: (250) 304-1632 Personal Information Address: Suite 200, 445 - 13th Avenue Castlegar, B.C. V1N 1G1	Columbia Power Corporation mandate is to undertake hydro-electricity projects in the Columbia River region of British Columbia. In so doing, it is required to work with its sister crown corporation the Columbia Basin Trust.	
Crowns (cont'd)	Community Living BC (CLBC)	Michael John Prince Board Chair mprince@uvic.ca Ross Chilton Chief Executive Officer Tel: Personal Information Ross.Chilton@gov.bc.ca Address: 7th Fl, Airport Square. 1200 - West 73rd Avenue, Vancouver B.C. V6P 6G5	CLBC is a major "provincial funder" of community social service agencies	Negotiates with BCNU and BCGEU. .
	Destination BC	Dawn Black Board Chair Personal Information Richard Porges Interim President & CEO Tel: (778) 572-1808 Richard.Porges@destinationbc.ca Address: 12th Fl – 510 Burrard Street Vancouver, B.C. V6C 3A8	Destination BC supports a strong and competitive future for .BC.'s tourism industry through a combination of global marketing, destination development, industry learning, cooperative community-based programs, and visitor servicing.	

Sector	Organization	Contact	Description	Key Issues
Crowns (cont'd)	First Peoples' Cultural Council (FPCC)	Cynthia Jensen Fisk Board Chair Personal Information Tracey Herbert President & CEO Tel: (250) 652-5952 tracey@fpcc.ca Address: 1A Boat Ramp Road, Brentwood Bay, B.C. V8M 1N9	FPCC's mandate is to assist B.C. First Nations in their efforts to revitalize their languages, arts and cultures.	
	Forestry Innovation Investment Ltd.	Silas Brownsey Board Chair silas.brownsey@gov.bc.ca Michael Loseth President & CEO Tel: (604) 685-7507 loseth@bcfii.ca Address: Suite 1200 - 1130 West Pender Street, Vancouver B.C. V6E 4A4	Forestry Innovation Investment help maintain, create and diversify markets for B.C. forest products to ensure the forest sector continues to be a key contributor to the B.C. economy.	
Crowns (cont'd)	Industry Training Authority (ITA)	Cindy Oliver Board Chair coliver@fpse.ca Shelley Grey President & CEO Tel: (778) 327-5904 sgray@itabc.ca Address: 8th Flr – 8100 Granville Ave. Richmond B.C. V6Y 3T6	ITA leads and coordinates British Columbia's skilled trades system. ITA works with employers, apprentices, industry, labour, training providers and government to issue credentials, supports apprenticeships, fund programs, set program standards and increase opportunities in the trades.	

Sector	Organization	Contact	Description	Key Issues
	Innovate BC	Alan Shaver Board Chair Personal Information Raghwa Gopal President and CEO Tel: Personal Information Personal Information Address: 9th Floor - 1188 W. Georgia Vancouver B.C. V6E 4A2	Innovate BC funds entrepreneurial support programs in the province. Innovate BC focuses on the support of technology start-ups and entrepreneurs through programs, sponsorship and competitions that facilitate technology commercialization	
Crowns (cont'd)	Insurance Corporation of BC (ICBC)	Joy MacPhail Board Chair Personal Information Nicolas Jimenez Chief Executive Officer Tel: 604 982-2401 Personal Information Address: 151 West Esplanade North Vancouver B.C. V7M 3H9	ICBC is committed to protection and peace of mind for B.C. drivers, quality products and services, and offering customers the best coverage at the lowest possible price.	Negotiates with the Canadian Office and Professional Employees Union (COPE).
	Insurance Council of BC	Lesley Maddison Board Chair Personal Information Janet Sinclair President & CEO Tel: Personal Information jsinclair@insurancecouncilofbc.com Address: Suite 300, 1040 West Georgia Street, PO Box 7, Vancouver, B.C. V6E 4H1	The Insurance Council of British Columbia regulates and licenses life and general insurance agents, salespersons, and adjusters. We protect the public by ensuring that licensees act ethically, with integrity and competence.	

Sector	Organization	Contact	Description	Key Issues
Crowns (cont'd)	Knowledge Network	Maurine Edna Karagianis Board Chair Personal Information Rudy Buttignol President & CEO Tel: (604) 431-3118 rudyb@knowledge.ca Address: 4355 Mathissi Place Burnaby B.C. V5G 4S8	Knowledge Network is a registered charity, engaging in fundraising activities through our Knowledge Partners program.	
	Legal Services Society	Jean Whittow Board Chair Personal Information Mark Benton, Q.C. Chief Executive Officer Tel: 604 601-6137 Mark.benton@lss.bc.ca Address: 400 – 510 Burrard St Vancouver B.C. V6C 3A8	Legal Aid BC is a non-profit organization created by the Legal Services Society (LSS) Act to provide legal information, advice, and representation services.	Negotiates with the BCGEU and PEA
Crowns (cont'd)	Worksafe BC	Jeff Parr Board Chair Anne Naser President & CEO Diana.miles@worksafebc.com Address: 6951 Westminster Hwy Richmond B.C. V7C 1C6	WorkSafe BC is committed to creating a province free from workplace injury or illness, and to providing service driven by our core values of integrity, accountability, and innovation.	Negotiates with the Compensation Employees' Union (CEU) and salaried physicians (represented by BCMA)

Sector	Organization	Contact	Description	Key Issues
	Partnerships BC	Dana Hayden Board Chair Personal Information Mark Liedeman President & CEO Mark.Liedemann@partnershipsbc.ca Address: 2320 - 1111 West Georgia Street Vancouver B.C. V6E 4M3	Partnerships BC works to improve people's lives and communities through infrastructure.	
Crowns (cont'd)	The Real Estate Council of British Columbia (RECBC)	Elain Duvall Board Chair Personal Information Erin Seeley President & CEO Personal Information Address: 900-750 West Pender Street Vancouver, B.C. Canada V6C 2T8	RECBC regulates real estate professionals in the public interest.	
	Royal BC Museum	Daniel Muzyka Board Chair daniel.muzyka@outlook.com Jack Lohman President & CEO Personal Information jlohman@royalbcmuseum.bc.ca Address: 675 Belleville Street, Victoria, B.C. V8W 9W2	The Royal British Columbia Museum consists of The Province of British Columbia's natural and human history museum as well as the British Columbia Provincial Archives.	Unionized employees covered under the PSA-BCGEU Main Agreement

Sector	Organization	Contact	Description	Key Issues
Crowns (cont'd)	Transportation Investment Corporation (TI Corp)	Sabine Feulgen Board Chair Personal Information Amanda Farrell President & CEO Tel: (604) 398-5787 amanda.farrell@gov.bc.ca Address: Unit 210-1500 Woolridge St. Coquitlam B.C.. V3K 0B8	TI Corp has a mandate to deliver $4.7 Billion in major infrastructure on behalf of the Ministry of Transportation and Infrastructure.	
Community Social Services	Community Social Services Employers' Association (CSSEA)	Fernando Coelho Board Chair Tel: 604 279-7043 jbarr@rscl.org Gentil Mateus Chief Executive Officer 604 601-3118 gmateus@cssea.bc.ca Address: 800-555 Burrard St Vancouver B.C. V7X 1M8	Established pursuant to the *Public Sector Employers Act*, CSSEA is the accredited bargaining agent for agencies listed on the Community Social Service Employers Regulation.	Negotiates with the Community Social Services Bargaining Association (CSSBA).

Sector	Organization	Contact	Description	Key Issues
Health	Health Employers Association of British Columbia (HEABC)	Betsy Gibbons Board Chair Cell: Personal Information Michael McMillan President & CEO Tel: Personal Information Michael.mcmillan@heabc.bc.ca Address: 200–1333 West Broadway, Vancouver B.C. V6H 4C6	Established pursuant to the *Public Sector Employers Act*, HEABC is the accredited bargaining agent for health authorities and employers designated under the Health Employers Regulation. HEABC also coordinates the cross-sector compensation plan for executive and management employees. HEABC supports the Ministry of Health in sector recruitment and with the negotiation of the Physicians Master Agreement.	Negotiates with: Ambulance Paramedics and Dispatchers' Association; Community Bargaining Association; Facilities Bargaining Association; Health Sciences Professionals Bargaining Association; Nurses Bargaining Association; Professional Association of Residents of BC.
K-12	BC Association of School Business Officials (BCASBO)	Flavia Coughlan President Tel: 604 466-6225 president@bcasbo.ca Personal Information Address: 208 – 1118 Homer St Vancouver B.C. V6B 6L5	K-12 management partner group comprising of school district business officials – primarily Secretary Treasurers and finance officials.	Technical expertise on HR, compensation administration, and district level labour relations

Sector	Organization	Contact	Description	Key Issues
K-12 (Cont'd)	BC Principals and Vice Principals Association (BCPVPA)	Darren Danyluk President Tel: Personal Information Personal Information Address: 200 – 525 10th Ave W Vancouver B.C. V5Z 1K9	K-12 management partner group comprising of school principals and vice principals	Technical expertise on worksite labour relations and administration of learning programs
K-12	BC Public School Employers' Association	Renzo Del Negro President & CEO Tel: 604 730-4511 Address: 300-2889 East 12th Avenue Vancouver, BC V5M 4T5	Accredited bargaining agent for the Province's 60 public school boards in negotiations with the BCTF and Support Staff unions.	
	BC School Trustees Association (BCSTA)	Stephanie Higginson President Trustee, SD 68 (Nanaimo – Ladysmith) Tel: 604-734-2721 shigginson@bcsta.org Mike Roberts Chief Executive Officer Tel Personal Information E-mail: mroberts@bcsta.org Address: 1580 West Broadway Vancouver B.C. V6J 5K9	Provincial advocacy organization for elected school trustees and boards of education.	Consultation on sector-wide issues of interest to boards of education
K-12 (Cont'd)	BC School Superintendents Association	Chris van der Mark President Phone: Personal Information Personal Information Address: 208 – 1118 Homer St Vancouver B.C. V6B 6L5	Management Partner group for BC School Superintendents, Assistant Superintendents, and Directors of Instruction	Technical expertise on coordination and implementation of provincial education policy and LR objectives

Sector	Organization	Contact	Description	Key Issues
Post-Secondary	Post-Secondary Employers' Association (PSEA)	Michael Marchbank Board Chair michael@psea.bc.ca Rebecca Maurer Chief Executive Officer Tel: 604 742-2582 rebecca@psea.bc.ca Address: 300 – 2889 East 12th Avenue, Vancouver B.C. V5M 4T5	Established pursuant to the *Public Sector Employers Act*, PSEA is the accredited bargaining agent B.C.'s colleges, teaching universities, and institutes.	PSEA also coordinate the cross-sector compensation plan for executive and management employees.
Post-Secondary (con't)	BC Association of Institutes and Universities	Dr. Joanne Maclean Board Chair Personal Information Ruth Wittenberg President Tel: 250 940-1141 Ruth.wittenberg@ufv.ca Address: 21-21 Dallas Road Victoria B.C. V8V 4Z9	Advocacy organization for teaching universities and institutes	Consult on LR and HR issues affecting teaching universities and institutes.

Sector	Organization	Contact	Description	Key Issues
	BC Colleges	Colin Ewart President Tel: 250 595-4866 cewart@bccolleges.ca Address: #201-534 Pandora Avenue Victoria, B.C. V8W 1N6	Advocacy organization for colleges in the PSEA sector	Consult on LR and HR issues affecting teaching universities and institutes.
Research Universities	University Public Sector Employers' Association (UPSEA)	Philip Steenkamp Board Chair Personal Information Blair Littler Executive Director Tel: 250 480-3975 Personal Information Address: 400 – 880 Douglas St Victoria B.C. V8W 2B7	UPSEA does not serve as a bargaining agent on behalf of Research Universities.	Coordination of bargaining plan approvals and facilitates coordination with the sector.
	Royal Roads University	Terrie Klotz Vice President, HR Personal Information Address: 2005 Sooke Road Victoria B.C. V9B 5Y2		

Sector	Organization	Contact	Description	Key Issues
	Simon Fraser University	Sandi de Domenico Vice President, HR Personal Information Address: 8888 University Drive Burnaby B.C. V5A 1S6		
Research Universities (Con't)	Thompson Rivers University	Larry Phillips Executive Director, HR lphillips@tru.ca Address: 900 McGill Rd Kamloops B.C. V2C 0C8		
	University of BC	Marcia Buchholz Vice President, HR marcia.buchholz@ubc.ca Address: 2329 West Mall Vancouver B.C. V6T 1Z4		
	University of Northern BC	Arleta Lucarelli, Acting Director of Human Resources Tel: 250.960.5575 arleta.lucarelli@unbc.ca Address: 3333 University Way Prince George, B.C. V2N 4Z9		
Research Universities (Con't)	University of Victoria	Kane Kilbey Associate Vice President, HR kanek@uvic.ca Address: 3800 Finnerty Road Victoria B.C. V8P 5C2		

Sector	Organization	Contact	Description	Key Issues
Crown Corporations, Public Service, Post-Secondary, Research Universities	BC Government and Service Employees' Union (BCGEU)	Stephanie Smith President Personal Information Paul Finch Treasurer Personal Information Brent Camilleri Coordinator, Negotiations Tel: 604 473-5485 Brent.camilleri@bcgeu.ca Address: 4911 Canada Way Burnaby B.C. V5G 3W3	The BCGEU represent over 80,000 members in 550 bargaining units in the private sector and public services. Main Bargaining Associations: • Community Services Bargaining Association • Nurses' Bargaining Association • Facilities Bargaining Association	Leads the Community Social Services Bargaining Association
	BC Federation of Labour	W. Laird Cronk President Personal Information Address: 200 – 5118 Joyce St Vancouver B.C. V5R 4H1	The BC Federation of Labour represents over 500,000 members from affiliated unions across the province, working in every aspect of the BC economy.	General LR issues and may discuss how to resolve disputes

Sector	Organization	Contact	Description	Key Issues
Health, Crown Corporations, K12 Education, Public Service, Post-Secondary, Research Universities	Canadian Union of Public Employees BC (CUPE)	Paul Faoro President Tel: 604-291-9119 pfaoro@cupe.bc.ca Address: 6222 Willingdon Ave. Burnaby, B.C. V5H 0G3	CUPE members work for municipalities, school boards, airlines, hospitals, nursing homes, libraries, colleges, universities, social service agencies, the ambulance service, public utilities, and other public institutions. Main Bargaining Associations: • Community Social Services Bargaining Association • Ambulance Paramedics & Ambulance Dispatchers Bargaining Association • Facilities Bargaining Association	Negotiations across sectors
	Unifor	Gavin McGarrigle BC Area Director Tel: 778-668-6455 gavin.mcgarrible@unifor.org Address: 2nd Floor 4248 Glanford Ave Victoria B.C. V8Z 4B8	Unifor is a general trade union in Canada and the largest private sector union in Canada.	BC Transit negotiations
K-12	BC Teachers' Federation (BCTF)	Teri Mooring President Tel: Personal Information Personal Information Address: 100 – 550 West 6th Ave Vancouver B.C. V5Z 4P2	Accredited bargaining agent for BC Teachers. Employer partner for Teachers' Pension Plan	

Sector	Organization	Contact	Description	Key Issues
Health	Hospital Employees' Union (HEU)	Barb Nederpel President bnederpel@heu.org Address: 201-780 Tolmie Ave, Victoria, B.C. V8X 3W4 Main Bargaining Associations: • Facilities Bargaining Association • Community Services Bargaining Association • Nurses' Bargaining Association	The Hospital Employees' Union is the oldest health care union in British Columbia – representing more than 50,000 members working for public, non-profit and private employers.	Leads the Facilities Bargaining Association.
Health	BC Nurses Union (BCNU)	Christine Sorensen President Tel: 250 819-6293 christinesorensen@bcnu.org Address: 4060 Regent St, Burnaby, BC V5C 6P5 Main Bargaining Association: Nurses' Bargaining Association	BCNU is the largest nursing union in BC, and the only union to offer services to nurses related to all four domains of nursing: research, clinical practice, leadership, and education.	Leads the Nurses Bargaining Association
Public Service, Crown Corporations, Research Universities, K12 Education	Professional Employees Union (PEA)	Shawna LaRade President Tel: 250 919-4711 slarade@pea.org Address: 505-1207 Douglas St, Victoria, BC V8W 2E7 Main Bargaining Association: Professional Employees' Association	PSEA is the employer bargaining agent for all public colleges, special-purpose teaching universities, and institutes in British Columbia. These nineteen institutions constitute the B.C. post-secondary sector.	They are governed by the *College & Institute Act* and the *University Act*, respectively.

Sector	Organization	Contact	Description	Key Issues
Post-Secondary	Federation of Post-Secondary Educators (FPSE)	Brent Calver President Tel: 604 873-8988 bcalvert@fpse.ca Address: 550 W 6th Ave, Vancouver, BC V5Z 1A1	FPSE represents over 10,000 faculty and staff at BC universities, colleges, institutes, and private sectors institutions.	
	MoveUP	David Black President Tel: 604 299-0378 dblack@moveuptogether.ca Address: 4501 Kingsway #301, Burnaby, BC V5H 0E5	MoveUP represents members in many of the industries and professions fundamental to our economy including at BC Hydro, FortisBC, ICBC, Capilano University, BCAA, transit providers, credit unions and car rental companies.	
Health, Community Social Services	Health Sciences Association (HSA)	Val Avery President Tel: 604 790-2559 Personal Information Address: 180 E Columbia St, New Westminster, BC V3L 0G7 Main Bargaining Association: Health Science Professionals Bargaining Association	HSA is the union representing more than 18,000 professionals working in health care and community social services around B.C.	Leads the Health Science Professionals Bargaining Association
	International Union Operating Engineers (IUOE)	Adrian David President Personal Information Address: 218 Blue Mountain St, Coquitlam, BC V3K 4H2 Main Bargaining Associations Facilities Bargaining Association		

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
PSEC does not require any non-crown agency appointments.			

Tab D

Public Sector Employers' Council Secretariat

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
BC Public School Employers' Association
Community Social Services Employers' Association
Health Employers Association of BC
Post-Secondary Employers' Association

BRIEFING NOTE

CROWN AGENCIES

Name: BC Public School Employers' Association (BCPSEA)

Legislative Authority:
BCPSEA is a society established in 1994 pursuant to the *Public Sector Employers Act*. It is the designated bargaining agent in the K-12 education sector under the *Public Education Labour Relations Act (PELRA)*.

Mandate:
Accredited bargaining agent for the Province's 60 public boards of education in negotiations with unions representing approximately 86,000 teachers and support staff. Teachers (approximately 46,000) are represented by the British Columbia Teachers' Federation (BCTF). For teacher bargaining, all monetary items and other items outlined in PELRA are negotiated provincially between the BCTF and BCPSEA and subsequently imbedded in 60 local teacher agreements following negotiations between individual school districts and union locals.

For support staff, in recent years monetary and other items with provincial impacts have been negotiated at a "framework" table of support staff unions (primarily led by CUPE and including Teamsters, IUOE, BCGEU and other union affiliates). The framework process is conducted on a voluntary basis. There are 69 support staff agreements, covering approximately 40,000 employees in nine support staff unions.

Additional services provided by BCPSEA include:

- Coordinating benefits administration and non-union compensation
- Facilitating development and implementation of public policy
- Strategies to maintain a qualified workforce, including sectoral recruitment (Make a Future program)
- Maintaining the common data collection system (EDAS) used by the Ministry and school districts to support a data driven approach to compensation and labour relations

The BCPSEA Board approved budget for fiscal 2020/21 is $8.1M with staff complement of approximately 26 FTEs. PSEC Secretariat provides BCPSEA with a $4M operating grant and the Ministry of Education provides an additional $2.5M. In 2013, the BCPSEA Board was removed and a public administrator appointed. A trustee-majority board was re-established in 2018 following changes to BCPSEA's bylaws and governance structure.

Current Appointees:
Eleven directors of which: seven must be school trustees elected by the members and elected on a regional basis; up to four government appointed directors.

Appointments required:
Four minister-appointed members, which typically include the Deputy Minister of Education, the President and CEO of the Public Sector Employers Council Secretariat and others as appropriate.

The constitution and bylaws call for the Minister to confirm the board's nominee for Chair or to appoint an independent Chair. – no 30 60 90-day issues with appointments for this agency.

Key Contacts:

- Alan Chell, Chair Personal Information
- Renzo Del Negro, CEO Personal Information

BRIEFING NOTE

CROWN AGENCIES

Name:
Community Social Services Employers' Association (CSSEA)

Legislative Authority:
CSSEA is a society established in 1994 pursuant to the *Public Sector Employers Act*, and is the designated bargaining agent under the *Community Services Labour Relations Act*.

Mandate:
Accredited bargaining agent for 194 community social service agencies employing approximately 17,500 employees. Unionized employees are covered by three sector-wide agreements: Indigenous Services Collective Agreement, Community Living Services Collective Agreement, and the General Services Collective Agreement. CSSEA also provides services and resources to 87 "associate" agencies on a fee-for-service basis.

CSSEA members are designated as public sector employers and added to the *Community Social Services Employers Regulation* through Order-in-Council. To be eligible for membership the agency: must have unionized employees, receive at least 50% of its total revenue from provincial funding (of which, more than 50% must come from non-health ministries or authorities), not be a stand-alone alcohol and drug service provider, and have a community of interest with the community social services sector.

CSSEA is comprised of four departments:

- Human Resources and Labour Relations Services
- Research and Knowledge Management
- Communications and Events
- Corporate Services

CSSEA's 2020/21 operating budget is approximately $3.3M and a staff complement of approximately 25 FTEs. PSEC Secretariat provides CSSEA with a $2.5M operating grant.

In recent years, CSSEA has also been engaged by government to conduct annual non-union employee turnover and compensation surveys covering approximately 700 non-CSSEA community social service agencies. CSSEA often plays an important role in helping to communicate government policy to the broader "non-union" community social services sector.

Current Appointees:
Eleven directors: seven directors appointed by representatives of social service agencies; one appointed by Community Living British Columbia; up to three appointed by government.

Appointments required:
Minister appoints up to three directors to the board – no 30 60 90-day issues

Key Contacts:

- Fernando Coelho, Chair 604 299-4001
- Gentil Mateus, CEO 604 687 7220

BRIEFING NOTE

CROWN AGENCIES

Name:
Health Employers Association of BC (HEABC)

Legislative Authority:
HEABC is a society established in 1993 pursuant to the *Public Sector Employers Act*. The health sector labour relations structures are set out in the *Health Authorities Act.*

Mandate:
HEABC is the designated bargaining agent for six Health Authorities, Providence Health Care, and more than 218 publicly-funded health employers ("affiliates"). HEABC negotiates six provincial collective agreements covering more than 145,000 unionized health care employees including nurses, health science professionals, resident physicians, ambulance paramedics and dispatchers, and support workers in facilities and community settings. Under a service agreement with the Ministry of Health (MOH), HEABC also coordinates negotiation with Doctors of BC for the Physician Master Agreement. HEABC-negotiated agreements account for approximately 39% of the total provincial compensation base.

HEABC membership is mandatory for Health Authorities and Providence Health Care but is voluntary for "affiliate" employers. Affiliate members are designated as public sector employers and added to the *Health Care Employers Regulation* through Order-in-Council. To be eligible, the employer must: apply for HEABC membership, receive $250,000 or more in funding from MOH, and this funding must account for 50% or more of the employer's total annual revenue.

HEABC also oversees human resource and labour relations issues management for its members, including providing legal services for workplace grievances, arbitrations, and investigations and discipline for health authorities and affiliates, as well as centralized support for occupational health, safety, and wellness matters including attendance management and violence prevention. HEABC is also responsible for the implementation and management of strategic and innovative programs that support the recruitment and retention of health professionals, and for employee compensation and classification services and industry-specific educational programs.

HEABC has a staff complement of approximately 145 people. HEABC's operating budget for the 2020/21 fiscal year is $28.4M. PSEC Secretariat provides HEABC with a $9.4M operating grant and MOH provides approximately $16.3M in operating grants and service contract payments.

Current Appointees:
Twelve directors: six health authority CEOs, two government-appointed directors, three "affiliate" directors each respectively elected by proprietary care providers, affiliate care providers, and denominational care providers, and one independent board chair.

Appointments required:
Two government-appointed directors to the board. Minister either confirms the board nominee for independent chair or has option to appoint an alternate individual. – no 30 60 90 day issues with appointments for this agency.

Key Contact:

Personal Information

- Betsy Gibbons, Chair
- Michael McMillan, CEO

BRIEFING NOTE

CROWN AGENCIES

Name: Post-Secondary Employers' Association (PSEA)

Legislative Authority:
PSEA is a society established in 1994 pursuant to the *Public Sector Employers Act*.

Mandate:
Accredited bargaining agent for 19 public colleges, teaching universities, and institutes with 42 collective agreements covering about 22,000 unionized employees in seven unions. FPSE, the BCGEU and CUPE are the largest unions in the sector representing approximately 86% of all members.

PSEA also coordinates compensation for exempt staff in the sector, coordinates benefit administration and human resources best practices, maintains sectoral labour relations data systems, and advises on grievances and arbitrations with sectoral or provincial implications.

The PSEA Board has approved a 2020/21 budget of $3.27M. PSEC Secretariat's operating grant to PSEA in 2020/21 is $0.8M and AEST provides $1.14M. PSEA is the only employers' association that levies direct membership fees on the post-secondary institutions, which accounts for the remainder of its funding. PSEA has a staff complement of approximately 13 FTE.

PSEA operates in a particularly complex labour relations environment given the number of separate collective agreements, as well as, the distinct and occasionally competing objectives among the three categories of employers (colleges, institutes, and teaching universities). This is compounded by a historical funding discrepancy relative to the other three major employers' associations (HEABC, BCPSEA, CSSEA) where PSEA relies to a much higher degree on direct funding contributions from their member-institutions.

Current Appointees:
Eleven directors of which: six elected by employers; two government-appointed directors; two non-voting members (Chair and Vice-chair of the PSEA's Standing Committee on Human Resource Practices); one independent board chair.

Appointments required:
Two minister-appointed members, one of which is typically the Deputy Minister of Advanced Education, Skills and Training. Minister either confirms the board nominee for independent chair or appoints a different individual to serve as chair. – no 30 60 90-day issues with appointments for this agency

Key Contact:

- Michael Marchbank, Chai Personal Information
- Rebecca Maurer, CEO 604 742-2582

tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
No key dates or events.			

tab 7

tab A

MINISTRY PROFILE

BC Public Service Agency

Established under the *Public Service* Act, the BC Public Service Agency (BCPSA) provides human resource leadership, expertise, services and programs that contribute to better business performance of ministries and government.

Ministry Mandate:

The 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.

Budget:

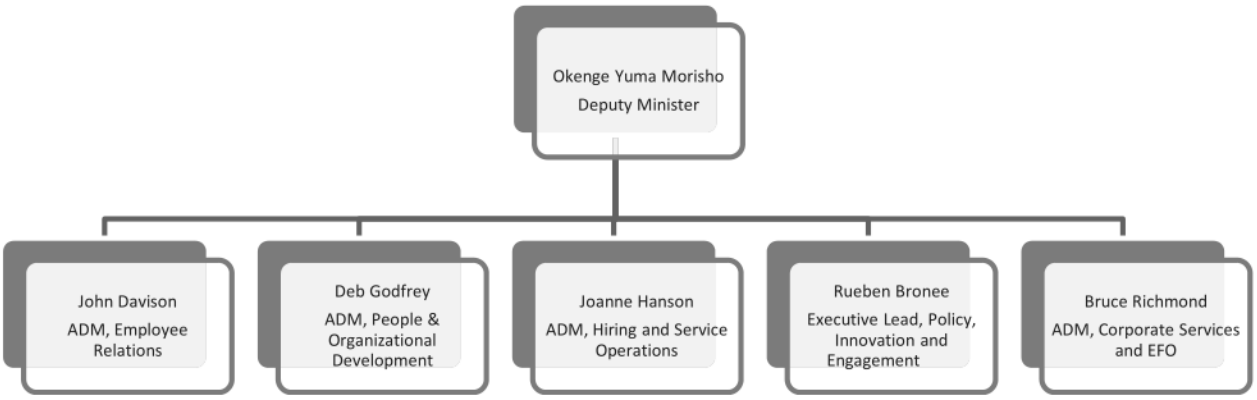
Core Business Area	2019/20 Estimates	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
BC Public Service Agency	56,545	54,381	54,628	54,628
Benefits and Other Employment Costs	1	1	1	1
Long Term Disability Fund Special Account	24,784	26,548	26,548	26,548

Core Business Area	2019/20 Estimates	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Total	**81,330**	**80,930**	**81,177**	**81,177**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
BC Public Service Agency	10	10	10	10
Total	**10**	**10**	**10**	**10**

Full Time Equivalents (FTEs):

FTE SUMMARY TO SEPT 30/20	
Core Businesses	**YTD AVG BURN**
Hiring and Service Operations	211.0
People and Organizational Development	91.7
Policy, Innovation & Engagement	53.0
Employee Relations & Workplace Health	140.7
Corporate Services	71.6
Total	568.0

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

Okenge Yuma Morisho - Deputy Minister

Okenge Yuma Morisho was appointed Deputy Minister of the BC Public Service Agency on January 29, 2019. Before joining the Agency, Okenge was the Deputy Minister of the Intergovernmental Relations Secretariat (IGRS) since 2017. Prior to this assignment, Okenge served as Assistant Deputy Minister and Associate Deputy Minister with the Ministry of Jobs, Tourism and Skills Training.

Before joining the BC Public Service in April 2015, Okenge worked 15 years in the federal Public Service. During his time in Ottawa, Okenge had the opportunity to work on complex domestic and international policy issues (notably with the Privy Council Office) and led the development and implementation of key stakeholder engagement strategies (notably with Environment Canada).

Okenge holds a Law degree (LL. L) and a M.B.A. from the University of Ottawa, as well as an Executive Certificate in Negotiation from the University of Notre Dame.

EXECUTIVE MEMBER BIOGRAPHY

John Davison - Assistant Deputy Minister, Employee Relations

John Davison has been with the Public Service Agency since 2006 and was appointed Assistant Deputy Minister, Employee Relations, on September 26, 2014 after acting in the role since June 2013 and previously as Director, Labour Relations.

John has extensive collective bargaining experience and represents the province as the lead negotiator in bargaining with the public service's largest union, the BC Government and Service Employees' Union (BCGEU).

Before coming to the Agency, John worked for five years at the Public Sector Employers' Council Secretariat, the last two years of which were as Director, Labour Relations Policy and Research. While working at the PSEC Secretariat, John was appointed as a trustee of the College Pension Plan in 2002 and he later served as a trustee on the Public Service Pension Plan from 2007 to 2018.

John holds a Master of Public Administration degree and a B.A. in Political Science from the University of Victoria.

EXECUTIVE MEMBER BIOGRAPHY

Deb Godfrey - Assistant Deputy Minister, People & Organizational Development

Deb Godfrey was appointed Assistant Deputy Minister of People and Organizational Development on September 10, 2018. Prior to joining the Agency, Deb was the Assistant Deputy Minister of the Change and Transformation Division at the Ministry of Health.

In Deb's current role, her accountabilities include understanding emerging trends and leading the public service workforce planning and associated workforce strategies, such as diversity and inclusion, learning and development, and key workstream areas of focus. Her accountabilities also include supporting organizational effectiveness through business consulting, coaching and conflict management services.

Deb's range of leadership experience has been extensive, including at the Public Service Agency and in two high-profile ministries. As a member of the Ministry of Health Executive, Deb was instrumental in providing leadership and direction for a new path forward to revitalizing the culture following the Ombudsperson Misfire Report and for the strategic management of the Health Sector planning and change agenda.

Deb is a forward-thinker, focused on improving organizational culture. She brings a wealth of public service, strategic planning, change management, organizational development and human resource experience.

As an avid supporter of lifelong learning, Deb holds a Master's degree in Leadership with a Health Specialty, Executive Management Certification with the UBC Sauder School of Business, Chartered Professional in Human Resource designation, and is certified in both Change Management and Strategic Human Resource Management.

EXECUTIVE MEMBER BIOGRAPHY

Joanne Hanson - Assistant Deputy Minister, Hiring and Service Operations

Joanne Hanson was appointed Assistant Deputy Minister of Hiring and Service Operations on May 24, 2016. She began her career with BC Public Service in northern B.C. in 1999 after leaving the federal government. Her first BC Public Service position was with the Ministry of Social Development and Social Innovation, where she had a variety of roles and responsibilities contributing to projects and initiatives to benefit serving the public both within the public service and with external stakeholders. There, she also became the first regional recipient of the Emerging Leader Premier's Award and went on with her teams to receive several additional Premier's Awards in a variety of categories.

Prior to coming to the Agency, Joanne was the Executive Director of the Northern Region Court Services Branch with the Ministry of Justice where she led her team through a variety of service delivery innovations and transformations, most notably the Virtual Probate process to streamline processes and positively impact client outcomes.

Joanne is a Certified Practitioner in Human Resources (CPHR) and Senior Certified Professional in HR. She is also a Certified Provincial Instructor and taught at the college of New Caledonia in the Human Resources Post Diploma program for four years. With a passion for leadership, Joanne is also a Certified Insights Practitioner and coaches and delivers training throughout the province.

EXECUTIVE MEMBER BIOGRAPHY

Bruce Richmond - Assistant Deputy Minister and Executive Financial Officer, Corporate Services

Bruce Richmond currently holds the position of ADM and Executive Financial Officer, Corporate Services. He has broad based experience, supporting seven different ministries over his 29-year career. He is specialized in both the finance and systems communities of government.

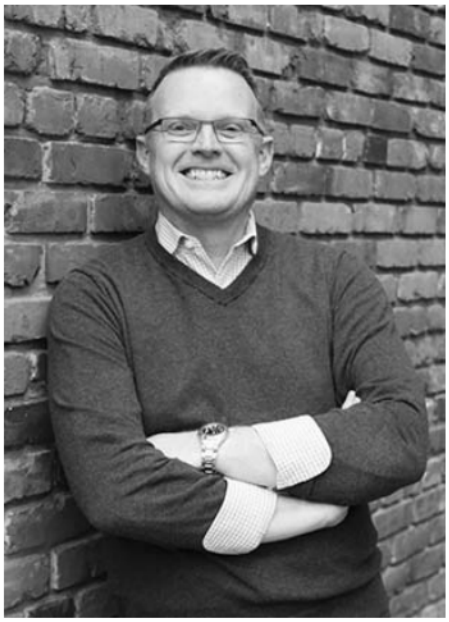
In a financial capacity, he has held various positions, beginning early in his career as a member of the central budgeting section within the Ministry of Transportation and Highways, working closely with senior executive and Treasury Board staff. He then became the Director of Finance and Administration for the Ministry of Attorney General's Information Systems Division, having responsibility for contract management, facilities, budgeting, financial forecasting and human resource issues. To continue to round out his financial acumen, he also spent three years with the Office of the Comptroller General as a Director within Internal Audit, acquiring a central agency perspective.

With respect to IM/IT, Bruce has spent 20 years focused on the development and support of government computer systems. To date, he has overseen more than 100 successful application development and technical infrastructure projects and has played a significant role in managing and negotiating Alternate Service Delivery Agreements, including the contract with TELUS Sourcing Solutions Inc. for Human Resource and Payroll delivery systems which he manages in his current role.

Bruce has been with the BC Public Service Agency for over eight years as part of the Agency's executive team. In addition to finance and computer systems, Bruce has responsibility for the Agency's facility needs and reporting services accessed from the Agency's data warehouse. He also works closely with BC Stats to produce the Work Environment Survey results for government and contributes in supporting strategic government initiatives, including expanding services to the broader public sector in support of the shared services mandate for government as it relates to payroll and human resource services.

Bruce holds a degree in Economics from the University of Victoria and has a graduate certificate in Leadership from Royal Roads University.

EXECUTIVE MEMBER BIOGRAPHY



Rueben Bronee - Executive Lead, Policy, Innovation and Engagement

Rueben Bronee was appointed Executive Lead for Policy, Innovation and Engagement with the BC Public Service Agency in 2016. He is responsible for corporate human resources policy, internal communications, employee engagement and promoting a culture of innovation in the BC Public Service. He serves as secretary to the Deputy Ministers' Committee on Public Service Renewal, which sets the corporate vision and strategy for the BC Public Service as one of the province's largest employers. He also leads the BC Public Service's engagement with the FPT Public Service Commissioners of Canada committee.

Prior to joining the Agency, Rueben worked in stakeholder and intergovernmental relations and policy roles with the Ministry of Advanced Education and the Ministry of Education. Before that, he served as Executive Director for the Public Service Initiative in the Office of the Deputy Minister to the Premier, establishing government's first dedicated corporate internal communications and employee engagement team to support the Corporate Human Resource Plan for the BC Public Service.

Rueben began his career in the BC Public Service as a co-op student in the communications branch of the Ministry of Employment and Investment in 1997. In 2001 he was appointed the Manager of Writing and Editorial Services with the Public Affairs Bureau, serving as the senior speechwriter for government.

CORPORATE SERVICES

ADM Responsible: Bruce Richmond

Core Business/Program Area Description/Critical Business Processes:

Corporate Services acts as a support function for the BC Public Service Agency, providing expertise to deliver on new products and process and to continuously improve the Agency's ability to deliver services to the BC Public Service as an employer. The division has two primary business units: the Financial Management Office (FMO) and Business Performance.

The FMO is the central financial team for the BC Public Service Agency, responsible for financial management strategies and the overall financial management framework, including ensuring finances are effectively managed and fiscal targets are met. Services include budgeting and forecasting, corporate activities and reporting, core financial operations, financial policy advice and contract management. The FMO is also responsible for the financial management of the government-wide Benefits Vote, the Provincial Employees Community Services Fund (PECSF) and delivery of the leave liability program for government.

Business Performance ensures that the Agency has a robust and secure technology infrastructure that meets the business needs and remains compliant with government policies and standards. The governance and management of government's alternate service delivery contract for payroll operations and all human resource technology delivery is a key component in ensuring this success. In addition, Business Performance is responsible for facilities management (12 locations), freedom of information, information privacy & security, emergency preparedness, strategic planning, project management, performance measurement & reporting, corporate surveys (most notable the biennial work environment survey) and business intelligence activities.

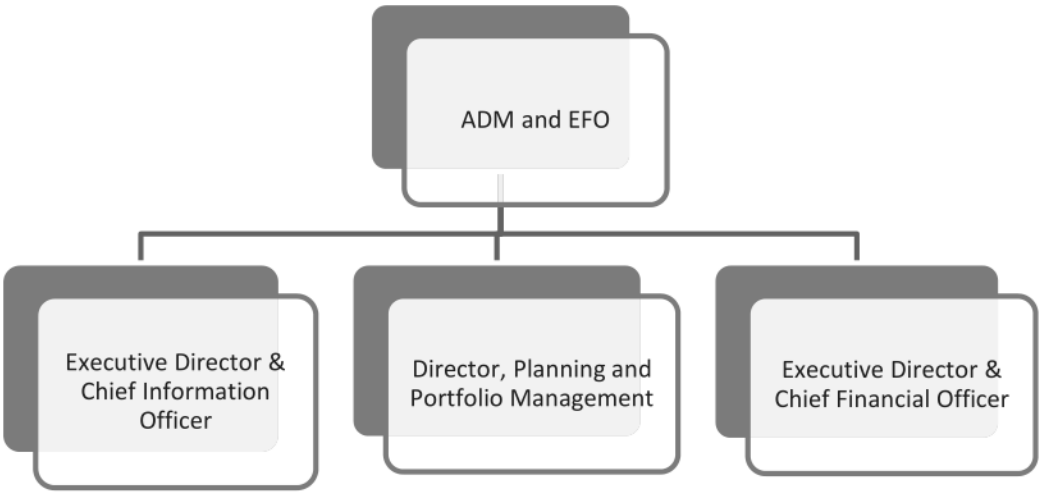
Operations Vote Budget: Advice/Recommentations:
Benefits Vote Budget: For the purposes of Estimates, this budget is combined in the Benefits Administration budget of Advice/Recommentatio in the Benefits Vote

Full Time Equivalents (FTEs): 71

Related Legislation:

- *Public Service Act*
- *Public Service Benefit Plan Act*
- *Public Service Labour Relations Act*

Organizational Chart:



EMPLOYEE RELATIONS

ADM Responsible: John Davison

Core Business/ Program Area Description/Critical Business Processes:

The Employee Relations division provides a range of vital employee relations services, including negotiation and administration of collective agreements, and human resources investigations, advice and dispute resolution. The division also provides leadership for employee compensation and benefits.

The Employee Relations division has three branches with the following accountabilities:

- The Labour Relations branch is responsible for providing negotiation and employee relations services across the public service while remaining within the scope of labour and employment law, regulations and policies. Labour Relations represents the employer on grievances filed to arbitration and hearings before administrative tribunals involving bargaining unit employees. The team is responsible for the interpretation of the various collective agreements and provides support and recommendations to supervisors, managers and executives on the application of the collective agreement and other employment-related legislation.
- The Employee Relations branch works to create a productive and effective public service centered on a thriving employee/employer relationship driven by proactive workforce practices. The team provides specialized advice and expertise to supervisors, managers and ministry executives in responding to complex employee relations issues involving both included and excluded employees.
- The Total Compensation branch is responsible for employee benefits, compensation and classification governance. For benefits, this encompasses the health, dental, and life insurance plans for employees as well as contract management for our service providers. This team is also responsible for classification governance for included and excluded employees as well as classification appeals for included employees. For compensation, this team focuses on the development and application of compensation and classification plans for excluded management and executives, salary administration and labour market research. Finally, this team supports the collective bargaining process, which is led by Labour Relations.

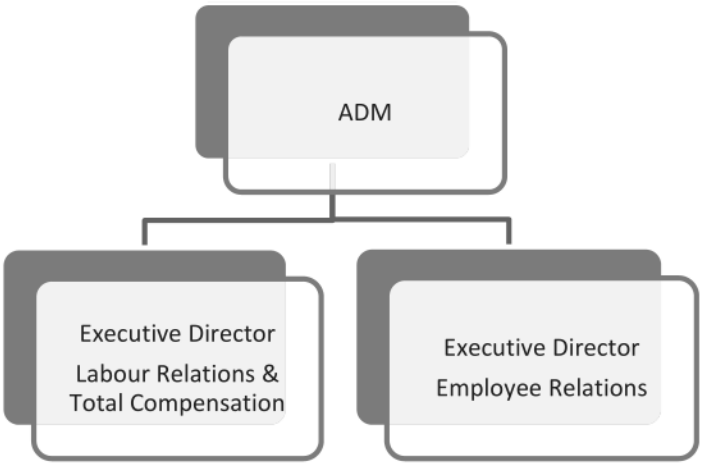
Operations Vote Budget: Advice/Recommentations;
Benefits Vote Budget: For the purposes of Estimates, this budget is combined in the Benefits Administration budget of Advice/Recommentations: in the Benefits Vote

Full Time Equivalents (FTEs): 62

Related Legislation:

- *Public Service Act*
- *Public Service Benefit Plan Act*
- *Public Service Labour Relations Act*

Organizational Chart:



HIRING AND SERVICE OPERATIONS

ADM Responsible: Joanne Hanson

Core Business/ Program Area Description/ Critical Business Processes:

Hiring and Service Operations Division is responsible for providing human resource services that support the employee lifecycle across the BC Public Service. The division has three branches and provides core HR services in the areas of recruitment, advising supervisors on HR matters, interpretation services, payroll, benefits, personnel records, classification, corporate project initiatives and employment program initiatives.

These services are delivered through a multi-channel, technology-enabled service model. The division's mandate includes governance and stewardship of six significant IT platforms: PeopleSoft, Time and Leave, telephony, the Customer Relationship Management (CRM) system and the CRM knowledgebase used by Agency staff to respond to client service requests, Recruitment Management Services (RMS), and the Careers & MyHR website. The division also manages the MyHR Contact Centre, which enables clients to submit service requests via the CRM or by phone.

Ministry employees use many services provided by this division directly as clients in their day-to-day work, including applying on hiring competitions; inquiring about their payroll, parental leave, or retirement; and accessing information about HR policies. Ministry supervisors also draw on these services at key moments, such as when recruiting new employees; requesting the classification of employees' positions; managing probation; and preparing to respond to questions from or challenges with their employees. In turn, employees benefit from the direction, guidance, and information their supervisors receive from experts in this division. For example, employees who approach their supervisors with concerns about respectful workplace issues benefit from the advice and guidance that supervisors receive from the HR specialists in this division. HR experts that clients regularly interact with in this division include marketing and recruitment experts, recruiters, HR specialists, classification specialists, and contact centre representatives answering questions directly or connecting clients with the right specialist to help them.

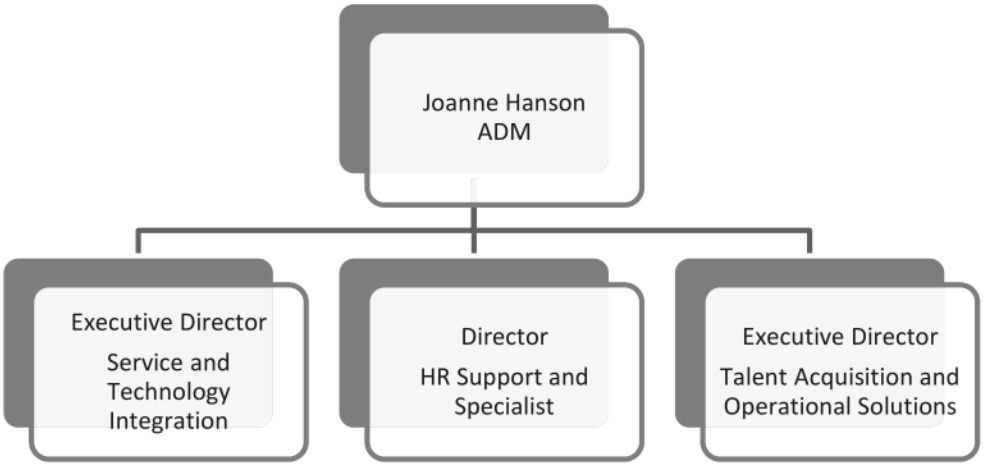
Budget Government Financial Information

Full Time Equivalents (FTEs): 211

Related Legislation:

- *Public Service Act*
- *Public Service Benefit Plan Act*
- *Public Service Labour Relations Act*

Organizational Chart:



POLICY, INNOVATION AND ENGAGEMENT

Executive Lead Responsible: Rueben Bronee

Core Business/Program Area Description/Critical Business Processes:

The Policy, Innovation and Engagement division is responsible for corporate human resources policy and legislation for the BC Public Service, including the Standards of Conduct and the *Public Service Act*. This includes leadership in promoting ethical conduct in the professional public service through support for the network of executive-level ministry ethics advisors across government and providing direct ethics advice to employees.

The division is also responsible for corporate employee engagement initiatives, including:

- Corporate internal communications, including strategic communications advice and support for the Deputy Minister to the Premier in their capacity as Head of the BC Public Service.
- Development of the corporate plan for the BC Public Service, under the direction of the Deputy Ministers' Committee on Public Service Renewal.
- Initiatives to promote a more innovative culture in the public service, including capacity building in disciplines such as behavioural insights.
- Corporate recognition programs, including the Premier's Innovation and Excellence Awards and the Long Service Awards.
- The Provincial Employees' Community Services Fund (PECSF), the employee charitable giving program supporting hundreds of charitable organizations across B.C.

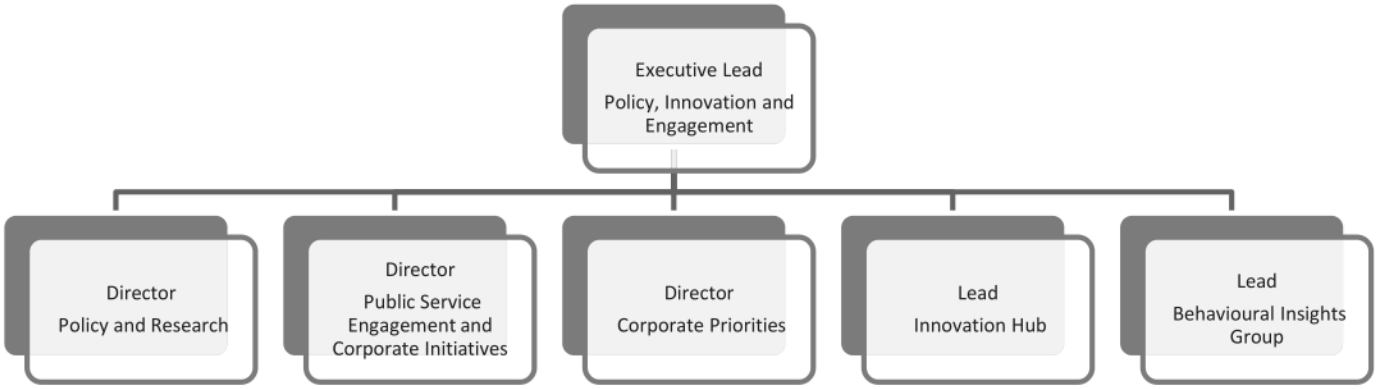
Operations Vote Budget: Advice/Recommentations;
Benefits Vote Budget: For the purposes of Estimates, this budget is combined in the Benefits Administration budget of Advice/Recommentations; in the Benefits Vote

Full Time Equivalents (FTEs): 53

Related Legislation:

- *Public Service Act*
- *Public Service Benefit Plan Act*
- *Public Service Labour Relations Act*

Organizational Chart:



PEOPLE AND ORGANIZATIONAL DEVELOPMENT

ADM Responsible: Deb Godfrey

Core Business/ Program Area Description/Critical Business Processes:

People and Organizational Development (POD) is accountable for the development and implementation of human resources programs and systems related to workforce and workplace performance, planning, and learning, growth and development. This division's core business provides leadership, program delivery and services in the areas of employee learning and development; human resources planning and associated corporate workforce strategies; conflict management; coaching solutions; business consulting; and diversity and inclusion.

POD is accountable for programs and activities related to talent management, including:

- Developing and delivering core and corporate learning as a legislated accountability under the *Public Service Act*;
- Utilizing human resources data, trends and knowledge to ensure corporate programs, projects and services meet the BC Public Service requirements for a robust, sustainable, inclusive and optimized public sector workforce now and in the future;
- Facilitating BC Public Service human resources planning in alignment with corporate direction and implementing key workforce strategies;
- Providing business consulting services to identify and address complex and sensitive human resources and business issues;
- Leading the integration of diversity and inclusion into our human resources practice and employee experience;
- Optimizing performance through coaching, conflict management and system support services;
- Championing and integrating UNDRIP, TRC Calls to Action and 10 Draft Principles into planning and the BC Public Service Agency's work; and,
- Piloting a new service model in partnership with the Ministry of Health aimed at providing a unified human resources experience for clients.

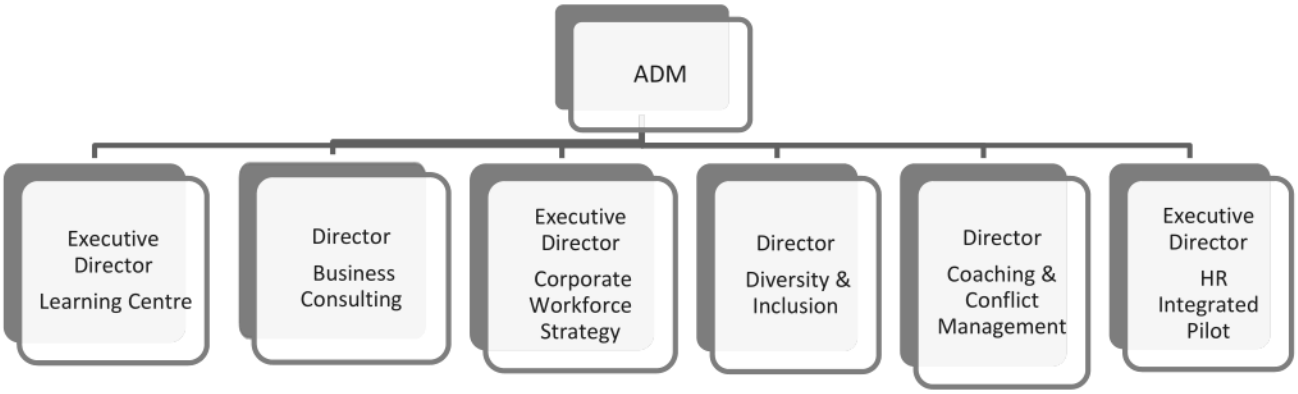
Operations Vote Budget: Advice/Recommentations;

Full Time Equivalents (FTEs): 92

Related Legislation:

- *Public Service Act*
- *Public Service Benefit Plan Act*
- *Public Service Labour Relations Act*

Organizational Chart:



Tab B

Appendix B

BC PUBLIC SERVICE AGENCY
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
ER	**BC Government and Service Employees' Union (BCGEU)**	Stephanie Smith President Mike Eso BCGEU Regional Coordinator (Vancouver Island) Phone: 250-388-9948 Email: Advice/Recommentations;	The BCGEU is the public service's largest union representing approximately 25,000 employees. The BCGEU is our general services union representing a wide array of occupational groups.	• Labour/Management relations • Collective Bargaining
ER	**Professional Employees Association (PEA)**	Shawna LaRade President Scott McCannell, Exec. Director Phone: 250-385-8791 x:203 Email: smccannell@pea.org	The PEA is the professional employees union and represents approximately 1,100 members, including foresters, engineers and agrologists.	• Labour/Management relations • Collective Bargaining
ER	**BC Nurses Union**	Christine Sorensen President Phone: 604-433-2268	The BCNU represents approximately 110 nurses primarily in the Ministry of Children and Family Development.	• Labour/Management relations • Collective Bargaining

Branch	Organization	Contact	Description	Key Issues
ER	**BC Crown Counsel Association**	Kevin Marks President Leah Fontaine Secretary Phone: Personal Email: Leah.Fontaine@gov.bc.ca	The Crown Counsel Association represents approximately 500 crown prosecutors	• Association/Management relations • Collective Bargaining
HRSS	**Office of the Merit Commissioner**	Maureen Baird Merit Commissioner Phone: 250 953-4208 Email: merit@meritcomm.bc.ca Cathy Arber Director, Audit and Review Phone: 250 953-4113 Email: CArber@meritcomm.bc.ca	The Merit Commissioner, an independent officer reporting directly to the Legislative Assembly of British Columbia, provides oversight into the conduct of merit-based hiring in the BC Public Service.	• Development of innovative recruitment projects that differ from past projects, significant changes or updates to hiring related practices and policies. Encouraging the use of inclusive recruitment processes that shift the public service to consider job requirements beyond what was historically deemed necessary and differences of opinion regarding a hiring manager's authority to determine job requirements and assessment processes.
CS	**TELUS Sourcing Solutions Inc. (TSSI)**	Jose Dino General Manager Phone: Personal Email: jose.dino@telus.com	TES provides payroll & HR transactional related services for the Province. They are also responsible for supporting all the computer systems related to payroll and human resources.	• TES is consulted on any business decisions that could impact pay and benefits. This can occur through legislative change, bargaining or benefit plan alterations.

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
PSA does not require any non-crown agency appointments made by OIC within 90 days from October 26.			

tab D

BC PUBLIC SERVICE AGENCY

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
No Crown Agencies

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
PSA has no upcoming key dates or events			

tab 1

tab A

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. FLNR 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. FLNR 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.

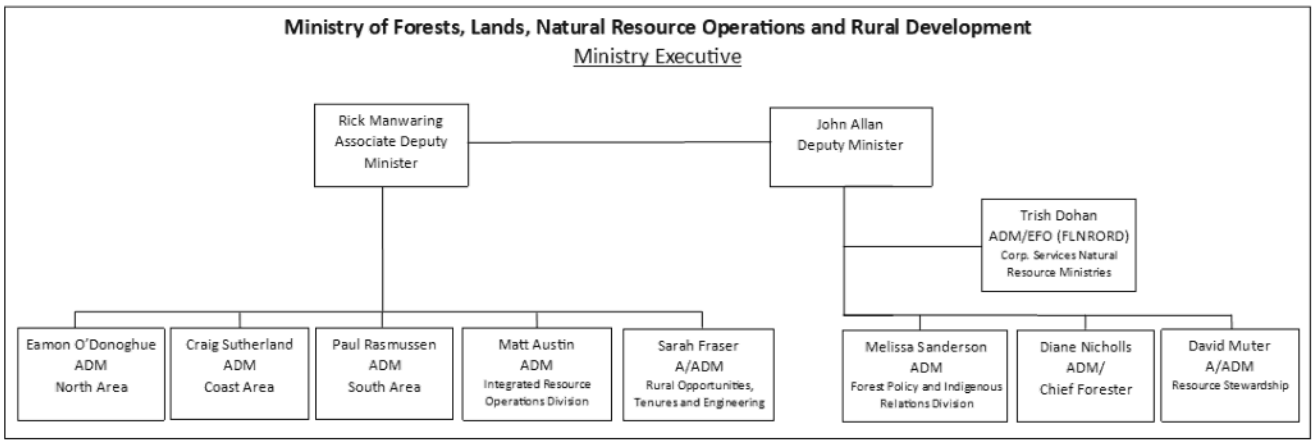
Budget:

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): 4,847 for the period Sept 2019 – August 2020. This figure is an average: headcount varies throughout the year, most dramatically due to an influx of seasonal auxiliary workers during the summer.

Executive Organizational Chart:



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

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 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

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 Master's of Environmental Design in Environmental Science from the University of Calgary. Matt has been with the BC 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

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

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 FLNR'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

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

Appendix A-2

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 Gaspe 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

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

Diane Nicholls, Assistant Deputy Minister
Office of the Chief Forester

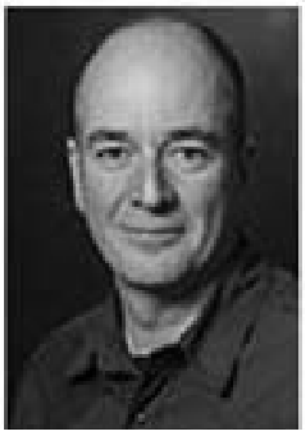
Diane has been the appointed ADM, Chief Forester for British Columbia since February 2016.

A Registered Professional Forester, she began her career as a forest technician, graduating 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".

Appendix A-2

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!"

Appendix A-2

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

Personal Information

Appendix A-2

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 Information and studied at Simon Fraser University.

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.

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 Province[1] 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;
- 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.

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

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		

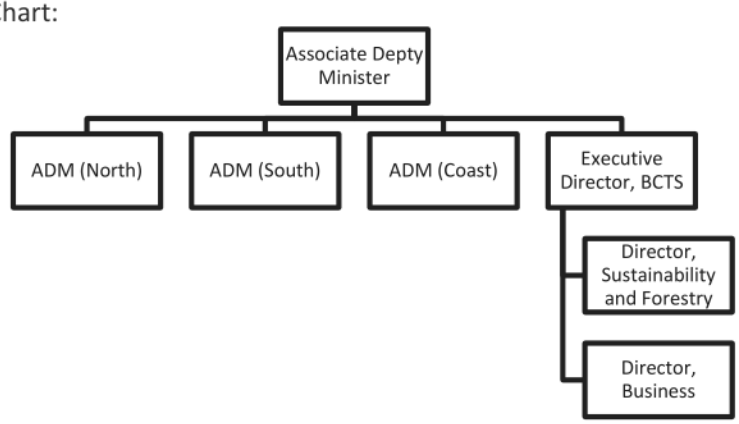
Budget (2020/21):

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: Government Financial Information
    - 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: $Government Financial Information
    - 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

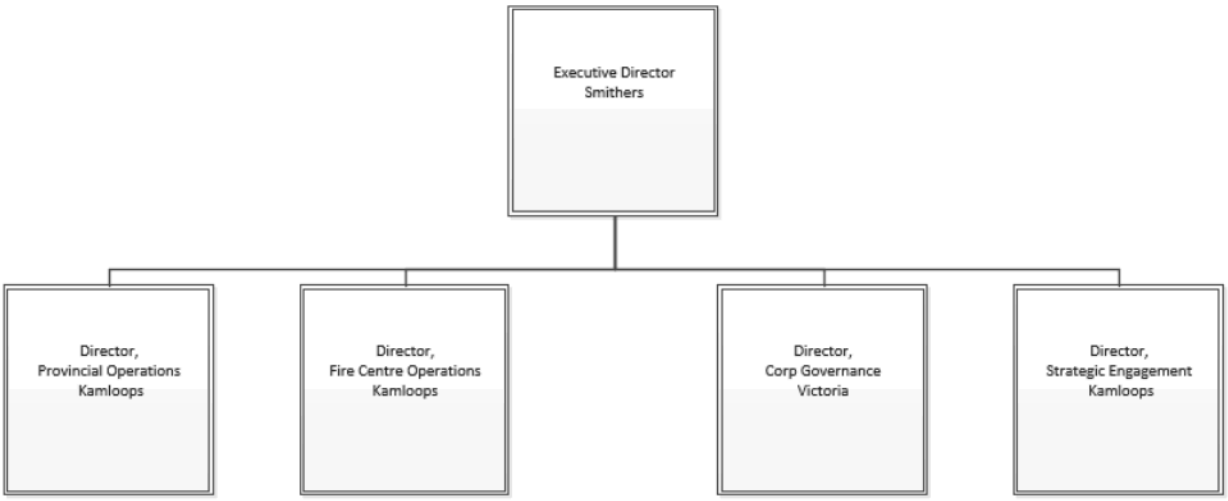
Full Time Equivalents (FTEs):

- 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 FLNR 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.

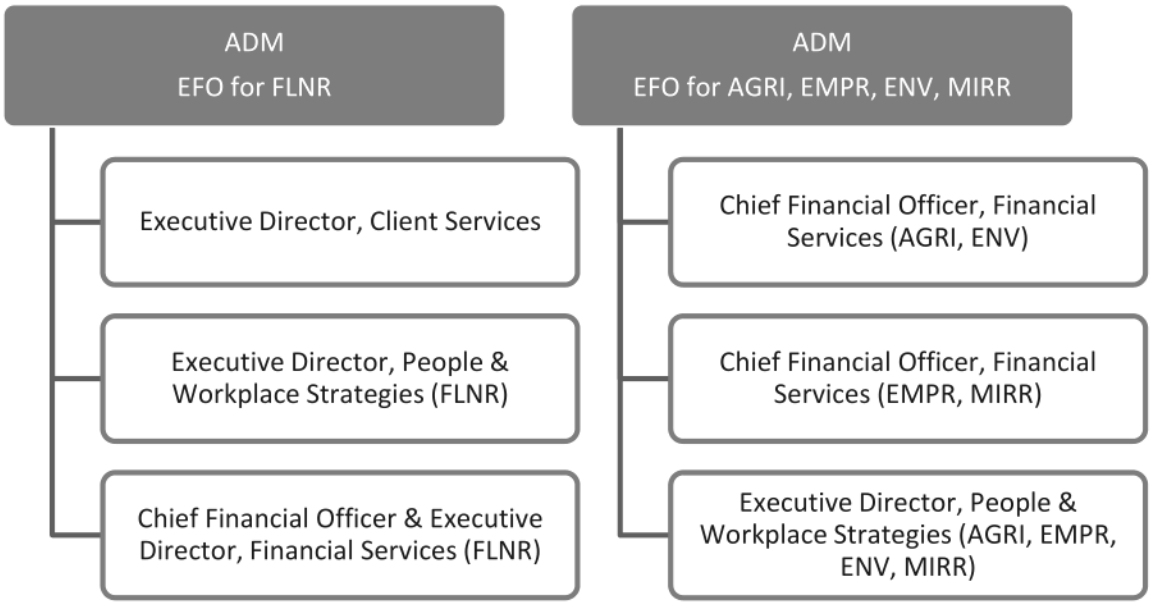
Government Financial Information

Budget

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

Related Legislation: N/A

Organizational Chart:



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 (FLNR), 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.

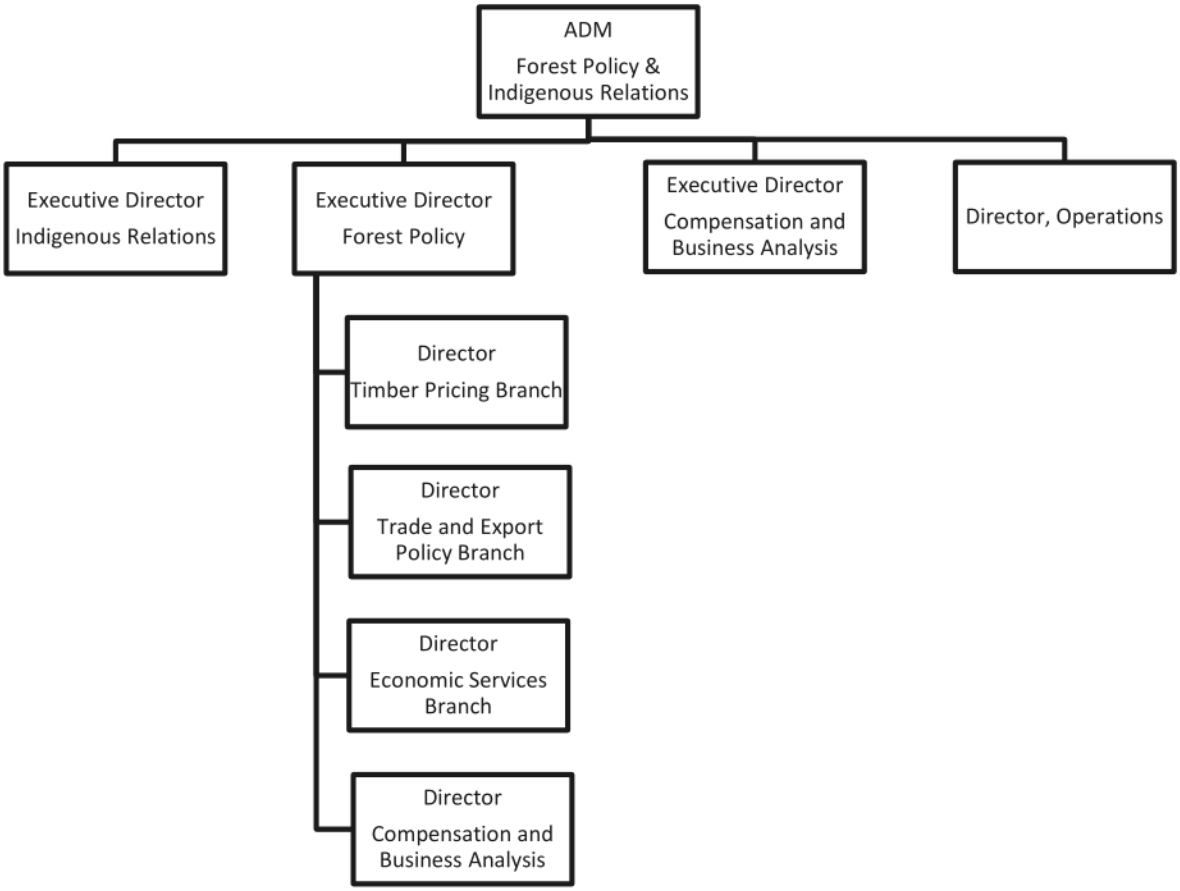
Budget: $9.087M

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:



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.

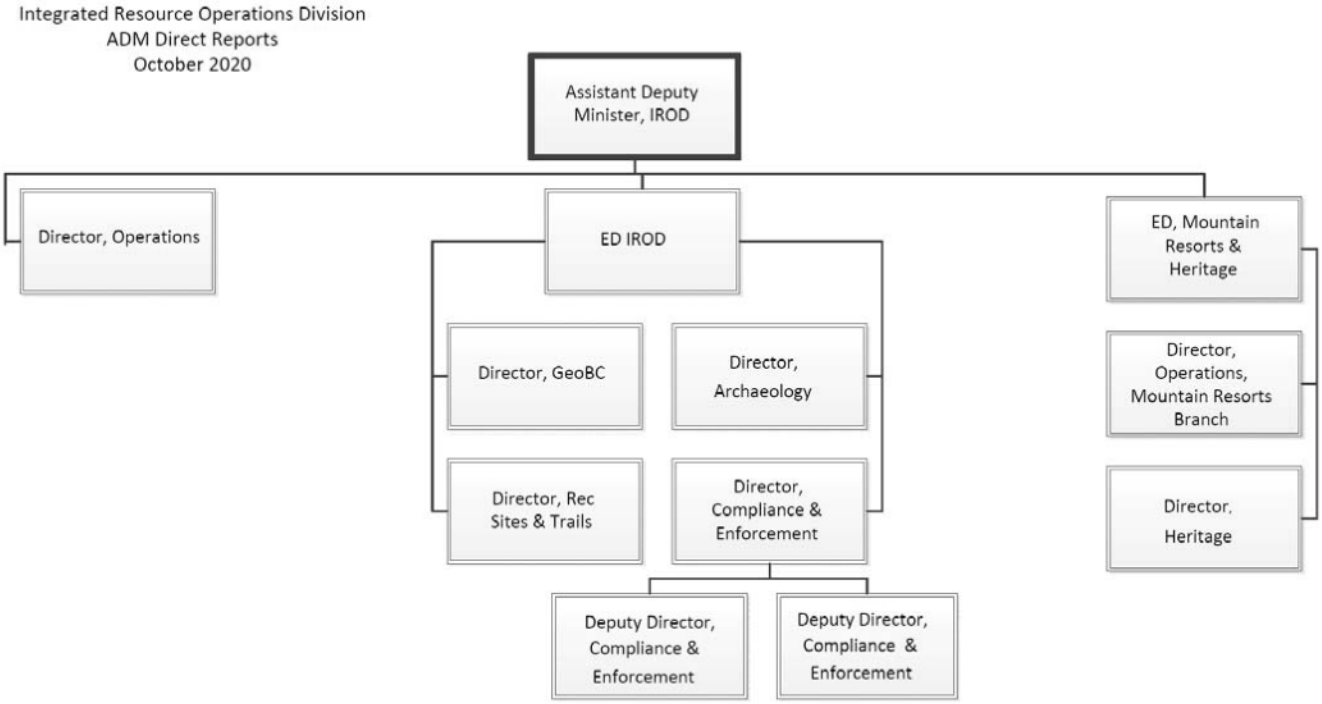
Recreation Sites and Trails BC manages over 1,350 recreation sites and 800 trails (including rail trails). The program also contributes to management of recreation on the wider provincial land base and collaborates with sector partners to protect present and future recreation resources on Crown lands.

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:



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.

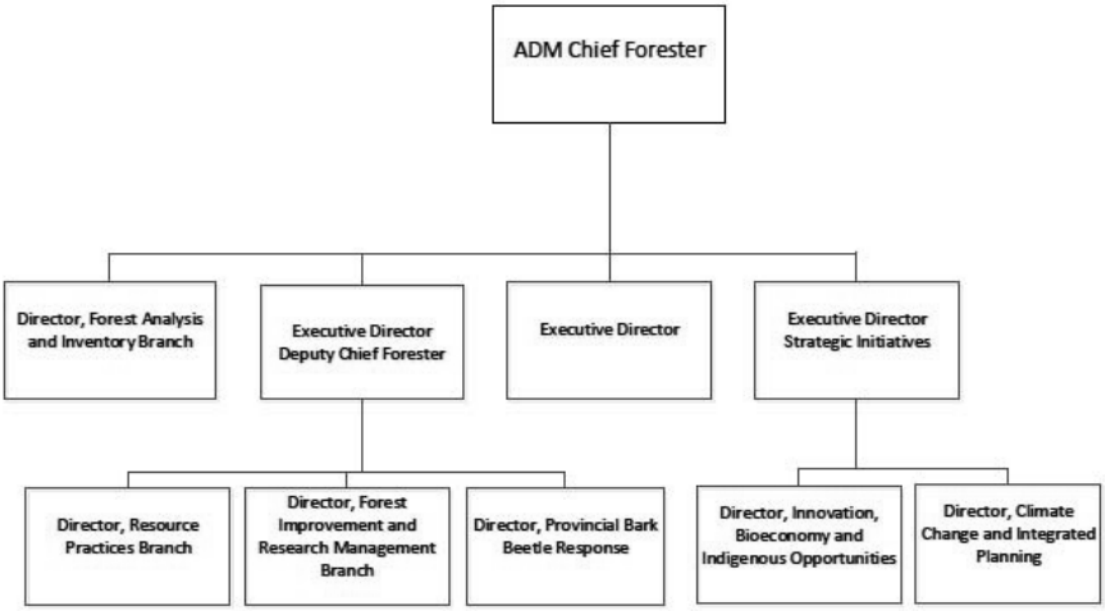
Budget: $28,616M

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:



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.

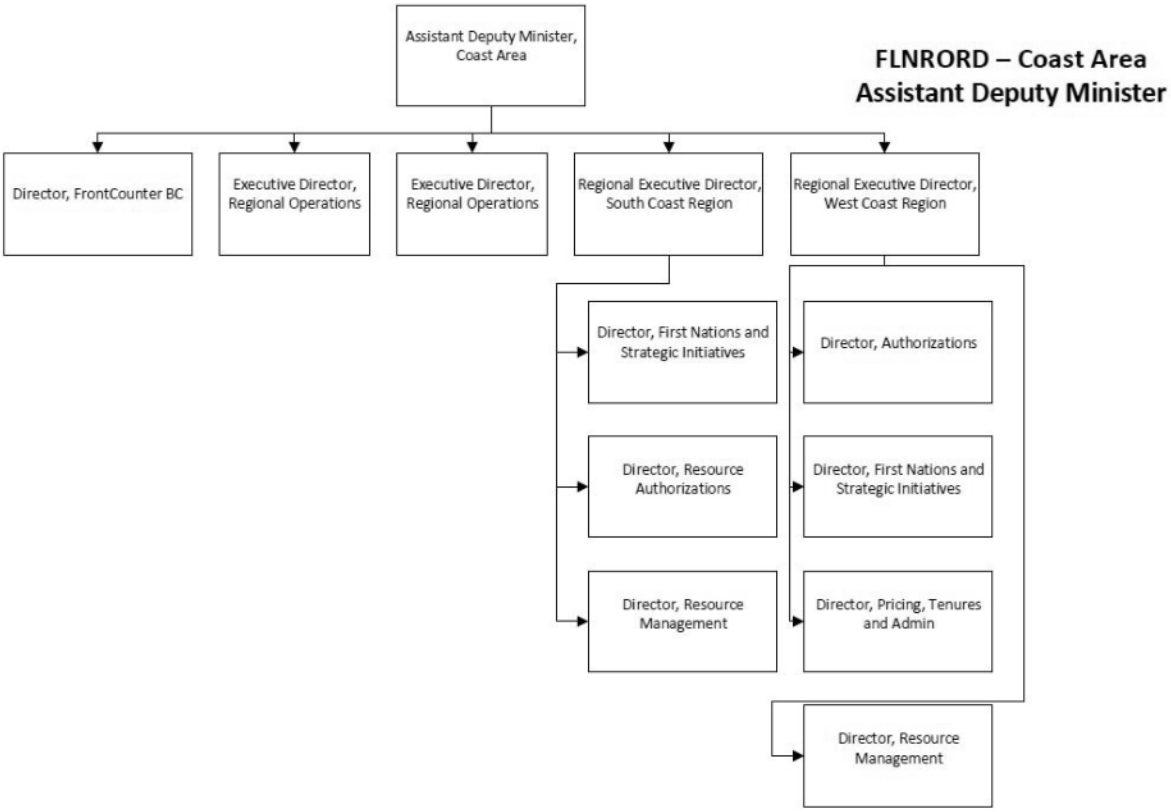
Budget Government Financial Information

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

Related Legislation:

Regional Operations works with all legislation under FLNR responsibility

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 Financial Information

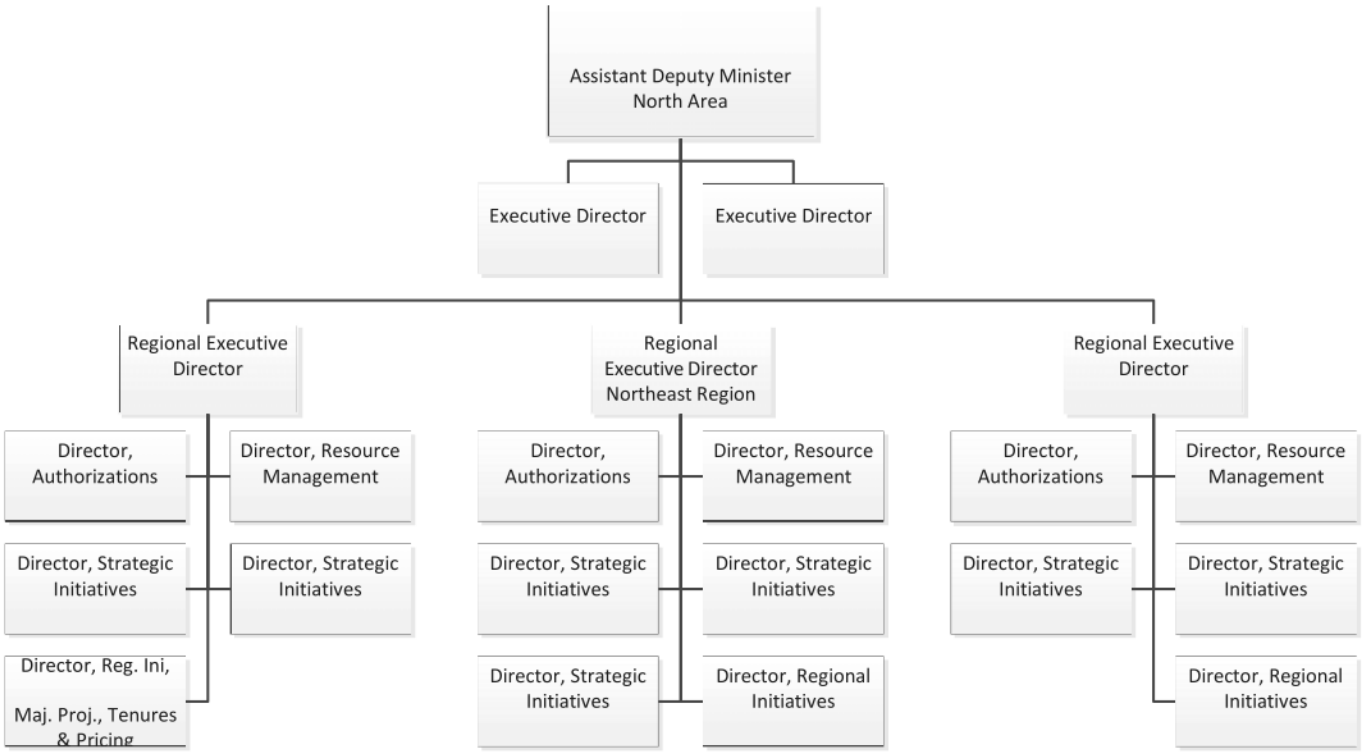
Full Time Equivalents (FTEs): 646 (Average headcount from Sept 2019 to Aug 2020)

Related Legislation:

Regional Operations works with all legislation under FLNR responsibility.

Organizational Chart:

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



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-Chilcotin 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.

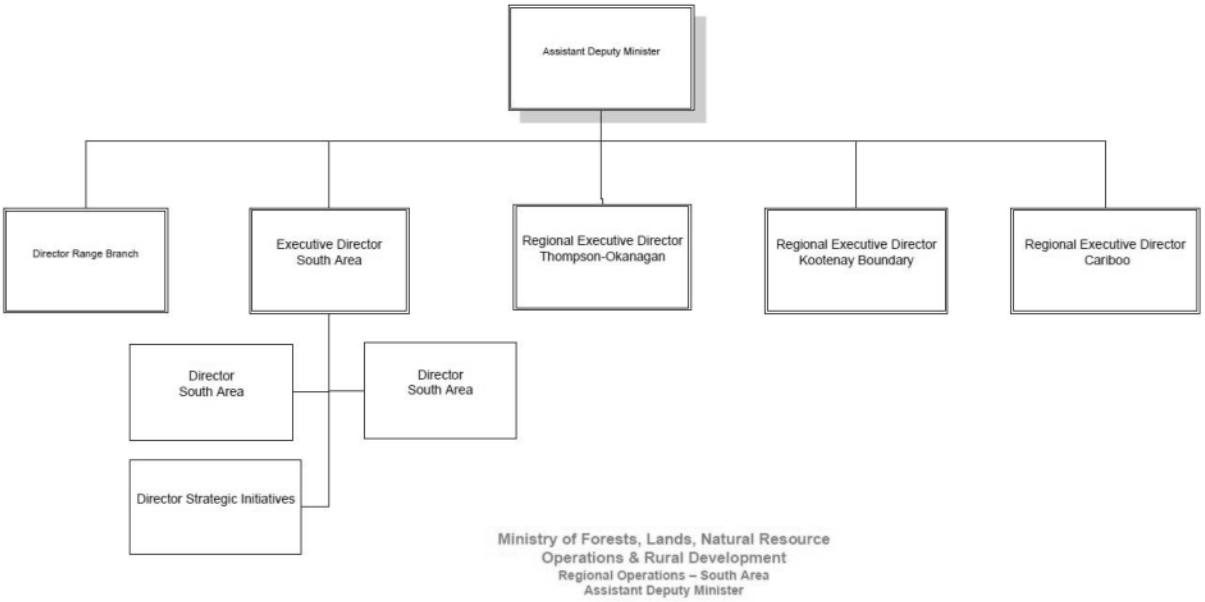
Budget: Government Financial Information

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

Related Legislation:

Regional Operations works with all legislation under FLNR responsibility.

Organizational Chart:



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

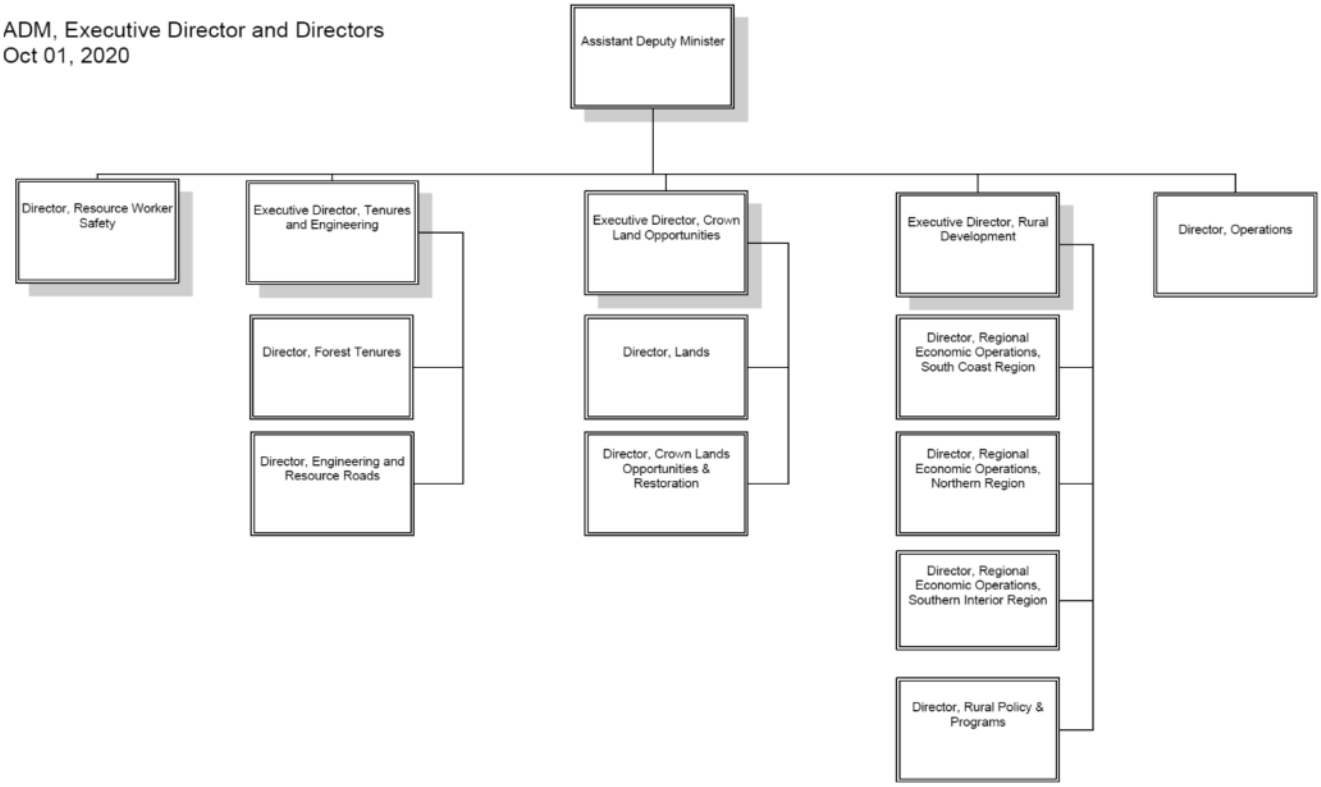
Full Time Equivalents (FTEs): 144 (Average headcount from Sept 2019 to Aug 2020)

Related Legislation: *Forest Act, Forest Practices Code of BC Act, Forest Services Providers Protection Act, 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



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:

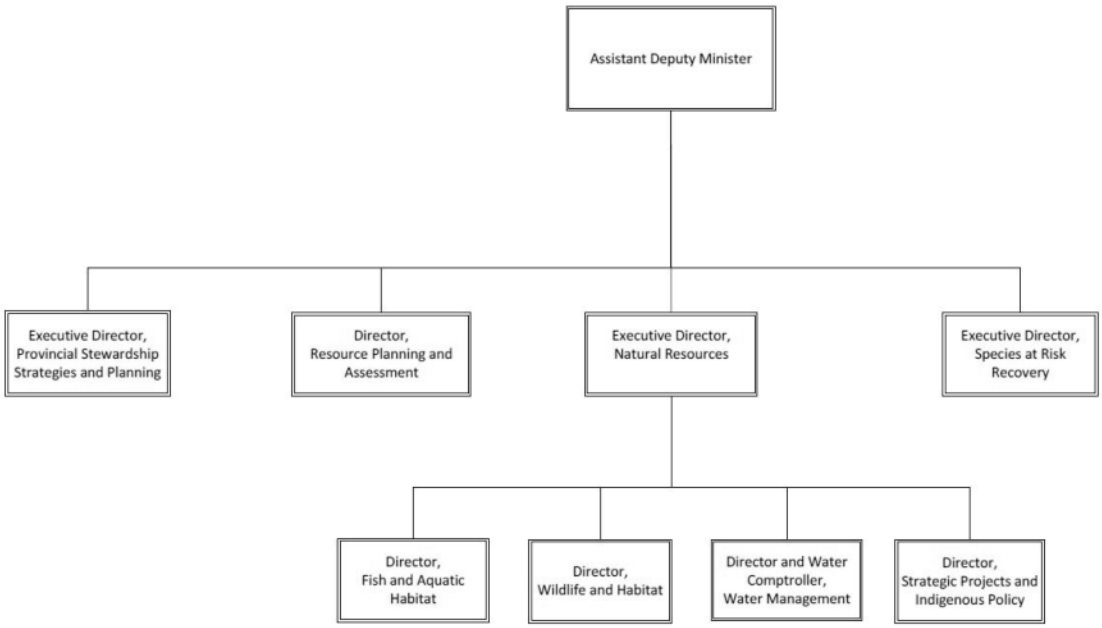
- Leadership and coordination of the Land Based Investment Program
- Modernized Land Use Planning
- Forest and Range Evaluation Program
- Cumulative Effects Framework
- Old Growth Strategic Review
- Land Use Policy (land designation decision making framework)
- Together for Wildlife Strategy
- Caribou 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:



tab B

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

Branch	Organization	Contact	Description	Key Issues
All	**Association of BC Forest Professionals**	Christine Gelowtiz, 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.	• Professional reliance • Climate change and role of forestry in mitigating impacts • Species at risk • Forest inventory and mid-term timber supply
South Area	**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.	• Treaty and non-treaty agreements • Water Sustainability Act implementation • Timber harvesting practices operational policy as it relates to Range tenures
RSD Coast North South	**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.	• Sector Economics and Growth

Branch	Organization	Contact	Description	Key Issues
ROTE Coast North South	**BC Community Forest Association**	Jennifer Gunter Executive Director jgunter@bccfa.ca 250-384-4110	Represents Community Forest Tenure holders across BC.	• Wildfire Risk reduction funding opportunities Community Forest viability and growth • Forest policy
DMO ROTE Coast North South	**BC Forest Safety Council**	Robert Moonen Board Chair and CEO moonen@bcforestsafe.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.	• Safety of forestry workers • Logging truck driver fatigue • Faller safety • Promoting safety in all aspect of forestry operations
DMO FPIR	**BC Pulp and Paper Coalition**	Bob Lindstrom Industry Rep Bob.lindstrom@shaw.ca 250-561-9856	Coastal pulp mills group.	• Fibre certainty for mills • Forest policy
RSD	**BC Wildlife Federation (BCWF)**	Bill Bosch President Personal Information 604-882-9988 Jessie Zeman Director of Fish and Wildlife Restoration Program jessezeman@gmail.com 250-878-3799	Focus on conserving and protecting BC wildlife and wild spaces.	• Fish Conservation • Conservation and Resident Hunting

Branch	Organization	Contact	Description	Key Issues
DMO OCF	**BC Wood**	Brian Hawrysh, CEO 1-877-422-9663 bhawrysh@bcwood.com	A voice for value-added industry, bringing innovative ideas on how to strengthen BC's wood Culture	• 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)
BC Wildfire Service	**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.	• Interagency collaboration • Resource sharing

Branch	Organization	Contact	Description	Key Issues
Coast	**Coast Forest Conservation Initiative**	Jonathan Armstrong c/o Western Forest Products Personal Information	Group of coastal forest licensees operating in the Great Bear Rainforest area. Jointly involved in the implementation and development of conservation and management plans based on the ecosystem of the region.	• 2021 Great Bear Rainforest review • Operating areas
DMO FPIR Coast	**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.	• Recently signed MOU implementation plan
DMO FPIR	**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.	• Indigenous Protected and Conserved Areas • Old Growth • Species at Risk • Land Use Planning and Forest and Range Evaluation Program

Branch	Organization	Contact	Description	Key Issues
ROTE	**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.	• BC Wildfire Service works with them on Crown Land Wildfire Risk Reduction and Community Resiliency Investment funding opportunities
DMO FPIR	**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.	• FN forestry issues
OCF	**FP Innovations**	Pierre Lapointe President and CEO Pierre.lapointe@fpinnovations.ca Personal Information 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.	• Supporting innovation in forestry

Branch	Organization	Contact	Description	Key Issues
BC Wildfire Service ROTE	**Fraser Basin Council**	David Marshall Executive Director dmarshall@fraserbasin.ca Personal	Provincial Non-Government Organization.	• Development of Flood Safety Strategies • Water Governance • Collaborative Action and Sustainability • Supporting Flood Management • Supporting Community Wildfire Roundtables in Southern BC
RSD	**Freshwater Fisheries Society of BC**	Andrew Wilson President Andrew.wilson@gofishbc.com 250-414-4201 Personal Information	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.	• Freshwater Recreational Fishery
IROD	**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.	• Conservation and Non-Resident Hunting

Branch	Organization	Contact	Description	Key Issues
RSD	**Habitat Conservation Trust Foundation (HCTF)**	Dan Buffet 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.	• Species at Risk/Caribou • Fish and Wildlife Restoration Program • Conservation and Enhancement
Coast North South	**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.	• Access to competitively awarded Crown Timber through BCTS auctions • Softwood Lumber Agreement and the exemption of member firms from US lumber duties
FPIR South	**Interior Logging Association**	Todd Chamberlain, General Manager 250-503-2199 todd@interiorlogging.org	ILA represents independent loggers' interests throughout the interior.	• Sustainability of logging contractors • Safe logging practices • Contractor Sustainability review

Branch	Organization	Contact	Description	Key Issues
DMO FPIR South	**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.	• 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

Branch	Organization	Contact	Description	Key Issues
DMO	**Land Title and Survey Authority (LTSA)**	Connie Fair President and CEO Connie.fair@ltsa.ca Personal Information	The Land Title and Survey Authority of British Columbia is responsible for administering the land title and survey systems in BC.	• FLNR's Lands Branch is responsible for the oversight of the Land Title and Survey Authority (LTSA), the *Land Title and Survey Authority Act* 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.
ROTE North	**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.	• Sustainability of logging contractors • Safe logging practices • Contractor Sustainability Review • Skills training

Branch	Organization	Contact	Description	Key Issues
FPIR	**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.	• BC Assessment land category that allows for managed forest land • Consultation as it regards to the *Private Managed Forest Land Act (PMFL Act)*
DMO	**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.	• Transfer of forest Tenure Agreements • Forest Revitalization • Contractor sustainability • Mill Closures
FPIR DMO	**Truck Loggers Association**	Bob Brash Executive Director, TLA 604-684-4291 bob@tla.cabob@tla.ca	Coastal and interior lobby group for logging contractors and small licensees.	• Forest policy • Contractor viability • Fibre certainty • Old growth policy

Branch	Organization	Contact	Description	Key Issues
DMO ROTE	**Unifor**	Jon Hawkins, National Representative Personal Information	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.	• Transfer of forest Tenure Agreements • Forest Revitalization • Contractor sustainability • Mill Closures
DMO ROTE	**United Steel Workers**	Jeff Bromley, USW Wood Council Chair jbromley@usw.ca Office Direct Personal Information 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.	• Transfer of forest Tenure Agreements • Forest Revitalization • Contractor sustainability • Mill Closures
Coast	**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.	• Wood supply

Branch	Organization	Contact	Description	Key Issues
DMO ROTE	**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.	• BCWS works with this group a lot on contracting and training standards.
RSD	**Wildlife Stewardship Council**	John Henderson President wildlifestewardship@gmail.com w. Personal Information c. 250-205-0235	Non-profit with mission to be voice and advocate for wildlife and ecosystems.	• Non-Resident Hunting and First Nation Co-Management

tab c

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
Advice/Recommentations; Personal Information		*Public Service Act*	N/A
		Public Service Act	N/A
ADM: Resource Stewardship Division	FLNR: Interviews Completed. David Muter, Acting ADM, successful.	*Public Service Act*	N/A

tab D

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

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
Association of BC Land Surveyors
Creston Valley Wildlife Management Authority
Forest Practices Board
Integrated Cadastral Information Society
Land Title and Survey Authority
Managed Forest Council
Muskwa-Kechika Management Board
Skagit Environmental Endowment Commission

BRIEFING NOTE

CROWN AGENCIES

Name: Association of BC Land Surveyors

Legislative Authority: *Land Surveyors Act*

Mandate: To set educational requirements, examine for admission, and regulate professional land surveyors to perform legal surveys within British Columbia.

Current Appointees:

- Neil Hain
- Abigail Fulton

Appointments required:

- Neil Hain expires November 26, 2020.
- Government appointments are confirmed through Order in Council.

Issue(s):

- The Association is aware of the interregnum period and has indicated there will be no impact to the functions of their Board if the appointment process is delayed into the new year.

Key Contact:

- Kelly Stofer
- Chief Administrative Officer

Personal Information

- Ministry contact: John Whitworth

BRIEFING NOTE

CROWN AGENCIES

Name: Creston Valley Wildlife Management Authority

Legislative Authority: *Creston Valley Wildlife Act* s. 16

Mandate: To manage the Creston Valley Wildlife Management Area, a 7,000-hectare (17,000-acre) area of provincial Crown land, for conservation and natural species diversity through active habitat and wildlife management, research and education.

Current Appointees:

- Lyle Saigeon

Appointments required:

- The Province has one appointment to maintain in the three-person governance structure (federal, provincial, public representation).
- No upcoming appointments within 90 days.
- Government appointments are made by Ministerial Order.

Issue(s):

- Based on discussions with Crown Agencies and Board Resourcing Office, there are currently no issues.

Key Contact:

- Andre Breault
- Federal Government Member and Chair
- 604-350-1962
- Ministry contact: John Whitworth

BRIEFING NOTE

CROWN AGENCIES

Name: Forest Practices Board

Legislative Authority: *Forest and Range Practices Act,* Part 8

Mandate: The Forest Practices Board (FPB) is an administrative tribunal that conducts independent audits of government and license holders' forest practices on public lands, audits of government enforcement of the *Forest and Range Practices Act* and the *Wildfire Act*, investigations of public complaints, special investigations, appeals of decisions to the Forest Appeals Commission, and reports on the FPB's activities, findings, and recommendations.

Current Appointees:

- Kevin Kriese (Chair)
- Bruce Larson
- Rick Monchak
- Gerry Grant
- Cindy Stern
- Gail Wallin
- Marlene Machmer

Appointments required:

- All Board members are appointed by the Province.
- No upcoming appointments within 90 days.
- Government appointments are made through Order in Council.

NOTE: Board member Marlene Machmer's term expires December 31, 2020. However, under the *Forest and Range Practices Act*, the minimum appointed members are 3 and the Board relies on the Chair's discretion as to the number of members required beyond the minimum. At this time the Chair is satisfied with the number of board members once Ms. Machmer steps down.

Issue(s):

- Based on discussions with the Crown Agencies and Board Resource Office, there are currently no issues.

Key Contact:

- Dave Clarke
- Executive Director
- 250-213-4702
- Ministry contact: John Whitworth

BRIEFING NOTE

CROWN AGENCIES

Name: Integrated Cadastral Information Society

Legislative Authority: *Societies Act*

Mandate: To facilitate collaborative integration of spatial data from local government, provincial government, First Nations and major utilities in British Columbia. The Society supports data-sharing initiatives that standardize, aggregate, integrate and provide one-stop access to the best available geospatial data for British Columbia.

Current Appointees:

- Genevieve Lambert
- Michael Marson
- John Antill

Appointments required:

- No upcoming appointments within 90 days.
- Government appointments are confirmed through a Ministerial letter.

NOTE: Typically, societies do not fall under CABRO as they generally are non-Government Reporting Entities and their fiduciary and legal authority is to the society only. ICIS is an exception. As the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR) is the primary holder of cadastral information, the Crown Agency and Board Resourcing Office (CABRO) has requested that FLNR remain solely responsible for all ICIS ministry board appointments.

Issue(s):

- Based on discussions with CABRO, there are currently no issues.

Key Contact:

- Karen Braun
- Administrative Coordinator
- 250-381-9295
- Ministry contact: John Whitworth

BRIEFING NOTE

CROWN AGENCIES

Name: Land Title and Survey Authority

Legislative Authority: *Land Title and Survey Authority Act*

Mandate: The Land Title and Survey Authority of BC is a statutory corporation responsible for managing the land title and survey systems of BC. These systems provide the foundation for all real property business and ownership in the province.

Current Appointees:

- Robert Simmons
- Sarf Ahmed

Appointments required:

- No upcoming appointments within 90 days.
- Government appointments are confirmed through a Ministerial letter.

Issue(s):

- Based on discussions with CABRO, there are currently no issues.

Key Contact:

- Kelly Orr
- Director, Corporate Governance Operations and Corporate Secretary
- 250-410-0575
- Ministry contact: John Whitworth

BRIEFING NOTE

CROWN AGENCIES

Name: Managed Forest Council

Legislative Authority: *Private Managed Forest Land Act,* Part 2

Mandate: To administer the Managed Forest Program and protect key public environmental values on private managed forest land in British Columbia. The Council may make regulations with respect to the objectives in the Act for soil conservation, water quality, fish habitat and reforestation.

Current Appointees:

- Dennis Lozinsky
- Brian Frenkel

Appointments required:

- No upcoming appointments within 90 days.
- Government appointments are made by Ministerial Order.

Issue(s):

- Based on discussions with Crown Agencies and Board Resource Office, there are currently no issues.

Key Contact:

- Phil O'Connor
- Executive Director
- 250-386-5737
- Ministry contact: John Whitworth

BRIEFING NOTE

CROWN AGENCIES

Name: Muskwa-Kechika Advisory Board

Legislative Authority: *Muskwa- Kechika Management Area Act,* s.9

Mandate: To advise government on natural resource management in the Muskwa-Kechika Management Area to ensure that activities within the area are consistent with the objectives of the Muskwa-Kechika Management Plan. The board reports out to the Premier and the public annually as well as monitoring activities, including resource development activities.

Current Appointees:

- Stephanie Gale Killam (Chair)
- Wayne Sawchuk
- Juergen Puetter
- Barry Holland
- Johnny Mikes
- Peter Baird
- John De Grace
- Sean Olmsted
- Rudy Anny Johnny
- David Owen Luff

Appointments required:

- No upcoming appointments within 90 days.
- Government appointments are made through a Premier Order.

Issue(s):

- Based on discussions with Crown Agencies and Board Resourcing Office, there are currently no issues.

Key Contact:

- Stephanie Killam
- Chair
- 250-997-6831
- Ministry contact: John Whitworth

BRIEFING NOTE

CROWN AGENCIES

Name: Skagit Environmental Endowment Commission

Legislative Authority: *Skagit Environmental Enhancement Act*

Mandate: To ensure the preservation and protection of the natural and cultural resources and recreational opportunities of the Upper Skagit Watershed conform at the highest North American management standards through advocacy, promoting international cooperation and strategic partnerships and investments.

Current Appointees:

- Tom Curley (Canada co-chair)
- Gail Ross
- Nancy Wilkins
- Shannon Bentley
- Peter Chapman
- Bob Chamberlin
- Shannon Bentley

Appointments required:

- The Canadian delegation is up to eight commissioners; currently there are seven.
- No upcoming appointments within 90 days.
- Government appointments are made through a Premier Order.

Issue(s):

- Based on discussions with the Crown Agencies and Board Resource Office, there are currently no issues.
- Of note, recent interim protections for old growth across the province included an area from this watershed called 'Skagit-Silver Daisy.' For more details: https://www2.gov.bc.ca/assets/gov/farming-natural-resources-and-industry/forestry/timber-tenures/forest_act_bulletin_old_growth_ministers_order.pdf

Key Contact:

- Danielle Courcelles
- Canadian Secretary
- 604-619-6591
- Ministry contact: John Whitworth

tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Haida Gwaii TSA	Information bulletin - Chief Forester Diane Nicholls to release allowable annual cut determination for Haida Gwaii TSA. (Haida Nation owns Taan Forestry, which holds TFL 58. TFL 60 is held by A&A trading).	Oct. 27	N/A
Forest Enhancement Society of BC: updates on FESBC-funded projects: 10th of a 10-part series addresses mitigating wildfire risks around Big Bar Lake and Lac La Hache Provincial Park	Joint FESB/Provincial News Release and media availability (10 out of a 10-part series)	November TBD	N/A
Big Bar landslide progress updates	Bi-weekly joint Federal/Provincial Information Bulletin	November-Ongoing	N/A
Big Bar Fishways Project: Winter contract work at the Big Bar landslide could include the start of a permanent fishway/fish ladder. The federal government to fund the majority, but Provincial costs would include road maintenance, access, and rockfall safety measures, potentially between $1 million and $3 million	Joint Federal/Provincial News Release and announcement	Mid-November	Fraser Valley or virtual
FLNR economic recovery programs updates/milestones • FES BC • Invasive Species • Forest Employment Program • Community Job Creation • Community Economic Resilience Infrastructure Program • Resource Roads	News release(s) detailing status of programs outlining approved projects and recognizing project milestones	Various beginning Mid-Nov (TBD)	N/A

Homalco – (Sunshine TSA)	Information bulletin - Chief Forester Diane Nicholls to release allowable annual cut determination for TFL 43.	November TBD	N/A
CSFN leadership table meeting with the Minister	MIRR Leading Agenda Development	December TBD	N/A
TFL 1 - Tsimshian	Information bulletin - Chief Forester Diane Nicholls to release allowable annual cut determination	December TBD	N/A
Trade Mission-China (FII)	Speaking	January-April TBD	Virtual
Trade Mission-Japan (FII)	Speaking	January-April TBD	Virtual
Okanagan TSA	Information bulletin - Chief Forester Diane Nicholls to release allowable annual cut determination	January TBD	N/A
BC Natural Resources Forum	Speaking	January 26-28	Virtual
Western Forestry Contractor's Association Conference and AGM	Speaking	TBD previous date was January 29th-31st	Prince George
Sto:lo (Stsa) G2G meeting	Forest and reconciliation Annual meeting – Collaborative Stewardship Forum	End of January	Vancouver
Shishalh Chief & Minister meting	Annual meeting committed to in Foundation Agreement to track progress of implementation.	End of January	Vancouver or Sechelt
Maa-nulth Government-to-Government Leadership Forum (previously scheduled for October 22, 2020 but has been postponed)	MIRR leading agenda development– FLNRORD Minister to address agenda items as appropriate	TBD	TBD
Pemberton Community Forest	Participate in community celebration / ribbon cutting	TBD due to COVID-19	Pemberton

Minister's Wildlife Advisory Council (MWAC)	Attend to receive advice from and provide government's perspective on priority issues and opportunities	TBD	

tab 2

Tab A

MINISTRY PROFILE

Ministry: Health

Key initiatives to support the Ministry of Health's contribution to the physical and mental health, and economic and environmental wellbeing of BC and its citizens include: keeping people healthy by addressing the social determinants of health; connecting patients to services through primary care strategy implementation and strengthened community supports for seniors and those with mental health and substance use issues; improving access to critical services such as surgery and diagnostic imaging, medications, and emergency services; and ensuring that services are cost effective and optimized through the improved utilization of objective health research.

Ministry Mandate:

The Ministry of Health has responsibility for ensuring that quality, appropriate, cost-effective and timely health services are available for all British Columbians. The province's regional health authorities are primarily responsible for health service delivery within their respective geographic regions. The Provincial Health Services Authority is responsible for provincial clinical policy, clinical services, commercial services, and digital and information management and information technology operational planning and services. The Ministry also works in partnership with the First Nations Health Authority (FNHA) to improve the health status of First Nations in BC. The FNHA is responsible for planning, management, service delivery and funding of health programs, in partnership with First Nations communities in B.C.

Health related legislation and regulations include the *Medicare Protection Act*, *Health Professions Act*, *Public Health Act*, *Drinking Water Protection Act* and *Food Safety Act*. The Ministry also directly manages a number of provincial programs and services, including the Medical Services Plan, which covers most physician services; PharmaCare, which provides publicly-funded prescription drug benefits; and the BC Vital Statistics Agency, which registers and reports on vital events such as a birth, death or marriage.

Budget:

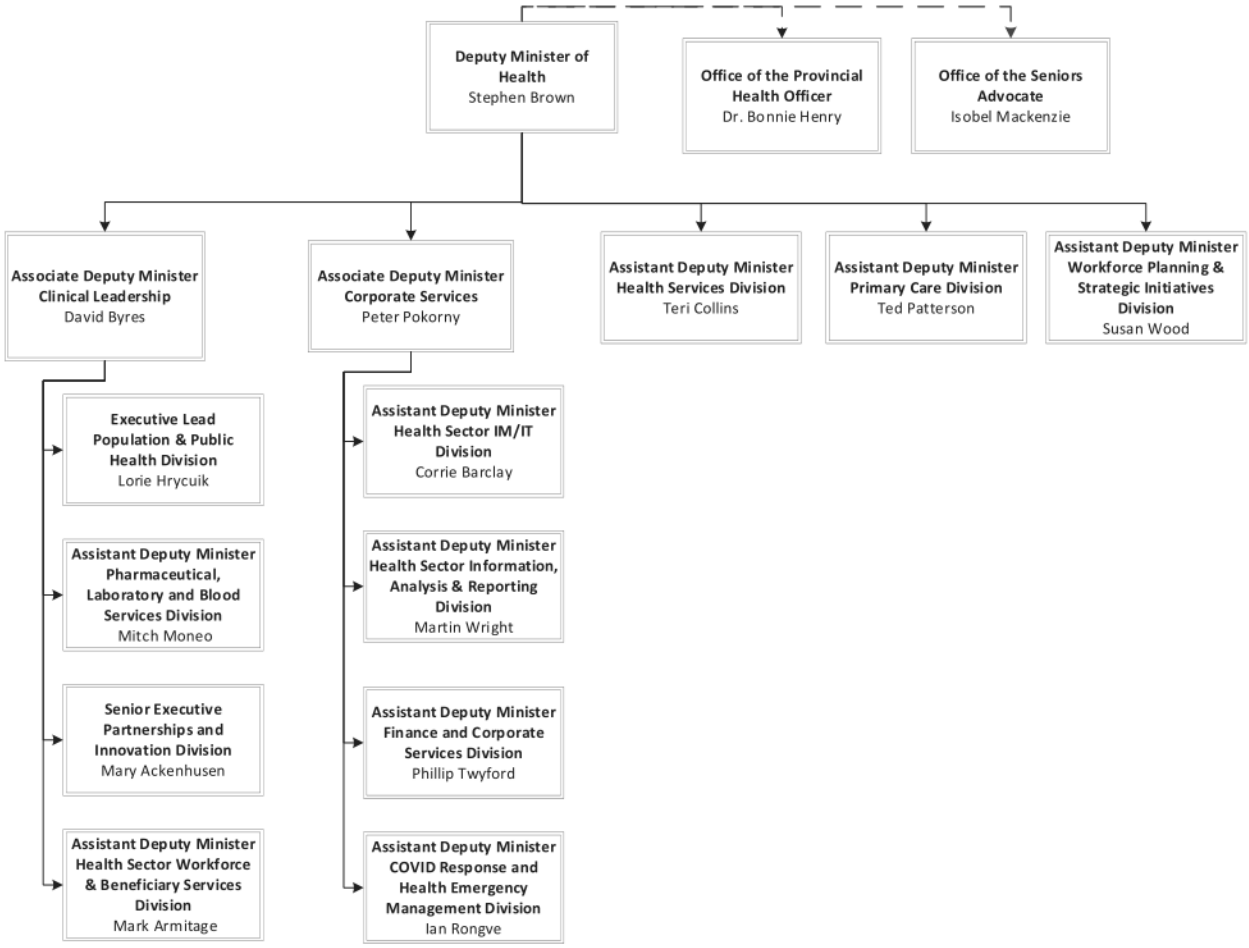
Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Health Programs				
Regional Services	14,215,526	15,232,619	15,915,960	16,386,989
Medical Services Plan	4,969,810	5,242,763	5,462,727	5,692,825
Pharmacare	1,349,592	1,411,098	1,445,454	1,489,147
Health Benefits Operations	47,147	48,147	49,158	49,158
Recoveries from Health Special Account	(147,250)	(147,250)	(147,250)	(147,250)
Executive and Support Services	263,484	255,008	256,637	256,637
Health Special Account	147,250	147,250	147,250	147,250
Total	**20,845,559**	**22,189,635**	**23,129,936**	**23,874,756**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	1,051	579	30	30
Total Capital Expenditures	**1,051**	**579**	**30**	**30**
Capital Grants ($000)				
Health Facilities	654,442	1,007,505	1,032,282	1,842,008
Total Capital Grants	**654,442**	**1,007,505**	**1,032,282**	**1,842,008**

[1] For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

Full Time Equivalents (FTEs): 1,421 FTEs as of September 25, 2020

MINISTRY PROFILE

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

Stephen Brown – Deputy Minister

The Deputy Minister is accountable for all matters relating to publicly funded health care services and is responsible for the policy, legislative and organizational framework within which publicly funded health care services are provided to British Columbians. The Deputy Minister acts as the agent of the Minister of Health in carrying out the office's responsibilities and supports the Minister in his or her duties.

Stephen Brown was appointed Deputy Minister of Health on June 10, 2013.

Stephen Brown was Deputy Minister, Ministry of Children and Family Development from March 2011 to June 2013. Before being appointed as Deputy Minister, Stephen held the position of Chief Administrative Officer, Ministry of Health Services, since July 22, 2008. Stephen was responsible for the Health System Planning Division, Primary Health Care, Labour Relations, Legislation and Professional Regulation and Corporate Policy, Research and Library Services branches.

Prior to his appointment as Chief Administrative Officer, Stephen was the Assistant Deputy Minister of the Medical and Pharmaceutical Services Division, Ministry of Health Services, from April 15, 2002 to February 2, 2009. In his role, Stephen led BC's physician negotiations for the Ministry and was responsible for the strategic portfolios of the Medical Services Plan, Primary Health Care and Physician Human Resource Management.

Effective September 2007, Stephen was appointed as a member of the Advisory Board for the Centre for Health Leadership and Research at Royal Roads University.

Stephen came to the Ministry of Health from the Government of Alberta's Ministry of Children's Services where he was the Executive Manager for that province's Child Welfare Act Review. Prior to this role, he was Chief Executive Officer of the Ma-mowe Capital Region, Child and Family Service Authority. He has a PhD focusing on the management of strategic change in the public service and holds Master's Degrees in Business Administration and Organizational Psychology.

EXECUTIVE MEMBER BIOGRAPHY

David Byres – Associate Deputy Minister, Clinical Leadership

The Clinical Leadership Associate Deputy Minister provides leadership and advice to the Ministry, health authorities and the broader health sector and is responsible for the oversight of clinical integration and practice on behalf of the Ministry and provides leadership and direction to key priority projects as outlined in the Ministry's Strategic Plan.

Divisions and offices under the oversight of the Office of the Associate Deputy Minster, Clinical Leadership are: Population and Public Health, Pharmaceutical, Laboratory and Blood Services, Partnerships and Innovation, Health Sector Workforce and Beneficiary Services, the Office of Indigenous Health, and Corporate Issues and Client Relations.

David Byres was appointed Associate Deputy Minister, Clinical Leadership on November 19, 2018.

Prior to this appointment, David served as the Assistant Deputy Minister Clinical Integration, Regulation and Education and Chief Nursing Executive since October 2017 and was previously Chief Nursing Advisor to the Ministry of Health. Before joining the Ministry, he held leadership roles including Executive Vice President, Clinical Integration and Renewal, Vice President Acute Clinical Programs and Chief of Professional Practice and Nursing at Providence Health Care where he provided leadership to the St. Paul's Hospital renewal, acute care operations, and professional practice.

David holds a Fellowship in Management for Executive Nurses from the Wharton School of Business, University of Pennsylvania. He is a Fellow of the Canadian Academy of Nurses, a past co-chair of the Nursing Research Advisory Council for the Michael Smith Foundation for Health Research and a Past President of the Xi Eta Chapter of the Sigma Theta Tau International Honor Society of Nursing. He has previously served on the Board of Directors for the Registered Nurses Foundation of BC.

David is a registered nurse who has worked in community, mental health, emergency, and medical settings. He holds a Doctorate in Nursing Practice focused on leadership and policy. He is a certified health executive with the Canadian College of Health Leaders, is an active researcher and holds adjunct faculty appointments with the Schools of Nursing at the University of Victoria and the University of British Columbia.

EXECUTIVE MEMBER BIOGRAPHY

Peter Pokorny – Associate Deputy Minister, Corporate Services

The Associate Deputy Minister of Corporate Services provides leadership and direction to the following divisions and offices: Finance and Corporate Services, Covid Response and Health Emergency Management, Health Sector IM/IT, Health Sector Information, Analysis and Reporting.

Peter Pokorny was appointed Associate Deputy Minister Corporate Services on June 14, 2019.

Prior to joining the Ministry of Health, Peter was with the Ministry of Energy, Mines and Petroleum Resources where he was the Executive Lead responsible for oversight and coordination of Provincial decision-making relating to the Trans Mountain Expansion Project. He also spent four years working with the BC Oil and Gas Commission as the Vice-President Operational Policy and Environment and has held senior roles with a range of Provincial Ministries including the Ministry of Finance, Ministry of Transportation and Infrastructure, and the Ministry of Forests, Lands and Natural Resource Operations.

EXECUTIVE MEMBER BIOGRAPHY

Mark Armitage – Assistant Deputy Minister, Health Sector Workforce and Beneficiary Services

Mark Armitage was appointed Assistant Deputy Minister, Health Sector Workforce and Beneficiary Services Division (previously Health Human Resources and Labour Relations) on August 9, 2018. His portfolio includes beneficiary services and strategic priorities, labour and agreements, diagnostic services, compensation policy and programs, physician services, workforce planning and development, professional regulation and oversight, and the Nursing Policy Secretariat.

Prior to this appointment, Mark served as the Executive Director of Strategic Priorities, Planning and Engagement in the Health Sector Workforce Division and was the Executive Director of the Primary and Community Care Branch at the Ministry of Health, a position he was appointed to in March 2014.

Mark is a committed and dedicated public servant with 25 years in the public service before joining the Ministry of Health. He has worked in Community Corrections with the Attorney General as a Probation Officer and has held a number of management and senior executive positions in regional operations and strategic priorities with the Ministry of Children and Families.

Mark holds a Bachelor of Social Work (Honours) and a Master of Public Administration, both from the University of Victoria.

EXECUTIVE MEMBER BIOGRAPHY

Corrie Barclay – Assistant Deputy Minister, Health Sector IM/IT

Corrie Barclay was appointed Assistant Deputy Minister, Health Sector Information Management/Information Technology Division (HSIMIT), Ministry of Health on April 16, 2018. Under Corrie's leadership, HSIMIT is playing a pivotal role in the transformation of BC's health system by advancing digital health solutions across the health sector, and supporting Ministry services. HSIMIT is also helping to strengthen the Ministry's stewardship role and focus on improving health system governance, outcome measurement and maximizing the value of provincial digital and IMIT investments. Program areas under HSIMIT include a Vendor Management Office, business transformation initiatives, Ministry IT services, Health IT strategy, digital policy, security and privacy, strategic projects, and HIBC procurement.

Corrie has significant experience with business transformation, creating a culture of innovation and driving a technology vision to achieve better business outcomes. Corrie's health experience includes leading the first clinical deployments across the Province of BC for the Pan-Canadian public health surveillance solution.

Before joining the public service, Corrie spent three years as the VP, Information Technology Services Division and Chief Information Officer at BC Assessment where she advanced the business vision for the company and led the creation and implementation of the digital strategy. Corrie holds a professional accounting designation with the Chartered Professional Accountants of BC.

EXECUTIVE MEMBER BIOGRAPHY

Teri Collins – Assistant Deputy Minister, Health Services

Teri Collins is currently Assistant Deputy Minister of the Health Services Division (HSD), a large and diverse portfolio. As part of her accountabilities, Teri also holds Ministerial appointments as the Provincial Director of Community Care Licensing, the Assisted Living Registrar, and Chief Hospital Inspector. Teri previously served as the Assistant Deputy Minister of Health Sector Information, Analysis and Reporting Division in the Ministry of Health (2015-2018).

HSD is responsible for strategic policy and implementation oversight of community, specialized and acute care services delivered by health authorities and does so through bilateral engagements between the Division and the health authorities. Currently, HSD brings together key mandated initiatives such as increasing access and reducing wait times to surgical and diagnostic care, specialized services for priority populations (including seniors and those complex medically frail and mental health and substance use), provincial specialized service programs (i.e., Renal, Cancer, Emergency Health Services) along with the development of standardized, centralized approaches to managing patient and client access to a suite of high quality and timely services.

For the past fifteen years, Teri has been a key member of the Health team, holding several executive positions within the Ministry. Teri's previous accountabilities included: executive leadership and oversight of health services quality assurance, clinical guidelines and regulatory standards, and the patient safety and patient care quality programs. In her previous Assistant Deputy Minister role, Teri led transformative change in health data management, stewardship and analytics operations within the Ministry of Health and championed citizen-centered services within the Vital Statistics Agency.

Teri's background is in public administration, and she holds a Master's Degree in Leadership (Health Specialty) from Royal Roads University. Teri is a committed public servant who, over the past twenty-six years, has proudly built her public service career gaining experience in several ministries, including natural resource and social sectors, where she led and championed many initiatives focused on public policy improvements. As a result, she and her teams have been finalists in several Premier's Award Nominations in the categories of organizational excellence; and partnerships and innovation. She is passionately committed to engagement and enhancing patient centred care.

EXECUTIVE MEMBER BIOGRAPHY

Mitch Moneo – Assistant Deputy Minister, Pharmaceutical, Laboratory and Blood Services

Mitch Moneo was appointed as Assistant Deputy Minister, Pharmaceutical, Laboratory and Blood Services Division (formerly Pharmaceutical Services) in August 2017. Mitch has had a role within the Division since 2004, taking on increasing responsibility over the years. Prior to his appointment as Assistant Deputy Minister, he was the Executive Director responsible for policy and evaluation.

His current portfolio includes responsibility for a robust and effective policy framework for provincial pharmaceutical services (including health authority pharmaceutical and life support therapies) in addition to the PharmaCare public drug program. He is also responsible for the for overall strategic planning, policy development, monitoring and evaluation of provincial laboratory medicine and blood services.

Mitch is a well-respected leader serving as a jurisdictional board member for the Canadian Agency for Drug Technology in Health representing Western Canada, vice-chair of the pan Canadian Pharmaceutical Alliance; a member of the Canadian Institutes of Health Research's Drug Safety and Effectiveness steering committee, and co-chair of the ISPOR North American Health Technology Assessment Roundtable.

Mitch obtained a bachelor's degree in Journalism and Communication at the University of Regina. He worked as a print journalist and editor for over a decade before joining the public service in 2001. He obtained a Graduate Certificate in Health Systems Leadership in 2008.

Mitch and his team have been recognized as Premiers Award Provincial Finalists on five occasions in the categories of organizational excellence and partnership.

EXECUTIVE MEMBER BIOGRAPHY

Ted Patterson – Assistant Deputy Minister, Primary Care

Ted Patterson was appointed Assistant Deputy Minister, Primary Care Division on August 23, 2017. In this portfolio he is responsible for leading the provincial primary care transformation strategy, which includes development and implementation of team-based models of primary care such as patient medical homes, urgent and primary care centres, community health centres, First Nations primary care initiatives, Nurse Practitioner clinics, all linked together in geographic primary care networks, and ensuring integration of primary care services with community services programs. The Primary Care Division also includes HealthLink BC due to its role as a key community services enabler of primary care.

Prior to this appointment he was the Assistant Deputy Minister for the Health Sector Workforce Division at the Ministry of Health, starting in that role on August 6, 2013. His responsibilities in this role included health human resource forecasting and planning, education and training, compensation strategies, professional regulation and labour relations and negotiations.

Previously, Ted was Executive Director at the Public Sector Employers' Council (PSEC) Secretariat in the Ministry of Finance, where he was responsible for collective bargaining and compensation strategies for the Health, K-12 and University sectors. In this role, Ted also served as a member of the Board of Directors for the BC Public School Employers' Association and represented government at a number of major negotiation tables.

Before the PSEC Secretariat, Ted worked in a number of senior level positions at the Ministry of Health, including Director of Labour Relations and Special Initiatives in the Office of the Chief Administrative Officer, as well as Director of Patient Safety in the Clinical Innovation and Integration Division, where he played a key role in establishing the BC Patient Safety and Quality Council.

Ted holds a Bachelor of Arts (High Honours) and a Master of Arts in Political Studies, both from the University of Saskatchewan

EXECUTIVE MEMBER BIOGRAPHY

Dr. Ian Rongve – Assistant Deputy Minister, COVID Response and Health Emergency Management

The COVID Response and Health Emergency Management Division will ensure an ongoing, focused response to supporting the health system within the context of COVID-19. This portfolio includes logistics strategy, as well as planning, analysis and reporting.

Dr. Ian Rongve joined the Ministry of Health in June 2016 as the Assistant Deputy Minister Provincial, Hospital and Laboratory Health Services Division. In May 2020, Ian was appointed Assistant Deputy Minister of the COVID Response and Health Emergency Management Division.

Prior to joining the Ministry of Health, Dr. Rongve was the Assistant Deputy Minister, Knowledge Management and Accountability, at the Ministry of Education. From March 2012 to November 2013, he was the Assistant Deputy Minister, Sector Strategy and Quality Assurance Division, at the Ministry of Advanced Education.

Dr. Rongve holds a Ph.D. in economics. He spent eight years as an Assistant Professor at the University of Regina, before moving back to BC and joining the public service. He has worked in senior roles in the Ministries of Finance, Health, Advanced Education and Education.

EXECUTIVE MEMBER BIOGRAPHY

Philip Twyford – Assistant Deputy Minister, Finance and Corporate Services

Philip Twyford joined the Ministry of Health as the Assistant Deputy Minister of Finance and Corporate Services Division and Executive Financial Officer (EFO) on July 2, 2019. His portfolio includes audits and investigations, capital services, regional grants and decision support, finance and decision support, and business financial transformation.

Prior to this appointment, Philip was the Assistant Deputy Minister of Finance and Corporate Services and EFO in the Ministry of Children and Family Development and has also served as the Chief Financial Officer in the Ministry of Citizens' Services. Earlier in his career, Philip also worked in the Capital Branch at the Ministry of Health. He was also a Treasury Board Analyst and an Executive Director for IM/IT Capital Investment in the office of the Government Chief Information Officer

Prior to joining the BC Public Service in 2003, Philip worked for the United Nations Department of Peacekeeping in Europe, Africa and New York.

EXECUTIVE MEMBER BIOGRAPHY

Susan Wood – Assistant Deputy Minister, Workforce Planning and Strategic Initiatives

Susan Wood was appointed Assistant Deputy Minister, Workforce Planning and Strategic Initiatives Division on June 3, 2019. Her portfolio includes strategic change initiatives, leadership, direction and oversight of organizational development practices across BC health authorities, ministry and divisional planning, organizational development, human resource services, internal communications and engagement.

She also acts as the Ministry Ethics Advisor and Executive lead for Gender Based Analysis+ across the Ministry of Health and health sector.

Prior to this appointment Susan served as the Executive Lead, Organizational Development Division since August 13, 2018.

Before joining the Ministry of Health, Susan held several senior leadership roles with the BC Public Service Agency. She has led operations with a strong client service focus and held positions in research, policy and alternative service delivery. She has represented BC on the FTP Public Service Commissioners' Committee and currently sits on the VPs of HR Committee with the BC health authorities.

Susan holds a Bachelor of Arts in Sociology from the University of Victoria and holds several certifications for leading change and strategy across organizations.

EXECUTIVE MEMBER BIOGRAPHY

Martin Wright – Assistant Deputy Minister, Health Sector Information, Analysis and Reporting

Martin has been the Assistant Deputy Minister, Health Sector Information, Analysis and Reporting Division since November 19, 2018. His portfolio includes leading sector analytics and data stewardship strategies and BC Vital Statistics. Martin is a board member of the Canadian Institute of Health Information and Population DataBC and co-Chairs, with Health Canada, the Canadian Health Information Forum.

Most of Martin's two decades of experience in the BC Public Service have been spent leading analytics teams focussed on influencing organizational strategy and operations to improve performance.

Martin joined the Ministry of Health from the Ministry of Children and Family Development where he led a team recognized nationally for excellence in analytics in the social sector. He has also previously worked in similar roles in the Ministry of Health and the Premier's Office.

He has an M.Sc. in Economics from the University of Wales, Cardiff, UK.

EXECUTIVE MEMBER BIOGRAPHY

Dr. Bonnie Henry – Provincial Health Officer

Under the *Public Health Act*, the Provincial Health Officer is the senior medical health officer for BC and provides independent advice to the Minister of Health, the Ministry and the public on public health issues and population health. Portfolio includes monitoring the health status of British Columbians, and through the provision of reports, recommendations, advice and oversight strive to maintain, improve and protect that status.

Dr. Bonnie Henry was appointed as Provincial Health Officer for the Province of BC effective February 1, 2018.

Dr. Bonnie Henry was the Deputy Provincial Health Officer for three years starting in August of 2014 and prior to that served as the interim Provincial Executive Medical Director of the BC Centre for Disease Control from December 2013 until August 2014.

She was also the Medical Director of Communicable Disease Prevention and Control and Public Health Emergency Management with the BC Centre for Disease Control and Medical Director for the provincial Emerging and Vector-borne Diseases program as well as a provincial program for surveillance and control of healthcare associated infections; a position she started in February 2005.

She joined Toronto Public Health in September 2001 as Associate Medical Officer of Health where she was responsible for the Emergency Services Unit and the Communicable Disease Liaison Unit. In 2003 she was the operational lead in the response to the SARS outbreak in Toronto. She was a member of the executive team of the Ontario SARS Scientific Advisory Committee.

She is a specialist in Public Health and Preventive Medicine and is Board Certified in Preventive Medicine in the US. She graduated from Dalhousie Medical School and completed a master's in public health in San Diego, residency training in preventive medicine at University of California, San Diego and in community medicine at University of Toronto.

Dr. Henry has worked internationally including with the World Health Organization/UNICEF Polio eradication program in Pakistan and with the World Health Organization to control the Ebola outbreak in Uganda.

Dr. Henry is an Associate Professor at the University of British Columbia, Faculty of Medicine. She is the past Chair of Immunize Canada and a member of the Canadian National Advisory Committee on Immunization and the National Infection Control Guidelines Steering Committee. She chaired the Canadian Public Health Measures Task Group and was a member of the Infection Control Expert Group and the Canadian Pandemic Coordinating Committee responding to pandemic H1N1 (2009) influenza.

She has been involved with planning, surveillance and response to mass gatherings in Canada and internationally, including with the 2010 Vancouver Olympic and Paralympic Games. She is the author of "Soap and Water and Common Sense" a guide to staying healthy in a microbe filled world.

EXECUTIVE MEMBER BIOGRAPHY

Isobel Mackenzie – Seniors Advocate

Isobel Mackenzie was appointed as BC's first Seniors Advocate on March 19, 2014. She serves as an independent adviser to the Minister of Health and others and acts as a strong voice for BC seniors. She is responsible for monitoring seniors' services, promoting awareness of seniors' issues and supports, and working collaboratively to identify solutions and make recommendations about system-wide issues facing seniors.

Isobel has over 25 years' experience working with seniors in home care, licensed care, community services and volunteer services. Isobel led BC's largest not-for-profit agency, serving over 6,000 seniors annually. In this work Isobel was a leader in pioneering a new model of dementia care that has become a national best practice, led the first safety accreditation for homecare workers and headed the first BC Home Support agency to receive accreditation from Accreditation Canada, among many other accomplishments. Isobel has been widely recognized for her work and was named BC CEO of the Year for the Not-for-Profit Sector and nominated as a Provincial Health Care Hero.

Prior to her appointment Isobel served on a number of national and provincial boards and commissions including the BC Medical Services Commission, the Canadian Homecare Association, BC Care Providers, BC Care Aide and Community Health Worker Registry, the Capital Regional District Housing Corporation, and the University of Victoria's Board of Governors.

Isobel received both her undergraduate and graduate degrees from the University of Victoria and has a Certificate in Health Care Leadership from the University of Toronto. Personal Information

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

Lorie Hrycuik – Executive Lead, Population and Public Health

Lorie Hrycuik was appointed Executive Lead, Population and Public Health Division on May 21, 2019.

Her portfolio includes healthy living and health promotion, injury prevention, health protection, communicable disease prevention, harm reduction and mental health promotion, women's, maternal and child health, and public health planning and core public health functions.

Lorie first joined the Division in 2005 where she held a number of roles in Healthy Living, the Women's Healthy Living Secretariat, and Health Protection until 2012 when she was seconded to the Ministry of Agriculture. She held various roles in policy and operations there until returning to the Ministry of Health in 2019. Prior to joining the provincial government, Lorie worked in public health at the Vancouver Island Health Authority (now Island Health) for over 16 years.

Lorie has a BSc. (Nutrition) from the University of Saskatchewan, and a Master's in Leadership from Royal Roads University.

EXECUTIVE MEMBER BIOGRAPHY

Mary Ackenhusen – Senior Executive, Partnerships and Innovation

Mary Ackenhusen began her role as Senior Executive, Partnerships and Innovation Division in July 2020. Prior to this, Mary spent thirteen years as a senior leader at the Vancouver Coastal Health Authority (VCHA).

Her portfolio includes legislation, innovation and intergovernmental relations, and research and technology. Mary is leading an initiative to create a framework for innovation within the health system, building on the launch of the Ministry Innovation Hub last year. This new challenge combines her passion for transformation and her keen interest in innovation.

Mary has had an impact on the health sector in BC for close to 20 years. Prior to joining VCHA, she served on the Fraser Health Authority's leadership team for almost a decade. Mary joined VCHA as a Chief Operating Officer in 2007 and was appointed President and CEO in 2013.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: David Byres
Associate Deputy Minister, Clinical Leadership

Core Business/Program Area Description/Critical Business Processes:

Provides leadership and advice to the Ministry, health authorities and the broader health sector and is responsible for the oversight of clinical integration and practice on behalf of the Ministry and provides leadership and direction to key priority projects as outlined in the Ministry's Strategic Plan.

Offices under the oversight of the Associate Deputy Minster, Clinical Leadership are the Office of Indigenous Health (OIH) and Corporate Issues and Client Relations (CICR):

- OIH provides an Indigenous lens to strategic priorities, legislation, policy and program development in the Ministry of Health, as well as other ministries where appropriate. OIH works collaboratively with the First Nations Health Authority, the regional health authorities, and the Provincial Health Services Authority during service planning, policy development and to ensure culturally safe and appropriate service delivery is hardwired across the health system. OIH also collaborates with key Indigenous partners and organizations such as Métis Nation BC and the BC Association of Aboriginal Friendship Centres.
- CICR works with health authorities and ministry program areas to manage patient and client relations and support the resolution of complex care concerns. CICR is:
    - responsible for central ministry intake and dissemination of adverse events and emerging service issue reports and provides centralized and timely issues management;
    - oversees the dissemination and management of documents across the Ministry through the Corporate Operations Unit;
    - provides oversight direction and the assignment of FOI and litigation requests and provides reports of branch work through the FOI, Litigation and Reporting Unit; and
    - provides administrative, technical and investigative support to the Patient Care Quality Review Boards.

Budget: Government Financial Information

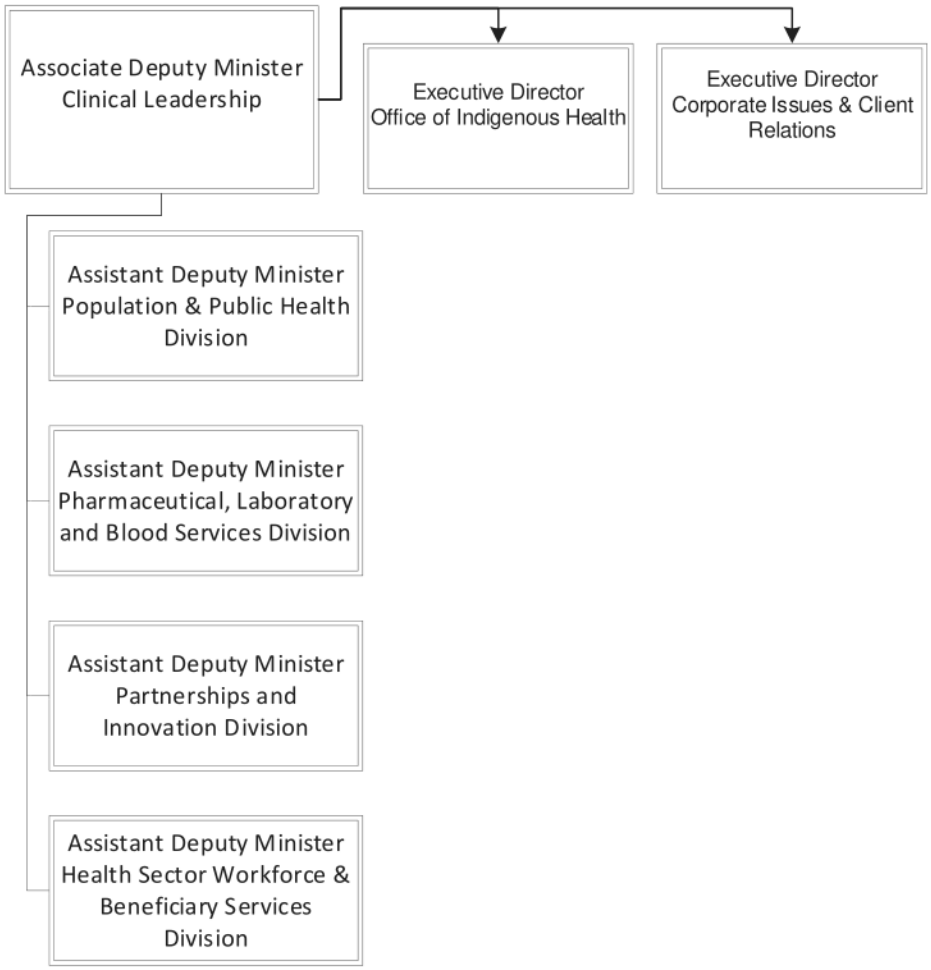
Full Time Equivalents (FTEs): 64

Related Legislation:

- *Ministry of Health Act* - specifies the functions and duties of the Minister and the Ministry of Health.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Associate DM Responsible: Peter Pokorny
Associate Deputy Minister, Corporate Services

Core Business/ Program Area Description/Critical Business Processes:

The Office of the Associate Deputy Minister, Corporate Services, provides oversight to individual Assistant Deputy Ministers in meeting their divisional accountabilities, facilitate value-added coordination and linkages between divisional strategic agendas, and ensure effective communication and linkages within the Ministry. The Associate provides leadership and direction to key priority projects as outlined in the Ministry's Strategic Plan.

Budget: Government Financial

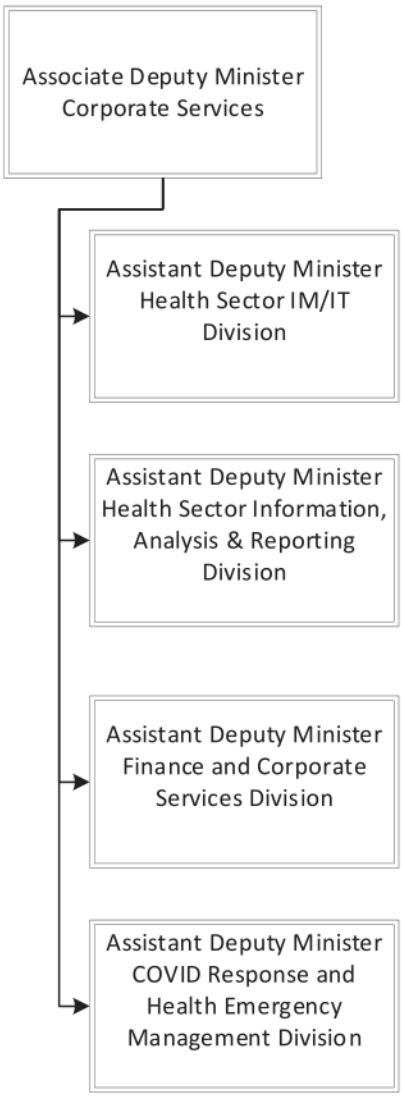
Full Time Equivalents (FTEs): 3

Related Legislation:

- *Ministry of Health Act* - specifies the functions and duties of the Minister and the Ministry of Health.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Ian Rongve
COVID Response and Health Emergency Management Division

Core Business/ Program Area Description/Critical Business Processes:

Providing integrated coordination services and strategic planning to the provincial pandemic response, the COVID Response and Health Emergency Management Division delivers focused coordination, decision-making and analytics that effectively supports the health system within the context of COVID-19 and other situations requiring emergent and urgent response.

The Assistant Deputy Minister of the Division has responsibility for the overall coordination of the response, coordination with health authority COVID leads, liaison with the Office of the Provincial Health Officer and the BC Centre for Disease Control, and working with stakeholder relations and with GCPE on the overall communication of the response.

Working with health authorities, providers, other ministries and organizations, the Logistics Strategy Branch coordinates the overall logistics strategy to ensure an adequate and reliable supply of equipment and supplies for the health care system, and the Planning, Reporting and Analysis Branch provides support and monitoring of the system-wide response to the COVID epidemic. The Emergency Management Unit prepares for an overall emergency response to a variety of possible scenarios.

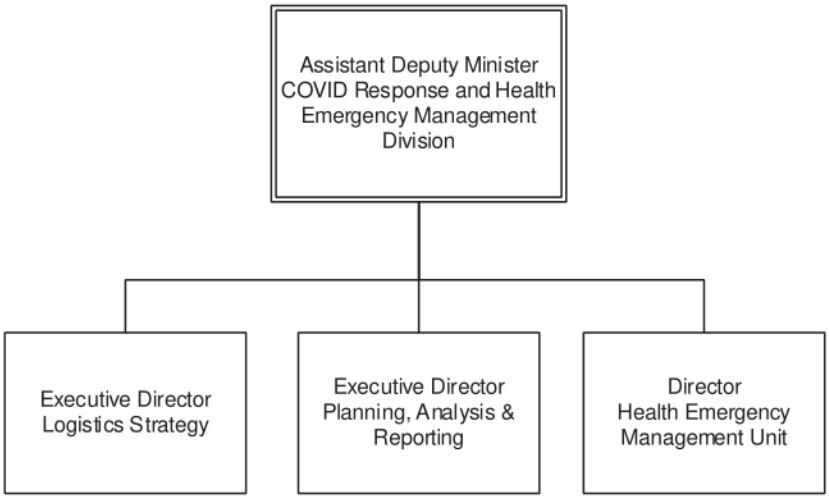
Budget: Government Financial Information

Full Time Equivalents (FTEs): 55

Related Legislation:

- *Emergency Program Act*
- *COVID-19 Related Measures Act*
- *Public Health Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Deputy Minister Responsible: Stephen Brown
Deputy Minister

Core Business/ Program Area Description/Critical Business Processes:

The Office of the Deputy Minister is in charge of all matters relating to publicly funded health care services and is responsible for the policy, legislative and organizational framework within which publicly funded health care services are provided to British Columbians. The Deputy Minister acts as the agent of the Minister of Health in carrying out the office's responsibilities and supports the Minister in his or her duties.

Program areas under the oversight of the Office of the Deputy Minister are Executive Operations and Stakeholder Engagement:

- Executive Operations is responsible for the operational performance of the organization, and communication and process flow between the Ministry, Minister's Office and central government. Executive Operations also provides the management and leadership of the strategic and service planning activities across the Ministry and health authorities to ensure alignment with the strategic direction set by the Ministry and Cabinet. It also manages and supports the development and implementation of the strategy framework monitoring and reporting expectations, tools, and process for all strategic and mandated initiatives and actions.
- The Stakeholder Engagement Branch is responsible for communicating and engaging with the public and health sector stakeholders on the Ministry's strategic priorities, including primary care, seniors, community care and acute care. The Branch also:
    - Provides internal and stakeholder communications support for the Ministry's COVID-19 response.
    - Supports ministry program areas to effectively manage stakeholder relations issues, provide advice and meet communication needs. To support this, the team regularly collaborates with Government Communications and Public Engagement teams, core government agencies, industry, and other stakeholders.

Budget: Government Financial Information

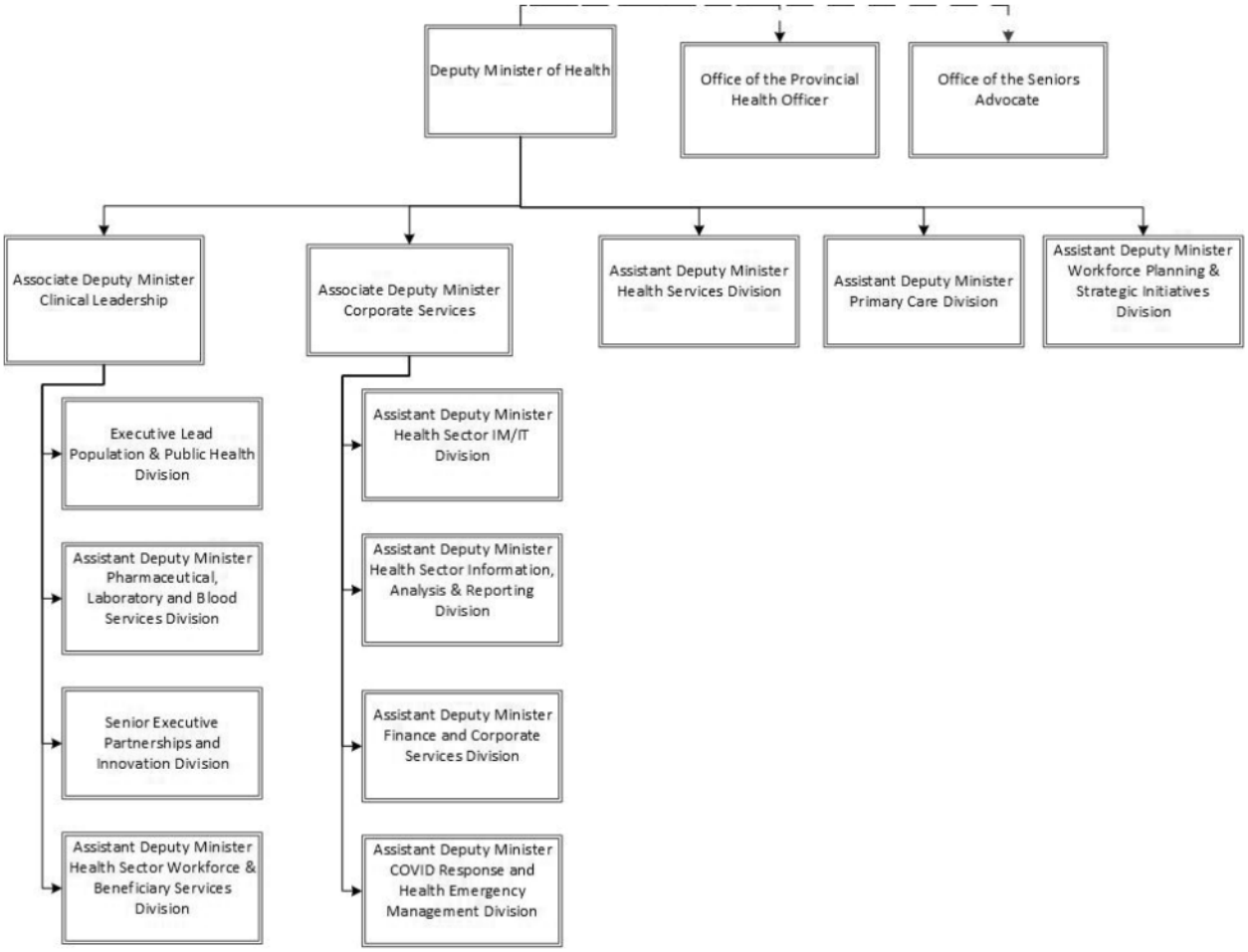
Full Time Equivalents (FTEs): 17

Related Legislation:

- *Ministry of Health Act* - specifies the functions and duties of the Minister and the Ministry of Health.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Philip Twyford
Finance and Corporate Services Division

Core Business/Program Area Description/Critical Business Processes:

The Finance and Corporate Services Division supports the Ministry executive, programs and health authorities by managing and ensuring a consistent approach to financial and corporate services planning, policy, performance oversight/reporting, and critical financial and corporate services issues management.

Services provided include Audit and Investigations, Business Financial Transformation, Capital Services Management, Health Authority Regional Grants Decision Support, Facilities Management, and Finance and Decision Support. These services assist program areas and health authorities to meet their strategic goals and operational plans, and ensure compliance with relevant legislation, regulations and central agency directives.

Budget: Government Financial Information

Full Time Equivalents (FTEs): 205

Related Legislation:

- *Balanced Budget and Ministerial Accountability Act*
- *Budget Transparency and Accountability Act*
- *Financial Administration Act*
- *Financial Information Act*
- *Health Authorities Act*
- *Health Care Costs Recovery Act*
- *Hospital Act*
- *Hospital District Act*
- *Hospital Insurance Act*
- *Laboratory Services Act*
- *Medicare Protection Act*
- *Opioid Damages and Health Care Costs Recovery Act*
- *Pharmaceutical Services Act*
- *Pharmacy Operations and Drug Scheduling Act*
- *Tobacco Damages and Health Care Costs Recovery Act*

Audit and Investigations

- *Community Care and Assisted Living Act*
- *Continuing Care Act*
- *Offence Act*
- Criminal Code (Canada)

Societies, Corporations and Land Matters

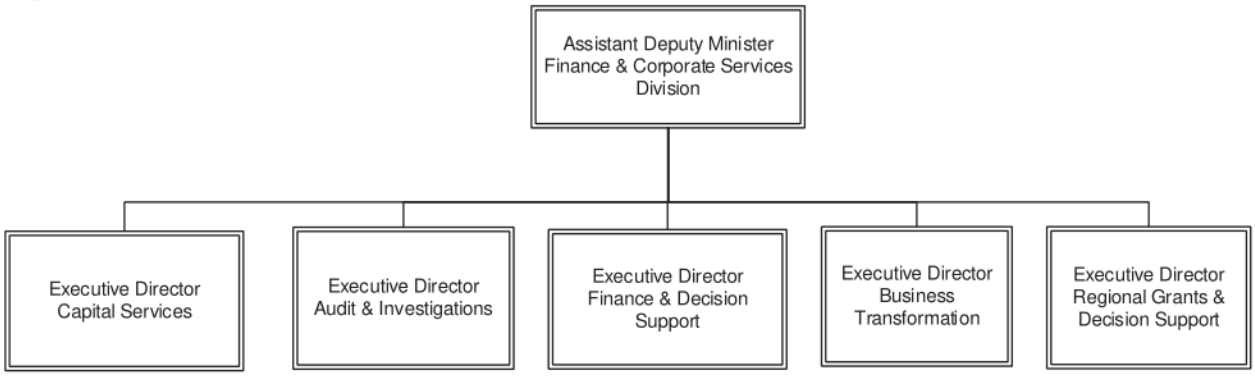
- *Land Title Act*
- *Mental Health Act*
- *Societies Act*
- *Community Charter*
- *Vancouver Charter*

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Finance and Decision Support

- *Emergency Health Services Act*
- *Health Special Account Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Teri Collins
Health Services Division

Core Business/Program Area Description/Critical Business Processes:

The Health Services Division (HSD) provides strategic oversight, policy development, performance management, issues monitoring, program evaluation, and innovation for community, hospital, and specialized services delivered through the Province's six health authorities.

HSD leads service transformation across the health sector and facilitates bilateral efforts between the Ministry and health authorities on all matters related to service delivery and system transformation.

Currently, HSD brings together key mandated initiatives such as increasing access and reducing wait times to surgical and diagnostic care, specialized services for priority populations (including seniors and those complex medically frail and mental health and substance use), provincial specialized service programs (i.e., Renal, Cancer, Emergency Health Services) along with the development of standardized, centralized approaches to managing patient and client access to a suite of high quality and timely services.

Budget: Government Financial Information

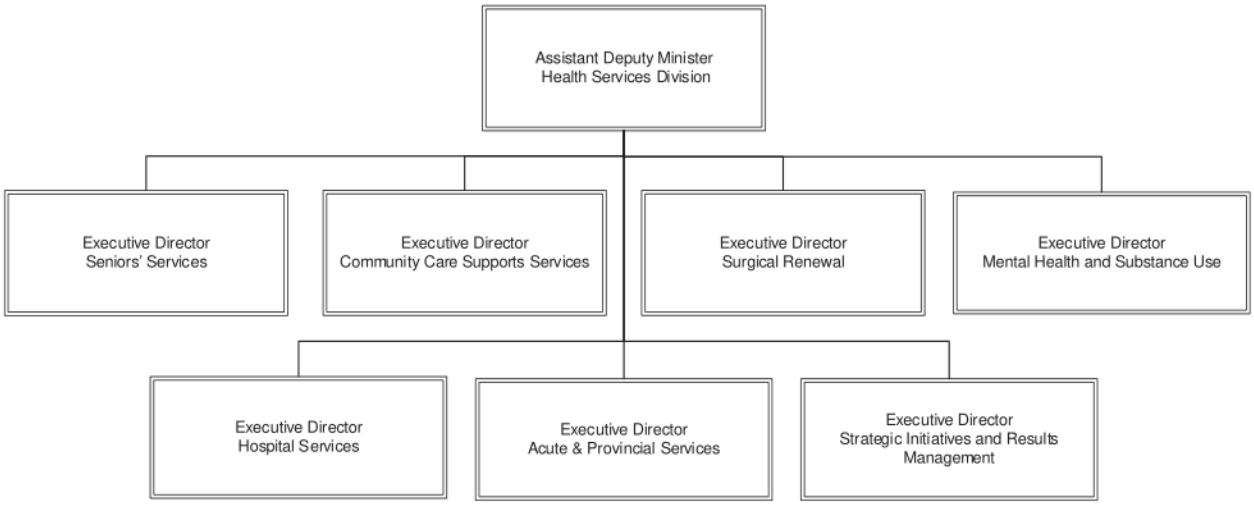
Full Time Equivalents (FTEs): 95

Related Legislation:

- *Access to Abortion Services Act*
- *Anatomy Act*
- *Continuing Care Act*
- *Community Care and Assisted Living Act*
- *Emergency Health Services Act*
- *Evidence Act* (s51)
- *Health Care (Consent) and Care Facility (Admission) Act*
- *Hospital Insurance Act*
- *Hospital Act*
- *Human Tissue Gift Act*
- *Mental Health Act*
- *Forensic Psychiatry Act*
- *Patient Care Quality Review Board Act*
- *Representation Agreement Act*
- *Seniors Advocate Act*

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Martin Wright
Health Sector Information, Analysis and Reporting Division

Core Business/Program Area Description/Critical Business Processes:

The Health Sector Information, Analysis and Reporting Division (HSIAR) sets the foundation for the delivery of high-quality health sector information, analytics and reporting and leads key information management functions including data stewardship, governance, security, access; analytics and reporting, quality assurance, performance measurement and evaluations functions.

HSIAR sets out to exercise effective governance over secondary use data resources, while enabling timely and secure access to data, and supporting an integrated, modernized model of information sharing across the health sector.

HSIAR leads the overarching provincial analytic strategy and approach, and performs comprehensive, robust and integrated analytics, research and evaluation of health sector performance.

Government Financial Information

Budget:

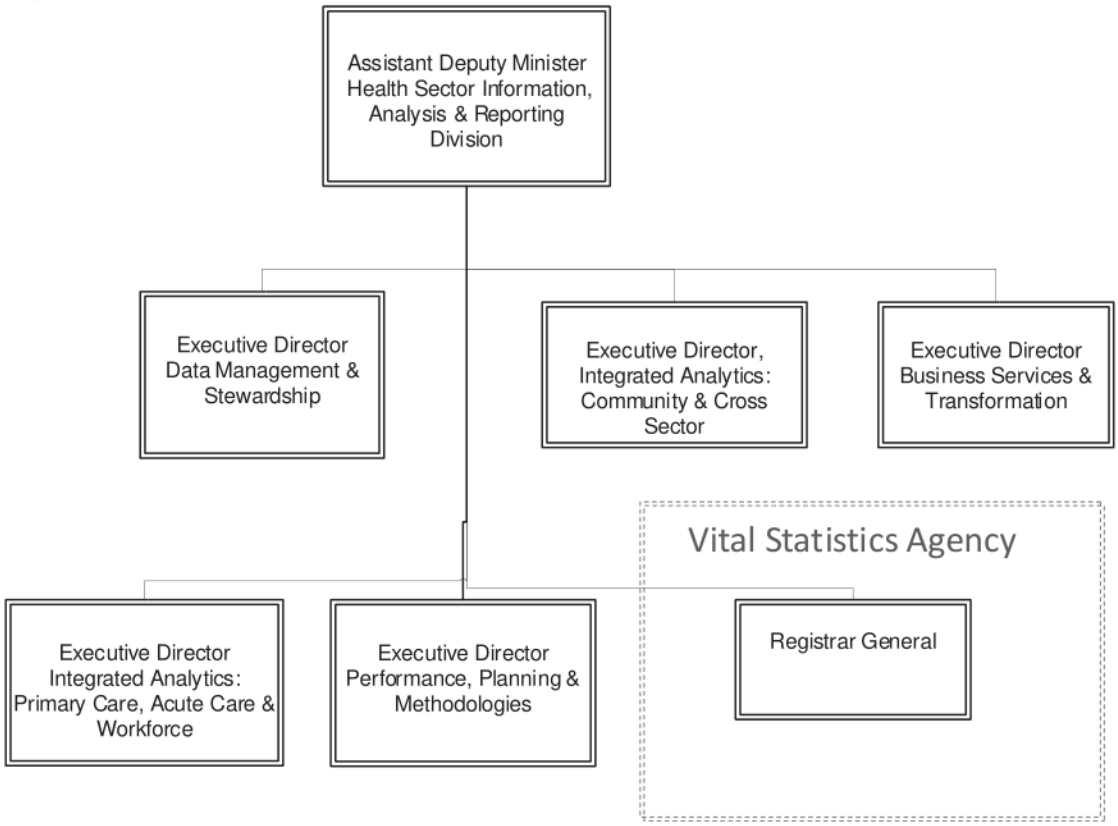
Full Time Equivalents (FTEs): 233

Related Legislation:

- *E-Health (Personal Health Information Access and Protection of Privacy) Act*
- *Marriage Act*
- *Name Act*
- *Vital Statistics Act*

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Corrie Barclay
Health Sector Information Management/Information Technology Division

Core Business/Program Area Description/Critical Business Processes:

Guided by the Ministry of Health's Digital Health Strategy, the work of the Health Sector Information Management / Information Technology Division (HSIMIT) is focused on advancing digital health capabilities and innovations across the health sector as part of collective efforts to modernize the health system, and supporting Ministry divisions in utilizing digital products and services to meet their business needs, achieve their business objectives and perform their work.

HSIMIT is also helping to strengthen the Ministry's stewardship role in the health sector by improving health system IM/IT governance, leading the health sector's efforts to strengthen identity and access management, and privacy and security, and maximizing the value of provincial digital and IM/IT investments.

Current divisional priorities include:

- Leading the work of the Digital Health Response Team to prepare for COVID-19 Wave 2
- Improving citizens' access to personal health information
- Expanding access to virtual health services across the province
- Digitally enabling primary and community care delivery
- Helping to transform hospital-based care
- Enabling provincial interoperability exchange services
- Expanding health sector identity and access management
- Building on foundational clinical systems

Budget: Government Financial Information

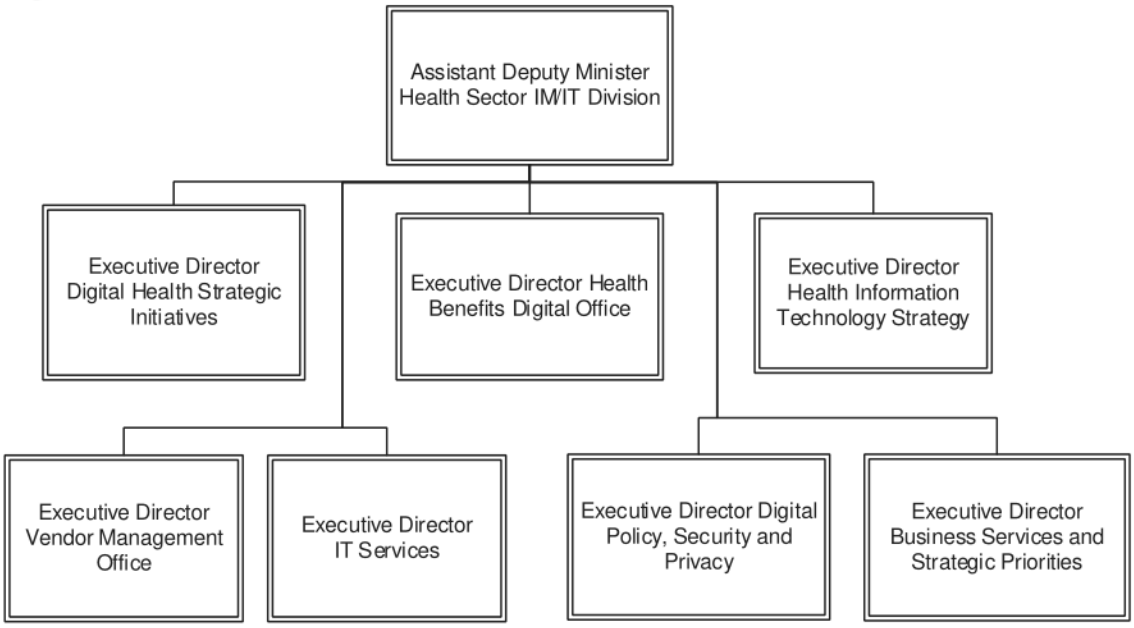
Full Time Equivalents (FTEs): 152

Related Legislation:

- *E-Health (Personal Health Information Access and Protection of Privacy) Act*

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Mark Armitage
Health Sector Workforce and Beneficiary Services Division

Core Business/Program Area Description/Critical Business Processes:

The Health Sector Workforce and Beneficiary Services Division is responsible for workforce strategies and operational delivery of provider services that contribute to effectively meeting patient and population health needs and improving patient outcomes through the efficient delivery of health services.

The Division has the following primary areas of responsibility for the health system:

- Agreements and Negotiations
- Compensation Policy and Programs
- Publicly-funded Medical Services
- Professional Regulation
- Workforce Planning and Development
- Physician, Nursing and Allied Health Care Provider Education and Training
- Beneficiary and Diagnostic Services

Budget: Government Financial Information

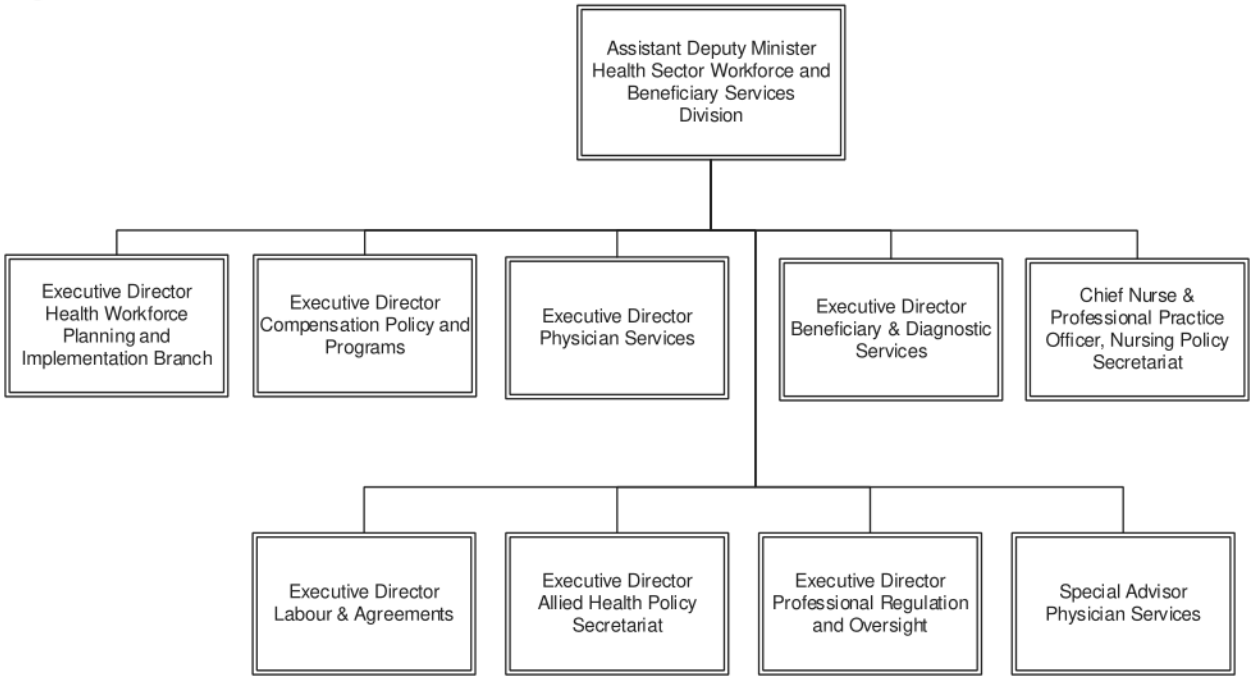
Full Time Equivalents (FTEs): 187

Related Legislation:

- *Administrative Tribunals Act*
- *Emergency Health Services Act*
- *Evidence Act*
- *Health Authorities Act*
- *Health Professions Act*
- *Hospital Act*
- *Labour Mobility Act*
- *Labour Relations Code*
- *Medicare Protection Act*
- *Pharmacy Operations and Drug Scheduling Act*
- *Public Sector Employers Act*
- *Workers Compensation Act*

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Ted Patterson
Primary Care Division

Core Business/Program Area Description/Critical Business Processes:

The Primary Care Division (PCD) is responsible for setting provincial strategy and policy direction to support achieving a high functioning primary health care system that meets the needs of all British Columbians. PCD leads reforms that support primary care as the foundation of an integrated system of person and family-centred, full-service, community-based system of care with a focus on improving attachment and access to quality, evidence-based primary care services.

Current priorities include implementing the provincial team-based primary care strategy through a number of different service delivery models, including patient medical homes, urgent and primary care centres, community health centres, First Nations primary care initiatives, nurse practitioner clinics, among others, all linked together in primary care networks in communities throughout BC.

PCD also includes HealthLink BC (HLBC), which supports PCD's mandate as an enabler of effective primary and community care. HLBC delivers high quality digital and telehealth services to positively impact the health care experience, health outcomes and the availability and use of health human resources and improve the affordability and sustainability of health care in the province. By calling 811, British Columbians can speak directly to a health service navigator for health system advice and information, or with a registered nurse (and more recently, a physician) for symptom triage and advice, a registered dietitian for nutrition counselling, licensed pharmacists for medication support and a qualified exercise professional for physical activity guidance. HLBC's specialized services include chronic disease management, pediatric, allergy, bariatric, and palliative services, as well as registry services for primary care providers and patients throughout BC. HLBC also provides 811 services for residents of the Yukon.

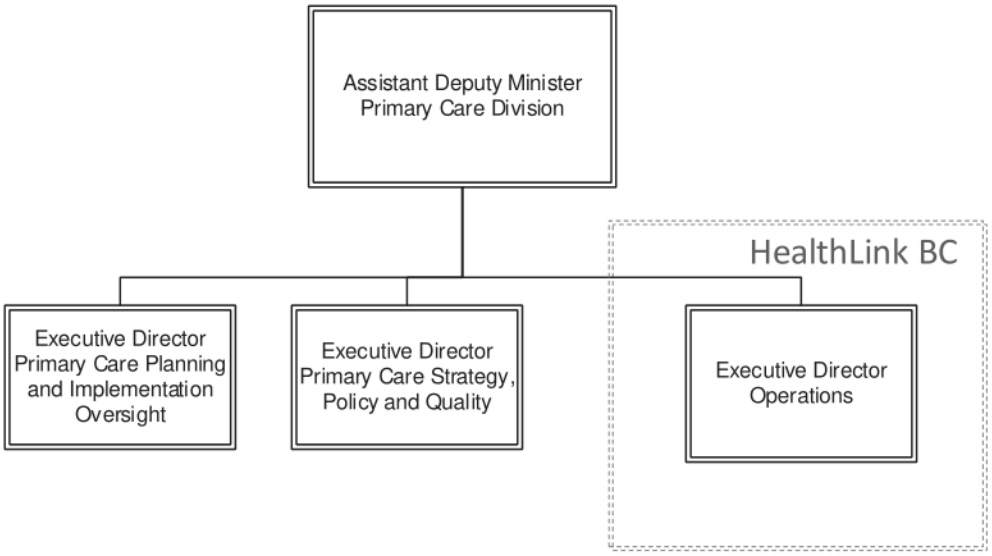
Government Financial Information

Budget:

Full Time Equivalents (FTEs): 243

Related Legislation: N/A

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Dr. Bonnie Henry
Provincial Health Officer

Core Business/Program Area Description/Critical Business Processes:

The Provincial Health Officer is the senior public health official for BC and provides independent advice to the Minister, public officials and the public on public health issues, including health promotion and health protection, and on the need for legislation, policies and practices respecting those issues. The responsibilities of the Provincial Health Officer are outlined in the *Public Health Act*. Each year, the Provincial Health Officer must report publicly, through the Minister, to the Legislature on the health of the population, the extent to which population health targets established by the government have been achieved and may include recommendations relevant to health promotion and health protection.

Core Business areas include: communicable diseases control and prevention, psychoactive substances, environmental health, community care facilities licensing, Indigenous health, emergency management, determinants of health, population health surveillance and injury prevention.

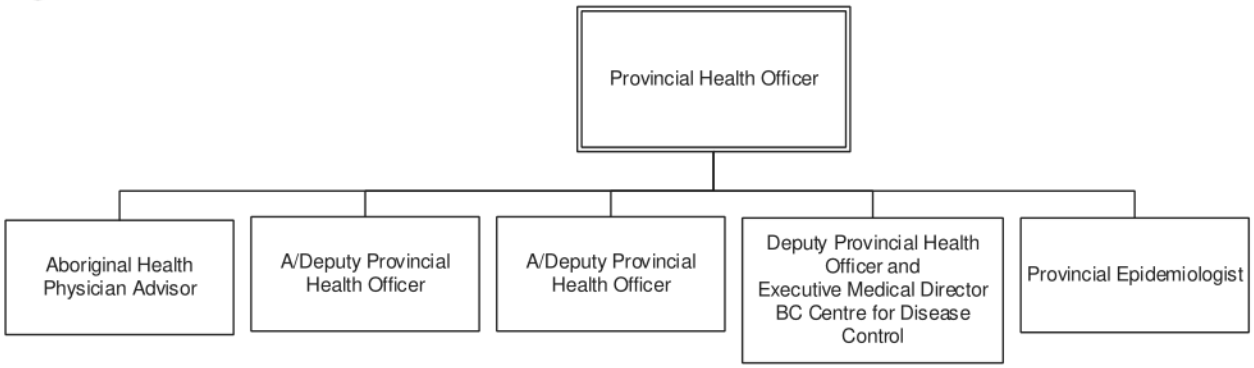
Budget: Government Financial Information

Full Time Equivalents (FTEs): 18

Related Legislation:

- *Drinking Water Protection Act*
- *Public Health Act*
- *Public Interest Disclosure Act*
- Also has an oversight role of Medical Health Officers (MHO) and may act as an MHO so can use the powers and duties of legislation in which MHOs are mentioned. This legislation includes the:
  - *Community Care and Assisted Living Act*
  - *Community Charter,* Public Health Bylaws Regulation
  - *Cremation, Interment and Funeral Services Act*
  - *Environmental Management Act,* Contaminated Sites Regulation, Organic Matter Recycling Regulation
  - *Food Safety Act*
  - *School Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Mary Ackenhusen, Senior Executive
Partnerships and Innovation Division

Core Business/Program Area Description/Critical Business Processes:

The Partnerships and Innovation Division supports the Ministry of Health to lead a sustainable and high performing publicly funded system by enabling an innovative and evidence-based approach to setting the strategic direction and cross-sector objectives in collaboration with key healthcare partners. It consists of the following four branches:

- The Research and Technology Branch manages health research policy and priorities, promoting health research translation and innovation as well as manages and executes BC's health technology review process.
- The Innovation and Intergovernmental Relations Branch supports the development of creative solutions through innovation, collaboration and co-creation through leadership of the Health Innovation Hub; leads the implementation of the Ministry knowledge management strategy to support the effective use of evidence and organizational knowledge in policy development and decision-making; and coordinates and provides advice to support BC's participation in Federal/Provincial/Territorial work related to health and seniors.
- The Legislation Branch manages legislative and regulatory initiatives and develops the annual legislation plan for the Ministry as well as manages processes for proclamations, appointments to agencies boards and commissions, and manages approvals for use of the word "BC" in health-related entity names.
- The Planning and Project Management Branch collaborates with internal and external partners to ensure the successful delivery of priorities and projects that support the corporate, strategic, and operational business functions of the division, ministry, and other public sector organizations as well as leads planning approaches and monitoring processes including regular reporting mechanisms to identify and manage priorities and aid decision-making.

Budget: Government Financial Information

Full Time Equivalents (FTEs): 48

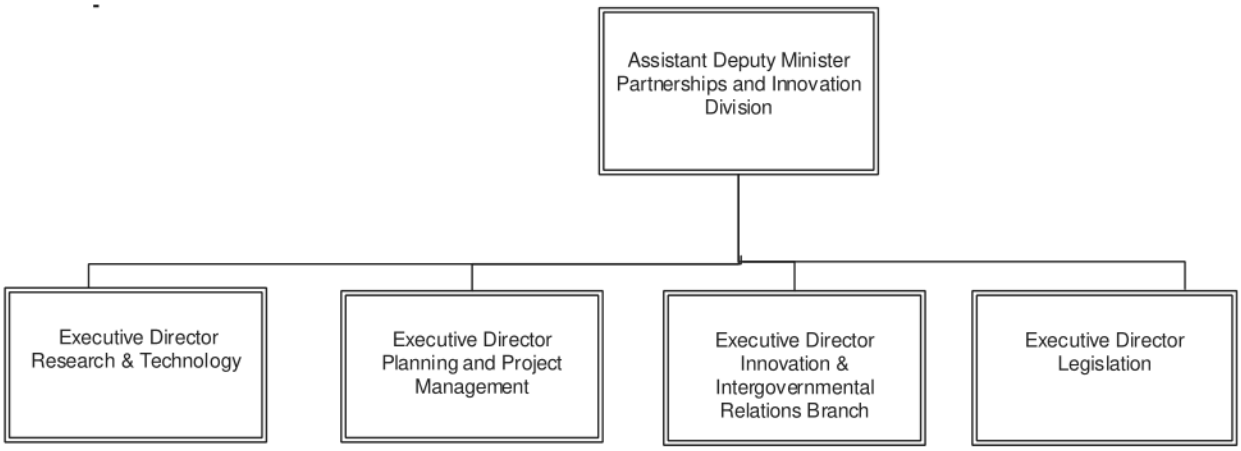
Related Legislation:

The Legislation Branch coordinates the enactment and amendment of all statutes and regulations the Ministry is responsible for administering, with the exception of those relating directly to the health professions, which are managed by the Professional Regulation & Oversight Branch in the Health Sector Workforce & Beneficiary Services Division.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Organizational Chart:

-



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Mitch Moneo
Pharmaceutical, Laboratory and Blood Services Division

Core Business/Program Area Description/Critical Business Processes:

Providing overall management and leadership, the Pharmaceutical, Laboratory & Blood Services Division is responsible for a robust and effective policy framework for both pharmaceutical services (including gene therapies, health authority pharmaceutical and life support therapies) and the PharmaCare public drug program.

The division also provides strategic oversight, support, policy development, performance, and issues monitoring, program evaluation, and innovation for laboratory medicine and blood services. The Division engages with other Divisions within the Ministry of Health and the health sector (including interprovincial collaboration) to achieve results.

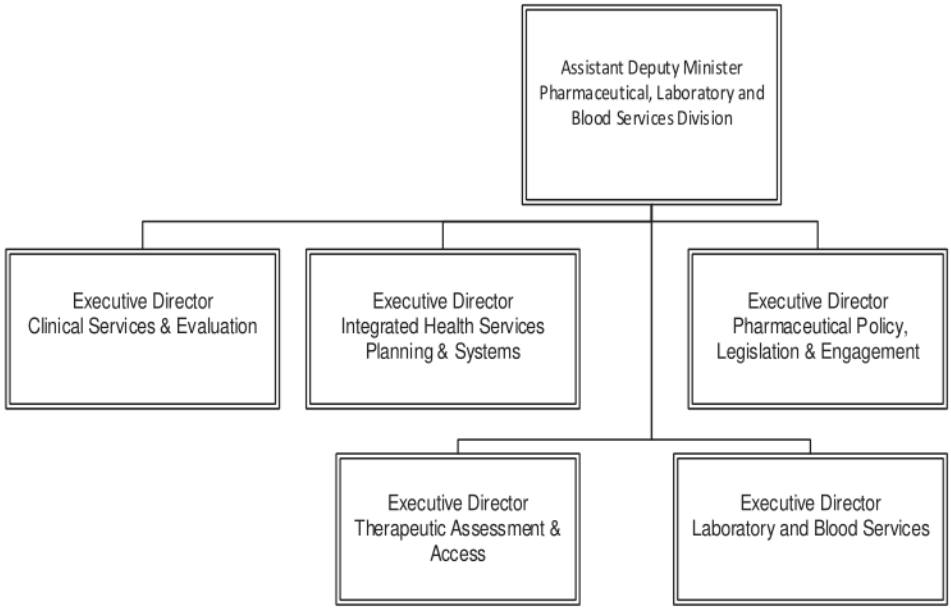
Budget: Government Financial Information

Full Time Equivalents (FTEs): 139

Related Legislation:

- *Laboratory Services Act*
- *Pharmaceutical Services Act*
- *Pharmacy Operations and Drug Scheduling Act*
- *Voluntary Blood Donations Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Lorie Hrycuik, Executive Lead
Population and Public Health Division

Core Business/Program Area Description/Critical Business Processes:

The Population and Public Health Division primary responsibility is to provide leadership, strategic policy direction, monitoring and reporting on key public health priorities:

- Advance the Guiding Framework for Public Health with health system, Indigenous and cross government partners.
- Develop population health and wellness strategies related to healthy eating and food security, physical activity, healthy weights, injury prevention, healthy built environments, aging well, and legal substances including alcohol and cannabis, and problem gambling.
- Oversight for drinking water protection, food safety, climate preparedness and adaptation, tobacco and vapour product control, industrial camps, personal service establishments, land use, and emerging environmental health hazards.
- Provincial health system planning for public health programs and services e.g. immunizations, early childhood vision and hearing screening, preventing health care associated infections (e.g. C. difficile).
- Addressing women and children's health e.g. addressing gender-based violence, contraception and abortion access, patient-centered maternity care, reproductive mental health.
- Advancing clinical prevention for the general asymptomatic population across the life course through the Lifetime Prevention Schedule.

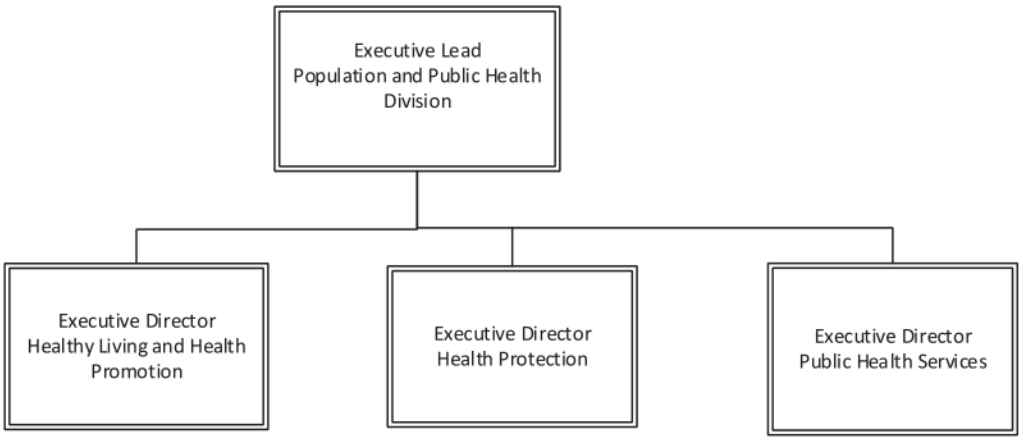
Budget: Government Financial Information

Full Time Equivalents (FTEs): 93

Related Legislation:

- *Drinking Water Protection Act*
- *Food Safety Act*
- *Medical Research (BC Cancer Agency) and Health Status Registry Act*
- *Milk Industry Act*
- *Public Health Act*
- *Tobacco and Vapour Products Control Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Isobel Mackenzie
Seniors Advocate

Core Business/ Program Area Description/Critical Business Processes:

The Office of the Seniors Advocate monitors and analyzes seniors services and issues in BC and makes recommendations to government and service providers to address systemic issues. The Office also provides information and referrals for individuals who are navigating seniors Services and tracks their concerns, which helps inform future work.

The services which the Office monitors are in five key areas: health care, housing, income supports, personal supports and transportation.

The Office collaborates with service providers, government and health authorities to improve effectiveness, efficiency and outcomes. A 30-member council of advisers, made up of BC seniors, provides the Seniors Advocate with advice and feedback from the perspective of seniors with diverse backgrounds, ages, geographical areas and cultures.

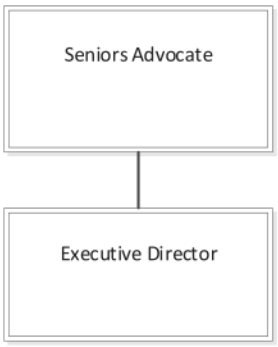
Budget: Government Financial Information

Full Time Equivalents (FTEs): 12

Related Legislation:

- *Seniors Advocate Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Susan Wood
Workforce Planning and Strategic Initiatives Division

Core Business/Program Area Description/Critical Business Processes:

The Workforce Planning and Strategic Initiatives division (WPSI) core business is leading strategy and implementation of ministry planning and healthy organizational culture for the Ministry of Health. This includes leading and implementing a talent management framework and workforce planning.

WPSI's program areas include: Ministry Planning, Internal Communications, Human Resources Services, Organizational Development, and Learning & Development. These program areas focus on leading planning and delivery of organizational development programs and services for the Ministry including internal communications, centralized learning and development, succession planning and diversity and inclusion initiatives. Along with its partners in the BC Public Service Agency, WPSI leads the development and implementation of a new delivery model for human resource services within the Ministry of Health.

Critical business processes include leadership and oversight of the Ministry Reconciliation Program within Ministry of Health in direct response to Ombudsperson recommendations. It also includes leadership and oversight of Ministry and divisional business planning and evaluation, and implementation of Gender Based Analysis+ across the Ministry and health sector.

WPSI is also responsible for leading a collective, systemic approach to organizational development practices across BC health authorities.

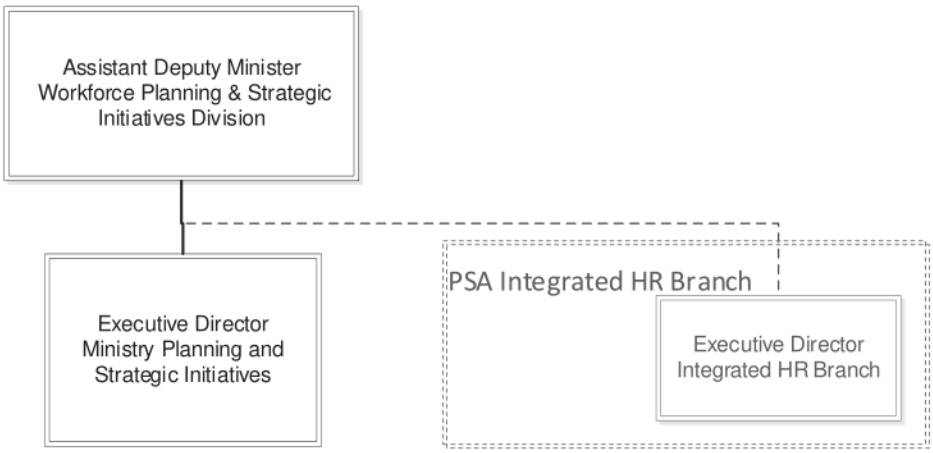
Budget: Government Financial Information

Full Time Equivalents (FTEs): 9

Related Legislation:

- *Public Interest Disclosure Act*
- *Public Service Act*

Organizational Chart:



Tab B

MINISTRY OF HEALTH
KEY STAKEHOLDERS

Division	Organization	Contact	Description	Key Issues
DMO	**First Nations Health Authority**	Colleen Erickson Board Chair 604-693-6572 colleen.erickson@fnha.ca Richard Jock Interim CEO Government Financial richard.jock@fnha.ca	Responsible for planning, management, service delivery and funding of health programs, in partnership with First Nations communities.	Board Chair sits on: • Tripartite Committee on First Nations Health (TCFNH) CEO sits on: • Leadership Council • Tripartite Committee on First Nations Health
DMO	**Fraser Health Authority**	Jim Sinclair Board Chair 604-587-4639 jsinclairbc@gmail.com Dr. Victoria Lee President and CEO 604-587-4625 victoria.lee@fraserhealth.ca	Responsible for planning and delivering quality, appropriate and timely health services across the continuum of care.	CEO sits on: • Leadership Council / TCFNH
DMO	**Interior Health Authority**	Dr. Doug Cochrane Board Chair 250-469-7070 Ext. 12804 doug.cochrane@interiorhealth.ca Susan Brown President and CEO 250-469-7070 Ext. 12807 susan.brownCEO@interiorhealth.ca	Responsible for planning and delivering quality, appropriate and timely health services across the continuum of care.	CEO sits on: • Leadership Council / TCFNH

MINISTRY OF HEALTH
KEY STAKEHOLDERS

Division	Organization	Contact	Description	Key Issues
DMO	**Northern Health Authority**	Colleen V. Nyce Board Chair 250-565-2922 colleen.nyce@northernhealth.ca Cathy Ulrich President and CEO 250-565-2922 cathy.ulrich@northernhealth.ca	Responsible for planning and delivering quality, appropriate and timely health services across the continuum of care.	CEO sits on: • Leadership Council / TCFNH • NE Oil and Gas Steering Committee
DMO	**Providence Health Care**	Eric Harris Board Chair 604-891-2222 eharris@harrisco.com Fiona Dalton President and CEO 604-806-8020 fdalton@providencehealth.bc.ca	Denominational organization providing services in partnership with VCHA and PHSA (operations include St. Paul's Hospital).	A "designated agency" under provincial adult guardianship legislation and provides protection services for vulnerable adults.
DMO	**Provincial Health Services Authority**	Tim Manning Board Chair 604-675-7496 tmanning@phsa.ca Benoit Morin President and CEO 604 675-7489 benoit.morin@phsa.ca	Primary role is to ensure BC residents have access to a coordinated network of high-quality specialized health care services. Responsible for specialized provincial health services which are delivered in a number of locations in the regional health authorities as well specialized programs that operate across PHSA agencies.	CEO sits on: • Leadership Council / TCFNH Responsible for: • BC Cancer Agency • BC Centre for Disease Control • BC Children's Hospital and Sunny Hill Health Centre for Children • BC Emergency Health Services • BC Mental Health & Addiction Services • BC Renal Agency • BC Transplant • BC Women's Hospital & Health Centre • Cardiac Services BC • Perinatal Services BC

MINISTRY OF HEALTH
KEY STAKEHOLDERS

Division	Organization	Contact	Description	Key Issues
DMO	**Vancouver Coastal Health Authority**	Dr. Penny Ballem Board Chair 604-551-1477 Personal Information Vivian Eliopoulos Interim President and CEO Government Financial vivian.eliopoulos@vch.ca	Responsible for planning and delivering quality, appropriate and timely health services across the continuum of care.	CEO sits on: • Leadership Council / TCFNH
DMO	**Vancouver Island Health Authority**	Leah Hollins Board Chair 250-370-8693 Personal Information Kathy MacNeil President and CEO 250-370-8692 kathryn.macneil@viha.ca	Responsible for planning and delivering quality, appropriate and timely health services across the continuum of care.	CEO sits on: • Leadership Council / TCFNH

MINISTRY OF HEALTH
KEY STAKEHOLDERS

Division	Organization	Contact	Description	Key Issues
PID	**BC Academic Health Science Network Society**	Charles Jago Board Chair info@bcahsn.ca Stirling Bryan President 236-521-2064 sbryan@supportunit.ca	Purpose is to accelerate the translation of research insights into innovations that address patient needs and health system priorities to improve population health outcomes.	
HSWBS	**BC Anesthesiologists' Society**	Dr. Curt Smecher President Dr. Roland Orfaly CEO 604-553-0040 www.bcanesthesiologists.ca/contact	Represents approximately 400 anesthesiologists who provide specialized medical services to hundreds of thousands of British Columbians each year.	
OIH	**BC Association of Aboriginal Friendship Centres**	Leslie Varley Executive Director 250-388-5522 Ext. 202 LVarley@bcaafc.com	Main partner advancing the voice and priorities of urban Indigenous populations in BC	Health, Women's, Maternal, and Early Childhood Health, Indigenous and Urban Indigenous Peoples Health
HSWBS	**BC Association of Laboratory Physicians**	Dr. Tyler Smith President Personal Information bcalp@me.com	Represent all sections of medicine and represents the section of laboratory medicine and carries out economic political and negotiations work on behalf of laboratory medicine physicians in the province.	
HSD	**BC Cancer Foundation**	Kirsten Tisdale Chair Kirsten.Tisdale@bcbc.com Sarah Roth President & CEO 604-877-6040 bccfinfo@bccancer.bc.ca	Fundraising partner of the BC Cancer Agency and largest charitable funder of cancer research in this province.	

MINISTRY OF HEALTH
KEY STAKEHOLDERS

Division	Organization	Contact	Description	Key Issues
HSD	**BC Care Providers Association**	Terry Lake CEO tlake@bccare.ca Mike Klassen VP, Communications & Stakeholder Relations 604-736-4233 mklassen@bccare.ca	Represents service providers in the seniors living and wellness sector, incorporating long-term care, home care, assisted living, independent living and home support.	
PHO	**BC Centre for Disease Control**	Dr. Réka Gustafson Vice President, Public Health and Wellness and Deputy Provincial Health Officer reka.gustafson@phsa.ca Dr. David Patrick Provincial Executive Director 604-707-2518 david.patrick@phsa.ca	A program of the Provincial Health Services Authority, the Centre provides provincial and national leadership in disease surveillance, detection, treatment, prevention and consultation.	COVID-19
HSD	**BC Centre on Substance Use**	Co-Interim Executive Directors Cheyenne Johnson Dr. Perry Kendall 778-945-7616 Inquiries@bccsu.ubc.ca	A provincially networked organization with a mandate to develop, help implement, and evaluate evidence-based approaches to substance use and addiction.	
PCD	**BC College of Family Physicians**	Dr. Jeanette Boyd President 604-736-1877 office@bccfp.bc.ca Ms. Toby Achtman Executive Director 604-736-1877 toby.achtman@bccfp.bc.ca	A voluntary organization of family physicians that represents over 4,200 family physicians in BC.	

MINISTRY OF HEALTH
KEY STAKEHOLDERS

Division	Organization	Contact	Description	Key Issues
HSWBS	**BC College of Nurses and Midwives**	Cynthia Johansen Registrar & Chief Executive Officer 604-742-6200 Cynthia.Johansen@bccnp.ca	Nursing regulator for nursing professionals (LPNs, NPs, RNs, and RPNs) and registered midwives (RMs); setting standards of practice; assessing nursing education programs in BC; and addressing complaints about BCCNM registrants.	
HSWBS	**BC Government and Services Employees' Union**	Stephanie Smith President 604-291-9611 president@bcgeu.ca	Largest union in the Community Bargaining Association.	
HSWBS	**BC Nurses Union**	Christine Sorensen President 250-819-6293 christinesorensen@bcnu.org	Largest constituent union in the Nurses Bargaining Association, and also represents members of the Nurses bargaining unit in the Public Service.	
AssocDMCL	**BC Patient Safety and Quality Council**	Dr. Devin Russell Harris Chair 604-668-8210 info@bcpsqc.ca Christina Krause CEO 250-492-3319 ckrause@bcpsqc.ca	Created by the provincial government to enhance patient safety, reduce errors, promote transparency and identify best practices to improve patient care.	

MINISTRY OF HEALTH
KEY STAKEHOLDERS

Division	Organization	Contact	Description	Key Issues
PLBS	**BC Pharmacy Association**	Keith Shaw President, Board of Directors 604-261-2092 president@bcpharmacy.ca Geraldine Vance CEO 604-269-2860 geraldine.vance@bcpharmacy.ca	A not-for-profit association with a membership of more than 2,700 pharmacists and almost 800 pharmacies which aims to support and advance the professional role and economic viability of its members.	
HSIAR	**Canadian Institute for Health Information**	David O'Toole President and CEO 613-694-6500 dotoole@cihi.ca	A federal and provincial government funded independent, not-for-profit organization dedicated to forging a common approach to Canadian health information.	Mandate is to deliver comparable and actionable information to accelerate improvements in health care, health system performance and population health across the continuum of care.
PID	**Canadian Institutes of Health Research**	Dr. Michael Strong President 613-948-7227 michael.strong@cihr-irsc.gc.ca	Government of Canada's health research investment agency.	Mission is to create new scientific knowledge and to enable its translation into improved health, more effective health services and products, and a strengthened Canadian health care system.
PLBS	**College of Pharmacists of British Columbia**	Bob Nakagawa, Registrar and Chief Executive Officer 604 733-2440 info@bcpharmacists.org	To protect public health by licensing and regulating pharmacists and pharmacy technicians and the pharmacies where they practice. Responsible to ensure every pharmacist and pharmacy technician in BC is fully qualified and able to provide the public with safe and ethical pharmacy care.	Sits on: • Audit and Finance Committee • Registrar Evaluation and Succession Planning Committee

MINISTRY OF HEALTH
KEY STAKEHOLDERS

Division	Organization	Contact	Description	Key Issues
HSWBS	**College of Physicians and Surgeons of BC**	Dr. Heidi M. Oetter Registrar and CEO Personal Information hoetter@cpsbc.ca	Regulates the practice of medicine under the authority of provincial law. All physicians who practise medicine in the province must be registrants of the College.	• Requirement for these facilities to be accredited through the College of Physicians and Surgeons of BC's Diagnostic Accreditation Program • Post-accreditation, ability to bill the Medical Services Plan
HSD	**Denominational Health Association**	Dr. Simon Neill Board President sneill@broadwaylodge.ca Bob Breen Executive Director 604-524-3427 Bob.breen@chabc.bc.ca	Comprises care homes and hospitals that provide long-term care, assisted living, independent living, rehabilitation, acute-care, community health programs and medical research to the people of BC.	
HSWBS	**Doctors of BC**	Dr. Kathleen Ross (to December 2020_ President 604-736-5551 president@doctorsofbc.ca Dr. Matthew Chow, President Elect Allan Seckel Chief Executive Officer 604-736-5551 aseckel@doctorsofbc.ca	Legally operating as the BC Medical Association and working to make a meaningful difference in improving health care by working alongside our members to achieve quality patient care through engagement, collaboration, and physician leadership.	
PLBS	**Drug Benefit Council**	Nathan Michaels Drug Review Process Manager 236-478-0994 nathan.michaels@gov.bc.ca	Independent advisory body that makes evidence-informed recommendations to the Ministry of Health about listing drugs in the PharmaCare formulary.	

MINISTRY OF HEALTH
KEY STAKEHOLDERS

Division	Organization	Contact	Description	Key Issues
OIH	**First Nations Health Council**	Charlene Belleau Chair 250-305-8784 Charlene.Belleau@fnhc.ca Les Doiron Deputy Chair Personal Information	Key political, advocacy and governance group representing First Nations interests on health matters.	
PID	**Genome BC**	John Shepherd Chair, Board of Directors info@genomebc.ca Pascal Spothelfer President and CEO 604-675-1023 pspothelfer@genomebc.ca	A non-profit research organization that invests in and manages large-scale genomics and proteomics research projects and enabling technologies focused on areas of strategic importance such as human health, forestry, fisheries, bio-energy, mining, agriculture and the environment.	
HSWBS	**Health Employers Association of BC**	Michael McMillan CEO 604-736-5909 Michael.McMillan@heabc.bc.ca	Coordinates the human resource and labour relations interests of more than 218 publicly funded health care employers in BC. Represents denominational, proprietary and affiliate health employers, as well as BC's six health authorities.	
HSWBS	**Health Insurance BC**	Deborah Shera President deborah.shera@maximuscanada.ca	Administers medical coverage through the Medical Services Plan (MSP) and drug coverage through the PharmaCare and Fair PharmaCare programs.	

MINISTRY OF HEALTH
KEY STAKEHOLDERS

Division	Organization	Contact	Description	Key Issues
HSWBS	**Health Match BC**	Audra Fediurek Executive Director 604-736-5963 Audra.Fediurek@heabc.bc.ca	BC's free health professional recruitment service funded by the Government of British Columbia (BC), Canada.	
HSWBS	**Health Sciences Association of BC**	Val Avery President 604-517-0994 vavery@hsabc.org	Largest constituent union in the Health Sciences Professionals Bargaining Association.	
HSWBS	**Hospital Employees Union**	Mike Old Coordinator Policy and Planning 604-438-5000 oldm@heu.org	Is the oldest health care union in BC, representing more than 50,000 members working for public, non-profit and private employers.	
PLBS	**LifeLabs**	Charles Brown President and CEO	Performs laboratory tests to help diagnose, treat, monitor and prevent disease.	
HSWBS	**Medical Services Commission**	Robert Halpenny Chair 250-952-3073 robert.halpenny@gov.bc.ca Chantelle Jones Secretariat 250-952-2338 Chantelle.Jones@gov.bc.ca	Responsible for the administration and operation of the Medical Services Plan, a health insurance policy for residents of the province, and establishes a schedule for the payment of insured services.	
PID	**Michael Smith Foundation for Health Research**	Dr. Elinor Wilson Board Chair Personal Information Bev Holmes President and CEO 604 714-6600 bholmes@msfhr.org	BC's health research funding agency. Helps to develop, retain and recruit research talent to improve the health of British Columbians, address health system priorities, create jobs, and add to the knowledge economy.	

MINISTRY OF HEALTH
KEY STAKEHOLDERS

Division	Organization	Contact	Description	Key Issues
HSWBS	**Midwives Association of BC**	Alissa Harrison CEO ceo@bcmidwives.com Lehe Spiegelman President lehe.spiegelman@bcmidwives.com	Professional association for midwives in BC and is registered under the *Societies Act.*	
HSWBS	**Nurses and Nurse Practitioners of BC**	RN Council: Sherri Kensall, President Lori Campbell, President-Elect RPN Council: Tess Kroeker, President Neeta Nagra, President-Elect LPN Council: Teresa McFadyen, President Jag Tak, President-Elec NP Council Laura Vicol, President Karen Sims, President-Elect 604-737-1304 info@nnphc.com	Professional association representing all nursing designations in BC: • Registered Nurses (RNs) • Licensed Practical Nurses (LPNs) • Registered Psychiatric Nurses (RPNs) • Nurse Practitioners (NPs).	
HSWBS	**University of BC Faculty of Medicine** **Ambulance Paramedics**	Dr. Dermot Kelleher Dean, Faculty of Medicine 604-822-2421, dermot.kelleher@ubc.ca Cindi Valensky Special Advisor to the Dean, Government Relations, cindi.valensky@ubc.ca	Training the next generation of doctors and health care professionals. Union organization that represents the 4,400+ Paramedics and Emergency Dispatchers in BC.	

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
Shabia Rajan – beneficiary representative	Health Care Practitioners Special Committee for Audit Hearings	*Medicare Protection Act*	Dec 31/20
Dr. Paul G. Neumann – optometry representative	Health Care Practitioners Special Committee for Audit Hearings	*Medicare Protection Act*	Dec 31/20
Dr. Kimberley A. Graham – acupuncture representative	Health Care Practitioners Special Committee for Audit Hearings	*Medicare Protection Act*	Dec 31/20
Dr. Angela N. Foran – acupuncture representative	Health Care Practitioners Special Committee for Audit Hearings	*Medicare Protection Act*	Dec 31/20
Zahra H. Jimale – government representative	Health Care Practitioners Special Committee for Audit Hearings	*Medicare Protection Act*	Dec 31/20

Cabinet Confidences

Kent Arends Ashby – government representative	Health Care Practitioners Special Committee for Audit Hearings	*Medicare Protection Act*	Dec 31/20

Cabinet Confidences

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
Grant Michael Ross - licensed emergency medical assistant	Emergency Medical Assistants Licensing Board	*Emergency Health Services Act*	Dec 31/20
Dr. Philip Wooil Yoon - medical practitioner	Emergency Medical Assistants Licensing Board	*Emergency Health Services Act*	Dec 31/20
1 vacant position for Doctors of BC second alternate member. Doctors of BC will provide nomination in December 2020.	Medical Services Commission	*Medicare Protection Act*	
1 vacant position for Doctors of BC third alternate member. Doctors of BC will provide nomination in December 2020	Medical Services Commission	*Medicare Protection Act*	

Tab D

MINISTRY OF HEALTH

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
Fraser Health Authority
Interior Health Authority
Northern Health Authority
Provincial Health Services Authority
Vancouver Coastal Health Authority
Vancouver Island Health Authority

BRIEFING NOTE

CROWN AGENCIES

Name: Fraser Health Authority

Legislative Authority:

- *Health Authorities Act*

Mandate:

The Fraser Health Authority is primarily responsible for:

- identifying regional health needs and planning appropriate programs and services;
- ensuring programs and services are properly funded and managed;
- managing the delivery of health services in their respective areas;
- meeting performance objectives set by the region; and
- ensuring community input into health service planning and evaluation for their areas.

Current Appointees:

Name	Expiry Date
Tae Hwan Kim	December 31, 2021
Margaret Louise Blamey	December 31, 2021
Inderjeet Singh Hundal	December 31, 2021
Ramya Hosak	December 31, 2021
William Theodore Charlie	December 31, 2022
Opreet Kaur Kang	December 31, 2022
Jasbir Kaur Lehail	December 31, 2022
Marie Rose Antoinette Nicole Asselin	December 31, 2022
Manpreet Grewal	December 31, 2022
Joanne Jessica Mills	December 31, 2022
James Hunter Sinclair (Chair)	December 31, 2023

Appointments required:

- **No appointments required within 30, 60, or 90 days.**

Issue(s):

- **No issues within the 30, 60 or 90-day time frame.**

Key Contact:

- Jim Sinclair
- Board Chair
- 604-587-4639

BRIEFING NOTE

CROWN AGENCIES

Name: Interior Health Authority

Legislative Authority:

- *Health Authorities Act*

Mandate:

The Interior Health Authority is primarily responsible for:

- identifying regional health needs and planning appropriate programs and services;
- ensuring that programs and services are properly funded and managed;
- managing the delivery of health services in their respective areas;
- meeting performance objectives set by the region; and
- ensuring community input into health service planning and evaluation for their areas.

Current Appointees:

Name	Expiry Date
Dennis E. Rounsville	March 31, 2021
Tammy J. Tugnum	March 31, 2021
Crystal Spring Hawes	December 31, 2021
Diane H. Jules	December 31, 2021
Dr. Selena Lawrie	December 31, 2021
Cindy Lea Stewart	December 31, 2021
Karen Hamling	December 31, 2022
Allan Brent Louis	December 31, 2022
David Douglas Cochrane (Chair)	December 31, 2023

Appointments required:

- **No appointments required within 30, 60, or 90 days.**

Issue(s):

- **No issues within the 30, 60 or 90-day time frame.**

Key Contact:

- Dr. Doug Cochrane
- Board Chair Personal Information
- 250-469-7070 Extensio
- 250-370-8693

BRIEFING NOTE

CROWN AGENCIES

Name: Northern Health Authority

Legislative Authority:

- *Health Authorities Act*

Mandate:

The Northern Health Authority is primarily responsible for:

- identifying regional health needs and planning appropriate programs and services;
- ensuring that programs and services are properly funded and managed;
- managing the delivery of health services in their respective areas;
- meeting performance objectives set by the region; and
- ensuring community input into health service planning and evaluation for their areas.

Current Appointees:

Name	Expiry Date
Stephanie Gale Killam	March 1, 2021
Franklin Mark Everitt	December 31, 2021
Linda Dianne Locke	December 31, 2021
Shannon Anderson	December 31, 2021
Russel Gordon Beerling	December 31, 2021
Shayna Lane Dolan	December 31, 2021
John George Kurjata	December 31, 2022
Wilfred Adam	December 31, 2022
Patricia Corinne Sterritt	December 31, 2022
Colleen V. Nyce (Chair)	December 31, 2023

Appointments required:

- **No appointments required within 30, 60, or 90 days.**

Issue(s):

- **No issues within the 30, 60 or 90-day time frame.**

Key Contact:

- Colleen Nyce
- Board Chair
- 250-565-2922

BRIEFING NOTE

CROWN AGENCIES

Name: Provincial Health Services Authority / British Columbia Emergency Health Services

Legislative Authority:

- *Health Authorities Act*
- *Emergency Health Services Act*

Mandate:

The Provincial Health Services Authority/BC Emergency Health Services is primarily responsible for:

- identifying regional health needs and planning appropriate programs and services;
- ensuring that programs and services are properly funded and managed;
- managing the delivery of health services in their respective areas;
- meeting performance objectives set by the region; and
- ensuring community input into health service planning and evaluation for their areas.

Current Appointees:

Name	Expiry Date
Lorianna Bennett	May 30, 2021
David John Graham Turchen	December 31, 2021
Gurdeep Singh Pooni	December 31, 2021
Kenneth Lyle Bassett	December 31, 2021
Robert J. Kiesman	December 31, 2021
Chief Clarence Joseph Louie	December 31, 2021
Sharon Stromdahl	December 31, 2021
Sukhjit Kaur Hayre	March 31, 2022
Donisa Natalia Bernardo	December 31, 2022
Sandra Annette Mary Harris	December 31, 2022
Dr. Kerry Leslie Jang	December 31, 2022
Timothy Folsom Manning (Chair)	December 31, 2023

Appointments required:

- **No appointments required within 30, 60, or 90 days.**

Issue(s):

- **No issues within the 30, 60 or 90-day time frame.**

Key Contact:

- Tim Manning
- Board Chair
- 604-675-7496

BRIEFING NOTE

CROWN AGENCIES

Name: Vancouver Coastal Health Authority

Legislative Authority:

- *Health Authorities Act*

Mandate:

The Vancouver Coastal Health Authority is primarily responsible for:

- identifying regional health needs and planning appropriate programs and services;
- ensuring that programs and services are properly funded and managed;
- managing the delivery of health services in their respective areas;
- meeting performance objectives set by the region; and
- ensuring community input into health service planning and evaluation for their areas.

Current Appointees:

Name	Expiry Date
Howard G. Harowitz	December 31, 2020
Wendy Wun Yee Au	December 31, 2021
William Arthur Duvall	December 31, 2021
Allan Baydala	December 31, 2021
Dr. Kathy Greenberg	June 30, 2022
Dr. Margaret Jane McGregor	December 31, 2022
Chief Marilyn May Slett	December 31, 2022
Eyob Goitom Naizghi	December 31, 2023
Deborah A. Baker	December 31, 2023
Dr. Penny Janet Ballem (Chair)	December 31, 2021

Appointments required:

- **No appointments required within 30, 60, or 90 days.**

Issue(s):

- **No issues within the 30, 60 or 90-day time frame.**

Key Contact:

- Dr. Penny Ballem
- Board Chair
- 604-551-1477

BRIEFING NOTE

CROWN AGENCIES

Name: Vancouver Island Health Authority

Legislative Authority:

- *Health Authorities Act*

Mandate:

The Vancouver Island Health Authority is primarily responsible for:

- identifying regional health needs and planning appropriate programs and services;
- ensuring that programs and services are properly funded and managed;
- managing the delivery of health services in their respective areas;
- meeting performance objectives set by the region; and
- ensuring community input into health service planning and evaluation for their areas.

Current Appointees:

Name	Expiry Date
Margaret Diane Brennan	March 20, 2021
Anne Roberta Davis	December 31, 2021
Ronald Bruce Mattson	December 31, 2021
Anne Pauline McFarlane	December 31, 2021
Claire Iris Moglove	December 31, 2021
Shaunee M. Casavant	July 31, 2022
Ronald W. Rice	July 31, 2022
Marilyn Joan Whitemarsh	Jul 31, 2022
Alana Gaye Nast	December 31, 2022
Leah Ann Hollins (Chair)	December 31, 2023

Appointments required:

- **No appointments required within 30, 60, or 90 days.**

Issue(s):

- **No issues within the 30, 60 or 90-day time frame.**

Key Contact:

- Leah Hollins
- Board Chair
- 250-370-8693

Tab E

Appendix E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Canadian Blood Services Annual General Meeting	Minister is a member. ADM to attend by proxy.	October 28	Virtual
FPT Health Minister Meeting teleconferences every other week focused on Covid-19, but including some non-Covid-19 business items.	Attended by the Health minister from each province/territory and federal government	Ongoing	T/C 1 hour
FPT Ministers Responsible for Seniors Teleconference in November	Dependent on whether incoming Minister retains the roll of Seniors	November TBC	T/C 2-3 hours
Nurses & Nurse Practitioners of BC - Awards of Excellence	Minister invited to participate virtually	Thursday, December 10th	Virtual

tab 3

tab A

MINISTRY PROFILE

Ministry:

The Ministry of Indigenous Relations and Reconciliation guides 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 is key to growing B.C.'s economy — a vital component to COVID-19 recovery efforts — and improving the social, health and cultural outcomes for Indigenous people and families.

Ministry Mandate:

The Ministry has been mandated to achieve its reconciliation commitments in a transformative and collaborative manner through:

- the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) through the *2019 Declaration on the Rights of Indigenous Peoples Act* which guides Crown-Indigenous relations in B.C. and our joint reconciliation efforts moving forward
- the Truth and Reconciliation Commission (TRC) of Canada: Calls to Action
- relevant case law, including the landmark 2014 Tsilhqot'in decision by the Supreme Court of Canada, and
- the 10 Draft Principles that guide B.C. public servants in their relationship with Indigenous peoples.

The Ministry approaches partnerships with Indigenous communities by focusing on building lasting relationships that advance self-determination. Achieving reconciliation in a manner that is both transformative and collaborative calls for Indigenous peoples to be directly involved. To ensure this transformation, the Ministry partners with Indigenous communities, urban Indigenous organizations, Métis, and treaty partners, and engages with the federal government, municipal governments, stakeholders and the public.

As reconciliation is a whole-of-government responsibility, the Ministry provides guidance and leadership to other areas of government on establishing and enhancing relationships with Indigenous peoples. The Ministry also maintains a strong focus on transparency with stakeholders and local governments to ensure support for reconciliation in B.C.

Budget:

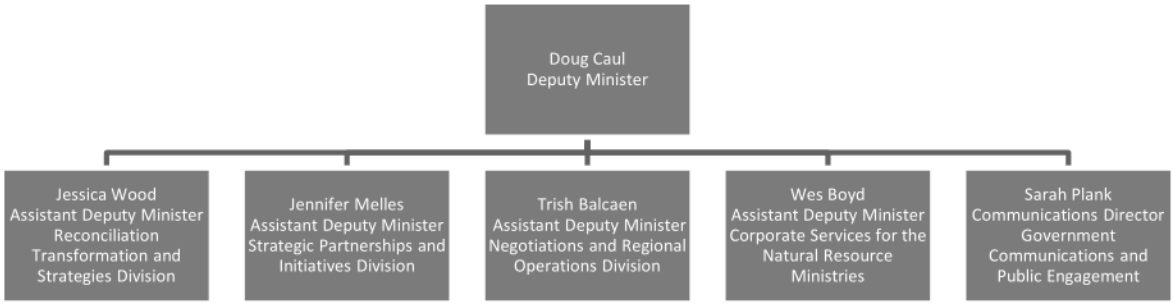
Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Negotations & Regional Operations	13,438	13,254	13,462	13,462
Strategic Partnerships & Initiatives	23,377	22,830	23,019	23,019
Reconciliation Transformation & Strategies	1,952	1,974	2,007	2,007
Executive & Support Services	9,396	9,066	8,971	8,971
Treaty & Other Agreements Funding	49,729	39,442	50,744	50,752
First Citizens Fund	2,000	1,905	1,807	1,807
First Nations Clean Energy Business Fund	7,889	8,201	7,808	7,773
Total	**107,781**	**96,672**	**107,818**	**107,791**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive & Support Services	3,901	1	1	1
Total	**3,901**	**1**	**1**	**1**
Other Financing Transactions ($000)				
Treaty & Other Agreements Receipts	0,000	0,000	(95,550)	(98,140)
Treaty & Other Agreements	0,000	15,000	95,550	98,140
Net Cash Requirement (Source)	0,000	15,000	0,000	0,000
Total Receipts	**0,000**	**0,000**	**(95,550)**	**(98,140)**
Total Disbursements	**0,000**	**15,000**	**95,550**	**98,140**
Total Net Cash Requirement (Source)	**0,000**	**15,000**	**0,000**	**0,000**

[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.

Full Time Equivalents (FTEs): 224 (as of September 12, 2020)

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

Deputy Minister, Doug Caul

Doug Caul was appointed Deputy Minister of the Ministry of Indigenous Relations and Reconciliation (MIRR) in April 2015.

Since joining the BC Public Service in 1992, Doug has served in the Ministries of Agriculture, Fisheries and Food; Forests; Transportation and Infrastructure; Energy and Mines; Economic Development; and the BC Public Service Agency. Prior to his current appointment, he served as the Associate Deputy Minister at the Environmental Assessment Office (EAO) for two years.

As MIRR Deputy Minister, Doug led the ministry team that developed the historic *Declaration on the Rights of Indigenous Peoples Act*. The Declaration Act passed in November 2019, making B.C. the first province in Canada to pass legislation to implement the United Nations Declaration on the Rights of Indigenous Peoples.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

Assistant Deputy Minister, Negotiations and Regional Operations Division,
Trish Balcaen

Trish Balcaen was appointed Assistant Deputy Minister in the Ministry of Indigenous Relations and Reconciliation (MIRR) in August 2018.

Since joining BC Public Service in 2004, Trish has served in the Ministry of Forests and Range, Integrated Land Management Bureau, Environmental Assessment Office and the Ministry of Energy and Mines.

Prior to joining the Public Service, Trish was the general manager of a medium sized log harvesting company in Vernon, BC where she was also active in ranching and land development businesses.

Trish leads the team that delivered refreshed Treaty Policy, a Comprehensive Reconciliation Agreement Framework and several ground-breaking agreements including the Carrier Sekani Pathways Agreement, shishahl and Lake Babine First Nation Foundation Agreements and several innovative incremental treaty agreements.

EXECUTIVE MEMBER BIOGRAPHY

Assistant Deputy Minister, Corporate Services for the Natural Resource Ministries, Wes Boyd

Wes Boyd reports to the Chair of the Deputy Ministers' Committee Natural Resources and is one of two ADM/EFOs responsible for Corporate Services for the Natural Resource Ministries (CSNR). Wes is the Executive Financial Officer for the Ministries of Indigenous Relations and Reconciliation; Agriculture; Energy, Mines and Petroleum Resources, and Environment and Climate Change Strategy (including Environmental Assessment Office). Wes is the lead for the Financial Services Branch for the Natural Resource Ministries; and the People and Workplace Strategies Branch supporting the above Ministries.

Wes was appointed ADM and EFO for all Natural Resource Ministries other than Forests, Lands and Natural Resource Operations effective April 4, 2016.

Wes joined CSNR from the Ministry of Technology, Innovation and Citizen Services where he was the ADM of Logistics and Business Services. His responsibilities in that position included procurement and supply services, and administration of the *Freedom of Information and Protection of Privacy Act*, on behalf of all ministries.

Wes started his career in the public service in 1989 in the Ministry of Social Services. He has worked in a variety of roles for the Ministries of Health, Employment and Investment, Finance and Treasury Board Staff, Healthy Living and Sport, Olympic Games Secretariat, and Technology, Innovation and Citizen's Services. Wes also worked at Partnerships BC and BC Ferry Services Inc.; and was the provincial representative on the Community Social Services Employers' Association (CSSEA) Board of Directors.

Wes has a Bachelor of Arts degree in Economics and a Master of Public Administration from the University of Victoria.

Personal Information

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

Assistant Deputy Minister, Strategic Partnerships and Initiatives Division, Jennifer Melles

Jennifer Melles was appointed Assistant Deputy Minister (ADM) in the Ministry of Indigenous Relations and Reconciliation in August 2019, following more than a decade of experience within the BC Public service.

In her career Jennifer has worked in both the private and public sectors, specializing in organizational development and strategic orientation. She has worked with governments, industry and communities to develop creative solutions to complex problems and advance change.

Currently, Jennifer plays a key leadership role in advancing reconciliation with partners both inside and outside of government.

Jennifer holds a bachelor's degree and pursued master's studies in Public Administration at the University of Victoria. Personal Information

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

Assistant Deputy Minister, Reconciliation Transformation and Strategies Division, Jessica Wood | *Si Sityaawks*

Known as *Si Sityaawks* (Woman who creates change) Jessica is from the Gitxsan and Tsimshian First Nations with extended roots among the Tahltan and Nisga'a Nations.

Currently serving as Assistant Deputy Minister for the Reconciliation Transformation and Strategies Division, Jessica is leading British Columbia's cross-ministry work to adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples (The Declaration), the Truth and Reconciliation Commission of Canada's Calls to Action, and learnings from the relevant case law such as the Tsilhqot'in decision. As part of this transformation she has led, in collaboration with the First Nations Leadership Council, the development of legislation to implement the UN Declaration in provincial law. The Declaration Act received Royal Assent in November of 2019. Now her Division is leading the development of the Provincial Action Plan to support implementation.

Jessica recently joined UBC's School of Public Policy and Global Affairs as a Public Policy Fellow. She is an experienced community developer whose portfolios have focused on issues related to race relations, residential school, sexual health, sex work, Indigenous women and gendered violence. She was the first Indigenous woman in Canada whose work as a municipal social planner focused solely on the health and safety of sex workers and impacted communities, gendered and racialized violence, and the prevention of youth sexual exploitation.

She has previously held positions working on the Residential School Settlement Agreement and the National Film Board documentary *Finding Dawn*, a film about missing and murdered Indigenous women in Canada. Jessica is a long-time organizer with the Vancouver DTES Women's Memorial March Committee.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Corporate Services for the Natural Resource Ministries

ADM Responsible: Trish Dohan / Wes Boyd

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

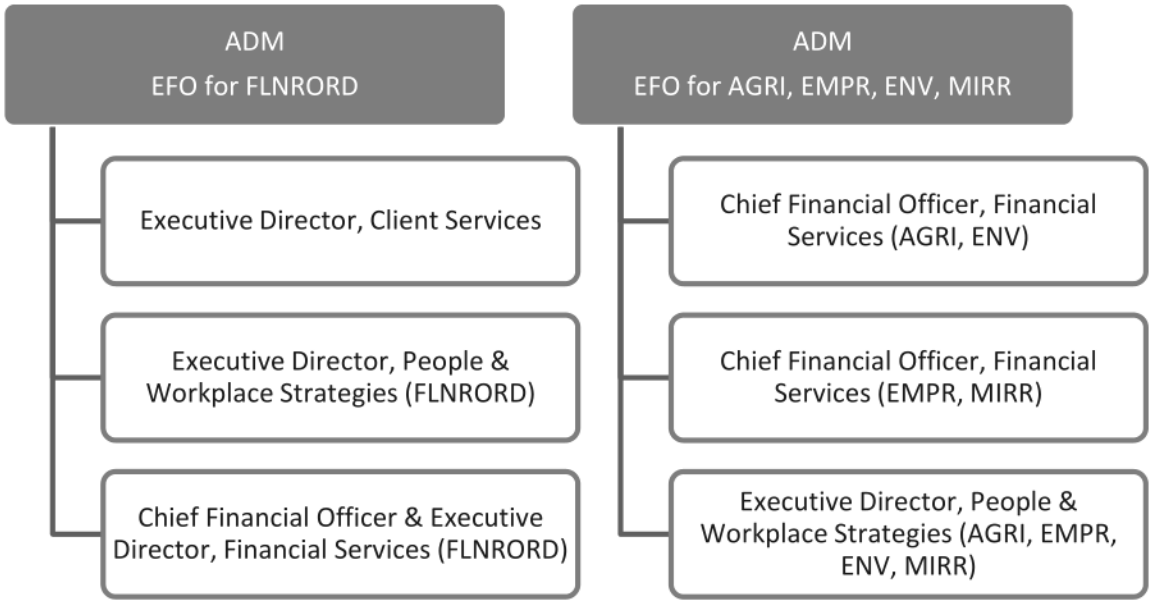
- Workforce Planning – Identify, plan and develop ministry-specific people priorities to meet our ministries' business goals. Examples include ministry workforce plans, succession plans, and recruitment and retention strategies. This also includes workforce analytics and reporting;
- Organizational Effectiveness – 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:
Government Financial Information

Staffing (Headcount):
Regular: 334
Auxiliary: 10
Total: 344

Related Legislation:
N/A

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Negotiations and Regional Operations Division

ADM Responsible: Trish Balcaen

Core Business/ Program Area Description/Critical Business Processes:

The Negotiations and Regional Operations Division (NROD) is one of three divisions in the Ministry of Indigenous Relations and Reconciliation.

NROD is responsible for negotiating and implementing major reconciliation agreements with First Nations in BC. Agreements include treaty, incremental treaty agreements, comprehensive reconciliation agreements, consultation and revenue sharing agreements, and others. Agreements are negotiated in collaboration with First Nations, provincial agencies and the Federal Government. Agreements focus both on natural resource matters and social sector areas. Consultation with the public and stakeholders is an important component of the negotiation process.

NROD has negotiation teams in Victoria and eight regional offices, as well as a negotiation policy team. Teams are organized by geographic area under the guidance of Chief Negotiators for Coast, South and North. The Division Chief Negotiator is responsible for corporate initiatives as well as high profile negotiations.

Budget:

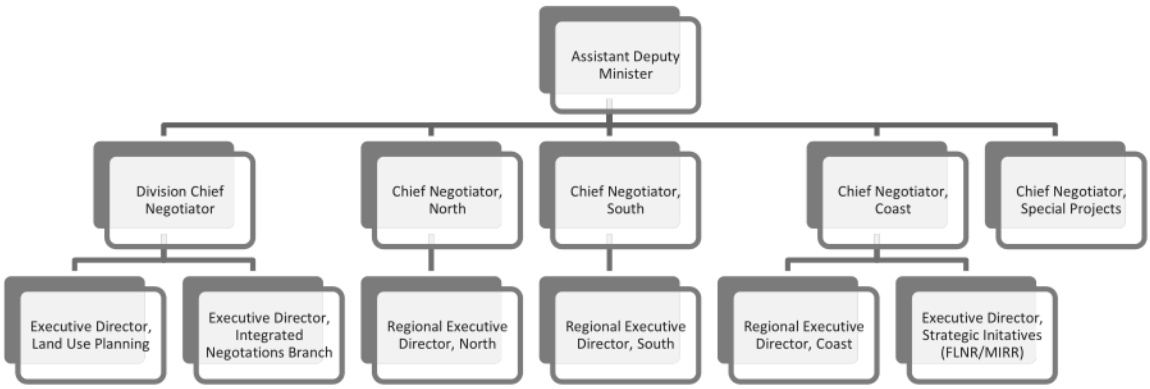
Core Business	**2019/20 Restated Budget**	**2020/21 Estimate**	**2021/22 Plan**	**2022/23 Plan**
Negotiations and Regional Operations Division	13,438	13,254	13,462	13,462
Treaty and Other Agreements Funding	49,729	39,442	50,744	50,752

Full Time Equivalents (FTEs): As of September 12, 2020: 105

Related Legislation:

Negotiations are informed by the *Declaration on the Rights of Indigenous Peoples Act* and relate to legislation throughout the resource and social sectors. Treaty negotiations relate to the *Treaty Commission Act*, which establishes the Commission and its operations.

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
Reconciliation Transformation and Strategies Division

ADM Responsible:
Jessica Wood, *Si Sityaawks*

Core Business/ Program Area Description/Critical Business Processes: (1 to 3 paragraphs)

The Reconciliation Transformation and Strategies Division (RTSD) leads the strategic implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the TRC Calls to Action, and the learnings from the *Tsilhqot'in* Supreme Court decision. RTSD is responsible for coordinating the implementation of Declaration Act through the Development of an Action Plan, annual reporting and supporting legislative alignment with the UN Declaration on the Rights of Indigenous Peoples in consultation and cooperation with Indigenous Peoples.

The four main business lines for RTSD include: Indigenous Economic Development; Inter-governmental Relations and Stakeholder Engagement; Legislative Alignment and Process; and Reconciliation Strategies (which includes Strategic Policy & Governance).

The Reconciliation Transformation and Strategies Division (RTSD) plays a central role in maintaining a strong working relationship with the First Nations Leadership Council (FNLC), related First Nations Organizations (FNOs) and First Nations by supporting the implementation of joint initiatives such as the Declaration Act, the Commitment Document, and advancing strategic Indigenous economic development. RTSD also helps ensure a strong partnership with stakeholders and other levels of government in support of Indigenous Relations.

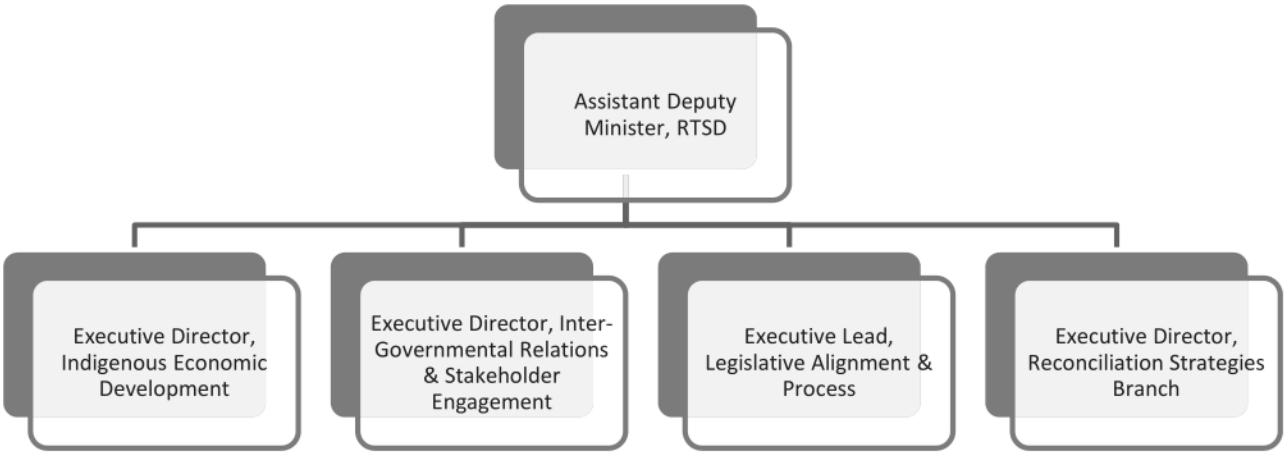
Budget:

Core Business	**2019/20 Restated Budget**	**2020/21 Estimate**	**2021/22 Plan**	**2022/23 Plan**
Reconciliation Transformation and Strategies Division	1,952	1,974	2,007	2,007

Full Time Equivalents (FTEs):
As of September 12, 2020: 19

Related Legislation:
The Declaration on the Rights of Indigenous Peoples Act.

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Strategic Partnerships and Initiatives Division

ADM Responsible: Jennifer Melles

Core Business/ Program Area Description/Critical Business Processes: (1 to 3 paragraphs)

The Strategic Partnerships and Initiatives Division (SPID) is responsible for executing key reconciliation activities through a variety of functions including improving social and economic outcomes for Indigenous peoples, whether in their communities or in urban and off-reserve areas; addressing land and resource issues; implementing treaties and other arrangements by ensuring government obligations are met while maintaining positive government to government relationships; providing innovative fiscal solutions and advice, and; ensuring Indigenous interests and needs are supported during provincial emergencies.

Staff in SPID work in partnership with many key Indigenous partners and organizations to advance shared priorities across government most notably with the Métis Nation BC, Modern Treaty Alliance, and urban Indigenous and off-reserve Indigenous populations. The division is also responsible for support to the Minister's Advisory Council on Indigenous Women to advocate for the well-being of Indigenous women, and to the First Peoples Cultural Council, a provincial Crown corporation formed by the Government of British Columbia in 1990 to administer the First Peoples' Heritage, Language and Culture Program.

Budget:

Core Business	**2019/20 Restated Budget**	**2020/21 Estimate**	**2021/22 Plan**	**2022/23 Plan**
Strategic Partnerships & Initiatives Division	23,377	22,830	23,019	23,019
First Citizens Fund	2,000	1,905	1,807	1,807
First Nations Clean Energy Business Fund	7,889	8,201	7,808	7,773

Full Time Equivalents (FTEs):

As of September 12, 2020: 72 (Strategic Partnerships and Initiatives Division)
As of September 12, 2020: 1 (First Nation Clean Energy Business Fund)

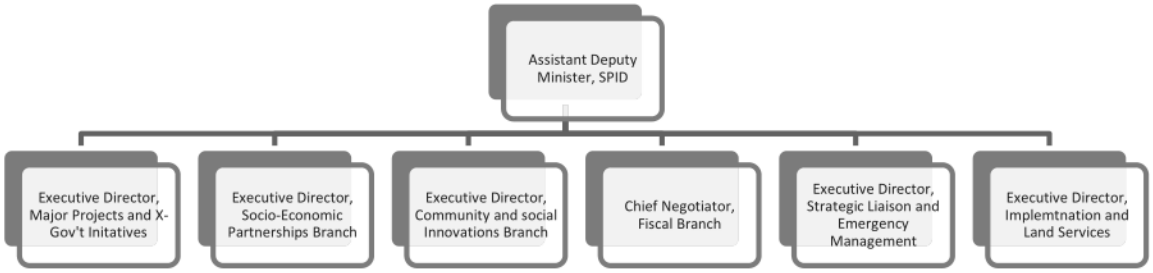
Related Legislation:

- Treaty Legislation: *Nisga'a Final Agreement, Tla'amin Final Agreement, Maa-nulth First Nations Final Agreement, Tsawwassen First Nation Final Agreement*
- *New Relationship Trust Act*
- Supporting the *Special Accounts Appropriation and Control Act* by managing the First Citizen Fund.

Crown Corporation Oversight

Working with First Peoples Cultural Council (FPCC) and other Indigenous partners to support culture, heritage, arts and the revitalization of Indigenous languages.

Organizational Chart:



tab B

MINISTRY OF INDIGENOUS RELATIONS & RECONCILIATION
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Focus
Political Organization	**National Assembly of First Nations (AFN)**	National Chief Perry Bellegarde 613-241-6789 aaubin@afn.ca (note there is no direct email)	The AFN is a national advocacy organization representing First Nation citizens in Canada, which includes more than 900,000 people living in 634 First Nation communities. Chiefs direct the work of AFN through resolutions passed at Chiefs Assemblies held at least twice a year.	• Aboriginal title, rights and treaty rights. Representative of Indian Act bands.
Political Organization	**BC Assembly of First Nations (BCAFN)**	Terry Teegee Regional Chief 250-981-2151 regionalchief@bcafn.ca (interregnum for BCAFN)	The BCAFN is a regional arm of the National AFN and represents 203 First Nations in BC. The Regional Chief represents the regional concerns of the BCAFN constituents at the national level.	• Aboriginal title, rights and treaty rights. • Representative of Indian Act bands in BC. • Economic Development

Branch	Organization	Contact	Description	Key Focus
Political Organization	**First Nations Summit (FNS)**	Executive team: Robert Phillips 778-875-4463 rphillips@fns.bc.ca Cheryl Casimer 778-875-2157 ccasimer@fns.bc.ca Personal Information Lydia Hwitsum 604-868-0032 lhwitsum@fns.bc.ca	One of the principals of the treaty negotiations process, the FNS is comprised of a majority of First Nations and Tribal Councils in BC and provides a forum for First Nations in BC to address treaty negotiations and other issues.	• Treaty negotiations.
Political Organization	**Union of BC Indian Chiefs (UBCIC)**	Grand Chief Stewart Phillip President Vancouver office: 604-684-0231 Kamloops office: 250-828-9746 president@ubcic.bc.ca Personal Information Chief Don Tom Vice-President chief@tsartlip.com 250-813-3315 Kukpi7 Judy Wilson Secretary-Treasurer judy@ubcic.bc.ca (604) 785-3014	The UBCIC is a non-profit political organization representing First Nations in BC (largely those First Nations which do not participate in the treaty Intergovernmental Communications	• Non-treaty negotiations and interests, Aboriginal title and rights. Not participants in treaty process.

Branch	Organization	Contact	Description	Key Focus
Political Organization	**First Nations Leadership Council (FNLC)**	Contact info listed above for each separate organization	The FNLC is a coalition comprised of the separate political executives of the BC Assembly of First Nations, the First Nations Summit and the Union of BC Indian Chiefs. While the members of the FNLC work together to engage with the Province and others to reach agreements on areas of mutual concern, they remain separate legal entities with overlapping membership.	• Aboriginal title and rights, reconciliation of Aboriginal and Crown titles, children and families and jurisdictions. • Declaration Act Implementation. • Commitment Document • Climate change and clean growth.
Political Organization	**Métis Nation BC (MNBC)**	Clara Morin Dal Col President cmorin-dalcol@mnbc.ca 604-557-5851 Daniel Fontaine CEO & Deputy Ministry 604-557-5851 ext. 8239 dfontaine@mnbc.ca	Created in 1996, the MNBC is the governing nation for Métis people living in British Columbia and represents one of five governing members of the Métis National Council.	Implementation of Métis Nation Relationship Accord II

Branch	Organization	Contact	Description	Key Focus
Associations, Commissions, Committees, Organizations and Councils	**First Nations Major Project Coalition**	Chief Sharleen Gale, Chair 250-305-8784 sharleen.gale@council.fnnation.ca Niilo Edward, Executive Director 778-875-0169 **executivedirector@fnmpc.ca**	The Organization is a non-biased group supporting 50+ First Nations in relation to participation in major projects. The Organization is involved in a number of BC based projects as described in the FNMPC proposal, including: CGL First Nations Limited Partnership, NeToo Hydropower Project, Blackwater Gold Transmission Project, and Clarke Lake Geothermal Project.	MIRR has provided capacity funding for the Organization for a number of projects related to advancing FN's participation in major projects
Associations, Commissions, Committees, Organizations and Councils	**First Nations Fisheries Council (FNFC)**	Hugh Braker, President hbraker@tseshaht.com Jordan Point, Executive Director 778- 379-6470 jordan@fnfisheriescouncil.ca	FNFC works with and on behalf of BC First Nations to protect and reconcile First Nations rights and title as they relate to fisheries and the health and protection of aquatic resources.	Implementation of the Memorandum of Understanding (MOU) between B.C. and the FNFC.

Branch	Organization	Contact	Description	Key Focus
Associations, Commissions, Committees, Organizations and Councils	**Unified Aboriginal Youth Collective (UAYC)**	Brittney Bertrand, Métis Nation of British Columbia bbertrand@mnbc.ca Jayde Duranleau, BC Assembly of First Nation Personal Information Justen Peters, BC Assembly of First Nations Personal Information Samantha Jack, Provincial Aboriginal Youth Council Samantha.jack@kpu.ca *Vacant, First Nations Youth Councils of BC*	The UAYC is a consortium of Aboriginal youth representative bodies and organizations in British Columbia Including • Métis Nation of BC Youth Council • BC Assembly of First Nations Youth representatives • Provincial Aboriginal Youth Council of the BC Association of Aboriginal Friendship Centres • First Nations Youth Councils of BC	The purpose of UAYC is to unify the diverse groups of Indigenous youth in BC to establish a common voice.
Associations, Commissions, Committees and Councils	**Indigenous Business and Investment Council (IBIC)**	Chair, TBC Greg Booth, IBIC Secretariat Director, Indigenous Economic Opportunity 778-698-1623 Greg.booth@gov.bc.ca	IBIC is an advisory council to the Minister of Jobs, Economic Development and Competitiveness making recommendations to government related to: Strategies to improve Indigenous peoples' participation in the economy; Promotion of Indigenous entrepreneurship and small businesses; and Indigenous and industry partnerships	Indigenous business opportunities, partnerships, development and investment, including LNG.

Branch	Organization	Contact	Description	Key Focus
Associations, Commissions, Committees and Councils	**Minister's Advisory Council on Indigenous Women (MACIW)**	Barb Ward-Burkitt Chair (250) 564-3568 bwardburkitt@pgnfc.com	The Council is intended to provide advice to government through the Minister of Indigenous Relations and Reconciliation on how to improve the quality of life for Indigenous women in BC. The Council was formed as a result of the Collaboration to End Violence: National Aboriginal Women's Forum in June 2011.	Indigenous women's issues and violence against Indigenous women and girls.
Associations, Commissions, Committees and Councils	**BC Treaty Commission (BCTC)**	Celeste Haldane Chief Commissioner 604-482-9200 chaldane@bctreaty.ca	The independent body responsible for facilitating treaty negotiations, the BCTC's primary role is to oversee the negotiation process to make sure that the parties are being effective and making progress in negotiations.	Treaty negotiations. Process and advancement
Associations, Commissions, Committees and Councils	**BC Association of Aboriginal Friendship Centres (BCAAFC)**	Dr Sharon McIvor President 250-388-5522 Leslie Varley Executive Director LVarley@bcaafc.com 250-388-5522	The BCAAFC is the umbrella association for 25 Friendship Centres throughout BC. Friendship Centres provides services for Indigenous people and communities in urban areas.	Socio-economic services for Indigenous people, urban Indigenous issues, services for youth and elders and violence against women.

Branch	Organization	Contact	Description	Key Focus
Associations, Commissions, Committees and Councils	**First Nations Energy and Mining Council (FNEMC)**	Dave Porter Chief Executive Officer 604-924-3844 dave.porter@fnemc.ca	The FNEMC is a provincial First Nations non-profit organization mandated by the Indigenous Leadership to support and facilitate First Nation efforts to manage and develop energy and mineral resources that protect and sustain the environment while enhancing the social, cultural, economic and political well-being of First Nations in BC. Mandates are often received through resolutions at all Chiefs assemblies held by UBCIC, FNS & BCAFN.	Mining and energy related interests.
Associations, Commissions, Committees, Organizations and Councils	**First Nations Forestry Council (FNFC)**	Dr Charlene Higgins, CEO charlene@forestrycouncil.ca 604-971-3448 fnforestrycouncil@gmail.com	The FNFC is a non-profit society supporting all First Nations in their forestry activities. Based on direction from communities in regional dialogue sessions, Action Plans provide the mandate for the FNFC.	Treaty and non-treaty agreements and initiatives with Indigenous peoples and forestry interests.

Branch	Organization	Contact	Description	Key Focus
Associations, Commissions, Committees and Councils	**First Nations LNG Alliance**	Crystal Smith Chief Councillor, Haisla Nation 250 639 9361 crystal.smith@haisla.ca	The First Nations LNG Alliance is a collective of First Nations who are participating in, and supportive of, sustainable LNG development in BC	LNG agreements and job and training opportunities
Associations, Commissions, Committees and Councils	**First Nations Technology Council (FNTC)**	Denise Williams CEO 604-921-9939 info@technologycouncil.ca	FNTC was created by a First Nations' Summit resolution to support First Nation communities in BC with the full integration of technologies including high-speed internet.	Technology, including internet connectivity interests.
Associations, Commissions, Committees and Councils	**New Relationship Trust (NRT)**	Hugh Braker Chair (604) 925-3338 cbraker@nrtf.ca Walter Schneider CEO 604-925.3338 wschneider@nrtf.ca	The NRT was formed by provincial legislation passed in 2006 (the *New Relationship Trust Act*), creating the New Relationship Trust Corporation to manage the $100m New Relationship Trust Fund.	Governance Capacity, Education, Language & Culture, Economic Development, and Elders & Youth

Branch	Organization	Contact	Description	Key Focus
Associations, Commissions, Committees and Councils	**First Peoples Cultural Council (FPCC)**	Tracey Herbert Chief Executive Officer 250-652-5952 tracey@fpcc.ca	The FPCC is a provincial Crown Corporation formed in 1990 to administer the First Peoples' Heritage, Language and Culture Program and assist First Nations in efforts to revitalize their languages, arts and cultural heritage.	Revitalization of Indigenous languages, arts and cultural heritage.
Local Government	**Union of British Columbia Municipalities (UBCM)** **UBCM Indigenous Relations Committee**	Gary MacIsaac, Executive Director 604-270-8226 ext 105 (Richmond) / 250-356-2956 (Victoria) gmacisaac@ubcm.ca Brian Frenkel, President Councillor, District of Vanderhoof (elected; UBCM AGM 2020) [TBC following UBCM AGM 2020]	The Ministry holds an MOU with the UBCM. The Committee oversees all policy development work related to Indigenous relations, including treaty negotiations, self-government and taxation. Their key role is to focus on relationship building between First Nation and local governments through best practices and initiatives such as the Community to Community Forum program.	Treaty and non-treaty agreements and initiatives with Indigenous peoples and local government issues.

Branch	Organization	Contact	Description	Key Focus
Associations, Commissions, Committees and Councils	**Oil and Gas Commission**	Paul Jeakins, Commissioner and CEO 2950 Jutland Rd Victoria BC V8T 5K2 250-419-4411 Paul.Jeakins@bcogc.ca	Regulatory agency for oil and gas operations in BC.	The Ministry holds an MOU with the Oil and Gas Commission with a commitment to support the implementation of the Declaration Act and further an effective working relationship between the agencies.
Associations, Commissions, Committees and Councils	**Business Council of BC**	Greg D'Avignon President & CEO 1050 West Pender St Suite 960 Vancouver BC V6E 3S7 604-684-3384 greg.davignon@bcbc.com	Policy research and advocacy; membership represents industry sectors, public and private.	Indigenous Affairs and Reconciliation Committee has two foci: policy related to the BC Declaration Act and an MOU with the Assembly of First Nations.
Utility	**BC Hydro**	Chris O'Riley President and CEO 333 Dunsmuir Street 18th floor Vancouver BC V6B 5R3 604-623-4577 chris.oriley@bchydro.com	Electric utility/distributor in BC.	The Ministry holds an MOU with BC Hydro; with a commitment to support the implementation of the Declaration Act and further an effective working relationship between the agencies.

tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
Member - (2 positions)	Haida Gwaii Management Council	*Haida Gwaii Reconciliation Act*	December 31, 2020

tab D

MINISTRY OF INDIGENOUS RELATIONS AND RECONCILATION

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
BC Treaty Commission
First Peoples' Cultural Council
New Relationship Trust

Appendix D

BRIEFING NOTE

CROWN AGENCIES

Name: **BC Treaty Commission**

Legislative Authority: *Treaty Commission Act*, sec. 7 and 9

Mandate:
The BC Treaty Commission is an independent and neutral body responsible for facilitating treaty negotiations in BC. The BC Treaty Commission is governed by the *Treaty Commission Act* and consists of one Chief Commissioner and four Commissioners. Two of the four Commissioners are elected by the First Nations Summit, and Canada and BC are also responsible for appointing one Commissioner each. The Commission's primary role is to oversee the negotiation process to make sure that the parties are being effective and making progress in negotiations. In carrying out the recommendations of the BC Claims Task Force, the Commission has three roles: facilitation, funding and public information and education.

Current Appointees[1]:
- Celeste Ann Haldane (Chief Commissioner) 12 April 2023 (expiry date)
- Angela G. Wesley (Provincial Commissioner) 12 December 2020 (expiry date)
- Francis Frank (First Nations Summit Commissioner) March 2021 (expiry date)
- Clifford White (First Nations Summit Commissioner) March 2021 (expiry date)
- Liseanne Forand (Government of Canada Interim Commissioner)

Appointments required:
- **One provincial appointment is required by December 12, 2020 (within 60 days)** in order to maintain quorum of the commission.Advice/Recommentations

Issue(s):
- The 1992 British Columbia Treaty Commission Agreement signed by the Government of Canada, the Province, and the First Nations Summit requires that the Principals review the effectiveness of the BCTC once every three years.
  - A Request for Proposals to identify a contractor to carry out an effectiveness review of the BC Treaty Commission was posted on BC Bid on September 15, 2020,Advice/Recommentations
  - The purpose is to determine whether the BC Treaty Commission is effective in fulfilling its roles and responsibilities in accordance with its authorities, and whether changes are needed to ensure the BCTC can effectively respond to the changing landscape for the negotiation of treaties, agreements and other constructive arrangements in BC.

Key Contact:
- Robert Lawson
- Director of Strategic Policy and Governance
- 250-361-8578

[1] Appointed by the Province. Two of the four Commissioners are elected by the First Nations Summit. Canada and BC are responsible for appointing one Commissioner each. Jointly the three Parties appoint the Chief Commissioner.

Appendix D

BRIEFING NOTE

CROWN AGENCIES

Name: **First Peoples' Heritage, Language and Culture Council**

Legislative Authority: *First Peoples' Heritage, Language and Culture Act*, sec. 3 (2)

Mandate:

- The First Peoples' Cultural Council (FPCC) is an Indigenous led Crown Corporation established in 1990 by the Province to administer the First Peoples' Heritage, Language and Culture Program.
- FPCC has a mandate for the revitalization of First Nations language, arts and cultural heritage.
- FPCC is governed by a Board of Directors (BoD) comprising of up to 13 members[1] who are appointed by Ministerial Order to two-year terms.
- The BoD is supported by a 34-member Advisory Committee to represent each First Nation language group in British Columbia.

CABRO Current Appointees:

Director	Term expires
Konrad O. Thiele	18 November 2021
Jennifer L. Melles	18 November 2021
Connie L. Watts	23 July 2022

Non - CABRO Current Appointees

Director	Term expires
Ray Harris	29 April 2021
Grant Alphonse	29 April 2021
Cynthia J. Fisk (Chair)	1 October 2021
Amanda Bedard	8 April 2022
Sharlene Frank	8 April 2022
Judith Thompson	8 April 2022
Carla Lewis	14 May 2022
Gerald Lawson	14 May 2022
Mike Willie	23 July 2022

Appointments required:

- No appointments are required within the next 90 days.

Issue(s):

- There are no issues currently.

Key Contact:

- Stephanie Gabel
- Senior Advisor, Socio-Economic Partnerships Branch, Ministry of Indigenous Relations and Reconciliation
- 250-698-9694

[1] Crown Agencies and Board Resourcing Office (CABRO) coordinates the appointment of 3 appointees only.

Appendix D

BRIEFING NOTE

CROWN AGENCIES

Name: **New Relationship Trust**

Legislative Authority: *New Relationship Trust Act,* sec. 3 (2) and (3)

Mandate:
The purpose of the New Relationship Trust is to provide funding to assist First Nations to build their own capacity to participate in the processes and activities envisioned by, and that evolve out of, the New Relationship by enhancing First Nation governance, leadership and institutional and human resources capacity to address social, cultural and economic needs and priorities. The *New Relationship Trust Act* was enacted, and $100 million was transferred to the trust from British Columbia to fulfill its purpose. The Board also has a mandate to seek additional funding for its purpose.

Current Appointees[1]:

- Angela Wesley - 1 December 2020 (expiry date)
- Vacant

Appointments required:

- **One appointment required by December 1, 2020 (within 60 days)**

Issue(s):

- There are no issues currently.

Key Contact:

- Susan Kelly
- Executive Director, Community and Social Innovation Branch
- 778-698-9154

[1] BC appoints two of the seven NRT Board directors.

tab E

Appendix E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Lhatassin Memorial Day to commemorate hanging of chief during Chilcotin War.	Media statement	October 26	n/a
Announcement of COVID support funding for BC friendship centres	Quote in news release, speech at event (tbc), social media, potential media interviews	November tbc	Tbc
National Aboriginal Veteran's Day	Social media	November 8	n/a
Louis Riel Day	Media statement, social media	November 16	n/a
BC AFN 17th Annual General Assembly – virtual Zoom gathering	Potential speech at virtual event (tbc)	Nov 17 – 18	n/a
1st Anniversary of Declaration on the Rights of Indigenous Peoples Act coming into force	Media statement	November 28	n/a
Announcement of property purchase agreement with Esquimalt First Nation	Quote in news release, social media, potential media interviews	Nov – Dec	n/a
Assn of Mineral Exploration Conference	Speech at virtual event	January 20	n/a

Intergovernmental Communications

Intergovernmental Communications

Intergovernmental Communications

Cabinet Confidences

Intergovernmental Communications

Advice/Recommentations; Intergovernmental Communications

Announcement of Tsartlip First Nation purchase of Woodwyn Farm from BC Housing	Quote in news release, social media, potential media interviews	Jan – March	n/a

Advice/Recommentations; Intergovernmental Communications

Withheld pursuant to/removed as

Advice/Recommentations; Intergovernmental Communications

tab 4

tab A

Appendix A-1

MINISTRY PROFILE

Ministry:

The Ministry delivers programs and services focused on quality economic growth and improving the standard of living for all British Columbians, including industry development initiatives, international trade and investment attraction services, technology and innovation programming that emphasizes tech-enabled growth across all sectors of the economy and all regions of B.C. and high-speed internet connectivity programming that supports community economic development and diversification, job creation and the revitalization of traditional industries. Further, the Ministry supports Indigenous peoples, small businesses, workforce development and protects the interests of British Columbia in trade negotiations and disputes. The Ministry also facilitates economic immigration to address B.C.'s labour needs and supports newcomers to settle and integrate into the province.

Ministry Mandate:

The Ministry of Jobs, Economic Development and Competitiveness manages government services that help support and maintain the strong and diverse economy that British Columbians need for long-term prosperity. The ministry works to advance all sectors of the B.C. economy, champions innovation, nurtures small businesses, supports distributed growth and promotes B.C. export products and investment opportunities internationally.

Budget:

Resource Summary

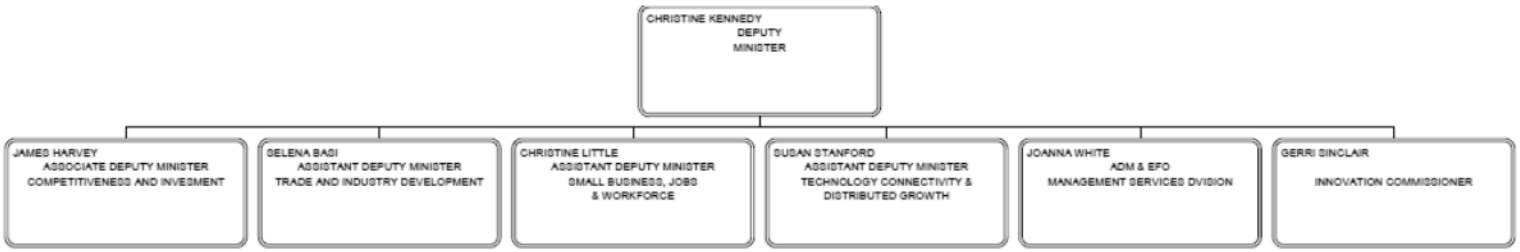
Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
International Trade	27,854	25,997	26,099	26,099
Small Business, Jobs and Workforce	22,169	21,629	22,037	22,037
Investment, Innovation and Technology	10,271	10,811	10,907	10,907
Transfers to Crown Corporations and Agencies	27,640	25,640	25,640	25,640
Executive and Support Services	8,999	9,039	9,144	9,144
Northern Development Fund	500	500	500	500
Total	**97,433**	**93,616**	**94,327**	**94,327**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Executive and Support Services	1	1	1	1
Total	**1**	**1**	**1**	**1**

[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.

Full Time Equivalents (FTEs): 360 (average FTEs for 2020/21 as at September 30th)

Executive Organizational Chart:



Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

PLACEHOLDER

CORE BUSINESS/ PROGRAM AREAS/ BUSINESS PROCESSES

Competitiveness and Investment

Associate DM Responsible: James Harvey

Core Business/ Program Area Description/Critical Business Processes:

The Competitiveness and Investment (C&I) Division is a newly created division within JEDC that is leading the development of the $500 Million InBC strategic investment fund and supporting other economic ministries in negotiating and developing agreements on major commercial projects. Advice/Recommentations

Advice/Recommentations

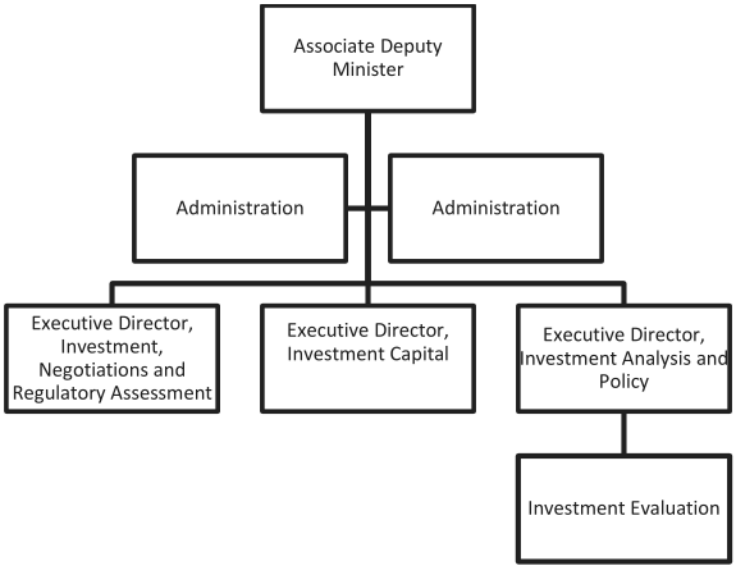
Key program areas:

- Deliver economic recovery initiatives that that support the growth or development of new, high-wage industries and that help B.C. businesses adapt to COVID-19.
- Develop and implement InBC - British Columbia's strategic investment fund – to contribute to quality economic growth, support B.C. businesses to scale up, anchor intellectual property in B.C. and pursue a double bottom line that includes financial return as well as economic and social objectives.
- Establish programming to support the competitiveness of B.C.'s major economic sectors and develop project or sector competitiveness frameworks as described in the Framework for Increasing British Columbians' Standard of Living.
- Evaluate major inbound industrial investments in collaboration with the Trade and Industry Development and Technology, Connectivity and Distributed Growth Divisions and other economic ministries with regulatory authority for particular sector.
- Conduct regulatory analysis, contribute to regulatory streamlining and provide facilitation for projects that contribute to quality economic growth.
- Where projects request provincial funding or support, carry out analysis to determine whether providing support would generate a positive return to the province.

The Division's budget and FTE allocation are currently being established.

Related Legislation: None

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
MANAGEMENT SERVICES DIVISION

ADM Responsible: David Curtis (MAH and TAC); Joanna White (JEDC and Labour)

Core Business/ Program Area Description/Critical Business Processes:

The Management Services Division administers the internal infrastructure and systems that contribute to improved service delivery for the Ministries of Municipal Affairs and Housing; Jobs, Economic Development and Competitiveness; Tourism, Arts and Culture; and Labour. Lines of business include: Budget and financial management, facilities, information technology, human resources, corporate planning and compliance reporting, correspondence and FOI and records management

Budget: Due to recent reorganization divisional working budget is yet to be finalized.

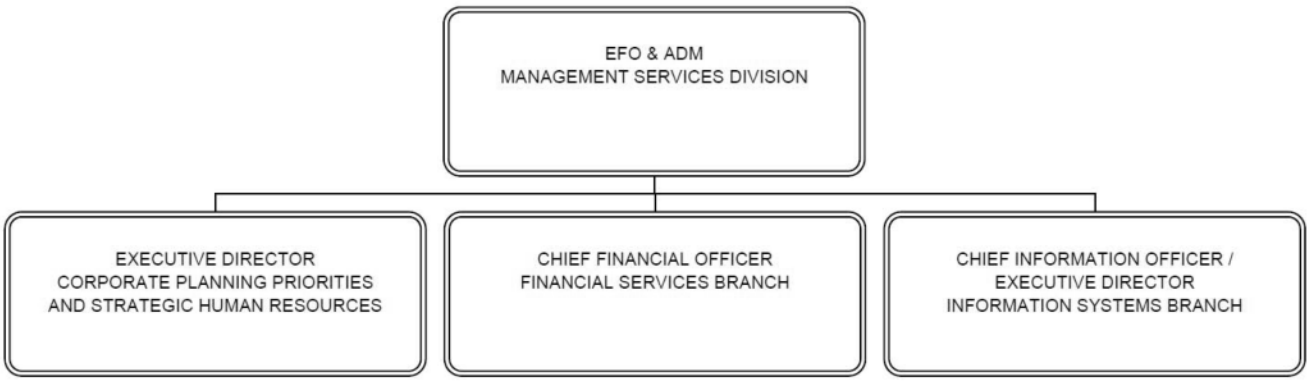
Full Time Equivalents (FTEs):

In this shared services model, FTES are distributed between JEDC and MAH pay-lists. However, staff provide support programs areas in all four Ministries. The below table summarizes JEDC and MAH FTEs:

Average FTEs for 2020/21 as at September 30th	
MAH	71
JEDC	34
Total Economy Sector FTEs	**105**

Related Legislation: N/A

Organizational Chart:



CORE BUSINESS/ PROGRAM AREAS/ BUSINESS PROCESSES
SMALL BUSINESS, JOBS AND WORKFORCE

ADM Responsible: Christine Little

Core Business/ Program Area Description/Critical Business Processes:

The Small Business, Jobs and Workforce Division advances a strong, sustainable economy that supports broad-based prosperity across all regions of the province, including through small business sector development, economic and workforce analysis (including information and analysis related to the impacts of COVID-19 on sectors of the economy and segments of the population) , the administration and delivery of immigration and settlement policy and programs and statistical analysis that transforms data into knowledge for the benefit of citizens, businesses and government.

Division Objectives include:

- Small businesses have access to tools, programs and supports to assist them to establish, scale-up and grow, innovate and create good jobs,
- Programs, policies, and initiatives focus on a growing economy that provides good jobs and the workforce to support and improve the standard of living for all British Columbians,
- Government decision-making on priority issues is supported by relevant and reliable cross-government data and information,
- Government considers the impact of its policy decisions on business and the economy and does not impose avoidable costs,
- People and businesses encounter fewer administrative burdens and have streamlined access to quality government services,
- Citizens and newcomers to BC are supported to achieve their maximum potential and their skills contribute to the province's growth, and
- Economic development and immigration priorities are developed through coordinated and informed process with key stakeholders and appropriate intergovernmental tables.

Budget:

Core Business Area	2019/20 Restated Budget	2020/21 Budget	2021/22 Plan	2022/23 Plan
Small Business, Jobs and Workforce[1]	22,169	21,629	22,037	22,037

[1] Includes one fully cost recovered organization (Provincial Nominee Program) and one partially cost recovered organization (BC Stats).

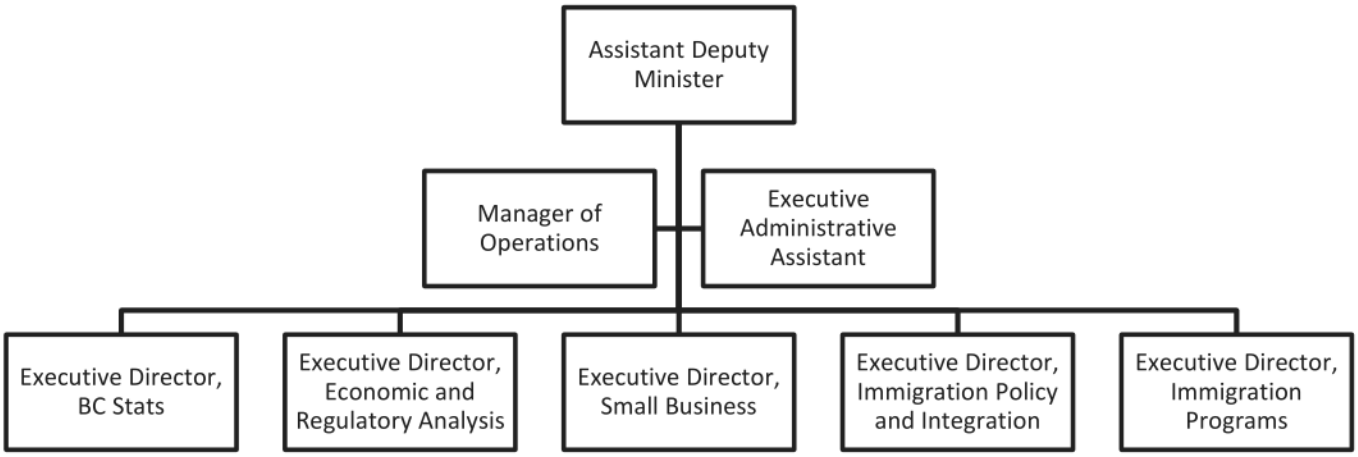
Full Time Equivalents (FTEs):

- 161 (Average FTEs for 2020/21 as at September 30th). Includes 73 positions with PNP

Related Legislation:

- *Statistics Act*
- *Provincial Immigration Programs Act*
- *Labour Mobility Act*
- *Regulatory Reporting Act*
- *Red Tape Reduction Day Act*

Organizational Chart:



CORE BUSINESS/ PROGRAM AREAS/ BUSINESS PROCESSES
TECHNOLOGY, CONNECTIVITY AND DISTRIBUTED GROWTH

ADM Responsible: Susan Stanford

Core Business/ Program Area Description/Critical Business Processes:

The division leads the ministry's technology, innovation, connectivity and distributed growth programming, focusing on digital connectivity and supporting B.C.'s technology sector to be a supplier of high-value productivity tools that solve B.C. problems and support the tech-enabled growth of other parts of our economy and all regions of our province.

Key program areas:

- Develop and implement an annual strategy for the technology sector founded on:
    - Anchoring and growing B.C. tech companies and intellectual property in B.C.
    - Concentrating government's expenditures on technology sector development on high-return activities that prioritize developing B.C. tech companies and developing B.C. tech talent.
    - Facilitating the development of innovation "clusters" such as emergency management technologies, decarbonization technologies, life sciences technologies and quantum computing.
    - Ensuring alignment and consistency across government technology sector support programs (in conjunction with the Innovation Commissioner and crown agency Innovate B.C.)
- Deliver the province's connectivity programming Advice/Recommentations Advice/Recommentations ensuring that rural and Indigenous communities benefit from the services and employment opportunities enabled by high-speed internet access. This includes:
    - Provincial leadership for the Public Safety Broadband Network.
    - Cost reduction strategies for digital infrastructure including permitting pathways and addressing the passive infrastructure barriers to investment.
    - Community readiness and capacity to access and leverage investments for economic growth and quality of life, while supporting local, regional and Indigenous economic development realities.
- Develop digital tools and applications that support the resiliency and growth of small and medium businesses and the expansion of business skills and capabilities to contribute to their long-term growth and competitiveness. These include the Community Information Tool, Industrial Lands Inventory and Building Confidence app, as well as other related programs.

Advice/Recommentations

- Provide oversight and guidance for InnovateBC Advice/Recommentations

Budget: Operating expenses in ($000)

(budget does not include the Connectivity program as this currently resides with CITZ. Advice/Recommentations

Advice/Recommentations

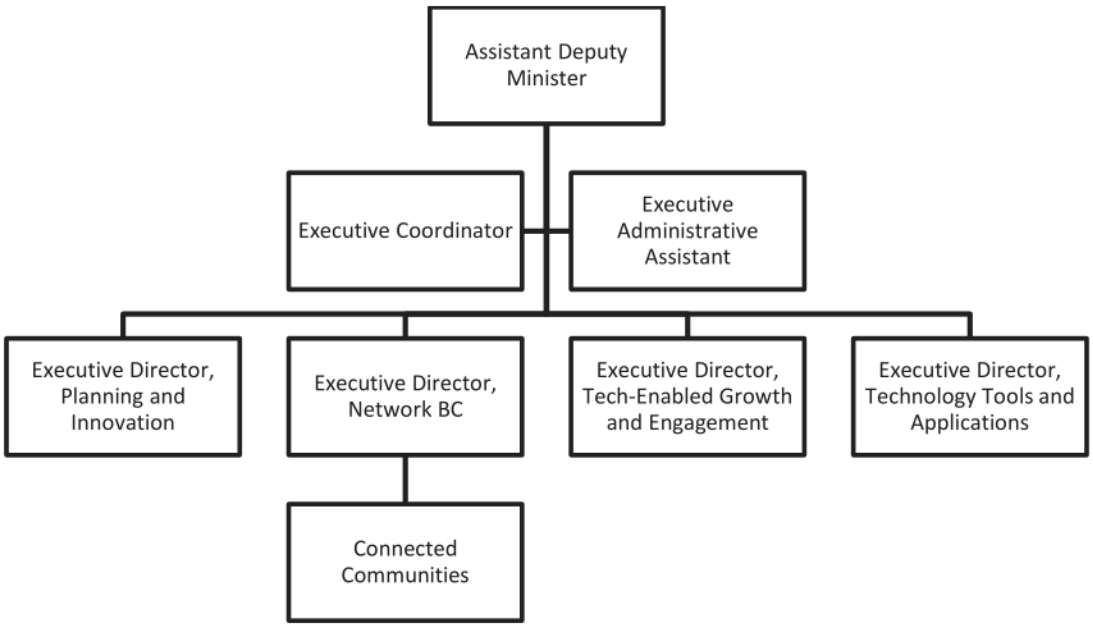
Core Business Area	2019/20 Restated Budget	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Investment, Innovation and Technology Division	**10,271**	**10,811**	**10,907**	**10,907**

Full Time Equivalents (FTEs): 47 FTEs (average FTEs for 2020/21 as at September 30th) excluding the 15 FTEs in connectivity total for both 62 FTEs

Related Legislation:

- *Northern Development Initiative Trust Act*
- *Southern Interior Development Initiative Trust Act*
- *North Island-Coast Development Initiative Trust Act*
- *Innovate BC Act*

Organizational Chart:



CORE BUSINESS/ PROGRAM AREAS/ BUSINESS PROCESSES
TRADE AND INDUSTRY DEVELOPMENT

ADM Responsible: Selena Basi

Core Business/ Program Area Description/Critical Business Processes:

The Trade and Industry Development (TID) Division facilitates trade and investment in strategic sectors and industries in all regions of the province. The division leads industry development across major economic sectors, working closely with other economic ministries where they have regulatory authority. It oversees the Province's network of overseas offices and is leading implementation of priority initiatives in the effort to restore B.C.'s economy from the impacts of COVID-19.

Key program areas:

- Deliver economic recovery initiatives that that support the growth or development of new, high-wage industries and that help B.C. businesses adapt to COVID-19.
- Develop industry development programming and strategies for major sectors of B.C.'s economy, including sectors where JEDC has direct responsibility and sectors where JEDC provides industry development support in partnership with other ministries.
- Deliver investor services programs to attract new investment to B.C. regions and industries, and support investor re-investment and expansions.
- Oversee and direct B.C.'s overseas offices network to identify global opportunities to export B.C. goods and services for B.C. and promote B.C. exports and investment opportunities.
    - Through the JEDC crown agency Forestry Innovation Investment Ltd., this includes market development activities and direct in-market promotional services for the forest products sector.
- Deliver trade services programs to accelerate opportunities for B.C. companies to diversify their exports globally; and trade readiness programs targeted at helping smaller businesses get ready to export.
- Develop, negotiate, implement and manage B.C.'s domestic and international trade agreements, policies, priorities, rights and commitments and defend the Province's interests in trade matters and disputes.

TID also conducts data driven research and analysis to support effective sector and market strategies and to support the development of new market opportunities; engages with stakeholder groups including the consular corps; internally manages the planning of international missions and events (including virtual events during COVID-19); and produces international marketing collateral and resources. Costs may be recovered from ministries, Crown corporations and agencies, boards and commissions, other levels of government, and parties external to government for activities described within its sub-vote.

Budget (in 000s):

Core Business Area	2019/20 Restated Budget	2020/21 Budget	2021/22 Plan	2022/23 Plan
Trade and Industry Development	27,854	25,997	26,099	26,099

Full Time Equivalents (FTEs): 91 (Average FTEs for 2020/21 as at September 30th)

Related Legislation:

- *Ministry of International Business and Immigration Act*
- *New West Partnership Trade Agreement Implementation Act*
- *Trade, Investment and Labour Mobility Agreement Implementation Act*

Organizational Chart:

Advice/Recommentations

Tab B

Appendix B

Ministry of Jobs, Economic Development and Competitiveness
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
SBJW-EPSI / TIDD-TRS / TCDG	Canadian Manufacturers and Exporters of BC (CME-BC)	Andrew Wynn-Williams Divisional Vice President 604-713-7800 Personal Information / 604-713-7803 / Personal Information andrew.wynnwilliams@cme-mec.ca	B.C. division of the national Canadian Manufacturers and Exporters association, representing the broad interests of BC's overall manufacturing sector	Advice/Recommentations
SBJW-EPSI / TIDD-TRS	Association of British Columbia Marine Industries (ABCMI)	Alex Rueben Executive Director t: 778-430-2264 c: Personal Information alex@abcmi.ca	ABCMI represent the interests of the broad-based industrial marine sector and its supply chain.	
SBJW-EPSI	BC Construction Association	Chris Atchison President 250-475-1077 chris.atchison@bccassn.com	The BCCA is the largest and most diverse construction association in the province, serving over 10,000 employers of all labour affiliations through a network of four regional construction associations	

Branch	Organization	Contact	Description	Key Issues
SBJW-EPSI / TIDD-TRS,ISB	Aerospace Industries Association of Canada – Pacific	Mike Mueller Senior VP 604-655-3566 mike.mueller@aiac.ca	AIACP provides a cohesive voice for the industry and facilitates access for BC companies to national and international programs and markets.	Advice/Recommentations
SBJW-SBB	BC Small Business Roundtable (Roundtable)	Cybele Negris, Vice Chair Personal Information Roundtable Secretariat (JEDC) Sean Kincross, Senior Program Manager roundtablesecretariat@gov.bc.ca	A minister-appointed and chaired roundtable that advises government on programs and initiatives to help small businesses overcome barriers and provide solutions to help them be successful.	
SBJW-SBB / TIDD - TRS	Small Business BC (SBBC)	Tom Conway, CEO conway.tom@smallbusinessbc.ca 604-775-5525	B.C.'s small business information and services related to starting, growing or exiting a business. Not-for-profit organization that receives provincial core funding and federal funding, including for the Export Navigator program.	
SBJW-SBB / TCDG	Community Futures BC (CFBC)	Wendy McCulloch, Executive Director wmcculloch@communityfutures.ca 250-443-9315 Troy Dungate Board Chair Personal Information tdungate@hotmail.com	Non-profit organization made up of 34 Community Futures offices throughout rural BC, mandated to support small business development and rural economic diversification.	

Branch	Organization	Contact	Description	Key Issues
SBJW-IPB	Immigration Consultants of Canada Regulatory Council (ICCRC)	John Murray President & CEO 877-836-7543 jmurray@iccrc-crcic.ca	ICCRC is the national regulatory body that oversees regulated immigration and citizenship consultants and international student advisors.	Advice/Recommentations
SBJW-IPIB	Affiliation of Multicultural Societies and Service Agencies of BC (AMSSA)	Contact Name: Katie Crocker Title: Chief Executive Officer Phone: 604-718-2780 Email: kcrocker@amssa.org	Provincial umbrella association for immigrant and newcomer serving agencies in BC. Receives funding from the ministry	
SBJW-IPIB	The Immigrant Services Society of British Columbia (ISS of BC)	Contact Name: Patricia Woroch Title: Chief Executive Officer Phone: 604-684-2561 Email: patricia.woroch@issbc.org	A settlement non-profit organization that provides a variety of support services for immigrants and refugees to help them get settled, find careers and learn about starting their new lives in Canada. One of the largest recipients of funding from JEDC's BC Settlement and Integration Services Program and the Career Paths for Skilled Immigrations Program.	

Branch	Organization	Contact	Description	Key Issues
SBJW-IPIB	M.O.S.A.I.C (Multi-Lingual Orientation Service Association for Immigration Communities)	Contact Name: Olga Stachova Title: Chief Executive Officer Phone: 604-254-9626 ext. 1111 Email: ostachova@mosaicbc.org	A settlement non-profit organization serving immigrant, refugee, migrant and mainstream communities throughout the province. One of the largest recipients of funding from JEDC's BC Settlement and Integration Services Program.	Advice/Recommentations
SBJW-SRC	Canadian Federation of Independent Business	Samantha Howard Senior Director, B.C. 604-684-5325 Personal Information	Business Association	

Branch	Organization	Contact	Description	Key Issues
SBJW-SRC	Association of Canadian Cannabis Retailers (ACCRES)	Jeremy Jacobs President 604-317 5759 jeremy@camcd.ca	Industry Association	Advice/Recommentations
SBJW-SRC	Craft Cannabis Association of BC	Sarah Campbell Director 250-415-3127 sarah@craftcannabis.ca	Industry Association	
SBJW-SRC	BC Craft Farmers Co-op	Sophie Mas Director 604-375-3600 sophie@somasconsulting.ca	Industry Association	
TIDD – TRS, ISB	AInBC	Steve Lowry Executive Director 778-840-2508 steve@ainbc.ai	Industry Association	
TIDD – SE, ISB	Asia Pacific Foundation of Canada (APFC)	Stewart Beck President and CEO stewart.beck@asiapacific.ca	Organization for research, analysis, and consultations on Canada – Asia relations	

Branch	Organization	Contact	Description	Key Issues
TIDD - ISB	Association of Mineral Exploration of BC	Kendra Johnston President & CEO Personal Information kjohnston@amebc.ca	Industry Association	Advice/Recommentations
TIDD - TRS	BC Wood	Brian Hawrysh CEO 604-882-7100 bhawrysh@bcwood.com	Industry Association	
TIDD – SE, ISB	Business Council of BC	Greg D'Avignon, President and CEO 604-684-3384 greg.davignon@bcbc.com	Business organization / venue for its members, experts, elected officials and decision makers to discuss policy and business / economic issues	
TIDD - ISB	Canadian LNG Alliance	Bryan Cox President & CEO 778-379-7640 bcox@canadianlnga.ca	Industry Association	
TIDD – ISB	City of Surrey	Donna Jones General Manager Investment and Intergovernmental Relations 604-591-4289 dljones@surrey.ca	Municipal Government economic development organization	
TIDD – SE, ISB	Consulate General of Japan	Takashi Hatori, Consul General #900 - 1177 West Hastings Street, Vancouver BC, V6E 2K9 consul@vc.mofa.go.jp 604-684-5868	Japanese government representative located in B.C.	

Branch	Organization	Contact	Description	Key Issues
TIDD - SE	Consulate General of Korea	Byung-Won Chung Consul General 604-681-9581 vancouver@mofa.go.kr	Korean government representative located in B.C.	Advice/Recommentations
TIDD - SE	Consulate General of the People's Republic of China	XiaolingTong Consul General 604-734-0704 604-734-7492 chinaconsul_van_ca@mfa.gov.cn	Chinese government representative located in B.C.	
TIDD - SE	Consulate General of the United States of America	D. Brent Hardt Consul General 604-685-4311	USA government representative located in B.C.	
TIDD - TRS	Council of Forest Industries (COFI)	Susan Yurkovich President and CEO 604-684-0211 yurkovich@cofi.org	Industry association	
TIDD – TRS, ISB	DigiBC	Brenda Bailey Executive Director 604-602-5237 brenda@digibc.org	Industry Association	
TIDD – ISB, TRS	Export Development Canada	Supriya Devgan District Manager, Vancouver Branch Personal Information	Federal Government Agency	

Branch	Organization	Contact	Description	Key Issues
TIDD – TRS, ISB	Foresight	Jeanette Jackson CEO 604-245-0042 jjackson@foresightcac.com	Industry Association	Advice/Recommentations
TIDD – TRS, ISB / TCDG	Forestry Innovation Investment (FII)	Michael Loseth President & CEO 604-685-7507 loseth@bcfii.ca	Crown Agency	
TIDD - IE	Global Affairs Canada (GAC) - Ottawa	Dan Danagher Assistant Deputy Minister, International Platform 343-203-1484 dan.danagher@international.gc.ca	Federal Department in Government of Canada responsible for global affairs	
TIDD – SE, TRS	Global Affairs Canada (GAC) - Ottawa	Mary Ng Minister of Small Business, Export Promotion & Int'l Trade 343-203-7332 mary.ng@international.gc.ca	Federal Department in Government of Canada responsible for global affairs	
TIDD – IE, ISB	Global Affairs Canada (GAC) - Ottawa	John Hannaford Deputy Minister International Trade John.Hannaford@international.gc.ca 343-203-5000	Federal Department in Government of Canada responsible for global affairs	

Branch	Organization	Contact	Description	Key Issues
TIDD – ISB	Global Affairs Canada (GAC) - Ottawa	Dr. Ailish Campbell Chief Trade Commissioner and ADM International Business Development, Investment and Innovation 343-203-1875 Ailish.Campbell@international.gc.ca	Federal Department in Government of Canada responsible for global affairs	Advice/Recommentations
TIDD – SE, TRS, ISB	Greater Vancouver Board of Trade	Bridgette Anderson President and CEO 604-681-2111 Personal Information ceo@boardoftrade.com	Industry Association	
TIDD – ISB	Industry, Science and Economic Development	Christian Hansen Regional Director General, Pacific Region 604-666-1400 Christian.Hansen@canada.ca	Federal department	
TIDD - ISB	Invest in Canada - Ottawa	Ian McKay President & CEO Personal Information Ian.McKay@investcanada.ca	Federal agency dedicated to investment attraction	

Branch	Organization	Contact	Description	Key Issues
TIDD – ISB	Metro Vancouver	Jerry Dobrovolny Chief Admin Officer 604-432-6200 Jerry.Dobrovolny@metrovancouver.org	Regional Government	Advice/Recommentations
TIDD - ISB	Mining Association of BC	Michael Goehring President & CEO 604-681-4321 x120 mgoehring@mining.bc.ca	Industry Association	
TIDD – ISB	Natural Resources Canada - Ottawa	Shawn Tupper ADM 343-292-6799 Shawn.Tupper@canada.ca	Federal department dedicated to Natural Resource development	
TIDD – ISB	South Island Prosperity Partnership	Emilie De Rosenroll CEO Personal Information ederosenroll@southislandprosperity.ca	Economic Development organization	
TIDD – TRS, ISB	Tech West Canada	Cindy Pearson Regional Manager BC cpearson@techmanitoba.ca	Federal Economic Development Project	

Branch	Organization	Contact	Description	Key Issues
TIDD – TRS, ISB	The Canadian Hydrogen and Fuel Cell Association (CHFCA)	Mark Kirby President and CEO 604-283-1040 mkirby@chfca.ca	Industry Association	Advice/Recommentations
TIDD – ISB	Transport Canada	Robert Dick ADM, Pacific Region Robert.Dick@tc.gc.ca 604-666-5849	Federal department	
TIDD – TRS, ISB / TCDG	Vancouver Economic Commission	Eleena Marley Acting/CEO Personal Information emarley@vancouvereconomic.com	Economic Development Organization	
TIDD – TRS, ISB	VIATEC	Rob Bennett Program Director Personal Information rbennett@viatec.ca	Industry Association dedicated to technology in Victoria	
TIDD – TRS, ISB	VR/AR Association Vancouver Chapter	Dan Burgar President and Founder 604-880-8983 dan@thevrara.com	Industry Association	

Branch	Organization	Contact	Description	Key Issues
TIDD – ISB, TRS / TCDG	Western Economic Diversification	Gerry Salembier Assistant Deputy Minister to British Columbia 604-666-6366 Gerry.Salembier@canada.ca	Federal department	Advice/Recommentations
TIDD – TRS, ISB	Wood Pellet Association of Canada	Gordon Murray Executive Director 250-837-8821 gord@pellet.org	Industry Association	
TCDG	Federation of Canadian Municipalities	Garth Frizzell 1st VP Personal Information Garth.Frizzell@princegeorge.ca	Industry Association	
TCDG	Columbia Basin Trust (CBT) and Columbia Basin Broadband Corporation (CBBC)	Johnny Strilaeff President and CEO 800-505-8998 info@ourtrust.org	Industry Association	
TCDG	Kootenay Region Broadband Committee	Rob Gay Chair 250-489-8620 Rob11Gay@gmail.com	Industry Association	
TCDG	Regional Connectivity Collaborative	Maureen LeBourdais Area Director, Cariboo Regional District and Regional Connectivity Collaboration 250-305-9245 mlebourdais@cariboord.ca	Industry Association	

Branch	Organization	Contact	Description	Key Issues
TCDG	First Nations Technology Council	Denise Williams CEO Denise.Williams@fntc.info	Industry Association	Advice/Recommentations
TCDG	Coastal First Nations	Miles Richardson Director 250-472-4812 ncied@uvic.ca	First Nation	
TCDG	Ocean Networks Canada	Kate Moran President and CEO Personal Information kmoran@uvic.ca	Industry Association – Post Secondary	
TCDG	CityWest Cable and Telephone Corp.	Stefan Woloszyn Chief Executive Officer Personal Information Stefan.Woloszyn@cwct.ca	Business Stakeholder	
TCDG	Rogers Communications Inc.	Joe Natale President and Chief Executive Officer Personal Information Joe.natale@rci.rogers.com	Business Stakeholder	
TCDG	Shaw Communications Inc.	Bradley Shaw Chief Executive Officer 403-750-4500	Business Stakeholder	
TCDG	TELUS Communications Inc.	Darren Entwistle President and Chief Executive Officer	Business Stakeholder	

Branch	Organization	Contact	Description	Key Issues
TCDG	Northwestel	Curtis Shaw President	Business Stakeholder	Advice/Recommentations
TCDG	BC Broadband Association	Bob Allen bob@abcinternet.ca	Industry Association	
TCDG	Indigenous Business and Investment Council	Aaron Sumexheltza Chair 250-315-7563 aaron.sumexheltza@lnib.net	Board	
TCDG / TIDD – TRS, ISB	Innovate BC	Alan Shaver Board Chair Personal Information chair@innovatebc.ca / Raghwa Gopal President & CEO 604-952-5035 rgopal@innovatebc.ca	Crown Corporation	

Branch	Organization	Contact	Description	Key Issues
TCDG	Simon Fraser University	Andrew Petter President and Vice-Chancellor 778-782-4641 petter@sfu.ca Joanne Curry Vice President, External Relations 778-782-9328 joannec@sfu.ca	Post Secondary	Advice/Recommentations
TCDG	BC Digital Supercluster	Bill Tam Co-Chair 604-307-9259 btam@digitalsupercluster.ca	Industry Association	
TCDG	DigiBC	Brenda Bailey Executive Director 604-602-5237 brenda@digibc.org	Board	
TCDG / SBJW – IPB / TIDD-SE, ISB	British Columbia Economic Development Association	Dale Wheeldon President and CEO 604-795-7119 dwheeldon@bceda.ca	Industry Association	
TCDG	Nechako-Kitamaat Development Fund Society	Dan Bourdreau Manager 250-964-4066 manager@nkdf.org	Crown/Economic Development	

Branch	Organization	Contact	Description	Key Issues
TCDG	Fortis BC	Doug Stout VP Market Development & External Relations 604-592-7911 Douglas.Stout@fortisbc.com	Business Stakeholder/Industry	Advice/Recommentations
TCDG	Vancouver Fraser Port Authority	Duncan Wilson Vice President, Environment, Community and Government Affairs duncan.wilson@portvancouver.com	Government of Canada	
TCDG	Union of British Columbia Municipalities (UBCM)	Gary MacIsaac Executive Director 604-270-8226 ext. 105 (Vancouver) gmacisaac@ubcm.ca	Local Government Organization	
TCDG	Business Council of British Columbia (BCBC)	Greg D'Avignon President and CEO Personal Information greg.davignon@bcbc.com	Industry Association	
TCDG	BC Assembly of First Nations	Jaime Sanchez Special Advisor Personal Information Jaime.Sanchez@bcafn.ca	Government Officials	
TCDG	University of Victoria	Jamie Cassels President pres@uvic.ca	Post Secondary	
TCDG / TIDD – TRS, ISB	LifeSciences BC	James Hatton Board Chair 604-661-9324 / Wendy Hulburt President & CEO Personal Information whurlburt@lifesciencesbc.ca	Industry Association - Board	

Branch	Organization	Contact	Description	Key Issues
TCDG / TIDD – TRS, ISB	BC Tech Association	Jill Tipping President and CEO 604-683-6159 jtipping@wearebctech.com	Industry Association	Advice/Recommentations
TCDG	Northern Development Initiative Trust	Joel McKay CEO 250-561-2525 Joel@northerndevelopment.bc.ca	Regional Economic Trust	
TCDG	BC Clean Tech Association / BC Cleantech CEO Alliance	Jonathan Rhone President / Chair Personal Information jrhone@axinewater.com	Industry Association	
TCDG	Emerging Economy Task Force (President, British Columbia Institute of Technology)	Kathy Kinloch Chair 778-980-1857 Kathy_Kinloch@bcit.ca	Emerging Economy Task Force	
TCDG	Southern Interior Development Initiative Trust	Laurel Douglas CEO 236-420-3680 ldouglas@sidit-bc.ca	Regional Economic Trust	
TCDG	Island Coastal Economic Trust	Line Robert CEO 250-871-7797 ext 227 Line.Robert@islandcostaltrust.ca	Regional Economic Trust	
TCDG	Research Universities Council of BC	Max Blouw President 250-480-3975 Max.Blouw@rucbc.ca	Post Secondary	

Branch	Organization	Contact	Description	Key Issues
TCDG	Federal Government Innovation, Science and Economic Development Canada	Michael Fu Regional Director – Western Region Personal Information Michael.Fu@canada.ca	Federal Government	Advice/Recommentations
TCDG	Surrey City Development Corp.	Michael Heeney President and CEO Personal Information michaelheeney@scdc.ca	Economic Development	
TCDG	eComm	Oliver Gruter-Andrew President and CEO 604-215-5000 Oliver.Gruter-Andrew@ecomm911.ca	Industry Association	
TCDG	Creative BC	Prem Gill CEO 604-730-2233 pgill@creativebc.com	Board	
TCDG	Alacrity Foundation	Richard Egli Managing Director 250-896-4144 regali@alacritycanada.com	Business Stakeholder	
TCDG	BC Tech Fund (Kensington Capital)	Rick Nathan Partner and Managing Director (Van) 604-565-2188 rnathan@kcpl.ca	Industry Assocation	
TCDG	Federal Government Public Safety Canada	Rob Stewart Deputy Minister 613-990-2633	Federal Government	

Branch	Organization	Contact	Description	Key Issues
TCDG	BC Association of Institutes and Universities	Ruth Wittenberg President 250-940-1142 ruth.wittenberg@ufv.ca	Post Secondary	Advice/Recommentations
TCDG	Federal Government Public Services and Procurement Canada	Ryan Beattie Regional Director, Accommodation, Portfolio Management & Real Estate Services (Pacific Region) 604-561-6405 ryan.beattie@pwgsc.gc.ca	Government of Canada	
TCDG	University of British Columbia	Santa Ono President and Vice-chancellor 604-822-8300 presidents.office@ubc.ca	Post Secondary	
TCDG	STEMCELL Technologies	Sara Terry Managing Director, Corporate Affairs Personal Information Sara.Terry@stemcell.com	Business Stakeholder	
TCDG	Digital Technology Supercluster	Sue Paish CEO 604-230-4602 spaish@digitalsupercluster.ca	Industry Association	
TCDG	City of Surrey	Vincent Lalonde City of Surrey 604-591-4122 valalonde@surrey.ca	Local Government	

tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
PLACEHOLDER			

Tab D

MINISTRY OF JOBS, ECONOMIC DEVELOPMENT AND COMPETITIVENESS

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
PLACEHOLDER

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
PLACEHOLDER			

Tab 5

Tab A

MINISTRY PROFILE

Ministry:

The ministry promotes fair, healthy and safe labour and employment relationships to support BC's economic recovery and provide for a sustainable, inclusive economy. The ministry also oversees the employment standards system, the labour relations system and the workers' compensation system which each balance the economic interests of workers and employers in BC's workplaces.

Ministry Mandate:

The ministry has overall responsibility for British Columbia's labour and employment statutes – including the *Labour Relations Code,* the *Employment Standards Act*, the *Workers Compensation Act* and the recently established *Temporary Foreign Worker Protection Act* – and for the effective administration and enforcement of those statutes. The Ministry houses the Employment Standards Branch, the Workers' Advisers Office and the Employers' Advisers Office. The Ministry also has legislative responsibility for WorkSafeBC, and for the Ministry's three tribunals: the Labour Relations Board, the Employment Standards Tribunal and the Workers' Compensation Appeal Tribunal. The Ministry also administers programs that support displaced forest workers impacted by mill closures and curtailments.

The Employment Standards Branch and the Ministry's three administrative tribunals are involved in managing complaints and issues that have been brought before them. The Workers' Advisers Office and the Employers' Advisers Office provide advice and advocacy for workers and employers with respect to issues under the *Workers Compensation Act*. In all cases, timely and accurate disposition of those complaints or issues is an essential component of a fair and balanced system of labour and employment laws that is readily accessible to all stakeholders.

The Bridging to Retirement Unit provides support to displaced Interior B.C. forest workers by assisting mill workers who are 55 or older transition to retirement. The Job Placement Coordination Offices offer individualized assistance to displaced forest workers, contractors and owner/operators to access government services and programs to match forest workers with job opportunities.

Budget:

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Labour Programs	14,910	15,642	15,770	15,770
Executive and Support Services	1,539	1,543	1,552	1,552
Total	**16,449**	**17,185**	**17,322**	**17,322**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Labour Programs	55	3	3	3
Total	**55**	**3**	**3**	**3**

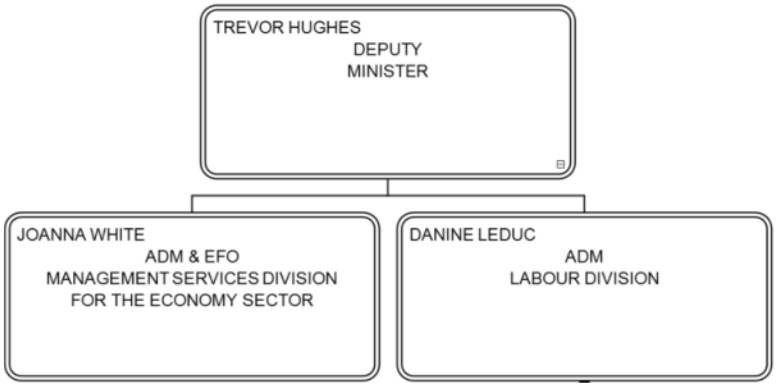
[1] For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21

* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

- The Labour Programs budget and estimates shown above are net of $30.535 million in annual costs associated with the Workers' Compensation Appeal Tribunal, the Employers' Advisers Office, and the Workers' Advisers Office which are fully recovered from WorkSafeBC.
- In September 2020 the ministry received $10M from Contingencies: Pandemic Response and Recovery Vote 52 to expand the Early Retirement Bridging Program to the Coastal forestry regions. This funding is for 2020/21 only and is not reflected in the Resource Summary, above.
- A further $16M in funding for 2020/21 resides in FLNRORD's budget to fund the programming to the Interior of BC, and $4M in funding for 2021/22 for the Interior of BC. There is no out-year funding for the Coastal region.
- The Job Placement Coordination Office has $1.7M of funding available in 2020/21. $1.2M is funded through deferred funds in the Ministry of Jobs, Economic Development and Competitiveness and the remaining $0.5M resides in FLNRORD's budget.

Full Time Equivalents (FTEs): 347

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

TREVOR HUGHES
DEPUTY MINISTER

Trevor brings 12 years' experience of public sector leadership in the labour portfolio; the last three as Deputy Minister. His previous Executive role as the Assistant Deputy Minister of Labour spanned 9 years resulting in Trevor acquiring deep expertise in all aspects of this work and forging strong relationships with the ministry's diverse stakeholders. With a Master's degree in Industrial Relations and a 16-year career working with the Health Employers Association of BC before joining government, Trevor is a seasoned, expert advisor.

As Deputy, Trevor leads the ministry's responsibilities relating to the Labour Relations System, the Workers' Compensation System and the Employment Standards System, and is responsible for implementing new legislation to protect foreign workers. Trevor is also the senior official responsible for the provincial Workers' Compensation Board (WorkSafeBC). Trevor is accountable for government's relationship with the chair of the B.C. Labour Relations Board and the Employment Standards Tribunal, and the chair of the Workers' Compensation Appeal Tribunal.

In addition, Trevor is government's representative on the Board of Directors of The Community Against Preventable Injuries ("Preventable.ca"), a group of organizations working together to reduce the number and severity of preventable injuries in B.C.

EXECUTIVE MEMBER BIOGRAPHY

DANINE LEDUC
ASSISTANT DEPUTY MINISTER

Danine was appointed Assistant Deputy Minister of Labour on March 14, 2019; she joined the ministry's executive team in May of 2018 as labour's Executive Lead. Danine has 17 years' experience in public service with leadership experience in the Justice and Economy sectors in a variety of roles. Before joining the public service Danine practiced law, principally in civil litigation.

With degrees in Philosophy and Law, Danine is a critical thinker who brings significant experience designing and implementing programs and delivering capacity-building projects within government. A collaborative leader, Danine provides whole-ministry support for initiatives led by the Deputy Minister's and Minister's office and works across government to accomplish ministry goals.

EXECUTIVE MEMBER BIOGRAPHY

JOANNA WHITE
ASSISTANT DEPUTY MINISTER & EXECUTIVE FINANCIAL OFFICER
MANAGEMENT SERVICES DIVISION

Joanna White was appointed Assistant Deputy Minister and Executive Financial Officer for the Ministry of Jobs, Economic Development and Competitiveness and the Ministry of Labour in July 2020. Prior to her appointment, Joanna had held the position in an acting capacity since November 2019.

Joanna started her civil service career in the United Kingdom as an Asylum and Refugee Caseworker with The Home Office and joined the B.C. Public Service in 2006 Personal Information Personal Information. Joanna has held a series of management and leadership roles across the Economy Sector Ministries including roles in Strategic Human Resources and Strategic Initiatives in the former Arts, Culture and Sport Division.

As the Executive Director for the Community Gaming Grants program, Joanna led the team through their transition from the Gaming Policy and Enforcement Branch to the former Ministry of Community, Sport and Cultural Development, implementing a series of transformative changes in response to the Office of the Auditor General's Report on Community Gaming Grants.

Joanna's most recent Executive Director role was with the Management Services Division's Corporate Planning & Priorities team where Joanna was responsible for information management, occupational health and safety, risk management, business continuity, correspondence and corporate reporting & legislation including support for the Estimates process.

Joanna attended the University of Manchester in the United Kingdom and holds a BA (Hon) in History. Personal Information
Personal Information

CORE BUSINESS – EMPLOYERS' ADVISERS OFFICE

DM Responsible: Trevor Hughes

The Employers' Advisers Office (EAO) is established under section 350 of the *Workers Compensation Act* (the Act). The EAO's mandate is to assist employers on claims matters before WorkSafeBC or the Workers' Compensation Appeal Tribunal where the EAO determines there is merit, and to advise employers regarding the interpretation and administration of the Act or any regulations or decisions made under the Act. The EAO is fully funded by WorkSafeBC and receives no funding from government.

In fulfilling its mandate, the Employers' Advisers Office:

- Provides independent advice, assistance, representation and educational seminars to employers, and employer associations on occupational health and safety issues, prevention, claims management, assessments and appeals.
- Liaises with all levels of WorkSafeBC and the Workers' Compensation Appeal Tribunal (WCAT) to identify process or procedural inefficiencies affecting employer files.

Government Financial Information

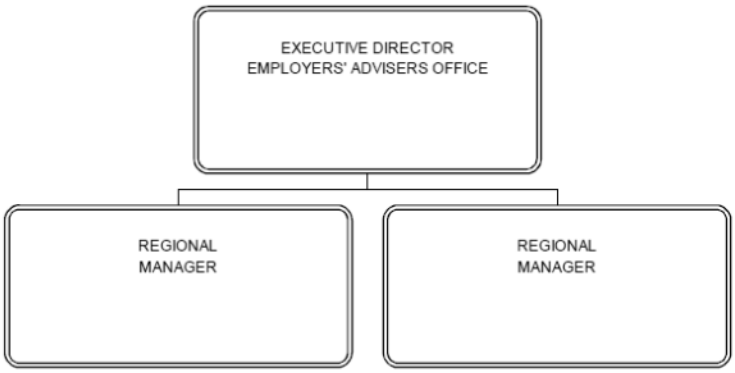
Gross Budget:

Full Time Equivalents (FTEs): 41

Related Legislation:

- *Workers Compensation Act*

Organizational Chart:



CORE BUSINESS – EMPLOYMENT STANDARDS BRANCH

DM Responsible: Trevor Hughes

The Employment Standards Branch ensures that employees covered by the *Employment Standards Act* (ESA) and the *Temporary Foreign Worker Protection Act* (TFWPA) receive basic standards of compensation and conditions of employment, while also ensuring vulnerable Temporary Foreign Workers (TFWs) are protected from exploitation. The Branch provides fair and efficient procedures for resolving workplace disputes, and it ensures that employers and employees understand their rights and responsibilities under the ESA.

In delivering its core services, the Employment Standards Branch (ESB):

- Administers the ESA, which sets standards for minimum wage payments, overtime, vacation, statutory holidays, leaves, compensation for length of service, hours of work and the employment of children. The ESA also requires licensing of farm labour contractors, employment agencies and talent agencies.
- Administers the TFWPA which sets standards for the treatment of TFWs including licencing requirements for recruiters of foreign workers, registration requirements for employers of TFWs and a complaint process for TFWs or third parties to promote compliance of the TFWPA.
- Receives and investigates complaints of contraventions of the ESA and the TFWPA from non-unionized employees and TFW's, and facilitates voluntary compliance of the complaints or issues decisions and levies mandatory penalties for contraventions of the ESA/TFWPA.
- Responds to public inquiries and educates employers and employees about their rights and responsibilities under the ESA/TFWPA through a variety of means including: a 1-800 information line; a website, videos and factsheets in numerous languages; presentations to employer associations and groups of workers; and by partnering with stakeholders and other government organizations to deliver information to targeted audiences.
- Provides assistance to the Labour Relations Board in respect of union certification and decertification votes, and employer last offer votes.

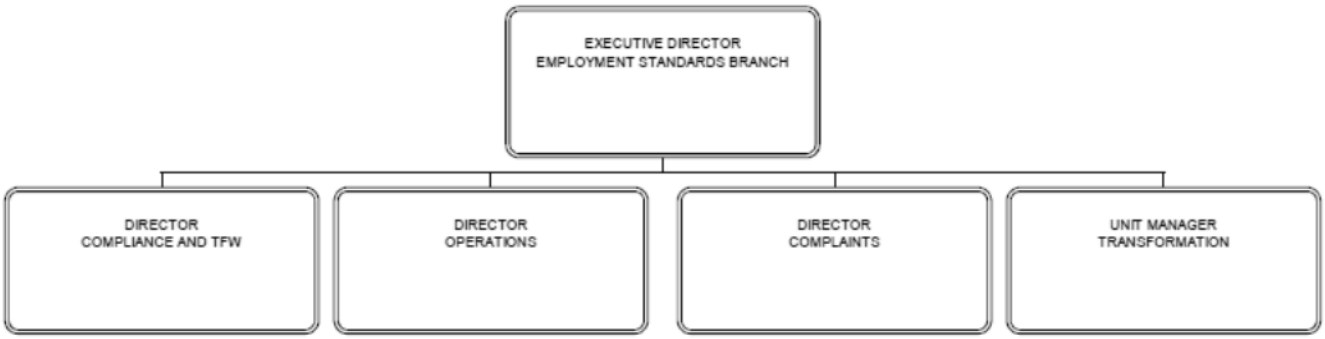
Budget Government Financial

Full Time Equivalents (FTEs): 127

Related Legislation:

- *Employment Standards Act*
- *Temporary Foreign Worker Protection Act*
- *Labour Relations Code*

Organizational Chart:



CORE BUSINESS – FOREST WORKER SUPPORT PROGRAMS

DM Responsible: Trevor Hughes

The Forest Worker Support Programs assist workers in Interior and Coastal communities experiencing rationalization in the forest sector to maintain strong communities, provide stable career paths in the forest industry and retain needed skills while the industry adapts to changes in the forest sector. They assist older Interior and Coastal mill workers to transition to retirement in their communities, creating vacancies for younger impacted workers. They also provide customized support for all displaced forest workers to access all government programs and services, including skills training, job opportunities tailored to the individual's interests in the forest sector and other industries and to track individual worker outcomes.

The two main Forest Worker Support Programs are the Retirement Bridging Program and the Job Placement Co-ordination Office:

- The Retirement Bridging Program provides assistance to Interior and Coastal mill workers age 55+ in two streams: one for those who have at least two years' employment at an Interior and Coastal mill and are impacted by either a permanent closure or indefinite curtailment of 4 months or longer, and one for workers who volunteer to retire to make room for a younger impacted worker in a working mill. Workers who engage this program are entitled to a maximum of $75,000 in bridging benefit depending upon their age, years of experience and employer contribution.
- The purpose of the Job Placement Co-ordination Office is to support forest workers, contractors and owner/operators that are currently impacted by mill closures and shift reductions by offering individualized assistance to access government services and programs and to participate in a Job Match Program that connects displaced forest workers with other opportunities in the forest or other sector. Individual outcomes will be tracked and this program works closely with the Retirement Bridging Program to provide impacted workers with the appropriate skills to fill vacancies created by the Bridging to Retirement program.

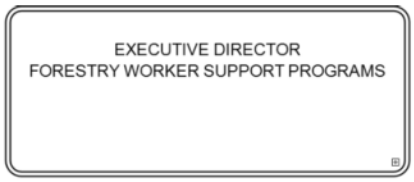
Budget: Retirement Bridging Program (Interior) – $16M (Budget resides with FLNRORD)
Retirement Bridging Program (Coastal) – $10M (Approved through Vote 52 Contingencies)
Job Placement Coordination Office – $1.707M (Budget resides with FLNRORD and JEDC)

Full Time Equivalents (FTEs): 12

Related Legislation:

- NA

Organizational Chart:



CORE BUSINESS – LABOUR POLICY AND LEGISLATION

DM Responsible: Trevor Hughes

The Labour Policy and Legislation Branch provides labour and employment-related information, research, analysis and expertise to the Minister, ministry executive, senior officials and associated boards and agencies. It is responsible for developing legislation and regulations, and legislative and regulatory changes, as well as producing briefing materials, Cabinet submissions and reports. The Branch also provides a range of corporate services, including representing the Ministry at major events such as Canadian Association of Administrators of Labour Legislation (CAALL) meetings, assisting with international labour law and policy consultations, participating on cross-government initiatives such as regulatory reform and federal-provincial consultations, and monitoring relevant trends, data and legal developments.

In delivering its core services, the Policy and Legislation Branch:

- Ensures that B.C.'s labour laws and policies are supportive of the evolving world of work and the direction set by government.
- Ensures expert advice and information is available to support the government, Minister, Ministry, tribunals and agencies and other stakeholders.
- Includes in its analysis and advice the perspectives and experiences of stakeholders with the Ministry's legislation and regulations, including the *Labour Relations Code*, *Employment Standards Act*, *Workers Compensation Act* and *Temporary Foreign Worker Protection Act*.

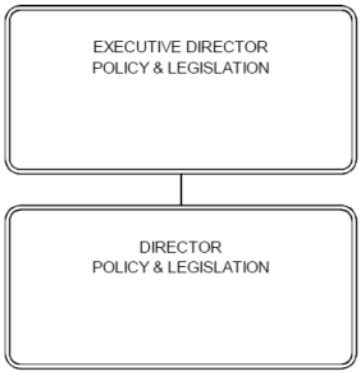
Budget: Government Financial Information

Full Time Equivalents (FTEs): 7:

Related Legislation:

- *Labour Relations Code*
- *Employment Standards Act*
- *Workers Compensation Act*
- *Temporary Foreign Worker Protection Act*
- *Fire and Police Services Collective Bargaining Act*

Organizational Chart:



CORE BUSINESS – INDUSTRIAL RELATIONS BRANCH

DM Responsible: Trevor Hughes

The Industrial Relations Branch works on behalf of government to promote stable labour relations in key sectors. Key activities and functions supporting this objective include: providing formal and informal assistance to parties in collective bargaining disputes; maintaining communication and positive relationships with stakeholders in the labour relations community; working closely with the Labour Relations Board; providing expert advice and assistance to the ministry and Minister in relation to bargaining relationships that impact the public interest; and monitoring all disputes in both the public and private sector.

In delivering its core services, the Industrial Relations Branch:

- Provides expert advice and formal and informal assistance as required and directed.
- Consults with stakeholders to provide an ongoing dialogue on broader labour relations and policy issues.
- Monitors all ongoing disputes that could impact the public interest.
- Conducts fact finding, may help to facilitate the resolution of disputes, provides advice to government and helps to build labour relations capacity across government.

Budget: Budget is combined with Labour Policy Branch

Full Time Equivalents (FTEs): 2

Related Legislation:

- *Labour Relations Code*
- *Fire and Police Services Collective Bargaining Act*

Organizational Chart: Staff supporting this division's work are already captured in Labour Policy and Legislation Branch's organizational chart.

CORE BUSINESS – WORKERS' ADVISERS OFFICE

DM Responsible: Trevor Hughes

The Workers' Advisers Office (WAO) is established under section 350 of the *Workers Compensation Act* (the Act). The WAO's mandate is to assist workers on claims matters before WorkSafeBC or the Workers' Compensation Appeal Tribunal where WAO determines there is merit, and to advise workers and their dependants on the interpretation and administration of the Act. The WAO is fully funded by WorkSafeBC and receives no funding from government.

In fulfilling its mandate, the Workers' Advisers Office:

- Provides advice, assistance and representation to injured workers and their dependants with claims, appeals and occupational health and safety issues under the *Workers Compensation Act*.
- Provides expert advice, input and education to workers, WorkSafeBC and other stakeholder groups, including unions and professional associations.

Government Financial Information

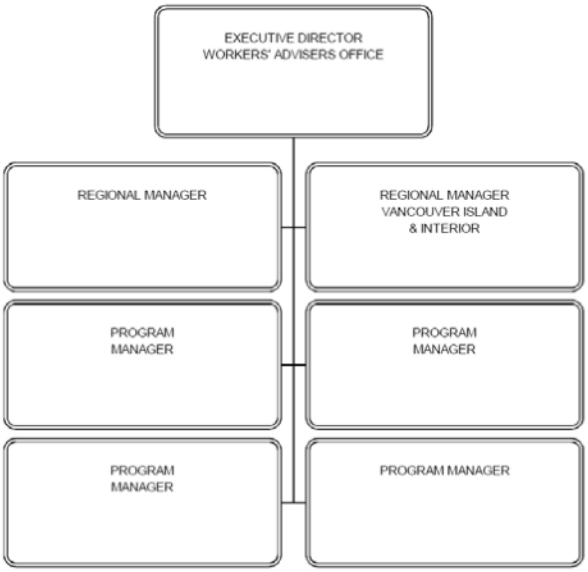
Gross Budget:

Full Time Equivalents (FTEs): 54

Related Legislation:

- *Workers Compensation Act*

Organizational Chart:



CORE BUSINESS – WORKERS' COMPENSATION APPEAL TRIBUNAL

DM Responsible: Trevor Hughes

The Workers' Compensation Appeal Tribunal (WCAT) is an independent tribunal established under Part 7, section 278 of the *Workers Compensation Act* (the Act). WCAT is the second and final level of appeal in the workers' compensation system of British Columbia and is independent of WorkSafeBC. WCAT is made up of the Chair (appointed by Order in Council) and one or more Vice Chairs (appointed by the Chair after consultation with the Minister). WCAT is fully funded by WorkSafeBC and receives no financial support from government.

WCAT commenced its operations on March 3, 2003. It replaced the former Workers' Compensation Review Board and the former Appeal Division of WorkSafeBC.

In fulfilling its mandate:

- WCAT has jurisdiction over a variety of workers' compensation matters including employer assessments, prevention penalties, retaliatory actions, and certificates for the courts regarding the status under the Act of parties to litigation.
- However, WCAT's primary activity involves appeals by workers and employers of workers' compensation claims. Workers and employers may be represented on appeals by the Workers' Advisers Office and Employers' Advisers Office, a union representative, compensation consultant, lawyer, family member or friend.
- WCAT decisions are final, but some may be submitted for reconsideration by WCAT on limited grounds.
- WCAT is required to decide appeals within 180 days from the date it receives the records related to the decision under appeal. However, this timeframe may be extended by WCAT's Chair in limited circumstances set out in the Act.
- All decisions by WorkSafeBC's Review Division that are appealable must be appealed to WCAT within 30 days.

Government Financial Information

Gross Budget:

Full Time Equivalents (FTEs): 96

Related Legislation:

- Workers Compensation Act

Organizational Chart: WCAT is comprised of a Chair appointed by Order in Council and Vice-Chairs appointed by the Chair after consultation with the Minister; the remaining team of public servants is led by one excluded Director-level staff person, so the organizational chart is not included.

Tab B

Appendix B

MINISTRY OF LABOUR
KEY STAKEHOLDERS

*** These unions are not members of the BC Federation of Labour.**

Branch	Organization	Contact	Description	Key Issues
LBR	**BC Federation of Labour**	Laird Cronk, President 604-430-1421 president@bcfed.ca	Organized Labour	• Economic recovery supports, employment standards, worker safety, workers' compensation review, migrant worker support, forestry successorship.
LBR	**BC Nurses' Union***	Christine Sorensen 604-433-2268 Ex: 2141 Christinesorensen@bcnu.org	Organized Labour	• Economic recovery supports, employment standards, workers' compensation review, worker safety.
LBR	**Unifor***	Gavin McGarrigle, Western Regional Director Personal Information gavin.mcgarrigle@unifor.org	Organized Labour	• Economic recovery supports, worker safety, workers' compensation review, forest worker support programs.
LBR	**Labour Relations Board**	Jacquie de Aguayo, Chair Personal Jacquie.deAguayo@lrb.bc.ca	Tribunal	• Labour Relations Code amendments and capacity challenges. • Future regulatory amendments.
LBR	**Business Council of British Columbia**	Greg D'Avignon, President & CEO 604-684-3384 Greg.davignon@bcbc.com	Employers' Organization	• Economic recovery supports, workers' compensation review, TFWPA Implementation, forestry successorship.

Branch	Organization	Contact	Description	Key Issues
LBR	**Coalition of BC Businesses**	Jeff Guignard, Chair 604-682-8366 jeff@ablebc.ca	Employers' Organization	• Economic recovery supports, workers' compensation review, TFWPA Implementation, forestry successorship.
LBR	**Small Business Roundtable**	Cybele Negris, Vice Chair Personal Information RoundtableSecretariat@gov.bc.ca	Advisory body to government	• Economic recovery supports, workers' compensation review, TFWPA Implementation.
LBR	**Vancouver Board of Trade**	Bridgitte Anderson, CEO 604-681-2111 ceo@boardoftrade.com	Employers' organization	• Economic recovery supports, workers' compensation review, TFWPA Implementation.
LBR	**Surrey Board of Trade**	Anita Huberman, CEO 604-634-0342 anita@businessinsurrey.ca	Employers' Organization	• Economic recovery supports, workers' compensation review, TFWPA Implementation.
LBR	**Employment Standards Tribunal**	Jacquie de Aguayo, Chair Personal Jacquie.deAguayo@lrb.bc.ca Marcella Gordon, Registrar Personal Information Marcella.Gordon@bcest.bc.ca	Tribunal	• Amendments to Employment Standards Act, TFWPA Implementation and capacity challenges.
LBR	**BC Employment Standards Coalition**	David Fairey, Co-Chair 604-430-6036 david@labourconsultingservices.com	Worker Advocacy Organization	• Economic recovery supports, accessibility of Employment Standards services, worker safety, migrant worker support, child employment.

Branch	Organization	Contact	Description	Key Issues
LBR	**First Call: BC Child and Youth Advocacy Coalition**	Adrienne Montani, Provincial Coordinator 604-877-4932 adrienne@firstcallbc.org	Child and Youth Advocacy Organization	• Employment standards, child employment, worker safety.
LBR	**Tourism Industry Association of BC**	Walt Judas, CEO 778-953-0620 wjudas@tiabc.ca	Industry Association	• Economic recovery supports, workers' compensation review, TFWPA Implementation.
LBR	**Canadian Association of Professional Immigration Consultants**	Neera Agnihotri, BC Chapter Chair 416-483-7044 bc@capic.ca	Professional Association	• TFWPA Implementation.
LBR	**Consulate of Mexico**	General Consul Ms. Berenice Diaz Ceballos 604-684-1859 bdiaz@sre.gob.mx	Foreign Government	• Migrant worker supports with a focus on provincial compliance and enforcement resourcing, accessibility of employment standards services and worker safety.
LBR	**Consular Alliance for Migrant Worker Support**	Contact through the Consul-General for the Philippines: Consul General Maria Austria Personal Information culturalsection@vancouverpcg.org	Alliance of Foreign Governments	• Migrant worker supports with a focus on provincial compliance and enforcement resourcing, accessibility of employment standards services and worker safety.

Branch	Organization	Contact	Description	Key Issues
LBR	**BC Agriculture Council**	Reg Ens, Executive Director, BC Agriculture Council 604-854-4454 Reg@bcac.ca	Industry Association	• Economic recovery supports, workers' compensation, TFWPA Implementation, child employment.
LBR	**Migrant Worker Centre**	Natalie Drolet, Staff Lawyer/Executive Director 604-669-4482 natalie@mwcbc.ca	Worker Advocacy Organization	• Economic recovery supports, accessibility of Employment Standards services, migrant worker support and worker safety.
LBR	**WorkSafeBC**	Anne Naser, President and CEO Personal Information Anne.Naser@worksafebc.com	Regulator	• Board vacancies, pandemic support initiatives, occupational health and safety improvements including safety headgear, Bill 23 implementation, workers' compensation review, Accident Fund status. •
LBR	**First Nations Health Authority**	Richard Jock, Interim CEO 604-410-1513 media@fnha.bc.ca	Indigenous Health Services Organization	• Workers' compensation review.
LBR	**Employers' Forum**	Doug Alley, Managing Director 778-265-8813 doug@employersforum.org Donovan Hides, President 604-605-4776 Donovan.Hides@snclavalin.com	Employers' Advocacy Organization for workplace safety.	• Workers' compensation review, implementation of Bill 23, occupational health and safety improvements including safety headgear, Accident Fund status.

Branch	Organization	Contact	Description	Key Issues
LBR	**Union of BC Municipalities (UBCM)**	Gary MacIsaac, Executive Director 604-270-8226 Ext 105 gmacisaac@ubcm.ca	Local Government Organization	• Economic recovery supports, workers' compensation.
LBR	**United Steelworkers (USW)**	Jeff Bromley, Wood Council Chair 604-205-1110 jbromley@usw.ca Stephen Hunt, Regional Director District 3 604-683-1117 shunt@usw.ca	Organized Labour	• Economic recovery supports, workers' compensation review, occupational health and safety, forestry successorship.
LBR	**Public and Private Workers of Canada***	Gary Fiege, President 604-731-1909 gfiege@ppwc.ca	Organized Labour	• Economic recovery supports, worker safety, forestry successorship, workers' compensation review, forest worker support programs.
LBR	**Interior Forest Labour Relations Association (IFLRA)**	Jeff Roos, President 250-860-3592 jroos@iflra.com	Employer Association in the Interior forest sector	• Forestry Successorship, economic recovery, workers' compensation review, forest worker support programs, child employment.
LBR	**Council on Northern Interior Forest Employment Relations (CONIFER)**	Mike Bryce, Executive Director 250-564-5166 mike@conifer.ca	Employer Association in the Northern forest sector	• Forestry Successorship, economic recovery, workers' compensation review, forest worker support programs, child employment.

Tab C

LBR has not identified any OIC appointments for the first 90 days.

Tab D

MINISTRY OF LABOUR

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
WorkSafeBC

BRIEFING NOTE

CROWN AGENCIES

Name: WorkSafeBC

Legislative Authority: *Workers Compensation Act*

Mandate:

WorkSafeBC is established by provincial legislation as an agency with the mandate to oversee a no-fault insurance system for work-related injuries, illnesses and deaths. WorkSafeBC partners with employers and workers in B.C. to do the following:

- Promote the prevention of work-related injury, illness, and death
- Rehabilitate those who are injured, and provide timely return to work
- Provide fair compensation to replace workers' loss of wages arising from a work-related disability or death
- Ensure sound financial management for a viable workers' compensation system

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Dhillon	Baltej Singh	Law/Law Enforcement Representative	Order in Council	01-Dec-17	December 1, 2020
Laurie	Andrea Michelle	Worker Representative	Order in Council	01-Dec-19	December 1, 2020
Patterson	Brooks Robin	Occupational Health/Safety Representative	Order in Council	21-Sep-15	December 1, 2020
Teschke	Katherine (Kay) Elizabeth	Public Interest Representative	Order in Council	01-Dec-17	December 1, 2020
White	Lillian Margaret	Employer Representative	Order in Council	03-Jan-15	December 1, 2020
Smith	Don	Actuary Representative	Order in Council	31-Dec-18	December 31, 2020
Loftus	Lee James	Public Interest Representative	Order in Council	01-Dec-17	December 1, 2021
Packer	Rebecca	Health Care and Rehab Representative	Order in Council	18-Feb-20	December 1, 2021
Jeff	Parr	Chair/Public Interest Representative	Order in Council	16-Aug-20	December 1, 2022

Appointments required:

- **30 Days:** Baltej Dhillon, Law Enforcement Representative, Andrea Laurie, Worker Representative, Brooks Patterson, Occupational Health and Safety Representative, Katherine Teschke, Public Interest Representative and Lillian White, Employer Representative have terms that end Dec 1, 2020.

- **60 Days:** Don Smith, Actuary Representative, has a term that ends Dec 31, 2020.

Issues:

- The Ministry of Labour considers the six appointments required for December 2020 as urgent priority appointments given the critical role that WorkSafeBC is playing in British Columbia's COVID-19 safety and economic recovery efforts and the importance of having a full Board of Directors to oversee the organization's work.
- Lillian White, whose term expires December 1, 2020, has served the maximum term permitted under the *Workers Compensation Act* so is unavailable for re-appointment.
- Brooks Patterson, whose term expires December 1, 2020 is also nearing the maximum term permitted and would be eligible for reappointment only until September 2021.

Key Contact:

- Jeff Parr
- Chair, Board of Directors

Personal Information

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
BC Federation of Labour – Convention	Advice/Recommentations		
Employer Registry In Force – TFWPA Ministerial reminder of December15 deadline for employers who wish to hire temporary foreign workers to register with the Province.			
WorkSafeBC Board Appointments Minister makes six appointments to renew WorkSafeBC's Board of Directors.			
Industrial Inquiry Commission Minister may appoint Industrial Inquiry Commission members to review successorship practices in forestry sector.			
Minister Addresses WorkSafeBC Board Minister attends and gives a welcome address at WorkSafeBC Board of Directors meeting. Possible opportunity to leverage as part of broader communications on role of WorkSafeBC in COVID-19 recovery (news release or in media interviews).			
Ministers' Federal Provincial Territorial (FPT) Meeting: Canadian Association of Administrators of Labour Legislation (CAALL).			

Tab 6

Tab A

MINISTRY PROFILE

Ministry:

People's mental health and addictions experiences are influenced by a broad range of economic, social, cultural, environmental and personal factors. As the only dedicated, standalone ministry of its kind in Canada, we bring mental health and addictions into focus to address some of society's most complex, misunderstood, and stigmatized issues. With a strategic mandate, we lead the change needed across government to modernize the mental health and addictions continuum of care for all British Columbians to reach their potential and thrive in their communities.

Ministry Mandate:

The Ministry has overall responsibility for the development of a coherent, accessible, and culturally safe mental health and addictions system that is effective for individuals and families throughout the province. The Ministry is also responsible for leading and escalating the response to the province's overdose public health emergency. The Ministry works in collaboration with other agencies to strengthen social supports and services that impact mental health and problematic substance use (for example, housing, employment, poverty reduction, education, childcare, and workplaces).

The Ministry leads the transformation of B.C.'s mental health and addictions system by setting the strategic direction for the Province through cross-sector planning and driving system-level improvement through research, policy development, and evaluation. To realize this mandate, the Ministry undertakes a whole-government, multi-systems approach in partnership with other ministries, Indigenous peoples, service delivery partners, researchers, local and federal levels of government, families, youth, advocates, and people with lived and living experience.

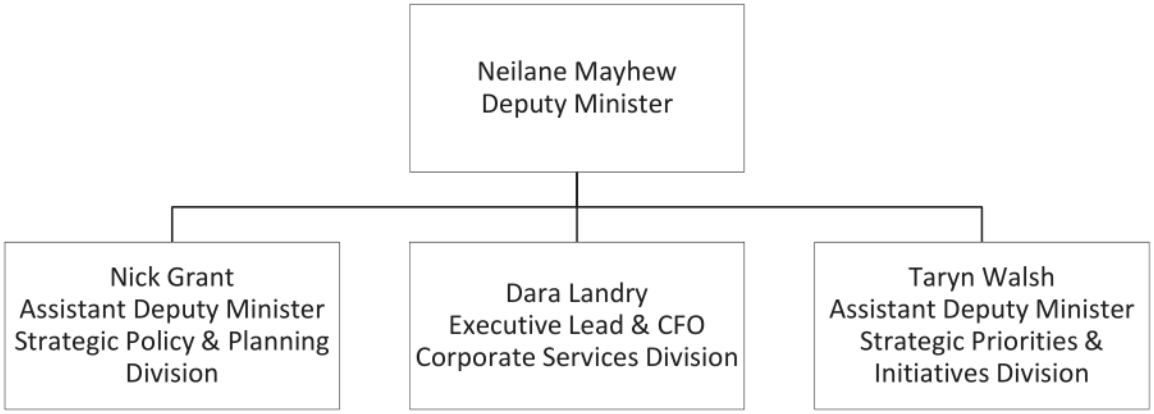
Budget:

Core Business Area	2019/20 Restated Budget	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Policy Development, Research, Monitoring and Evaluation	7,879	7,486	7,485	7,485
Executive and Support Services	2,188	2,226	2,262	2,262
Total	**10,067**	**9,712**	**9,747**	**9,747**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	1	1	1	1
Total	**1**	**1**	**1**	**1**

Full Time Equivalents (FTEs):

- As of October 5, 2020, the ministry has 83 FTEs, including the Minister's Office.

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

Neilane Mayhew, Deputy Minister

Neilane is the Deputy Minister of the BC Ministry of Mental Health and Addictions. The Ministry is responsible for working with government ministries, Indigenous organizations, municipalities and community partners to ensure a coherent, accessible, and culturally safe mental health and addictions system that is effective for individuals and families across the lifespan. The ministry is also responsible for leading an immediate response to the province's overdose public health emergency.

Before being appointed as Deputy Minister, Neilane held the position of Associate Deputy Minister and Chief Operating Officer for the Ministry of Mental Health and Addictions, a position she had held since October 2017. Prior to this, she was the Associate Deputy Minister and Chief Operating Officer of the Ministry of Indigenous Relations and Reconciliation since October 2014 and served as Acting Deputy Minister from February 2015 to April 2015.

Neilane currently serves on the Board of Directors for the Mental Health Commission of Canada.

Neilane has over 19 years of public sector leadership experience in various ministries. She holds a Bachelor of Arts from the University of Calgary and a Bachelor of Laws from the University of Victoria. Prior to joining the BC public service in 2001, she practiced law with a small firm in Victoria.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

Nick Grant, Assistant Deputy Minister, Strategic Policy and Planning

Nick Grant was appointed ADM in the Ministry of Mental Health and Addictions in May 2018. In this role he has been responsible for leading the development of the Province's mental health and addictions strategy, implementing new ways to work with First Nations to support self-determination, health and wellness, and working across ministries and service delivery sectors to improve mental health and substance use services with a particular focus on care for children and youth.

Prior to joining the Ministry, Nick had been a member of the Executive Team at the BC Public Service Agency since 2015. The Agency is responsible for providing corporate human resource services to the core public service and Nick's roles there included leading the Workplace Health and Safety Branch to deliver health promotion, occupational safety, rehabilitation services, and disability benefits administration for all ministries; procuring a new human resource, payroll and benefit delivery system for the Public Service; and developing a new strategic and organizational plan for the Agency.

Previously, Nick spent over 20 years at the BC Ministry of Health and was appointed acting Assistant Deputy Minister of the Health Sector Planning and Innovation Division in 2014. Nick held several leadership roles at the Ministry of Health, including health sector strategic planning, health sector accountability and performance management, data, information and analytics, legislation, legal services, professional regulation, intergovernmental relations and the ministry research agenda.

Nick holds a BA in Political Science from the University of Victoria and has worked in the B.C. public service for 28 years.

EXECUTIVE MEMBER BIOGRAPHY

Dara Landry, Executive Lead and Chief Financial Officer

Dara oversees the Corporate Services Division and is responsible for Strategic Human Resources, Financial Management and Reporting, and Performance and Accountability. He joined the Ministry of Mental Health and Addictions in September 2017 from the Ministry of Finance where he was Director of Budgeting, Accounting and Reporting. He was responsible for leading complex Treasury Board submissions as well as overseeing the financial management of the Ministry of Finance, Premier's Office and several crown corporations and legislative offices.

Prior to this, Dara held several progressively senior positions in the Provincial Treasury in the Ministry of Finance and the Investment Capital Branch in the Ministry of Jobs, Trade and Technology.

Dara is the Ministry's Ethics Advisor.

Dara holds a Bachelor of Commerce from Royal Roads University and a Chartered Professional Accountant designation.

EXECUTIVE MEMBER BIOGRAPHY

Taryn Walsh, Assistant Deputy Minister, Strategic Priorities and Initiatives

Taryn was appointed ADM in the Ministry of Mental Health and Addictions in December 2017. Taryn's current portfolio encompasses matters related to substance use, including leading the provincial response to the overdose crisis, enhancing the quality, efficacy and accountability of supportive recovery services and supporting workplace mental health across various sectors, particularly in the context of COVID-19. Escalating BC's response to the overdose emergency has involved building relationships with a wide variety of stakeholders including other provincial ministries, health authorities, advocacy groups and peers, municipal governments, Indigenous leadership and Health Canada.

Prior to joining the Ministry, Taryn was with the Ministry of Public Safety and Solicitor General where she was responsible for leading the BC Government's participation in the National Inquiry into Missing and Murdered Indigenous Women and Girls and prior to her role in the Deputy Solicitor General's office, Taryn was the Executive Director of Victim Services and Crime Prevention, responsible for front-line services as well as developing strategies to prevent violence and enhance public safety, with a focus on violence against women and children.

Taryn has held a wide variety of positions in the Public Guardian and Trustee, Ministry of Labour and the Human Rights Commission. In 2018 and 2019 Taryn was part of the Canadian delegation to the United Nation's Commission on Narcotic Drugs.

Taryn holds a Bachelor of Arts from UBC and a Bachelor of Law (LL.B) from the University of Alberta.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible:

Dara Landry, Executive Lead and Chief Financial Officer

Core Business / Program Area Description / Critical Business Processes:

The Corporate Services Division partners with ministry leadership to support the ministry's mandate. The Division provides client-focused and solution-driven business services including: strategic and business planning, corporate performance and risk management, strategic human resources and internal communications, financial management and accountability, procurement and contract management advisory services, information management/information technology services, and operations management.

Budget:

Government Financial Information

Full Time Equivalents (FTEs):

10 FTEs (2 temporary, 1 part-time)

Related Legislation:

N/A

Organizational Chart:

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible:

Taryn Walsh, Assistant Deputy Minister, Strategic Priorities & Initiatives Division

Core Business / Program Area Description / Critical Business Processes:

The Strategic Priorities & Initiatives Division leads immediate responses to urgent mental health, substance use and addictions issues within the province. The division works collaboratively with other ministries, First Nations and Indigenous leaders and their communities, local and federal governments, health authorities, non-government organizations, community sector organizations, emergency health responders, people with lived/living experience (PWLLE) and public safety agencies to deliver an immediate, escalated response to the overdose emergency, to keep people safe, and improve the health and well-being of British Columbians.

The Strategic Priorities and Initiatives Division is comprised of three areas:

1. The Overdose Emergency Response Centre (OERC) is the province's central hub for taking immediate action to address the overdose emergency. The OERC coordinates services across the province, evaluates the results and monitors the impacts of the crisis and interventions on communities across B.C. The OERC also undertakes strategic planning and policy development to guide B.C.'s overdose emergency response.

2. Partnerships & Engagement Branch is responsible for creating provincial public awareness campaigns to address the stigma facing people who use drugs, while also managing the StopOverdoseBC.ca website. This branch is overseeing the creation of a new provincial web-based platform to increase access to resources by improving service navigation online. The branch bases its work on public opinion research, behavioural insights, and on-going engagement with PWLLE to create innovative solutions.

3. Substance Use and Strategic Initiatives Branch (SUSI) leads the development, monitoring and evaluation of strategic policies, legislation and regulations related to the prevention, early intervention and treatment of substance use-related harms. This includes the development of a framework for improving the substance use system of care and initiatives aimed at increasing access to evidence-based addiction care to help people stabilize and connect to treatment and recovery services. SUSI also works collaboratively with community partners, unions and employer groups to ensure employees and leaders have the tools and training they need to foster psychologically healthy and safe workplaces.

Budget:

Government Financial Information

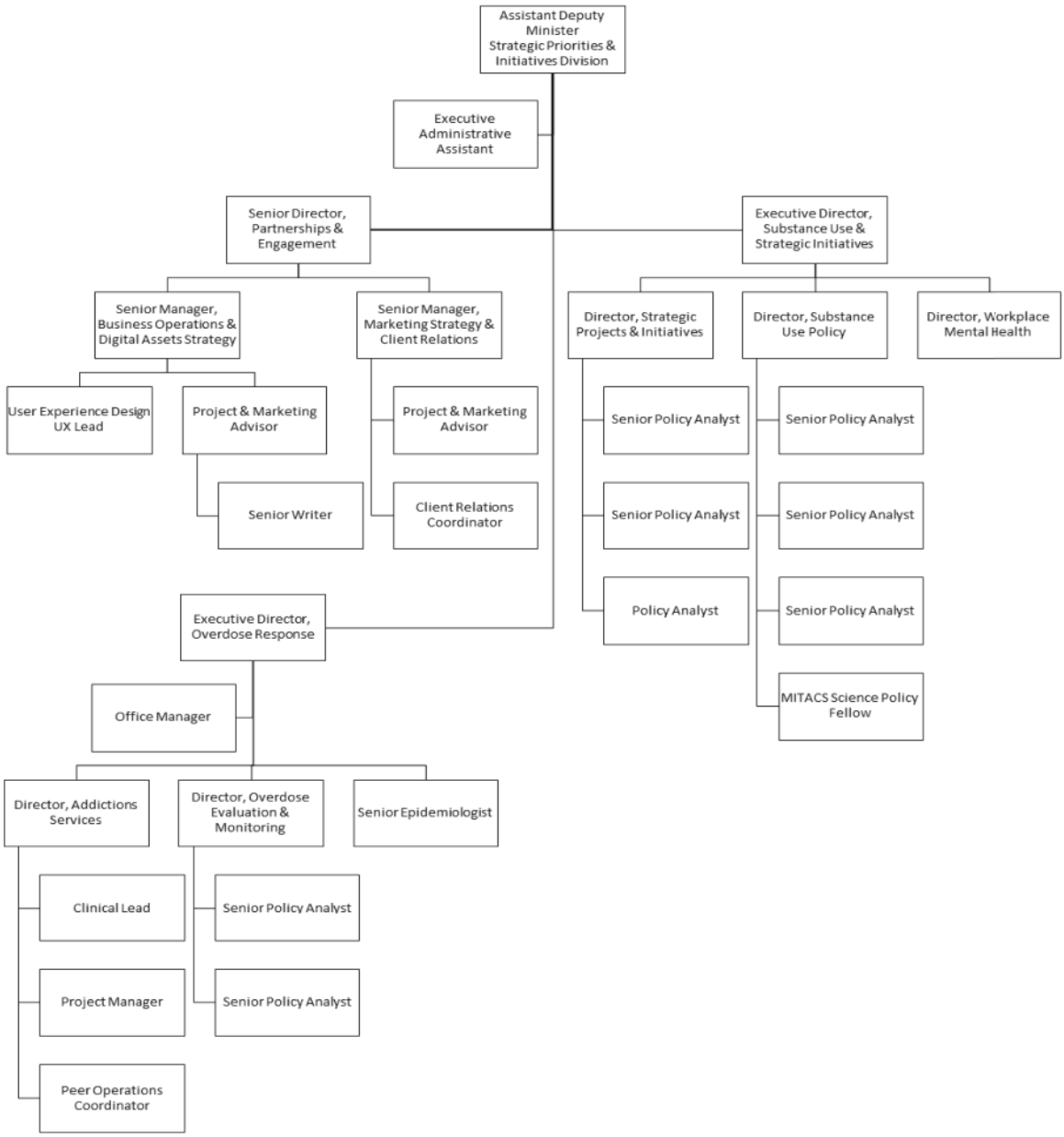
Full Time Equivalents (FTEs):

31 FTEs (including 1 temporary and 5 secondments)

Related Legislation:

N/A

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible:

Nick Grant, Assistant Deputy Minister, Strategic Policy and Planning Division

Core Business / Program Area Description / Critical Business Processes:

The Strategic Policy and Planning Division works across ministries and the broader social sector to develop and oversee implementation of strategic priorities to transform B.C.'s mental health and addictions system. The division works to foster a whole of government approach to mental health and substance use and actively works with ministries as well as academic researchers and experts, professional associations and unions, community service organizations and people with lived/living experience to identify and respond to priority policy and program issues.

The division developed *A Pathway to Hope*, the provincial mental health and addictions roadmap, and is active in leading and working with partner ministries, health authorities, community organizations and First Nations and Indigenous leaders to implement the initiatives within the roadmap.

The Strategic Policy and Planning Division is comprised of three areas:

1. Strategic Planning Branch is responsible for leading the development and implementation of an overarching, integrated mental health and addictions strategic framework and associated actions plans. The branch leads significant and complex projects and works in partnership across social sector ministries, service delivery organizations and a wide array of stakeholders. High profile child and youth initiatives are being led by the branch including the expansion of Foundry Youth Centres, developing a youth substance use system of care, and the operational implementation and delivery of integrated child and youth teams, a new and innovative model of community-based mental health and substance use services to young people and their families.

2. Indigenous Partnerships & Wellness Branch is responsible for building and maintaining relationships with Indigenous partners and for ensuring the inclusion of Indigenous perspectives in the design, implementation and evaluation of policy and program initiatives led by MMHA. The branch provides strategic support and advice in advancing key deliverables with Indigenous partners while ensuring MMHA is in alignment with and advancing broader commitments related to Indigenous reconciliation and strengthening the cultural safety and humility of the mental health and substance use system in BC.

3. Strategic Policy & Performance Branch leads cross-government performance monitoring and evaluation of strategic initiatives under *A Pathway to Hope*. The branch works with external partners and other ministries to direct and align mental health and addictions academic research with government priorities and leads knowledge translation to support the ministry in evidence-informed policy development. The branch is also responsible for system-level monitoring and analysis as well as key policy projects to drive transformation.

Budget:

Government Financial Information

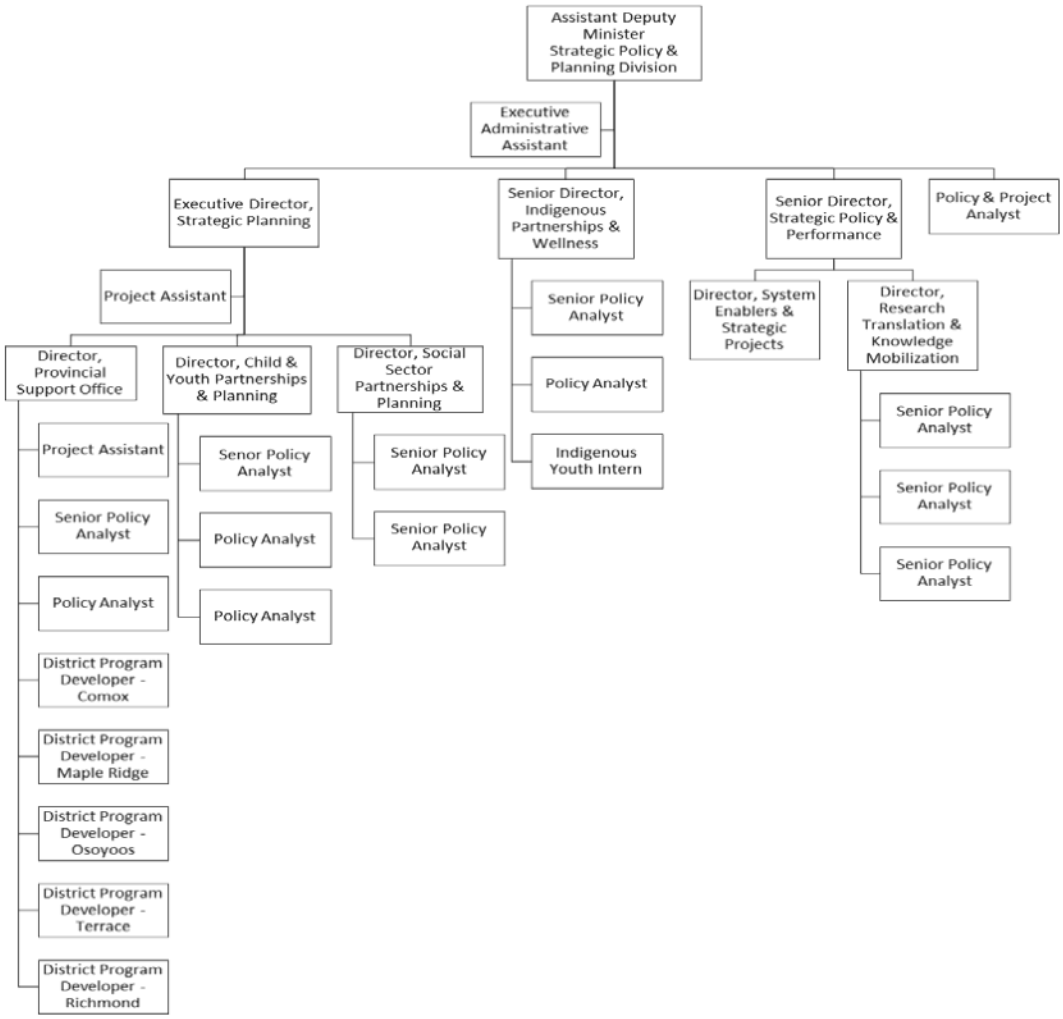
Full Time Equivalents (FTEs):

31 FTEs (2 temporary)

Related Legislation:

N/A

Organizational Chart:



Tab B

MINISTRY OF MENTAL HEALTH AND ADDICTIONS
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
SUSI	**BC Addictions Recovery Association (BCARA)**	Brenda Plant Board Chair Personal Information info@bc-ara.ca	• BCARA's mission is to support persons in recovery from addiction by improving their access to professional services through the creation of standards, support services placement, training, education, research and advocacy. • BCARA is a relatively new provincial association in BC and is still in the process of formalizing organizational structure, membership and bylaws. • BCARA is quite advocacy-driven and sees their role as a liaison or representative on behalf of substance use recovery service providers in dealings with government.	• Legislation, regulation and policy related to bed-based substance use services • Improving access to and visibility of recovery-oriented services with a focus on bed-based treatment and recovery • Issues of importance to BC's "recovery sector" including government funding, service standards. and the relationship been harm reduction and recovery

Branch	Organization	Contact	Description	Key Issues
SUSI/OERC	**Community Action Initiative (CAI)**	Melinda Markey Executive Director 604-638-1172 mmarkey@caibc.ca	CAI works to strengthen the role and capacity of the community sector to improve mental health and address substance use for British Columbians.	• Providing support to the community-based supportive recovery sector/operators • Administering grant programs on behalf of government/MMHA (substance use beds, Community Action Teams (CATs), rural-indigenous grants, harm reduction grants, Community Initiative Fund (CIF)) • Community capacity development within the mental health and substance use sector
SUSI/OERC	**BC Centre on Substance Use (BCCSU)**	Cheyenne Johnson Interim Co-Executive Director Personal Information cheyenne.johnson@bccsu.ubc.ca Dr. Perry Kendall Interim Co-Executive Director Personal Information perry.kendall@bccsu.ubc.ca	• The BCCSU receives their core funding from the Province and is a provincially networked organization with a mandate to develop, help implement, and evaluate evidence-based approaches to substance use and addiction. • BCCSU seeks to improve the integration of best practices and care across the continuum of substance use through the collaborative development of evidence-based policies, guidelines, and standards. With the	• Clinical guidance, evidence-based approaches and expertise for substance use (e.g., Pharmaceutical Alternatives Clinical Guidance, nurse prescribing.) • Substance use training and education for medical, clinical and allied health professionals • Research and evaluation of substance use programs and services (e.g., iOAT/TiOAT evaluation)

Branch	Organization	Contact	Description	Key Issues
			support of the Province of BC, BCCSU aims to transform substance use policies and care by translating research into education and care guidance.	
OERC/SUSI	**BC Centre for Disease Control (BCCDC)**	Reka Gustafson VP, Public Health & Wellness Reka.gustafson@bccdc.ca Jane Buxton Clinical lead, harm reduction 604-707-2573 Jane.buxton@bccdc.ca Sara Young Manager, Hepatitis & Harm Reduction Services Personal Information Sara.young@bccdc Amanda Slaunwhite Senior Scientist Amanda.slaunwhite@bccdc.ca	The BC Centre for Disease Control, a program of the Provincial Health Services Authority, provides provincial and national leadership in disease surveillance, detection, treatment, prevention and consultation.	• Provincial Peer Network • Responsible for managing provincial Take-home Naloxone program and other harm reduction activities • Overdose surveillance and monitoring • Evaluation on the Prescriber Guidance for Risk Mitigation in the Context of Dual Public Health Emergencies
OERC	**BC Centre for Excellence in HIV/AIDS/SFU**	Bohdan Nosyk Principal Investigator, OAT Cascade of Care bnosyk@cfenet.ubc.ca	The BC Centre for Excellence in HIV/AIDS (BC-CfE) is Canada's largest HIV/AIDS research, treatment and education facility—nationally and internationally recognized as an innovative	• Opioid Agonist Treatment (OAT) Cascade of Care • Evaluation on the Prescriber Guidance for Risk Mitigation in the Context of Dual Public Health Emergencies

Branch	Organization	Contact	Description	Key Issues
			world leader in combating HIV/AIDS and related diseases.	
OERC/SUSI	**Canadian Institute for Substance Use Research (CISUR)**	Bernie Pauly Research Scientist 250-472-5915 bpauly@uvic.ca Karen Urbanoski Research Scientist 250-853-3238 urbanosk@uvic.ca	The Canadian Institute for Substance Use Research (CISUR), formerly CARBC, is a network of individuals and groups dedicated to the study of substance use and addiction in support of community-wide efforts to promote health and reduce harm.	• Evaluation on the Prescriber Guidance for Risk Mitigation in the Context of Dual Public Health Emergencies Substance use focused research projects • Alcohol-related substance use research and policy
OERC	**BC Patient Safety & Quality Council**	Colleen Kennedy Executive Director, Health System Improvement & Engagement ckennedy@bcpsqc.ca	Provides system-wide leadership through collaboration with patients, caregivers, the public and those working within the health care system in a relentless pursuit of quality.	• Learning about Opioid Use Disorder (LOUD) in the Emergency Department learning collaborative Project. • Provincial Community Action Team (CAT) Collaborative
OERC	**Moms Stop the Harm**	Leslie McBain momsstopharm@shaw.ca	Moms Stop the Harm (MSTH) is a network of Canadian families impacted by substance use related harms and deaths. They advocate to change failed drug policies and provide peer support to grieving families and those	• Peer/family support and advocacy

Branch	Organization	Contact	Description	Key Issues
			with loved ones who use or have used substances.	
OERC	**BC Yukon Association of Drug War Survivors**	Erica Thomson erica@bcyadws.ca	BC Yukon Association of Drug War Survivors is a group of users and former users who work to improve the lives of people who use illicit drugs through user-based peer support and education.	• Provincial Peer Framework and Support
OERC	**College of Physicians and Surgeons**	Dave Unger Deputy Registrar daunger@cpsbc.ca	The College of Physicians and Surgeons of British Columbia regulates the practice of medicine under the authority of provincial law. All physicians who practise medicine in the province must be registrants of the College.	• Pharmaceutical Alternatives • Prescription monitoring
OERC	**BC College of Nurses and Midwives**	Cynthia Johansen Registrar & Chief Executive Officer 604.742.6200 Ext. 6205	Protect the public through the regulation of nursing professionals (LPNs, NPs, RNs, and RPNs), setting standards of practice, assessing nursing education programs in B.C., and addressing complaints about BCCNP registrants.	• Nurse Prescribing • Pharmaceutical Alternatives

Branch	Organization	Contact	Description	Key Issues
OERC	**College of Pharmacists of BC**	David Pavan David.Pavan@bcpharmacists.org	The College of Pharmacists of British Columbia protects the public by ensuring that registered pharmacy professionals provide safe and effective pharmacy care.	• Pharmaceutical alternatives • Prescription monitoring
OERC	**Pain BC**	Maria Hudspith Executive Director maria@painbc.ca	Pain BC aims to enhance the well-being of all people living with pain through empowerment, care, education and innovation.	• Chronic pain strategy and opioid use
PEB	**Vancouver Canucks & Vancouver Warriors**	Alexis Demmery Partnerships Manager Personal Information alexis.demmery@canucks.com Brandon Dhillon Account Executive, Partnership Marketing Personal Information brandon.dhillon@canucks.com	MMHA's partnership with Vancouver Canucks leverages the influence and positive appeal of this high-profile sports team in order to target diverse audiences across BC, including men between the ages of 20 and 60 years. Players provide ambassador support to the ministry's campaigns and in-arena activation events help us reach our audiences.	• Stigma-reduction • Overdose crisis • Men's mental health and substance use (key demographic target for StopOverdoseBC campaign) • Mental health and wellness promotions

Branch	Organization	Contact	Description	Key Issues
PEB	**BC Lions Football**	Jaime Taras Director, Community Partnerships 604-930-5467 jtara@bclions.com George Chayka Vice President of Business Personal Information gchayka@bclions.com	MMHA's partnership with the BC Lions helps expand the reach of the Province's StopOverdose social marketing campaign (the BC Lions have a fan base of approximately 1.6 million people across BC). This partnership gives the Ministry a unique opportunity to reach diverse audiences like men between 20-60 and youth through school-based programming.	• Stigma-reduction • Overdose crisis • Men's mental health and substance use (key demographic target for StopOverdoseBC campaign) • Youth engagement and outreach • Mental health and wellness promotions
PEB	**Overwaitea Food Group**	Julie Dickson Olmstead Director, Public Affairs and Corporate Services (604) 992-2538 Julie_Dickson@saveonfoods.com Gary Jung Manager, Professional Services/Managed Care Personal Information gary_jung@saveonfoods.com	Save-on-Foods has a long history of supporting provincial public health efforts. Recognizing that pharmacists are on the frontline of working with patients prescribed opioids for pain control, they play an essential role in lowering the risks that come with opioid use – like developing an opioid use disorder or having an overdose. MMHA and Save-On-Foods Pharmacies are now working together to expand the reach and impact of the Stop Overdose BC campaign, as	• Overdose crisis • Opioid addiction • Harm reduction, education and awareness • Distribution of naloxone kits

Branch	Organization	Contact	Description	Key Issues
			well as promote safer use of prescription opioids.	
IPW	**First Nations Health Council (FNHC)**	Charlene Belleau Chair Personal Information	The FNHC is a political advocacy body mandated to advance the health and wellness interests of BC First Nations.	• Implementation of the tripartite health plans and agreements, including the *Memorandum of Understanding: Tripartite Partnership to Improve Mental Health and Wellness Services* (2018) • Implementation of the *Declaration on the Rights of Indigenous Peoples Act* (2019) • Legislation (e.g., amendments to the *Mental Health Act*)
IPW	**First Nations Health Authority**	Richard Jock A/Chief Executive Officer richard.jock@fnha.ca Colleen Erickson Chair, FNHA Board of Directors colleen.erickson@fnha.ca	The FNHA is mandated by BC First Nations to plan, design, manage, fund and deliver First Nation health programs and services.	• Implementation of the tripartite health plans and agreements, including the *Memorandum of Understanding: Tripartite Partnership to Improve Mental Health and Wellness Services* (2018) • Implementation of priority initiatives identified in *A Pathway to Hope* (2019), including all Indigenous-led initiatives • Provincial response to the overdose emergency • Provincial policy and legislation related to mental health and substance use

Branch	Organization	Contact	Description	Key Issues
				• Implementation of the *Declaration on the Rights of Indigenous Peoples Act* (2019) • Implementation of the *Declaration of Commitment to Cultural Safety and Humility* (2018)
IPW	**Métis Nation BC**	Daniel Fontaine, Chief Executive Officer/Deputy Minister dfontaine@mnbc.ca 604-557-5851 Clara Morin Dal Col, President	MNBC, a political organization that represents the 38 Métis Chartered Communities in BC, is mandated to develop and enhance opportunities for Métis communities by implementing culturally relevant health, social and economic programs and services.	• Implementation of priority initiatives identified in *A Pathway to Hope* (2019) • Provincial policy and legislation related to mental health and substance use • Implementation of the *Declaration on the Rights of Indigenous Peoples Act* (2019) • Implementation of the *Métis Nation Relationship Accord II* (2016)
IPW	**BC Association of Aboriginal Friendship Centres**	Leslie Varley, Executive Director Dr. Sharon McIvor, President, Board of Directors	BCAAFC works with the 25 Friendship Centres in BC to develop and improve resources that support the health, wellness, and prosperity of urban Indigenous people and communities.	• Implementation of priority initiatives identified in the *A Pathway to Hope* (2019) • Provincial policy and legislation related to mental health and substance use • Implementation of the *Declaration on the Rights of Indigenous Peoples Act* (2019)

Branch	Organization	Contact	Description	Key Issues
SPP/SPI	**Canadian Mental Health Association – BC Division (CMHA-BC)**	Jonathan (Jonny) Morris, CEO 604-688-3234 ceobc@cmha.bc.ca	• CMHA is a national charity that helps maintain and improve mental health for all Canadians. • Through over 100 local, provincial and national locations across Canada, CMHA provides a wide range of innovative services and supports tailored to and in partnership with our communities. CMHA-BC Division promotes the mental health of all and supports the resilience and recovery of people experiencing mental illness and problematic substance use.	• Implementation of priority initiatives identified in *A Pathway to Hope* (2019) • Providing expertise, directly delivering COVID-19 mental health supports, and administering funding for increased community-based services during COVID-19. • Strengthening mental health and substance use service in BC • Workplace mental health program design, development, implementation and delivery (careforcaregivers.ca) • Administering grant programs on behalf of government/MMHA (substance use beds)
SPP	**BC Representative for Children and Youth**	Jennifer Charlesworth, Representative for Children and Youth Jennifer.charlesworth@rcybc.ca	• The Representative is a non-partisan, independent officer of the Legislature, reporting directly to the Legislative Assembly and not a government ministry. • The Representative also provides oversight to this system and makes	• RCY investigative reports, *Missing Pieces (2017)* and *Time to Listen (2018)* include recommendations for child and youth mental health and substance use services for MMHA (and partner ministries). • *A Pathway to Hope* (2019) initiatives align with these recommendations.

Branch	Organization	Contact	Description	Key Issues
			recommendations to improve it.	
SPP	**Doctors of BC**	Dr. Matthew Chow, President Elect and Child and Adolescent Psychiatrist president@doctorsofbc.ca	• Doctors of BC is a voluntary association of 14,000 physicians, residents and medical students in British Columbia. • Represents physicians in negotiations with the BC government for the Physician Master Agreement. Advocating on issues of importance to the profession and patients.	• Improving patient quality care and a high standard of health care for the public • Knowledge sharing and knowledge transfer between doctors and government – COVID-19 and Child and Youth Mental Health and Substance Use
SPI	**Nurses and Nurse Practitioners of BC**	Michael Sandler, Executive Director 604-209-1149 Michael.Sandler@nnpbc.com	• Professional association for all nursing designations - RNs, LPNs, NPs and RPNs - that acts on behalf of nursing in order to advance the profession and influence health and social policy.	• Partners in RN and RPN prescribing under PHO order • Pharmaceutical Alternatives to the toxic drug supply

Branch	Organization	Contact	Description	Key Issues
SPI	**BC Pharmacy Association**	Keith Shaw, President president@bcpharmacy.ca	• BCPhA is an organization that supports and advances the professional and economic interests of community pharmacists and pharmacies in the province. • The Association takes a leadership role in supporting and expanding use of pharmacist expertise in the health-care system. • The BCPhA is separate and distinct for the College of Pharmacists of BC, which is the organization that licenses and regulates pharmacist and pharmacies in the province.	• Overdose crisis and pharmacists role in responding
SPP	**Health Sciences Association**	Val Avery, President webpres@hsabc.org	• HSA represents more than 20,000 health care and social services professionals in hospitals, community health settings, child development centres, transition houses, and other community agencies across British Columbia.	• Members provide health care and social services throughout the mental health and substance use system of care

Branch	Organization	Contact	Description	Key Issues
			• HSA works to improve conditions for all working Canadians by advocating for better working conditions, better pay, improved benefits, and public pensions.	
SPP	**The Federation of Community Social Services of BC**	Rick FitzZaland, Executive Director rick@fcssbc.ca	The Federation of Community Social Services of BC represents a fast-growing membership of over 140 agencies who provide support to individuals and communities in BC.	• Members deliver community-based mental health and substance use services • Implementation of priority initiatives identified in *A Pathway to Hope* (2019)
SPP	**Foundry**	Dr. Steve Mathias, Executive Director and Child and Adolescent Psychiatrist smathias@foundrybc.ca	• Foundry (a program of Providence Health Care) is a province-wide network of integrated health and social service centres for young people ages 12-24. • Foundry youth centres provide a one-stop-shop for young people to access mental health care, substance use services, primary care, social services and youth and family peer supports. • Foundry Virtual offers online and telephone	• Implementation of priority initiatives identified in the *Pathway to Hope* (2019) • Expanding Foundry Centres to 19 • Virtual care during COVID-19

Branch	Organization	Contact	Description	Key Issues
			counselling, peer support and soon, primary care.	

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
MMHA does not require any non-crown agency appointments made by OIC within 90 days from October 26.			

Tab D

MINISTRY OF MENTAL HEALTH AND ADDICTIONS

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
No Crown Agencies

Tab E

Appendix E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
BC Coroner's Service Report*: Illicit Drug Toxicity Deaths:* Monthly Update – October data	Written statement, Minister media availability	Week of Nov. 23, 2020. Date TBC	Web posting online
National Addictions Awareness Week (Canadian Centre on Substance Use and Addiction)	Social media	Nov. 25-Dec. 1, 2020. Date TBC	Online
BC Coroner's Service Report*: Illicit Drug Toxicity Deaths:* Monthly Update – November data	Written statement, media availability	Week of Dec. 14, 2020. Date TBC	Web posting online
BC Coroner's Service Report*: Illicit Drug Toxicity Deaths:* Monthly Update & Year-end – December and 2020-year data.	Written statement, media availability	Week of Jan. 23, 2021. Date TBC	Web posting online
Bell Let's Talk day	Social media	Jan. 29, 2021	Online

Tab 1

Tab A

Appendix A-1

MINISTRY PROFILE

Ministry:
The Ministry of Municipal Affairs and Housing helps make B.C.'s diverse communities resilient, thriving and inclusive places to live. Through collaboration with local governments, First Nations, and community and sector partners the Ministry helps enable strong, sustainable, livable communities by providing leadership in meeting the housing needs of all British Columbians and promoting the development of robust and healthy communities.

Ministry Mandate:
The Ministry of Municipal Affairs and Housing takes leadership in supporting local governments, not-for-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient, and socially and environmentally responsible; and provides British Columbians with access to more affordable, safe and appropriate housing through policy and programs, technical codes and standards, supports for residential tenants, landlords, and homeowners, and enabling a range of market and non-market housing choices.

Budget:

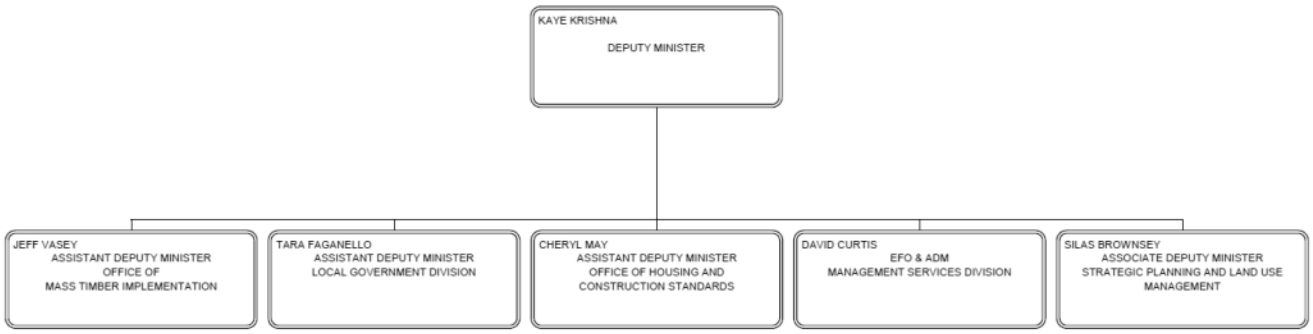
Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Local Government[2]	308,258	110,263	253,472	192,512
Community and Legislative Services[3]	3,171	3,203	3,245	3,245
Executive and Support Services	7,393	7,512	7,633	7,633
Housing	486,102	505,858	553,716	585,003
Housing Endowment Fund	12,884	12,884	12,884	12,884
University Endowment Lands Administration Account	10,495	10,593	10,690	10,693
Total	**828,303**	**650,313**	**841,640**	**811,970**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	402	361	2	2
University Endowment Lands Administration Account	0	3,900	100	0
Total	**402**	**4,261**	**102**	**2**

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Capital Plan ($000)				
Housing	247,002	395,819	362,730	314,657
Total	**247,002**	**395,819**	**362,730**	**314,657**

[1] For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.
[2] Local Government includes University Endowment Lands (UEL)
[3] Community and Legislative Services includes Assessment Services, Assessment Policy and Support and Community Gaming Grants
* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

Full Time Equivalents (FTEs): 409

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

KAYE KRISHNA
DEPUTY MINISTER

Kaye was appointed to the position of Deputy Minister, Ministry of Municipal Affairs and Housing in March 2019. Previously, Kaye led the City of Vancouver's Department of Development, Buildings and Licensing (DBL), which enabled the development of vibrant communities, ensured the quality and safety of buildings, and strategically leveraged the use of permits, licenses, and enforcement to advance Council priorities. She directed the city's efforts to transform development and licensing and she steered key policy issues, including short term rentals, taxis/ride hailing, and cannabis legalization.

Kaye is a former chief of staff and deputy commissioner for New York City's Department of Housing, where she led priority efforts, including the creation of the City's 10-year housing strategy, a micro-unit pilot, greening the affordable housing pipeline, and coordinating Hurricane Sandy response and recovery. She was also a Principal at HR&A Advisors, a US-based economic development, real estate, and planning firm, where she worked with cities and states across the country to develop integrated strategies to build physical, economic, and social resilience.

In 2014 Kaye was included in Urban Land Institute's 40 Under 40 inaugural class, which recognizes high achievers in the land use professions. Prior to obtaining her master's degree in urban planning, Kaye worked for a decade as a management consultant for major companies across the United States and Canada.

EXECUTIVE MEMBER BIOGRAPHY

DAVID CURTIS
ASSISTANT DEPUTY MINISTER
MANAGEMENT SERVICES DIVISION

David is responsible for the Management Services functions that support both the Ministry of Municipal Affairs and Housing and the Ministry of Tourism, Arts and Culture. Prior to this David was the ADM of the Corporate Information and Records Management Office, and Chief Records Officer, and was responsible for leading the development of a new information management organization encompassing corporate information access, records management, privacy and elements of information security.

David began his career with the BC Public Service in 1994 as a member of the Ministry of Forests Wildfire Management Branch's Unit Crew and Parattack programs and has taken on a range of progressively more senior roles in multiple ministries with a focus on financial management, strategic planning, project management, policy, stakeholder engagement and program delivery. He holds Master of Public Administration and Master of History degrees from the University of Victoria.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

TARA FAGANELLO
ASSISTANT DEPUTY MINISTER
LOCAL GOVERNMENT DIVISION AND INSPECTOR OF MUNICIPALITIES

Tara is a highly engaged and committed leader with strong communication skills. She was appointed Assistant Deputy Minister of the Local Government Division in July 2015. In her role, Tara provides the leadership to support local governments in delivering programs and services which are key to vibrant, healthy, well governed communities.

Prior to this position, Tara was Assistant Deputy Minister and Executive Financial Officer serving the Ministries of Justice, Finance, Labour and Citizens' Services, Office of the Premier, Public Service Agency and various other entities. Her collaborative, results-oriented style and ability to facilitate solutions to complex challenges is complemented by her comfort in managing difficult decisions and discussions.

Tara has dedicated these qualities to the public service for 20 years. Her commitment to building strong stakeholder relationships and appreciation for her team's skill sets inspire those around her and demonstrate her commitment to the needs of British Columbians.

She started her public service career in Internal Audit and Advisory Services. She has also assisted other government organizations including Finance, Health, Transportation, Agriculture and Lands as well as the Province of Nova Scotia.

Personal Information

Tara is a CPA, CGA, and holds a Bachelor's Degree in Economics.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

CHERYL MAY
ASSISTANT DEPUTY MINISTER
OFFICE OF HOUSING AND CONSTRUCTION STANDARDS

Cheryl is the Assistant Deputy Minister of the Office of Housing and Construction Standards where she is responsible for the development and implementation of provincial housing policy, BC's building code and safe technical systems. She also oversees the Residential Tenancy Branch which provides information and dispute resolution services to landlords and tenants.

Prior to this role Cheryl was an Assistant Deputy Minister in the Ministry of Child and Family Development where she led the Ministry's legislative, policy and research teams in the areas of child and youth mental health, child welfare, adoption and reconciliation with Indigenous Peoples.

Cheryl has held numerous roles with the provincial government, working on a range of issues including administrative justice, family justice, landlord and tenant relations, social housing, homelessness, strata properties, real estate regulation, literacy, and human resources.

Prior to her career with government, Cheryl spent a decade as a social worker. She worked as an advocate for women fleeing violence and managed a residence for youth. Cheryl holds a Bachelor's degree in Social Work from the University of Calgary and a Master's degree in Public Administration from the University of Victoria.

EXECUTIVE MEMBER BIOGRAPHY

JEFF VASEY
ASSISTANT DEPUTY MINISTER
MASS TIMBER IMPLEMENTATION

Jeff joined the provincial government in 1994 after a career in architecture. He received his Bachelor of Architecture from the University of Waterloo, and worked as an instructor of architectural design at both the University of Waterloo and the University of British Columbia.

He has been working for 26 years with the BC Public Service, the first 5 years as the Provincial Accessibility Advisor to make the built environment more accessible for people with disabilities.

In May 2020 Jeff was appointed as Assistant Deputy Minister (ADM) of the Office of Mass Timber Implementation at the Ministry of Municipal Affairs and Housing.

For the previous 4 ½ years, Jeff was the ADM of Post-Secondary Policy and Programs and Division responsible for Learner Supports at the Ministry of Advanced Education, Skills and Training. The division is the primary liaison for the province's 25 public post-secondary institutions (PSI) and supports learner success by building partnerships between various ministries, the PSIs and First Nations communities.

For the six years prior, he was the ADM of the Office of Housing and Construction Standards (OHCS), the area of government responsible for: ensuring British Columbians have safe and affordable housing; that landlords and tenants are supported; and that the built environment is safe, sustainable and built on innovation.

For the decade prior Jeff was the Executive Director of Building and Safety Standards focusing on: Greening the Building Code; improving the use of wood in construction; and modernizing the building regulatory system through a new Building Act.

Drawing on his background in architecture Jeff has led several cross-government initiatives where creative and collaborative problem solving is required to respond to complex public policy issues.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

SILAS BROWNSEY
ASSOCIATE DEPUTY MINISTER
STRATEGIC PLANNING AND LAND USE

As the Associate Deputy Minister of Strategic Planning and Land Use, Silas is responsible for property assessment and the crown relationship with BC Assessment, development and land use management (including the local government land use framework), strategic planning, and TransLink legislation and governance.

Prior to this role he was the Associate Deputy Minister for Investment, Innovation and Technology Division with the Ministry of Jobs, Economic Development and Competitiveness and held responsibility for major investment, technology and innovation and programs and services to support local and regional economic development.

His previous experience includes being the Assistant Deputy Minister for the Partnerships Division with the Ministry of Transportation and Infrastructure, where he was responsible for transit policy and programs, properties and lands management and the Pacific Gateway portfolio. He was also the Executive Director of the Transit and Crown Agency Programs Branch, which had responsibility for public transit and three crown agencies.

Before joining the Ministry of Transportation in 2016, Silas held a number of Executive Director positions in the Ministry of Health, with portfolios that included mental health and substance use, and population and public health. During his time with the Provincial Government, Silas has held a number of senior management positions with the Ministry of Health, the Ministry of Healthy Living and Sport and the Ministry of Community Services. Silas started his career with the Federal Government, working in Indian and Northern Affairs Canada.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Local Government Division

ADM Responsible: Tara Faganello, ADM, Local Government Division

Core Business/ Program Area Description/Critical Business Processes:

The Local Government Division (LGD) takes leadership in supporting local governments and not-for-profit organizations to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient and socially and environmentally responsible; it does this by:

- maintaining, applying and enhancing (changing) the legislation, regulation and policy framework for the local government system in B.C.[1], based on statutory recognition of local government as an order of government;
- administering grant programs for local governments, First Nation governments and not for profit organizations;
- providing advice and education, building capacity and resolving complex problems;
- building relationships and working on federal, provincial and local initiatives with other Divisions and ministries; federal, local and First Nation governments; local government organizations; and key stakeholders;
- furthering provincial interests through targeted oversight; and
- providing municipal-like services to the University Endowment Lands (UEL).

LGD provides this leadership through 6 Branches plus the ADM's office (see organizational chart) covering a high volume and huge diversity of projects, programs and activities on matters including:

- local and regional governance –
    - services –operations; arrangements; bylaw approvals (e.g. Regional District service establishment; Improvement District regulatory services)
    - democratic processes – elections, by-elections and assent votes (Minister's orders); meetings; procedures; responsible conduct; ethical standards
    - structures – incorporations, boundary changes, improvement district conversions, governance reviews
    - economic development – sponsored Crown grants, business improvement associations, resort associations
    - First Nation relations – C2C program; land selection/agreement support; consultations for provincial actions
- infrastructure – infrastructure planning; develop and administer multiple federal-provincial (e.g. 7 Investing in Canada Infrastructure Program streams) and provincial (e.g. Community Economic Recovery Infrastructure Program) grant programs; major infrastructure projects; asset management

[1] "Local government system" is the framework through which 189 elected and autonomous local governments (municipalities and regional districts (RDs)) provide essential services and democratic governance to all people in BC; it also includes over 200 special purpose local service providers (e.g. improvement districts (IDs); greater boards), as well as key partner organizations such as the Union of BC Municipalities, Municipal Finance Authority and Local Government Management Association.

- local government finance – COVID Restart Fund; unconditional grants; financial monitoring and reporting; regional funding agreements; bylaw approvals (e.g. borrowing; corporations; Development Cost Charges);
- policy and legislative development – legislative amendments to any local government Acts; *COVID-19 Related Measures Act* regulations; helping shape initiatives of other Divisions/ministries affecting local governments; needed consultation with the Union of BC Municipalities (UBCM);
- operations and client relations – provincial presence at UBCM Convention; UBCM resolutions responses; Board of Examiners; Local Government Leadership Academy; MAH/UBCM Executive and staff-level meetings;
- community gaming grants (CGG) – administer/distribute operational and capital grants to not for profits; update guidelines and program policy; strategic relations with stakeholders;
- UEL – direct local service delivery: infrastructure (sewer, water, local roads); services (e.g. drinking water, solid waste, public realm); planning and land use; building inspection; taxes and fees; Community Advisory Council.

Budget: Due to recent reorganization divisional working budget is yet to be finalized.

Full Time Equivalents (FTEs): 111 (as of September 1, 2020)

Related Legislation:

Core Acts	**Other Local Government Acts** – e.g.
	Greater Vancouver Sewerage &Drainage District Act
Community Charter	*Greater Vancouver Water District Act*
Local Government Act	*Local Services Act*
Local Government Grants Act	*Ministry of Municipal Affairs and Housing Act*
Local Elections Campaign Financing Act	*Municipal Aid Act*
Vancouver Charter	*Municipal Replotting Act*
University Endowment Land Act	*Municipalities Enabling and Validating Acts*
Municipal Finance Authority Act	*Resort Associations Act*
Islands Trust Act	*Resort Municipality of Whistler Act*
Gaming Control	*Sechelt Indian Government District Enabling Act*
	Cultus Lake Park Act

Organizational Chart:

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
MANAGEMENT SERVICES DIVISION

ADM Responsible: David Curtis (MAH and TAC); Joanna White (JEDC and Labour)

Core Business/ Program Area Description/Critical Business Processes:

The Management Services Division administers the internal infrastructure and systems that contribute to improved service delivery for the Ministries of Municipal Affairs and Housing; Jobs, Economic Development and Competitiveness; Tourism, Arts and Culture; and Labour. Lines of business include: Budget and financial management, facilities, information technology, human resources, corporate planning and compliance reporting, correspondence and FOI and records management

Budget: Due to recent reorganization divisional working budget is yet to be finalized.

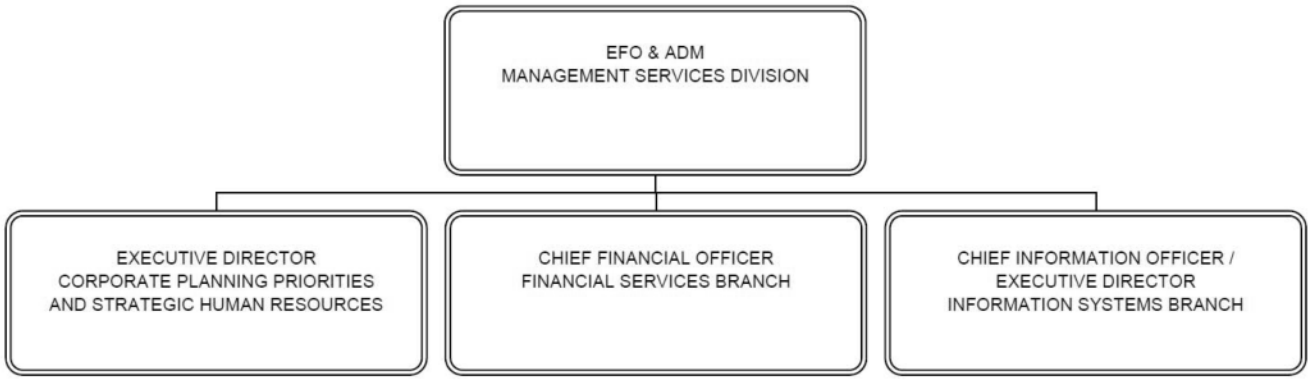
Full Time Equivalents (FTEs): 105

In this shared services model, FTES are distributed between JEDC and MAH pay-lists. However, staff provide support programs areas in all four Ministries. The below table summarizes JEDC and MAH FTEs:

Average FTEs for 2020/21 as at September 30th	
MAH	71
JEDC	34
Total Economy Sector FTEs	**105**

Related Legislation: N/A

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Office of Housing and Construction Standards

ADM Responsible: Cheryl May

The Office of Housing and Construction Standards (OHCS) touches all British Columbians through the universal need for shelter and safety. Our work affects a large segment of our economy, including construction of all types of buildings, mortgages, real estate, strata corporations, renovations, rental housing, subsidized housing and safety of buildings and technical systems. We strive to ensure that British Columbians have access to safe, affordable and functional housing through market and non-market housing policy and programs, building and safety policy, development of technical codes and standards, and services for landlords and tenants. Our stakeholders are the citizens of British Columbia, the federal government, local governments, First Nations, Metis, and Inuit Peoples, community groups, non-profit societies, service organizations, businesses, building owners and managers, industry and professional associations. Key to our success is the ability to maintain strong, collaborative relationships with stakeholders, partner agencies and other levels of government.

OHCS has three work units:

- Housing Policy – policy development for homelessness, subsidized and supportive housing, Indigenous housing and affordability for renters and owners; demographic and real estate research and analytics; legislative framework for strata properties; intergovernmental relations; governance oversight of BC Housing and its approximate $1.5B/yr. annual budget.

- Residential Tenancy – provides front-line services to landlords and tenants in order to support successful tenancies in British Columbia. This includes education about landlord and tenant responsibilities and formal dispute resolution services.

- Building and Safety Standards – collaborates with partners to establish and support effective governance frameworks for buildings and technical systems. BSSB enables innovation while maintaining a commitment to balanced, socially responsible solutions in which the public can have confidence. Strengthening safety and resilience, the work fosters economic growth and enhances the value of the built environment.

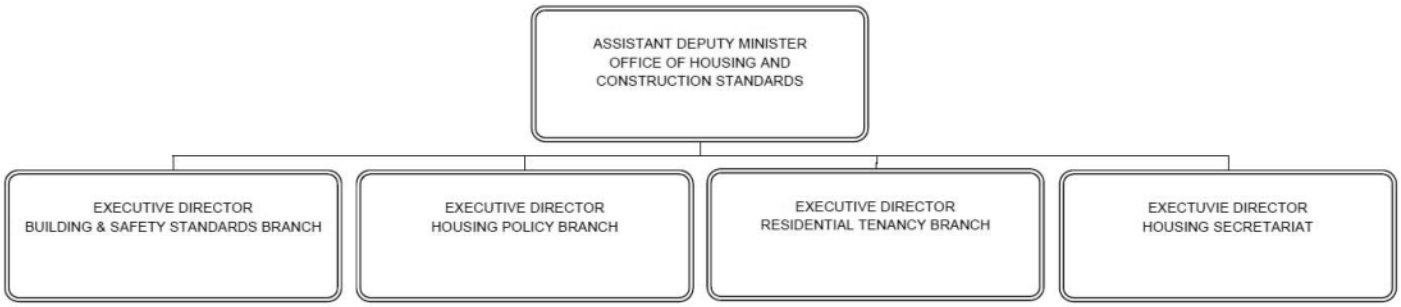
Budget: Due to recent reorganization divisional working budget is yet to be finalized.

Full Time Equivalents (FTEs): 166

Related Legislation:

- *Assistance to Shelter Act; Building Act; Building Officials Association Act; Commercial Tenancy Act; Community Charter (Section 9 in relation to buildings and structures); Fire Services Act (Section 47 (2) g and (h)); Homeowner Protection Act (except Part 9); Manufactured Home Park Tenancy Act; Ministry of Lands, Parks and Housing Act (Sections 5(c), 8.1 and 10); Rent Distress Act; Residential Tenancy Act; Safety Authority Act; Safety Standards Act; Strata Property Act; Special Accounts Appropriation and Control Act (Sections 9.3[Housing Fund]).*

Organizational Chart:


ASSISTANT DEPUTY MINISTER
OFFICE OF HOUSING AND
CONSTRUCTION STANDARDS
EXECUTIVE DIRECTOR
BUILDING & SAFETY STANDARDS BRANCH
EXECUTIVE DIRECTOR
HOUSING POLICY BRANCH
EXECUTIVE DIRECTOR
RESIDENTIAL TENANCY BRANCH
EXECTUVIE DIRECTOR
HOUSING SECRETARIAT

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Office of Mass Timber Implementation

ADM Responsible: Jeff Vasey

Core Business/ Program Area Description/Critical Business Processes:

The Office of Mass Timber Implementation (OMTI) is positioned as a cross-government leadership hub within the Ministry of Municipal Affairs and Housing. OMTI coordinates policy levers and statutory authorities distributed throughout various Ministries to accelerate demand for mass timber as a construction material of choice. OMTI collaborates with ministries to drive system transformation in the development and construction sectors, ultimately stimulating the supply and transforming the forest product manufacturing sector.

Key responsibilities include:

- Developing Government's mass timber implementation strategy with partner Ministries,
- Establishing structure and accountability across Government to efficiently and successfully implement elements of the strategy through a 6-month rolling action plan

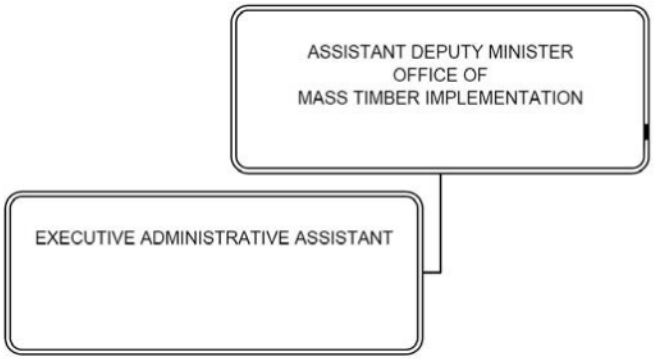
Cabinet Confidences

Budget: Cost recovery

Full Time Equivalents (FTEs): 6

Related Legislation: Statutory authorities will remain with core ministries and statutory action work will be delivered by core ministries.

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
STRATEGIC PLANNING AND LAND USE MANAGEMENT DIVISION

Associate DM Responsible: Silas Brownsey

Core Business/ Program Area Description/Critical Business Processes:

The division was created in May 2020 to ensure that communities across BC are well planned for today and the future by aligning our internal expertise, resources and policy levers to focus on land use and development, assessment policy, community-based planning and cross-sector priorities.

The division is comprised of four branches that focus on the following:

1. Strategic planning and business support services (including legislation) across the ministry.
2. Long-range, cross-sector systems planning, including integrated transportation and development planning and engagement in TransLink and Metro Vancouver's 30-year plans, and oversight of TransLink legislation and governance.
3. The development of policy, programs and legislation related to the land use planning system in BC.
4. Policy oversight to the property assessment system and strategic direction to BC Assessment.

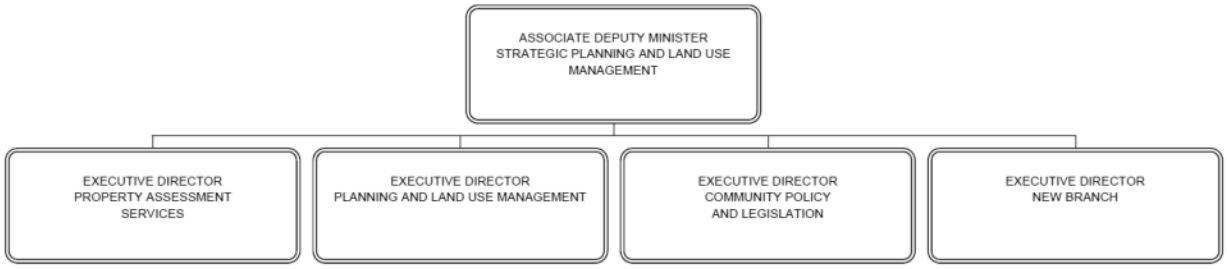
Budget: Due to recent reorganization divisional working budget is yet to be finalized.

Full Time Equivalents (FTEs): 45

Related Legislation:

Local Government Act – Part 13 and 14
Assessment Act
Assessment Authority Act
Auditor General for Local Government Act
South Coast British Columbia Transportation Authority Act

Organizational Chart:



Tab B

MUNICIPAL AFFAIRS AND HOUSING
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
PLUM; LGD; BSSB;	**Planning Institute of British Columbia**	Lesley Cabott Board President 604.696.5031 info@pibc.bc.ca Dave Crossley Executive Director 604.696.5031 Ext 102 dave.crossley@pibc.bc.ca	professional association of planners in British Columbia and the Yukon. PIBC is the westernmost affiliate of the Canadian Institute of Planners	• Development approvals and other land use planning issues
PLUM;PAS; LGD; BSSB, HPB	**Urban Development Institute**	Beau Jarvis Chair 604-669-9585 anicholls@udi.org ; (UDI main desk)	UDI is an association of the development industry (including land planning) and its related professions. With an aim of fostering communication between industry, government and the public, UDI serves as the voice of the real estate development industry with government.	• Development approvals and other land use planning issues • General Development Financing issues, DCCs, Latecomers, etc. • Commercial/Non-residential property assessments and property tax issues in the City of Vancouver. • Required contributions to Contingency Reserve Funds for strata developments.

Branch	Organization	Contact	Description	Key Issues
SPLUD, LGD, OHCS	**Northern Development Initiative Trust**	Margo Wagner Board Chair 250-561-2525 info@northerndevelopment.bc.ca Joel McKay CEO 250-561-2525 joel@northerndevelopment.bc.ca	A non-profit corporation that stimulates economic growth through investments in grassroots, community-led projects.	• Delivers Northern Healthy Communities Fund (LNG impacts mitigation)
SPLUD	**Office of the Auditor General for Local Government**	Mike Furey Acting Auditor General for Local Government 236 455-1563 Mike.Furey@aglg.ca Anthony Ariganello Chair, Audit Council 604-930-7100 aariganello@cphrbc.ca	The AGLG conducts performance audits of the operations of local governments in order to provide local governments with objective information and relevant advice that will assist them in their accountability to their communities for the stewardship of public assets and the achievement of value for money in their operations. The Audit Council oversees the Auditor General for Local Government (AGLG); recommends who should serve as AGLG; reviews and monitors the performance of the AGLG; and provides feedback on audit reports, annual reports, and service plans.	• Wind down of the Office of the Auditor General for Local Government. • Completion of the City of Victoria Capital Project Management audit (Johnson Street Bridge replacement project).

Branch	Organization	Contact	Description	Key Issues
CTP	**TransLink**	Kevin Desmond CEO Personal Information kevin.desmond@translink.ca Tony Gugliotta Board Chair 778 375-7500 tony.gugliotta@translink.ca Murray Dinwoodie Board Member, Provincial Appointee Personal Information Andy Ross Board Member, Provincial Appointee Personal Information	Metro Vancouver's independent regional transportation authority. • Responsible for regional transit, cycling and commuting options and shared responsibility for the Major Road Network and regional cycling with regional municipalities. Responsible for the planning, financing and managing of all public transit in addition to major regional roads and bridges.	• Implementation of the Mayors' Council's 10-Year Vision, including Broadway Subway and rapid transit South of the Fraser. • COVID-19 recovery, including Advice/Recommentations • Regional Transportation Strategy (RTS, Transport 2050) development. Province providing input and coordinating RTS process with development of Metro Vancouver's Regional Growth Strategy.

Branch	Organization	Contact	Description	Key Issues
PAS, HPB	**BC Assessment Authority**	Sylvia Bishop Chair Personal Information https://www.bcassessment.ca Jason Grant President & CEO (866) 825-8322 loc.09450 Jason.Grant@bcassessment.ca	BC Assessment is a Crown Corporation responsible for establishing and delivering an annual property assessment roll under provisions of the *Assessment Act,* which requires that properties be assessed as of July 1st each year. The annual roll values over 2 million properties with assessed value of about $1.94 trillion.	BC Assessment develops and maintains real property assessments throughout British Columbia in addition to providing real property information. Key issues are: • Ensuring the roll is accurate, fair and equitable and is consistent with government economic priorities. • Provides timely and relevant real property information • Cost pressures on funding the appeal system Data access and sharing agreements between MAH and BC Stats

Branch	Organization	Contact	Description	Key Issues
LGD, OHCS	**British Columbia Association of Aboriginal Friendship Centres (BCAAFC)**	Leslie Varley Executive Director LVarley@bcaafc.com Mobile: Personal Office: 250-388-5522 ext 202 http://www.mfa.bc.ca/	The BCAAFC is funded through the CGG program to provide support to aboriginal not-for-profits that wish to apply for CGGs and to build the required skill sets in aboriginal organizations to facilitate successful applications for grants. The organization also provides input to the CGG Branch regarding policy and outreach. Works with Friendship Centres, partner organizations, and government institutions to develop and improve resources that support the health, wellness, and prosperity of urban Indigenous people and communities.	• The BCAAFC has been a strong partner for the CGG Branch and has assisted in the facilitation of grants for aboriginal organizations for many years. • The organization also supports the Indigenous Sport, Physical Activity and Recreation Partners Council (formerly Aboriginal Sports, Recreation and Physical Activity Partners Council) • Housing and social supports for urban Indigenous people.
LGD	**CivicInfo BC**	Todd Pugh Executive Director 250.383.4898 tpugh@civicinfo.bc.ca	A co-operative information service for those who work or have an interest in B.C.'s local government sector. The main goal of CivicInfo BC is to facilitate the free and open exchange of local government information, which is done primarily through its website.	• Information-sharing across local governments and partner organizations. • Local government election results. • Communicating Provincial meetings process with local government delegates for the annual UBCM Convention.

Branch	Organization	Contact	Description	Key Issues
LGD	**Elections BC (EBC)**	Anton Boegman Chief Electoral Officer 250.387.5305 ElectionsBC@elections.bc.ca	Non-partisan Office of the Legislature responsible that administers provincial general elections, by-elections, recall petitions, initiative petitions, initiative votes, referenda and plebiscites, and oversees campaign financing and advertising rules at the local level (Elections BC does not administer voting or candidate nominations for local elections). Headed by the Chief Electoral Officer, who's responsibilities and duties stem from the Election Act, the Recall and Initiative Act, the Referendum Act and the Local Elections Campaign Financing Act.	• Campaign financing, disclosure and election advertising rules as set out under the Local Elections Campaign Financing Act (LECFA). EBC has a keen interest in being apprised, engaged and consulted on changes to LECFA. • EBC representatives on the Elections Technical Advisory Committee to coordinate administration/education/ training for local elections.
LGD	**Infrastructure Canada**	Honourable Catherine McKenna Minister of Infrastructure & Communities 180 Kent Street Suite 1100 Ottawa, Ontario K1P 0B6 613.949.1759 infc.minister-ministre.infc@canada.ca Kelly Gillis, Deputy Minister (MAH DMO to have contact info)	INFC works with all orders of government and key partners to invest in modern public infrastructure and build inclusive, connected and resilient communities across Canada.	• Bilateral partner on multiple infrastructure funding programs: ○ ICIP ○ CWWF ○ PTIF ○ NBCF-SCF • Collaborates on infrastructure issues • CRD and Metro Vancouver Wastewater Projects

Branch	Organization	Contact	Description	Key Issues
LGD, SPLUD, BSSB	**Local Government Management Association (LGMA)**	Nancy Taylor Executive Director 250.383.7032 Ext. 223 ntaylor@lgma.ca office@lgma.ca Mark Koch, President; mkoch@lakecountry.bc.ca	Represents non-elected local government officials within the province. Strives to promote professional management and leadership excellence in local government, and to create awareness of the local government administrator's role in the community. Supports local government through education, training, professional development, and networking.	• Matters affecting local government administrators with particular focus on education and training and concerns about good governance of local governments in the province (e.g. codes of conduct; elected-staff relations; local government procedures). • Supports implementation of building official qualifications
LGD	**Municipal Finance Authority of British Columbia (MFA-BC)**	Peter Urbanc Chief Executive Officer 250 419.4760 peter@mfa.bc.ca	Owned by local governments, the MFA operates like a credit union to pool the borrowing needs of local governments and provide flexible, low-cost financial services. The MFA provides long-term and short-term financing, investment management, leasing, interim financing and other financial services to local governments and other public institutions in BC.	• Long-term debt financing on behalf of Local Governments and generally concerned about maintaining fiscal health of the local government system in BC.

Branch	Organization	Contact	Description	Key Issues
LGD; SPLUD	**Resource Benefits Alliance**	Kris Boland, Project Manager, Northwest BC Resource Benefits Alliance 250-615-6100 info@nwresourcebenefits.ca	• association of all 21 local governments across the Northwest; formed in 2014, the RBA includes all member municipalities and electoral areas of the Regional District of Bulkley-Nechako, the Regional District of Kitimat-Stikine, and the North Coast Regional District. • RBA was created to negotiate a funding agreement with the province to capture benefits from economic development in the region.	• Resource benefit sharing; economic development in the Northwest; LNG • Regional grant programs (e.g. Northern Capital and Planning Grants)

Branch	Organization	Contact	Description	Key Issues

LGD, SPLUD	**Union of British Columbia Municipalities (UBCM)**	Brian Frenkel, President
		Personal Information
		250. 567.4711
		
		Gary MacIsaac, Executive Director
		gmacisaac@ubcm.ca
		604. 270.8226 ext 105 (Vancouver)
		250. 356.2956 (Victoria)
			The UBCM was formed in 1905 to provide a common voice for local government. The annual UBCM Convention is the main forum for UBCM policymaking, and policy resolutions passed at Convention are communicated to Government for response. As the lead Ministry at Convention, MAH is responsible for government's participation at Convention in conjunction with the Premier's office and other ministries. The MAH minister, as host minister, attends key Convention program events including providing a key address to delegates and meets off- program with local government delegates in a series of individually scheduled meetings coordinated by OCRU staff. The MAH minister also attends UBCM Executive Committee meetings quarterly to discuss matters of interest to local government.	MAH is the medium of communication with UBCM for local government matters in the Province.
				Complete range of issues related to local government / provincial interactions such as:
				• Consultation (statutorily required on certain legislative changes)
				• Education:
				  ○ Board of Examiners LG scholarship program
				• Infrastructure Funding:
				  ○ Co-signatories to the Gas Tax Agreement
				  ○ Participates in funding program oversight committees
				  ○ Key partner on asset management
				• Green Communities Committee
				  ○ Joint UBCM-MAH initiative
				• Provincial / UBCM working groups.
				• Provincial program administration.

Branch	Organization	Contact	Description	Key Issues
OHCS	**Aboriginal Housing Management Association (AHMA)**	Margaret Pfoh, CEO mpfoh@ahma-bc.org 604-921-2462	AHMA is an umbrella organization composed of 41 Members that are each Indigenous Housing providers.	To lead and advance the housing rights of all Indigenous people living in BC. Actively lobbying the Minister for a broader mandate.
OHCS	**BC Housing (BCH)**	Shayne Ramsay, CEO sramsay@bchousing.org Mobile: Personal Information Michael Sadler, Director Indigenous Relations msadler@bchousing.org Wendy Acheson VP and Registrar, Licensing and Consumer Services wacheson@bchousing.org Mobile: Personal Information Work: +1 (604) 646-7066	Crown Corporation that delivers housing programs on behalf of the provincial governments. Primary contact for Indigenous housing development and programs.	Set via mandate letter from government
OHCS	**BC Non-Profit Housing Association (BCNPHA)**	Jill Atkey, CEO jill@bcnpha.ca Mobile Personal Information Work: 778-945-2155	Umbrella organization representing BC's non-profit housing sector (alongside AHMA & CHF BC), responsible for education, advocacy and research.	Provided input for Alterations to Existing Buildings (AEB) Strategy. Advice/Recommentations

Branch	Organization	Contact	Description	Key Issues
OHCS	**Building Owners and Managers Association of BC (BOMA)**	Damian Stathonikos, President Muneesh Sharma, Director of Government Affairs muneesh@boma.bc.ca	Association for the commercial real estate industry.	Provided input for Alterations to Existing Buildings (AEB) Strategy.
OHCS	**Landlord BC**	David Hutniak, CEO davidh@landlordbc.ca 604-733-9440 ext 202	Member education, resources and support to those owning and managing rental properties in BC.	Represent landlords on RTB Stakeholder Group. Provided input for Alterations to Existing Buildings (AEB) Strategy.
OHCS	**Technical Safety BC**	Catherine Roome, CEO Catherine.Roome@technicalsafetybc.ca	Independent, self-funded organization that oversees the safe installation and operation of technical systems and equipment across the province.	Delegated authority to enforce Safety Standards Act

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
Cabinet Confidences			

Tab D

MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
BC Assessment
BC Housing

BRIEFING NOTE

CROWN AGENCIES

Name:
British Columbia Assessment Authority (BC Assessment)

Legislative Authority:
Assessment Authority Act

Mandate:

- The British Columbia Assessment Authority, or BC Assessment (BCA), is a service delivery Crown corporation responsible for establishing and maintaining uniform real property assessments throughout British Columbia in accordance with the *Assessment Act*.
- BCA determines the correct classification, actual value and tax exemption status of over 2 million properties across the province with a total value of more than $1.94 trillion.
- BCA provides local and provincial taxing authorities with an assessment roll, which lists all properties, names of the owners and the taxable values of the land, as well as any improvements.
- BCA distributes annual assessment Notices to all property owners by December 31 of each year.
- Current Appointees: The Board is comprised of up to 12 directors (including a Chair) appointed by the Lieutenant Governor in Council via an Order in Council. All positions are currently filled on the Board.

Name	Position	Date of Appointment	Term Expiry
Sylvia Bishop	Chair	04-Dec-18	31-May-21
Jill Davidson	Director	31-Oct-19	15-Feb-22
Susan Gimse	Director	01-Dec-19	15-Feb-23
Nicole Halbauer	Director	21-Feb-19	15-Feb-22
David Highfield	Director	21-Feb-19	15-Feb-22
Karen Hoffmann*	Director	09-Dec-19	15-Feb-21
Donald Krusel	Director	31-Oct-19	15-Feb-23
Richard Rainey*	Director	01-Dec-19	15-Feb-21
Amarjeet S. Rattan	Director	11-Dec-18	15-Feb-23
Kevin Stewart	Director	31-Oct-19	15-Feb-22
Richard Taylor*	Vice Chair	31-Oct-19	15-Feb-21
Kathleen (Ruth) Wittenberg*	Director	09-Dec-19	15-Feb-21

* **Appointments expire in February 2021.** Appointments are required within 90 days.

Issue(s):

- **30 day issues:** Cabinet Confidences
  Cabinet Confidences
- **60 day issues** Cabinet Confidences
  Cabinet Confidences

Key Contacts:
Sylvia Bishop, Chair, 604-340-4520
Jason Grant, President & CEO, (866) 825-8322 loc.09450

BRIEFING NOTE

CROWN AGENCIES

Name: BC Housing Management Commission (BC Housing)

Legislative Authority: *Ministry of Lands, Parks and Housing Act*, R.S.B.C. 1996, c.307, s.10, British Columbia Housing Management Commission Regulation, Regulation 490/79, s.2 and *Homeowner Protection Act,* 1998

Mandate:
The British Columbia Housing Management Commission (BC Housing) was created in 1967 to deliver on the provincial government's commitment to the development, management and administration of housing. Through the Licensing and Consumer Services Branch, BC Housing also has responsibilities related to strengthening consumer protection for new homebuyers and improving the quality of residential construction. BC Housing is responsible for fulfilling the directives of the Minister of Municipal Affairs and Housing's yearly mandate letter.

Current Appointees:

Name	Position	Date of original Appointment	Term Expiry
Sonia Sahota	Commissioner	2020-04-27	2022-01-29
Perry Staniscia	Commissioner	2018-02-19	2022-01-29
Katherine McParland	Commissioner	2018-04-20	2022-01-29
Kerry L Pateman	**Commissioner**	**2020-01-29**	**2021-01-29**
Barbara Carle-Thiesson	**Commissioner**	**2018-09-04**	**2021-01-29**
Penny Gurstein	**Commissioner**	**2018-01-29**	**2021-01-29**
Aaron Sumexheltza	**Commissioner**	**2019-02-13**	**2021-01-29**
Joanne Granek	Commissioner	2019-05-13	2022-02-01

Appointments required:
Cabinet Confidences

Issue(s):
Cabinet Confidences

Key Contact:

- Hannah Rabinovitch
- Director, Housing Policy Branch
- (250) 883-7457

Tab E

MINISTER'S KEY DATES AND EVENTS: MAH

Key Event	Minister's Role	Date	Location

Advice/Recommentations

McLoughlin Pt. Wastewater Treatment Plant Opening	NR Quote & Speaking Role in CRD event with fed rep and rep from CRD and others.	Dec. 1-11 (previously scheduled mid-Oct)	Esquimalt

Advice/Recommentations

Community Gaming Grants news release - Capital Projects	NR Quote (possible accompanying community events)	Dec. 8-14 Previously scheduled Oct)	Victoria
Community Gaming Grants news release – Arts and Culture and Sports sectors	NR Quote (possible accompanying community events)	Dec. 15 - 21	Victoria

Advice/Recommentations

Tab 4

Tab A

MINISTRY PROFILE

Ministry: Public Safety and Solicitor General
The Ministry of Public Safety and Solicitor General works to maintain and enhance the security and economic vitality of communities throughout British Columbia through a large and diverse portfolio of protective and regulatory programs. Public safety is a key priority of all the ministry's core business areas. In addition, in fulfilling its functions the ministry leads and participates in multifaceted and often cross-ministry responses to key public safety issues to improve the social and economic well-being of all British Columbians.

Ministry Mandate:
The Ministry of Public Safety and Solicitor General together with the Ministry of Attorney General work within the province's justice and public safety sector to advance a shared vision of a safe, secure, just and resilient British Columbia. The mission of the ministries is to administer justice, deliver public safety services and programs, and provide legal advice to government.

The areas of responsibility within the Ministry are: oversight of policing and law enforcement; correctional services; crime prevention and reduction; victim services; restorative justice; coroners services; civil forfeiture; non-medical cannabis legalization and regulation, including security screening of cannabis retail store applicants and workers and enforcement against illegal cannabis sales; road safety; criminal record checks; the protection order registry; private security industry regulation; consumer protection; guide dog and service dog certification; emergency management, including preparedness, mitigation/prevention, response and recovery; and fire prevention and safety. The ministry also leads government's cross ministry work pertaining to the National Inquiry on Murdered and Missing Indigenous Women and Girls.

The Minister of Public Safety and Solicitor General is also responsible for Consumer Protection BC, the Motor Vehicle Sales Authority of British Columbia, Police Boards, the Organized Crime Agency of British Columbia and the Combined Forces Special Enforcement Unit – British Columbia. Also, the Deputy Minister for Public Safety and Solicitor General and Deputy Minister for Emergency Management BC are members of the Board of Directors for ECOMM.

Budget:

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Corrections	250,528	253,459	256,599	256,552
Policing and Security	396,882	405,474	405,233	404,611
Victim Services and Crime Prevention	51,369	58,870	59,899	60,550
BC Coroners Service	16,667	17,116	17,161	17,214
RoadSafetyBC	17,313	16,758	17,052	17,052

Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Emergency Management BC	18,568	29,454	29,927	36,138
Executive and Support Services	20,409	19,221	19,312	19,312
Emergency Program Act	14,819	36,527	36,613	36,613
Statutory Services[2]	14,796	14,814	14,825	14,825
Total	801,351	851,693	856,621	862,867
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	12,059	11,262	10,988	10,988
Total	**12,059**	**11,262**	**10,988**	**10,988**

[1] For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.
[2] Statutory Services includes Civil Forfeiture Account, Corrections Work Program Account, Criminal Asset Management Fund, and Victim Surcharge Special Account.
* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

Full Time Equivalents (FTEs): 3,620

Executive Organizational Chart:

Deputy Solicitor General
Mark Sieben

- **BC Coroners Service**
  Chief Coroner
  Lisa Lapointe
- **BC Corrections**
  Assistant Deputy Minister
  Lisa Anderson
- **Cannabis Legalization and Regulation**
  Executive Lead
  Mary Shaw
- **Community Safety and Crime Prevention Branch**
  Acting Assistant Deputy Minister
  Marcie Mezzarobba
- **Corporate Policy and Planning Office**
  Acting Executive Director
  Meagan Gergley
- **Policing and Security Branch**
  Assistant Deputy Minister and
  Director of Police Services
  Brenda Butterworth-Carr
- **RoadSafetyBC**
  Assistant Deputy Minister and
  Superintendent of Motor Vehicles
  Patricia Boyle
- **Strategic Public Safety Initiatives**
  Executive Lead
  Rachel Holmes

Deputy Minister, Emergency Management BC
Lori Halls

- **Recovery, Planning and Disaster Risk Reduction Division**
  Assistant Deputy Minister
  Dave Pederson
- **Response Operations Division**
  Assistant Deputy Minister
  Madeline Maley
- **Emergency Management Review**
  Executive Director
  Leon Gaber
- **Corporate Support Services**
  Executive Lead
  Alex Chandler

Justice and Public Safety Sector Support Services	
Corporate Management Services Branch Assistant Deputy Minister and Executive Financial Officer Tracy Campbell	**Information Systems Branch** Acting Assistant Deputy Minister and Ministry Chief Information Officer Charmaine Lowe

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

MARK SIEBEN
Deputy Solicitor General

Mark Sieben has been a Deputy Minister in British Columbia for ten years – providing leadership for three of government's biggest and complex ministries.

After working as a youth and family counsellor for a non-profit agency, Mark joined BC's Public Service on June 8, 1990 as a front-line social worker in what was then the Ministry of Social Services and Housing. With over thirty years in BC's Public Service, Mark has compiled a varied set of experiences ranging from front-line service delivery, to policy, program, and legislative development, responsibility for service delivery operations, as well as senior administrator for each of British Columbia's two social service ministries as well as in the Justice Sector.

Mark has served as the Provincial Director of Child Welfare and Assistant Deputy Minister for Regional Operations, Assistant Deputy Minister of Integrated Policy and Legislation and Associate Deputy Minister/Chief Operating Officer for the Ministry of Children and Family Development.

In January 2011, Mark was appointed Deputy Minister of Social Development with responsibility for British Columbia's income and disability assistance programs as well as Community Living British Columbia. Mark became Deputy Minister for the Ministry of Children and Family Development in June 2013.

Mark has been a member of the Justice and Public Safety Council since August 2013. Effective May 30, 2016, Mark is Deputy Minister, Ministry of Public Safety and Solicitor General and Deputy Solicitor General.

In 2019, Mark participated in the Canadian Cancer Society Cops for Cancer Tour de Rock, which is a fundraising event that raises money for pediatric cancer research and support programs for children with a history of cancer. The Tour de Rock team cycles from one end of Vancouver Island to the other, covering 1,100 kilometres and visiting more than 27 generous communities along the way.

Mark has a Bachelor of Arts (Sociology) and a Bachelor of Law degree, both from the University of Victoria.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

LISA ANDERSON
Assistant Deputy Minister

BC Corrections

Lisa Anderson was appointed Assistant Deputy Minister of BC Corrections on September 21, 2020.

Lisa brings over 30 years of experience with the Ministry of Public Safety and Solicitor General into her role. Lisa worked for over 24 years in BC Corrections in a variety of roles, ultimately becoming warden of the Alouette Correctional Centre for Women and then the North Fraser Pretrial Centre. In 2013, Lisa joined the Policing and Security Branch as Executive Director and Deputy Director of Police Services, and in September 2018 Lisa was appointed Assistant Deputy Minister of the Community Safety and Crime Prevention Branch.

Some of Lisa's other career highlights include working as the operations lead with the 2010 Winter Olympic and Paralympic Games Secretariat. More recently, Lisa anchored the ministry's lead for cannabis legalization as the executive director of the Cannabis Legalization and Regulation Secretariat.

Lisa was awarded with the BC Corrections Exemplary Service Medal in 2010 recognizing 20 years of loyal and exemplary service in the field of Corrections. Lisa is also the recipient of Premier's Awards for Innovation (BC Corrections 2005/06), Organizational Excellence (BC Corrections 2009/10), Organizational Excellence (Olympic Games Secretariat 2010/11), and Partnership (Olympic Games Secretariat 2010/11).

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

PATRICIA (PATTI) BOYLE
Assistant Deputy Minister and
Superintendent of Motor Vehicles

RoadSafetyBC

Patricia (Patti) Boyle has been a member of the PSSG Executive team since the fall of 2015. She was appointed Assistant Deputy Minister of RoadSafetyBC and Superintendent of Motor Vehicles on September 4, 2018. Prior to her current position, Patti was the Assistant Deputy Minister of Community Safety and Crime Prevention.

Patti's public service career began in 2007 after several leadership roles in the non-profit and private sector. She was an Executive Director for the Ministry of Social Development and Social Innovation prior to joining the Justice and Public Safety sector.

Patti has a degree in Education and a certificate in Business Administration.Personal Information
Personal Information

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

BRENDA BUTTERWORTH-CARR; Tr'injà shär njit dintlät
Assistant Deputy Minister and
Director of Police Services

Policing and Security Branch

Brenda Butterworth-Carr; Tr'injà shär njit dintlät was appointed Assistant Deputy Minister and Director of Police Services, effective March 5, 2019.

Prior to joining the ministry, Brenda was the Commanding Officer of the British Columbia RCMP, the largest RCMP Division in Canada. Throughout her career she held key senior executive leadership positions which included Officer in Charge of BC RCMP Criminal Operations – Core Policing, Commanding Officer of the Saskatchewan RCMP and Director General National Criminal Operations - Aboriginal Policing and Crime Prevention Services. In 1987, she joined the RCMP as a Native Special Constable. She spent the first 23 years of her RCMP career in B.C. and the Yukon Territory. In 2005, she entered the Commissioned Officer cadre and was appointed as the Assistant District Officer for North District; she was responsible for First Nation policing issues, strategic planning and coaching and mentoring 1,100 district employees.

In 2016, Brenda returned to B.C., as the Officer in Charge Criminal Operations – Core Policing. She has had many firsts, as a First Nations Woman, and her diverse career has provided her with a solid understanding of the federal, provincial, municipal and First Nations policing service agreements; extensive experience in operations; management of critical incidents and crisis negotiation; crime prevention, community and Indigenous policing; and executive leadership. She is passionate about operations, employee safety, and ensuring that all employees have the proper training, equipment, and supervision to carry out their duties in a professional manner.

Brenda maintains many active positions on provincial, federal and international committees and associations, including the BC Association of Chiefs of Police, the Canadian Association of Chiefs of Police and the International Association of Chiefs of Police. Her awards and honours include the Senate 150th Anniversary Medal, Queen's Golden and Diamond Jubilee Medals and Officer of the Order of Merit of Police Forces, which recognizes exceptional service and performance of duty.

Brenda is from the Tr'ondëk Hwëch'in Han Nation, Yukon Territory. Personal Information
Personal Information

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

TRACY CAMPBELL
Assistant Deputy Minister and
Executive Financial Officer

Corporate Management Services Branch

Tracy Campbell was appointed Assistant Deputy Minister and Executive Financial Officer of the Corporate Management Services Branch (CMSB) in July 2020, supporting the Justice and Public Safety Sector.

Tracy leads the strategic development and delivery of key corporate services for the ministries of Attorney General and Public Safety and Solicitor General including finance; strategic human resources; facilities management; business planning; internal communications and corporate security; and safety and risk management support.

From October 2018 to her most recent role, Tracy was the Assistant Deputy Minister of International Trade with the Ministry of Jobs, Economic Development and Competitiveness. Tracy oversaw trade and investment activities in British Columbia's international markets; international trade missions; trade strategy and policy, including international and domestic trade agreements and international marketing.

Prior to that, Tracy was Assistant Deputy Minister and Executive Financial Officer supporting the Ministry of Municipal Affairs and Housing, the Ministry of Jobs, Trade and Technology, the Ministry of Labour and the Ministry of Tourism, Arts and Culture.

Tracy has a very strong client focus and brings extensive financial management experience having also held the position of Chief Financial Officer for the former Ministries of Jobs, Tourism and Skills Training; International Trade; and Small Business and Red Tape Reduction.

Tracy began her professional career as a management consultant in the IT industry. She joined the BC Public Service fourteen years ago in the financial services stream, assuming progressively more senior roles within the Economy Sector.

Previous Board appointments include the BC Immigrant Investment Fund, the BC Renaissance Capital Fund Ltd., the BC Council for International Education and British Columbia Trade and Invest Ltd.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

CHARMAINE LOWE
Acting Assistant Deputy Minister and
Chief Information Officer

Information Systems Branch

Charmaine Lowe was appointed Acting Assistant Deputy Minister and Chief Information Officer for the Information Systems Branch on January 31, 2020. Her current responsibilities include executive oversight of the Information System Branch for the Ministry of Attorney General and the Ministry of Public Safety and Solicitor General.

The Chief Information Officer (CIO) leads the development, implementation and oversight of Information Management and Information Technology (IM/IT) strategy, policy and standards for the justice and public safety sector. The CIO is responsible for the sector's vision and mandate for digital transformation and manages the sector's IM/IT investment portfolio, ensuring alignment with government priorities and support for common capabilities, integrated services, reusable data, and value for money.

As the branch Assistant Deputy Minister, Charmaine provides strategic IM/IT leadership for the sector and leads a high performing team of professionals who provide IM/IT advice and services to program areas and stakeholders. The team includes security and privacy specialists, enterprise architects, system engineers, database analysts and administrators, client portfolio specialists, strategic planners, and application support technicians.

Prior to moving into this role, Charmaine led the development of the sector's digital transformation strategy and worked with the Digital Identity and Authentication Council of Canada (DIACC) on a pan-Canadian trust framework for digital identity and authentication. Prior to joining the justice and public safety sector, Charmaine served as a senior IM/IT advisor to the Government Chief Information Officer - establishing the Enterprise Architecture and Standards program and leading government's corporate IM/IT policy, legislation and privacy program. She also led the development of the Pan-Canadian Identity Management Strategy and the establishment of the legal authorities, standards and policy instruments for the BC Services Card.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

MARCIE MEZZAROBBA
Acting Assistant Deputy Minister

Community Safety and Crime Prevention Branch

Marcie Mezzarobba was appointed Acting Assistant Deputy Minister of the Community Safety and Crime Prevention Branch on September 18, 2020. Marcie's regular position is Executive Director, Community Programs and Strategic Policy Initiatives which she has held since November 2016.

Marcie brings with her over 24 years of experience in the Justice and Public Safety Sector and began her public service career with the BC Prosecution Service providing front-line service to victims and witnesses. Her career has been varied and has involved directing the delivery of province-wide services, managing and implementing complex policy and program projects and overseeing the management of contracted government services.

Prior to assuming the role of Executive Director with the Community Safety and Crime Prevention Branch, Marcie served as the Director of Policy where she led a number of strategic projects including the development of a cross-government strategy to address violence against women and the Province's public reporting on the response to the Missing Women Commission of Inquiry.

Marcie served as a member of the transition team that established a new legislative regime for providing financial assistance and benefits to victims of crime through the Province's Crime Victim Assistance Program and has led the development of new service delivery models, including a court support program that is now in place throughout the lower mainland. She received a Premier's Award for Cross-Government Integration as part of the team who developed Vancouver's Downtown Community Court.

Marcie graduated from Simon Fraser University with a Bachelor of Arts Honours degree in Criminology Personal Information Personal Information

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

LISA LAPOINTE
Chief Coroner

BC Coroners Service

Lisa Lapointe was appointed Chief Coroner in February 2011, and in 2019 was re-appointed for a five-year term until 2024. In this role, she oversees the independent investigations of over 10,000 deaths reported to the BC Coroners Service annually, including all child deaths and deaths reviewed at inquest and by Coroners Service Death Review Panels. Coroners establish the circumstances of unexpected deaths for the public record and may make recommendations to prevent similar deaths in the future.

A graduate of the University of British Columbia Law School, Lisa began her public service career in 1995 as a policy analyst in the area of freedom of information and protection of privacy. She then joined the BC Coroners Service where she served as Coroner, Deputy Regional Coroner and Regional Coroner on Vancouver Island before being appointed as B.C.'s Assistant Deputy Chief Coroner in 2003.

In 2006, Lisa joined the BC Corrections Branch, serving as Assistant Deputy Warden at Vancouver Island Regional Correctional Centre in Victoria before moving to a provincial role as Director of Programs and Strategic Services.

In 2008, Lisa accepted the position of Assistant Deputy Director of the province's Civil Forfeiture Office, utilizing civil law to deter crime by removing proceeds and instruments of unlawful activity.

Personal Information

Personal Information She is the chair of the British Columbia Institute of Technology's Forensic Science and Technology Program Advisory Committee and is the former chair of the Canadian Forum of Chief Coroners and Chief Medical Examiners. In 2013, Lisa received the Queen Elizabeth II Diamond Jubilee Medal in acknowledgement of her dedication and expertise to the public service for over 20 years. In 2018, under Lisa's leadership, the Coroners Service was awarded the inaugural Premiers Award for Evidence-Based Design for its analysis and timely reporting of data on illicit drug overdose deaths in the midst of a public health emergency.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

MEAGAN GERGLEY
Acting Executive Director

Corporate Policy and Planning Office

Meagan was appointed as acting Executive Director of the Corporate Policy and Planning Office in September 2020. Over the past five years, she has directed the ministry's legislative program and led a variety of consumer protection initiatives.

The Office is responsible for developing corporate policy initiatives, managing the Ministry's legislation and OIC process, leading the Justice and Public Safety Sector's performance planning and management process, developing consumer protection policy and legislation, providing strategic leadership and support to ministry branches and agencies on policy and planning initiatives, and serving as the ministry liaison with the two independent agencies that administer consumer protection legislation in BC.

Meagan began her public service career in 2001 and has served in a number of leadership roles. She has over 17 years of experience in developing public policy and legislation in a diverse range of areas, including: local government, consumer protection, motor vehicle and public transportation. In her role as Director of Policy and Legislation at the Ministry of Municipal Affairs and Housing, Meagan provided strategic leadership on significant government initiatives such as: local government elections reform; delivery of special legislation for the City of Vancouver and other host cities for the 2010 Winter Olympics; and she was the ministry co-lead on the Community Opportunities Task Force.

Meagan obtained a Diploma of Criminology from Vancouver Island University and graduated from Simon Fraser University with a Bachelor of Political Science and the University of Victoria with a Master in Public Administration.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

RACHEL HOLMES
Executive Lead

Strategic Public Safety Initiatives

Rachel Holmes was appointed as Executive Lead of Strategic Public Safety Initiatives in the Deputy Solicitor General's Office in February 2018. In this role, Rachel is responsible for leading a number of time-sensitive and high-profile initiatives within the justice sector, including the development of the 'Path Forward' to ending violence against Indigenous women and girls; the Province's participation in the National Inquiry into Missing and Murdered Indigenous Women and Girls; oversight of the Next Generation 911 project; the delivery of services through the ministry's Family Information Liaison Unit; and the province's response to British Columbia's Missing Women's Commission of Inquiry. She also provides leadership on a number of corporate accountabilities, including implementation of B.C.'s 10 Principles and implementation of the Declaration of the Rights of Indigenous Peoples Act.

Rachel began her BC Public Service career in 2003 and has served in several leadership positions, including Executive Director roles responsible for: Reconciliation Strategy; Indigenous Social Policy; and Social Innovation. She also served as Government Lead for the Government Non-Profit Initiative.

Prior to joining the public service, Rachel worked in the non-government and academic sectors. Additionally, Rachel has more than a decade of experience as a board member to both provincial and international non-profit organizations, including the National College Conference Association-National Model United Nations, First Peoples' Cultural Council, Volunteer BC, and Habitat for Humanity, among others.

Rachel obtained a Bachelor of Arts Honours degree in Political Science and a Master of Arts degree in Anthropology, Sociology and Political Science from the University of Victoria, and has completed a professional certification in Strategic Decision and Risk Management from Stanford University. Rachel was previously a Fellow at the Centre for Studies in Religion and Society. Personal Information

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

MARY SHAW
Executive Lead

Cannabis Legalization and Regulation Secretariat

Mary Shaw is the Executive Lead of the Cannabis Legalization and Regulation Secretariat, within the Ministry of Public Safety and Solicitor General.

Mary began her career with the B.C. Public Service in the summer of 2005 as a co-op student with the Fish and Wildlife Branch at the Ministry of Environment. In her 15 years with the Province, she has held the roles of Director of Legislation at the Ministry of Education, and as Executive Director responsible for governance, degree quality, and strategic policy at the Ministry of Advanced Education. In June 2017, Mary joined the Secretariat to lead the development of a cannabis regulatory framework for B.C. as the Province prepared for federal legalization. As Executive Lead, she recently oversaw the negotiation of the first cannabis agreement between the Province and an Indigenous nation under provincial legislation.

Personal Information

She holds degrees in political science and law from the University of Victoria.

BC CORRECTIONS

ADM Responsible: Lisa Anderson

Core Business/ Program Area Description/Critical Business Processes:
BC Corrections protects communities through the safe control and behavioural change of adults in contact with the criminal justice system. It provides correctional services and programs to adults who are:

- Supervised while on a bail order awaiting trial or serving a community sentence; or
- Held in custody while awaiting trial or serving a sentence of less than two years.

The branch consists of four divisions:

- The Community Corrections Division operates 54 offices that supervise over 21,500 clients and offer programs proven to reduce reoffending to clients who live in the community in accordance with court orders. Community Corrections staff also make recommendations to the court to assist with sentencing decisions.

- The Adult Custody Division operates ten correctional centres that supervise approximately 2,400 individuals who are either awaiting trial, serving a provincial jail sentence (up to two years less a day) or being held pending an immigration review. Individuals with longer sentences are managed by the Correctional Service of Canada. While the levels of security and control vary from centre to centre, each correctional centre offers programs and education and vocational training that are proven to address factors which contribute to criminal behaviour.

- The Strategic Operations Division provides expertise, co-ordination and support to all parts of the branch through research and analysis, information management, strategic planning, policy and program development, and Indigenous programs and relationships.

- The Capital Projects Division provides planning, implementation management and oversight for major capital projects to support branch operations and to meet the capacity requirements of the growing offender population. Current projects underway include rebuilding the Nanaimo Correctional Centre, modernizing segregation units, and renovations to Community Corrections Offices.

Budget ($ millions):

Operating Budget:	$253.459
This does not include:	
Corrections Work Program Account	$ 1.281
Capital Budget	$ 0.000

Full Time Equivalents (FTEs): 2,609

Related Legislation:
Correction Act
Criminal Code of Canada

Organizational Chart:

BC CORONERS SERVICE

ADM Responsible: Lisa Lapointe

Core Business/ Program Area Description/Critical Business Processes:
The BC Coroners Service is responsible for determining the circumstances of all unnatural and unexpected deaths, all children's deaths, and all deaths in designated institutions. The coroner must establish the identity of the deceased, and when, where, how and by what means the death occurred. Coroners then report their findings in writing to the Chief Coroner. Coroners may also make recommendations aimed at preventing similar deaths in the future.

The Chief Coroner is responsible for administering the *Coroners Act* and supervising and directing coroners in the performance of their duties. There are approximately 120 full and part-time coroners across the province, who receive reports of death on a 24/7 basis, attend scenes of death when indicated by the circumstances and complete fact-finding death investigations.

The BC Coroners Service has several key areas of responsibility including conducting coroners' investigations, holding inquests, reviewing all children's deaths, establishing death review panels, bringing the recommendations of coroners, inquest juries and death review panels to the attention of the appropriate agencies or ministries, preparing, publishing and distributing materials for the purpose of informing the public respecting prevention of deaths, and providing mortality data to support evidence-based decisions.

Coroners' investigations proceed independently and concurrently with the investigations of other agencies, including but not limited to:

- Police - when there is the possibility of culpability in a death and where charges under the Criminal Code or another statute may be considered;
- Independent Investigations Office - all police-related deaths in order to determine whether a police officer may have committed an offence;
- WorkSafeBC – deaths of workers as defined by their legislation; and,
- Representative for Children and Youth – when a child dies while in the custody of, or receiving services from, the Ministry for Children and Family Development.

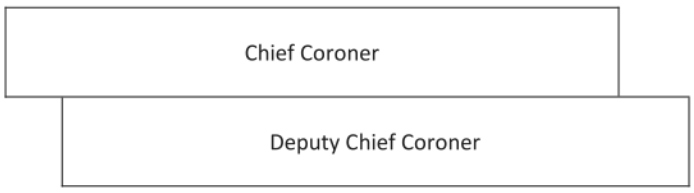
Budget ($ millions):

Operating Budget	$17.116
Capital Budget	$ 0.000

Full Time Equivalents (FTEs): 75

Related Legislation: *Coroners Act*

Organizational Chart:



CANNABIS LEGALIZATION AND REGULATION SECRETARIAT

Executive Lead Responsible: Mary Shaw

Core Business/Program Area Description/Critical Business Processes:
The Secretariat is responsible for leading and supporting the development and implementation of provincial cannabis policy that balances public health and safety objectives with economic development objectives. Working with partner ministries including Health, Attorney General, Agriculture, Jobs, Economic Development and Competitiveness, Finance, Indigenous Relations and Reconciliation and others, the Secretariat supports the transition of cannabis producers and consumers into the legal market and the development of a sustainable legal cannabis market in B.C.

The Secretariat is responsible for negotiating Section 119 cannabis agreements with individual Indigenous nations and co-chairs a working group with the First Nations Leadership Council which discusses cannabis-related issues of interest to B.C. Indigenous nations, with a primary focus on associated economic opportunities for Indigenous nations and businesses.

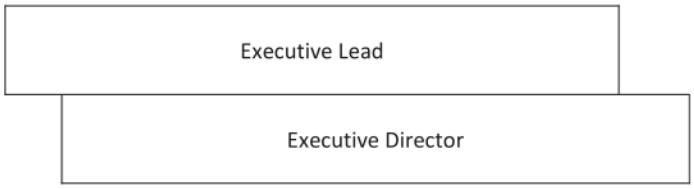
The Secretariat also has a public education role, ensuring that both stakeholders and the public understand the provincial and federal legal landscape.

Budget ($ millions):
Note: The Operating Budget and the Capital Budget are included in the Policing and Security Branch's data.

Full Time Equivalents (FTEs): 12
Note: The FTEs are included in the Policing and Security Branch's data.

Related Legislation:
Cannabis Act (Canada)
Cannabis Control and Licencing Act
Cannabis Distribution Act

Organizational Chart:



CORPORATE MANAGEMENT SERVICES BRANCH

ADM and Executive Financial Officer: Tracy Campbell

Core Program Area Description:
Corporate Management Services Branch's (CMSB) vision is to be empowered partners and leaders providing outstanding service. Our mission is to provide leadership and expertise in the delivery of corporate services, matched to the needs of the sector through the dedication and professionalism of an empowered and innovative workforce.

CMSB serves as the justice and public safety sector's consolidated corporate services resource. Our services include finance, strategic human resources, facilities management, business planning, facilitation, process improvement, change management, internal communications and corporate security, strategic planning and project delivery, and safety and risk management supports. In addition, CMSB acts as the lead strategic link between the various branches and organizations in our sector, government's central agencies (Treasury Board Staff, Office of the Comptroller General), as well as shared service agencies. CMSB provides oversight and expert advice while performing day to day corporate functions for the sector.

While CMSB supports the Ministries of the Attorney General (AG) and Public Safety and Solicitor General (PSSG), as well as Emergency Management BC (EMBC), the branch is represented organizationally as part of PSSG. Across the range of corporate services, CMSB delivers services and provides leadership, advocacy and governance to all stakeholders in the justice and public safety sector, matched to meet their needs.

CMSB consists of the following core business areas:

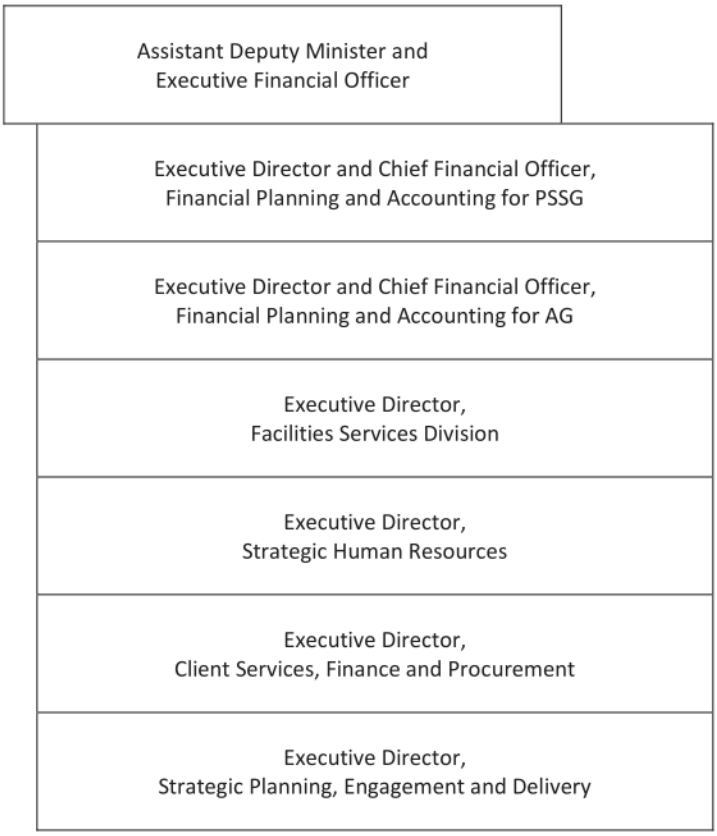
- Strategic Human Resources works in partnership with sector Executive and employees to provide sound, value-added and innovative strategic human resource management, organization development services and interventions. The Division also provides strategic, ministry-wide direction and consultation to help branches achieve business priorities and to support employee engagement.
- Finance provides strategic, ministry-wide direction, consultation and training support regarding Budgets, Forecasting, Accounts Payable, Financial Reporting, Compliance and Procurement. Finance are also responsible for improving the governance and guidelines relating to financial standards, policy and procedures. Finance advocate for sustainable branch fiscal management across the sector including funding, budgeting, contingencies, and treasury board submissions.
- Strategic Planning, Engagement and Delivery works at various levels - sector, ministry, and branch – to lead and manage a range of services, including strategic planning and corporate reporting, partnerships and engagement, and project delivery. This includes identifying, monitoring, and tracking key priorities to ensure the sector achieves it goals, objectives and vision.
- Business Planning and Priorities works collaboratively in the sector to lead, manage and support a diverse group of essential services in corporate business planning and support, corporate communications, risk and security management, and business continuity planning
- Facilities Services manages and maintains government operated buildings for the sector, supporting each individual client program, tailored to their specific requirements ensuring client satisfaction. The Division ensures that each client's facilities are maintained and serviced to the highest government facilities standards, while expenditures remain within approved budgets.

Budget ($ millions):
Note: While the branch supports both the Ministry of Attorney General and Ministry of Public Safety and Solicitor General, the branch's data is included in the Ministry of Public Safety and Solicitor General's Executive Support Services Operating Budget of $19.221 and Capital Budget of $11.262.

Full Time Equivalents (FTEs):
Note: The branch's FTEs are included in the ministry's Executive Support Service FTEs of 127.

Related Legislation:
None.

Organizational Chart:



CORPORATE POLICY AND PLANNING OFFICE

Acting Executive Director: Meagan Gergley

Core Business/ Program Area Description/Critical Business Processes:
The Corporate Policy and Planning Office is responsible for developing corporate policy initiatives, managing the ministry's legislation program, leading the justice and public safety sector's strategic planning and performance reporting processes, developing consumer protection policy and legislation, providing support to the ministry's branches and agencies on policy and planning initiatives, and serving as the ministry liaison with the independent agencies that administer consumer protection legislation.

Planning and Performance Reporting Leadership and Coordination

- Leadership role on justice and public safety sector service plans, annual service plan reports and ministry strategic plans;
- Supports branches in developing branch-level strategic / business plans and performance indicators; and
- Leads and coordinates a broad range of management information services.

Policy Leadership and Coordination

- Leadership role on cross-branch or inter-ministry policy initiatives;
- Supports ministry Federal / Provincial / Territorial level policy initiatives;
- Supports sector, minister's office, and central government agencies on initiatives;
- Provides advisory services, training, mentorship and an intern program; and
- Leads and coordinates initial response to major issues or reports.

Management of Corporate Policy Processes

- Coordinates ministry Cabinet submissions and legislation for public safety matters;
- Coordinates ministry Orders in Council and Ministerial Orders; and
- Coordinates ministry participation at UBCM, Provincial Cabinet First Nations Leaders Gathering, Estimates, and transition materials.

Consumer Protection Policy

- Provides analysis and development of consumer protection policy, legislation and regulations; and
- Participates on cross jurisdictional consumer protection initiatives.

Oversight of Delegated Consumer Protection Agencies

- Oversees and monitors government's delegation of the administration of consumer protection legislation to two independent agencies:
  - Consumer Protection BC; and
  - Vehicle Sales Authority of BC.

Budget ($ millions):
Note: The office's data is included in the Ministry of Public Safety and Solicitor General's Executive Support Services Operating Budget of $19.221 and Capital Budget of $11.262.

Full Time Equivalents (FTEs):
Note: The Office's FTEs are included in the ministry's Executive Support Service FTEs of 127.

Related Legislation:
Business Practices and Consumer Protection Act
Business Practices and Consumer Protection Authority Act
Cremation, Interment and Funeral Services Act
Food Donor Encouragement Act
Guide Dog and Service Dog Act
Ministry of Consumer and Corporate Affairs Act
Motion Picture Act
Motor Dealer Act
Parental Liability Act
Profits of Criminal Notoriety Act
Sale of Goods Act
Ticket Sales Act (not in force)

Organizational Chart:

COMMUNITY SAFETY AND CRIME PREVENTION BRANCH

Acting ADM Responsible: Marcie Mezzarobba

Core Business/ Program Area Description/Critical Business Processes:

Civil Forfeiture Office

The Civil Forfeiture Office removes the economic incentives of crime by forfeiting the illegally obtained proceeds and tools used to gain wealth, focusing particularly on organized crime. Proceeds recovered are used to compensate eligible victims, fund crime prevention activities and cover the costs of running the Civil Forfeiture Office. The office does not receive any appropriated funding from the Province.

Crime Prevention and Restorative Justice

The branch works to support community-led crime prevention projects across BC through the annual Civil Forfeiture Crime Prevention and Remediation grant program using the civil forfeiture proceeds obtained through the Civil Forfeiture Office. The branch also supports 52 community-based, volunteer-driven restorative justice programs through the Community Accountability Program (CAP).

Victim Services, Violence Against Women, Domestic Violence and Human Trafficking

The branch provides supports for victims of crime through contracted community-based victim service programs (66), police-based victim service programs (91), domestic violence units (9) and a province-wide telephone helpline (VictimLink BC). The branch also funds 240 contracted violence against women counselling and outreach services, including 92 stopping the violence counselling programs, 84 programs for children and youth experiencing violence (PEACE), 53 outreach services and 11 multicultural outreach services.

The branch provides services directly to victims through the Crime Victim Assistance Program (financial assistance and benefits to victims of violent crime, family members and witnesses), the Court Support Unit (assists victims through the criminal justice process), the Victim Safety Unit (notification to victims regarding the custodial and community status of accused persons and offenders), and the Restitution Program (assists victims of crime who have unpaid restitution orders).

The branch holds responsibility for addressing the issue of domestic violence in BC, including oversight of the provincial *Violence Against Women in Relationships Policy* and the support of cross-government coordination efforts. The branch also includes the Office to Combat Human Trafficking (OCTIP), dedicated to working in partnership with community agencies and other partners to address and respond to human trafficking.

Budget ($ millions):

Operating Budget	$58.870
This does not include:	
Civil Forfeiture Special Account	$ 0.029
Victim Surcharge Special Account	$13.504
Capital Budget	$ 0.000

Full Time Equivalents (FTEs): 137

Related Legislation:
British Columbia Neurotrauma Fund Contribution Act
Civil Forfeiture Act
Crime Victim Assistance Act
Criminal Code (federal)
Criminal Injury Compensation Act
Immigration and Refugee Protection Act (federal)
Victims of Crime Act

Organizational Chart:

INFORMATION SYSTEMS BRANCH

Acting ADM Responsible: Charmaine Lowe

Core Program Area Description:
The Information Systems Branch (ISB) provides effective and collaborative information management and information technology (IM/IT) advice and services to the justice and public safety sector. As a key enabler of the sector's digital transformation, ISB translates client business needs into high value digital solutions that support common capabilities, integrated services, reusable data, and better value for money.

ISB supports the goals of the justice and public safety sector by:

- Delivering strategic IM/IT planning, implementation and coordination services;
- Accelerating IM/IT modernization and transformation while maintaining a stable, standardized and highly available application system environment;
- Ensuring adherence to current IM/IT standards while monitoring trends and industry advancements;
- Developing and providing quality assurance, change and risk management procedures;
- Maturing information security and privacy policies and procedures; and
- Liaising with government's central agencies and the Office of the Chief Information Officer to facilitate IM/IT services and provide strategic advice to the justice and public safety sector.

ISB's services include:

- Strategic IM/IT planning, including service design, and support for portfolio management;
- IM/IT governance and investment planning;
- Supporting business clients in identifying and optimizing IM/IT solutions;
- Strategic privacy, security and enterprise architecture policies and standards;
- Design and delivery of IM/IT solutions;
- Ordering hardware and software;
- Operating and maintaining the sector's portfolio of business applications; and,
- Providing IM/IT user support services and account access.

Budget ($ millions):
Note: While the branch supports both the Ministry of Attorney General and Ministry of Public Safety and Solicitor General, the branch's data is included in the Ministry of Attorney General's Executive Support Services Operating Budget of $ and Capital Budget of $

Full Time Equivalents (FTEs):
Note: The branch's FTEs are included in the Ministry of Attorney General's Executive Support Service FTEs of 89.

Related Legislation:
None.

Organizational Chart:

POLICING AND SECURITY BRANCH

ADM Responsible: Brenda Butterworth-Carr; Tr'injà shär njit dintlät

Core Business/ Program Area Description/Critical Business Processes:
The Policing and Security Branch provides central oversight of policing, law enforcement and the security industry in BC. The branch also develops and administers public safety initiatives dedicated to the protection of British Columbians. The Branch is composed of the Police Services Division and the Security Services Division.

The Police Services Division assists the Director of Police Services to superintend policing and law enforcement in B.C. according to her responsibilities under the *Police Act*. Police Services develops policy and legislation and recommends policing priorities to the Minister. The division provides oversight and management of the municipal, provincial and First Nations agreements for RCMP services. It establishes and monitors compliance with provincial policing standards. The division manages the non-police Auxiliary Policing and Special Provincial Constable Programs and provides oversight to the municipal Reserve Constable Program. Police Services reports on provincial crime and police data. Other non-policing activities include administering parts of the National Sex Offender Registry, and compliance and enforcement activities related to the illegal sale of cannabis in BC. The division works with stakeholders to support collaborative approaches and research to address local, regional, and provincial community safety and crime reduction issues. Recent special projects include the organized crime, guns and gangs, money laundering and countering radicalization to violence initiatives. Police services also provides oversight for the law enforcement aspects of the opioid emergency and COVID-19 responses.

The Security Programs Division is responsible for administering a range of security related statutes and provides security screening for a number of programs. Statutes administered by the division include: *Security Services Act* which regulates the security industry; *Body Armour Control Act* and *Armoured Vehicle and After-Market Compartment Control Act* which create permitting schemes for those who wish to lawfully possess body armour or armoured vehicles; *Metal Dealers and Recyclers Act* which deters metal theft; and, *Pill Press and Related Equipment Control Act* which disrupts criminal access to large scale pill making equipment as part of the opioid response. The division also administers the *Guide Dog and Service Dog Act* which create a voluntary certification process for handlers of qualified guide and service dogs as well as a public complaints process. With regard to security screening, Security Programs administers the *Criminal Records Review Act* which protects children and vulnerable adults from those who may pose a risk of physical, sexual or financial abuse. The division administers the Personnel Security Screening Office and Enhanced Security Screening programs to ensure integrity of public service positions. Security Programs Division provides security screening for potential retail owners and workers under the *Cannabis Control and Licensing Act* to ensure integrity of non-medical cannabis retailers in BC. Security Programs also enters data regarding civil and criminal protection orders into the Protection Order Registry. This helps to reduce domestic violence and protects vulnerable people by supporting enforcement of protection orders.

Budget ($ millions):

Operating Budget	$405.474
Capital Budget	$ 0.000

Note: Includes Cannabis Regulation and Licencing Secretariat's Operating Budget and Capital Budget are included in the branch's data.

Full Time Equivalents (FTEs): 260
Note: The Cannabis Regulation and Licencing Secretariat's FTEs are included in the branch's data.

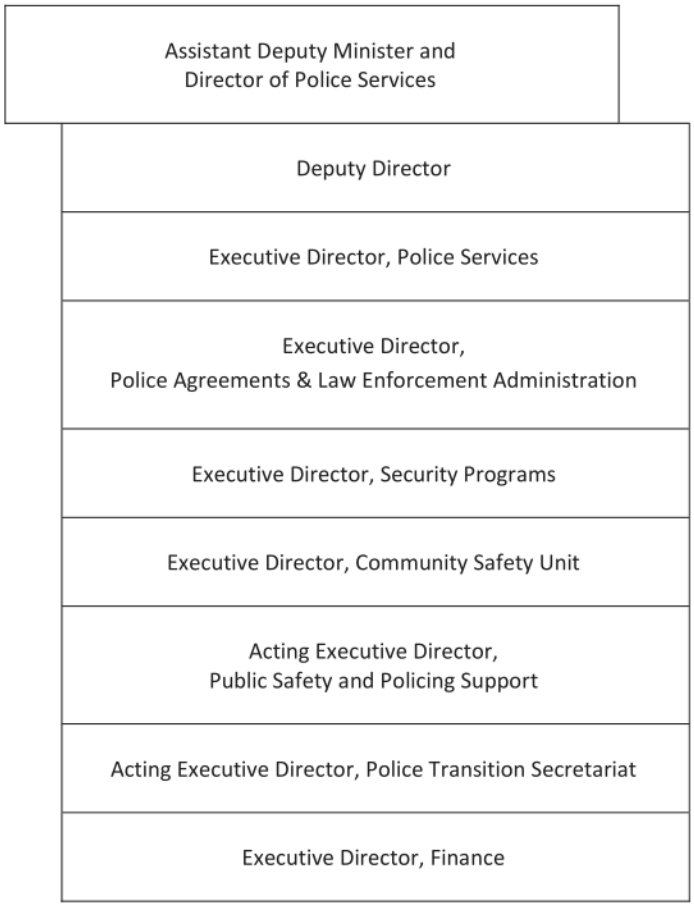
Related Legislation:

Armoured Vehicle and After-Market Control Act
Body Armour Control Act
Cannabis Control and Licensing Act
Community Safety Act (not in force)
Criminal Records Review Act
Emergency Communications Corporations Act
Firearm Act
Guide Dog and Service Dog Act (parts of)
Gunshot and Stab Wound Disclosure Act
*Metal Dealers and Recyclers Act (*parts of)
Missing Persons Act
Motor Vehicle Act (parts of)
Pill Press and Related Equipment Control Act
Police Act (except Part 7.1)
Provincial Symbols and Honours Act (Part 3)
Security Services Act
Witness Security Act

Federal Acts Administered in B.C. by the branch:

RCMP Act
Sex Offender Information Registration Act
Special Accounts Appropriation and Control Act

Organizational Chart:



ROADSAFETYBC

ADM Responsible: Patricia (Patti) Boyle

Core Business/ Program Area Description/Critical Business Processes:
RoadSafetyBC operates provincial road safety programs and is the policy and regulatory agency responsible for ensuring the safe operation of motor vehicles as well as establishing and maintaining standards regulating drivers in BC. RoadSafetyBC also leads the provincial BC Road Safety Strategy which coordinates key stakeholders and partners to help eliminate road fatalities and serious injuries.

RoadSafetyBC key program areas include Administrative Justice, Remedial Programs and Driver Medical Fitness. The Administrative Justice Program conducts administrative hearings and appeals related to various administrative prohibitions for driving while affected by alcohol or drugs including the Immediate Roadside Prohibition Program. Remedial Programs oversee the operation of driver intervention programs including the Responsible Driver Program, the Ignition Interlock Program, the Driver Improvement Program, and the Vehicle Impoundment Program. The Driver Medical Fitness Program ensures that drivers are medically fit to safely operate a motor vehicle.

RoadSafetyBC is also using technology to make safety advancements on our roads. This work is seen within the Intersection Safety Camera Program and the introduction of eTicketing. The Intersection Safety Program currently operates cameras at 140 high-risk locations, capturing images of vehicles that run red lights. Thirty-five of the cameras also detect speed. RoadSafetyBC has also developed technology enabling electronic ticketing at the roadside, online payment of violation tickets and improved road safety business intelligence.

Budget ($ millions):

Operating Budget	$16.758
Capital Budget	$ 0.000

Full Time Equivalents (FTEs): 203

Related Legislation:

Commercial Transport Act	*Offence Act*
Motor Vehicle Act	*Passenger Transportation Act*

Organizational Chart:

Assistant Deputy Minister and Superintendent of Motor Vehicles
Deputy Superintendent
Executive Director, Strategic Initiatives
Executive Director, Policy and Strategic Initiatives

STRATEGIC PUBLIC SAFETY INITIATIVES

Executive Lead Responsible: Rachel Holmes

Core Business/ Program Area Description/Critical Business Processes:
The Strategic Public Safety Initiatives Unit is responsible for several priority projects within the justice sector and oversees cross-government collaboration to inform and contribute to time-sensitive and high-profile initiatives within the public interest. For example, the unit has responsibility for:

- Developing the 'Path Forward' to ending violence against Indigenous women and girls;
- Leading the Province of British Columbia's participation in the federal government's National Inquiry into Missing and Murdered Indigenous Women and Girls;
- Facilitating the Province's response to British Columbia's Missing Women's Commission of Inquiry Report;
- Facilitating cross-ministry collaboration on strategies related to online offences regarding children; and
- Advising the development of the province's Indigenous Justice Strategy as a member of the Leadership Circle.

The unit also leads the implementation of the Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples for the Ministry of Public Safety and Solicitor General and leads coordination of corporate strategies to implement the *Declaration on the Rights of Indigenous Peoples Act*.

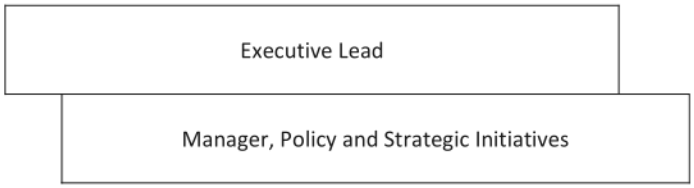
Finally, the unit plays an advisory role to partner ministries related to public safety and aligned initiatives, particularly as they relate to Indigenous peoples.

Budget ($ millions):
Note: The unit's data is included in the ministry's Executive Support Services Operating Budget of $19.221 and Capital Budget of $11.262.

Full Time Equivalents (FTEs):
Note: The unit's FTEs are included in the ministry's Executive Support Services FTEs of 127.

Related Legislation:
OIC for BC Commission for the National Inquiry on Missing and Murdered Indigenous Women and Girls.

Organizational Chart:



Tab B

Appendix B

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
KEY STAKEHOLDERS

Branch	Organization	Contact(s)	Description of Organization	Key Issues
BCCORR	**BC First Nations Justice Council** *(Formerly BC Aboriginal Justice Council)*	Doug White Chair *Phone unknown.* doug@bcfnjc.com Personal Information Boyd Peters Council member with Corrections Portfolio *Phone unknown.* boyd@bcfnjc.com Boyd.Peters@stsailes.com	A multi-agency leadership initiative that convenes regularly and prioritizes actions, and utilizes the Native Courtworker and Counselling Association of BC's policies and platform as its foundation for action.	Correctional services.
BCCORR	**BCGEU** Headquarters	Stephanie Smith President 604-291-9611 president@bcgeu.ca		• Correctional staff.
BCCORR	**Nanaimo, City of**	Mayor Leonard Krog Government Financial Information leonard.krog@nanaimo.ca Jake Rudolph Chief Administrative Officer 250-755-4401 Jake.Rudolph@nanaimo.ca		Nanaimo Correctional Centre.

BCCORR	**Partnerships BC**	Mark Liedemann President and Chief Executive Officer 604-806-4171 Mark.Liedemann@partnershipsbc.ca	Serves British Columbians through the planning, delivery and oversight of major infrastructure projects. Wholly owned by the Province and reports to the Minister of Finance.	• Capital projects for Correctional centres.
BCCORR	**Prisoners Legal Services**	Jennifer Metcalfe Executive Director 604-636-0470 info@pls-bc.ca	Division of West Coast Prison Justice Society	• Correctional services.
BCCORR	**Snaw-Naw-As First Nation**	Chief Gordon Edwards 250-619-6255 gedwards@nanoose.org chief@oib.ca		• Correctional services. • Nanaimo Correctional Centre rebuild.
BCCORR	**Snuneymuxw First Nation**	Chief Michael Wyse *Phone unknown.* MichaelW@snuneymuxw.ca Doug White Councillor 250-740-2300 Personal Information		• Correctional services. • Nanaimo Correctional Centre rebuild.
BCCS	**BC Centre for Disease Control**	Dr. Jane Buxton, Physician Epidemiologist 604-707-2573 Jane.Buxton@bccdc.ca		• Coroners service.
BCCS	**BC Children's Hospital** CAPE Unit	Dr. Tyler Black Medical Director as well as Clinical Assistant Professor, UBC Department of Psychiatry *Phone unknown.* *Email unknown.*		• Coroners service.
BCCS	**College of Pharmacists of BC**	Mr. Bob Nakagawa Registrar		• Coroners service.

Personal Information

		registrar@bcpharmacists.org		
BCCS	**College of Physicians and Surgeons of BC**	Dr. David Unger Deputy Registrar *Phone unknown.* daunger@cpsbc.ca		• Coroners service.
BCCS	**First Nations Health Authority**	Richard Jock A/Chief Executive Officer 604-693-6500 ceo@fnha.ca Dr. Evan Adams Chief Medical Officer 604-693-6552 evan.adams@fnha.ca		• Coroners servi
BCCS	**First Nations Health Council**	Grand Chief Doug Kelly Chair 604-913-2080 Doug.Kelly@fnhc.ca	Provincial-level political and advocacy organization that is representative of and accountable to BC First Nations.	• Coroners service.
BCCS	**Independent Investigations Office**	Ronald MacDonald Chief Civilian Director Ronald.MacDonald@iiobc.ca	Conducts criminal investigations regarding police-related incidents involving death or serious harm.	• Coroners service.
BCCS	**Office of the Representative of Children and Youth**	Dr. Jennifer Charlesworth Representative for Children and Youth 250-356-6710 (reception) jennifer.charlesworth@rcybc.ca	Has a shared mandate for investigating the deaths of children receiving services from the Ministry of Children and Families.	• Coroners service.
BCCS	**Provincial Health Services Authority**	Benoit Morin Chief Executive Officer 604-675-7400 benoit.morin@phsa.ca		• Coroners service.
BCCS	**RCMP "E" Division**	Deputy Commissioner Jennifer Strachan		• Coroners service.

Government Financial

		Commanding Officer *Phone unknown.* *Email unknown.*		
CLRS	**BC Independent Cannabis Association**	Personal Information Courtland Sandover-Sly President 250-686-2502 courtland@groundwork.consulting	A not-for profit organization that represents stakeholders from the B.C. cannabis industry, mainly smaller scale and "craft" producers. Focus is on helping transition producers to the legal market.	• Supporting small-scale cannabis production in legal economy. • Advocating for provincial and federal law and policies that support the successful integration of small-scale producers into the legal cannabis industry.
CLRS	**Community Futures Central Kootenay**	Shannon Ross Cannabis Business Transition Advisor 250-551-1076 sross@futures.bc.ca	Delivers the Cannabis Business Transition Initiative, which provides free business services to residents of the Central Kootenay region. The program is the first of its kind in Canada and is expected to support over 100 clients in their transition to become licensed and sustainable cannabis businesses.	• Identifying and addressing barriers to operating in the legal cannabis economy.
CLRS	**Craft Cannabis Association of BC**	hello@craftcannabis.ca Sarah Campbell Director 250-415-3127 sarah@craftcannabis.ca	A non-profit society founded by cannabis advocates, consumers, producers and interested businesses with experience in the industry. The Craft Cannabis Association of BC believes that small-scale producers have an important role to play in communities, providing quality	• Supporting small-scale cannabis production in BC. • Advocating for provincial and federal law and policies that support the successful integration of small-scale

			product, creating local jobs and equitable economic opportunity.	producers into the legal cannabis industry.
CLRS	**First Nations Leadership Council (FNLC)**	Colin Braker Communications Director First Nations Summit (FNS) 604-926-9903 cbraker@fns.bc.ca Andrea Glickman Policy Director Union of BC Indian Chiefs (UBCIC) 604-684-0231 andrea@ubcic.bc.ca	FNLC is a partnership between BC AFN, FNS and UBCIC. A joint provincial-First Nations Leadership Council Working Group on Cannabis was established in 2018. The WG serves as a key forum for identifying and engaging on Indigenous interests in cannabis. Feedback and perspectives shared help ensure there is consistent and meaningful representation of Indigenous interests as the Province reviews cannabis policies and laws.	• Increasing supports for Indigenous cannabis economic development in the legal sphere. • Advocating for recognition/negotiation of Indigenous nations' jurisdiction. • Advocating for cannabis revenue sharing with Indigenous nations.
CLRS	**Major Licensed Producers**	Aurora Cannabis Bryan MacLeod Government Relations Manager Personal Information bryan.macleod@auroramj.com Broken Coast (Aphria) Bree Tweet Client Services Manager *Phone unknown.* bree.tweet@brokencoast.com Canopy Growth Stephanie Tan Director, Government and Stakeholder Relations - Western Canada		• Reducing the illicit market and requesting removal/reduction of cannabis taxes. • Advocating for options for licensed consumption spaces. • Requesting measures to support access to legal cannabis during COVID (e.g. online payment and delivery).

		236-332-2719 stephanie.tan@canopygrowth.com Tantalus Labs Dan Sutton, CEO Personal Information dan.sutton@tantaluslabs.com Tilray Cameron Bishop Director of Government Affairs 250-722-3991 cameron.bishop@tilray.ca		
CPPO	**ACORN Canada**	John Anderson National Field Director 647-204-2767 FieldDirector@acorncanada.org	ACORN (Association of Community Organizations for Reform Now) Canada is an independent national organization of low- and moderate-income families working for social and economic justice.	• Consumer protection (high cost of lending and payday loans).
CPPO	**Automotive Retailers Association**	Adrian Scovell President and Chief Executive Officer Personal Information AdrianScovell@ara.bc.ca	Representing 1,000 business members in the automotive industry in BC giving voice to key issues and needs of the industry.	• Consumer protection (motor dealers).
CPPO	**Canadian Consumer Finance Association**	Tony Irwin Government Relations Personal Information Tony.Irwin@canadiancfa.com	Mandate is to work with federal and provincial governments to achieve a regulatory framework that protects consumers while allowing for a viable industry to continue. There are an estimated 1,400 retail outlets across Canada, of which 870 are CCFA member operated.	• Consumer protection.

CPPO	**Canadian Federation of the Blind**	Mary Ellen Gabias President 250-598-7154 president@cfb.ca	Is a not-for-profit, grassroots organization that strives to improve the lives of the blind and their families. Made up of blind people speaking for themselves.	• Guide dog and service dog certification.
CPPO	**Consumer Protection BC**	Rob Gialloreto President and Chief Executive Officer Personal Information robert.gialloreto@consumerprotectionbc.ca Rod Dewar Board Chair (contact via Melaina Haas, Board Secretary) Personal Information Melaina.Haas@consumerprotectionbc.ca	A not-for-profit corporation delegated by the provincial government to administer and enforce consumer protection laws in BC. Within the province they protect consumers by delivering services as well as promoting fairness and understanding in the marketplace.	• Ministry's delegated authority to administer and enforce consumer protection laws.
CPPO	**Disability Alliance BC** (formerly BC Coalition of People with Disabilities)	Justina Loh Executive Director 604-875-0188 jloh@disabilityalliancebc.org	Supports people, regardless of their disability, to live with dignity, independence and as equal and full participants in society.	• Guide dog and service dog certification.
CPPO	**Home Inspectors Association of BC**	Helene T. Barton Executive Director 250-491-3979 htbarton@hiabc.ca	Serves the public and its members with support, services and resources essential to the practice of professional home inspections.	• Consumer protection (home inspectors).
CPPO	**New Car Dealers Association of BC**	Blair Qualey President and Chief Executive Officer 604-214-9964 ext. 228 604-897-0852 (mobile) bqualey@newcardealers.ca	Represents more than 390 new car dealers and speaks on behalf of the new car industry to the public, media, and government, and deals with legal, environmental, and consumer issues relating primarily to new vehicle sales.	• Consumer protection (motor dealers).

CPPO	**Recreation Vehicle Dealers Association of BC**	Murray Sullivan President 250-845-2244 murray@sullivangm.com	A non-profit industry association that represents the interests of those companies involved in the recreation vehicle industry.	• Consumer protection (motor dealers).
CPPO	**Retail Council of Canada**	Greg Wilson Director, Government Relations (BC) 604-736-0368 gwilson@retailcouncil.org	A not-for-profit, industry-funded association representing over 45,000 members of all retail formats across Canada. They advocate for retailing in Canada and work with all levels of government and other stakeholders to support employment growth and career opportunities in retail, to promote and sustain retail investments in communities, and to enhance consumer choice and industry competitiveness.	• Consumer protection.
CPPO	**Vehicle Sales Authority of BC**	Stephen Simms President and Chief Executive Officer Personal Information Stephen.Simms@mvsabc.com Mark Bakken Board Chair Personal Information MarkB@mvsabc.com	Is an independent, non-profit regulatory agency delegated by the provincial government to administer and enforce the *Motor Dealer Act*, parts of the *Business Practices and Consumer Protection Act* and associated regulations.	• Ministry's delegated authority to administer and enforce motor dealer and consumer protection laws.
CSCPB	**BC Association of Aboriginal Friendship Centres**	Leslie Varley Executive Director 250-388-5522 ext. 202 Lvarley@bcaafc.com	An umbrella organization for the 25 Friendship Centres throughout the province.	• Supporting victims/survivors from Indigenous communities.
CSCPB	**BC Society of Transition Houses**	Amy Fitzgerald Executive Director 604-669-6943 amy@bcsth.ca	A non-profit provincial umbrella organization that supports programs serving the needs of women and their children fleeing violence. Specifically,	• Violence against women issues. • Issues related to children who have

			BCSTH provides training, resources and advocacy to Transition Houses, Second and Third Stage Houses and Safe Homes as well as to PEACE and Violence is Preventable programs.	witnessed abuse, threats or violence in the home. • Transition Houses/Safe Houses for women fleeing violence.
CSCPB	**Disability Alliance BC**	Justina Loh Executive Director 604-875-0188 jloh@disabilityalliancebc.org	Supports people, with all disabilities, to live with dignity, independence and as equal and full participants in the community.	• Supporting victims/survivors with disabilities.
CSCPB	**Ending Violence Association of BC**	Tracy Porteous Executive Director 604-663-2506 Porteous@endingviolence.org	A provincial association that provides consultation, resource development, training, research and education to support the work of community-based victim service programs and violence against women programs (i.e., stopping the violence counselling programs, outreach services, multicultural outreach services, and sexual assault centres in BC).	• Community based victim service programs. • Violence against women issues.
CSCPB	**Police Victim Services of BC**	Ian Batey Executive Director 604-501-2502 (office direct) ian.batey@policevictimservices.bc.ca	A non-profit provincial association dedicated to serving the needs of police-based victim services programs.	• Police-based victim service programs and services.
CSCPB	**RCMP "E" Division** Crime Prevention and Program Support Services	Heather Hildred Director, Victim Services Program Government Financial heather.hildred@rcmp-grc.gc.ca		• Police-based victim service programs and services. • General crime prevention and victim services issues.

CSCPB	**RCMP "E" Division** Crime Prevention and Restorative Justice	Inspector Alanna Dunlop Officer in Charge, Crime Prevention and Support Services Government Financial alanna.dunlop@rcmp-grc.gr.ca	Leading development and implementation of a blueprint for increasing restorative justice referrals to RCMP detachments.	• Crime prevention. • Restorative justice.
CSCPB	**RCMP "E" Division** Human Trafficking	Jeanette Theisen Superintendent Operations Officer Major Crimes Section Government Financial jeanette.theisen@rcmp-grc.gc.ca		• Services and supports for victims of trafficking.
CSCPB	**Restorative Justice Association of BC**	Christianne Paras Executive Director *Phone unknown.* *Email unknown.* https://rjabc.ca/	A restorative justice organization that provides services in conflict resolution, group support for persons impacted by sexual trauma, and reintegration support for women returning to the community from prison.	• Restorative justice.
CSCPB	**Vancouver Police Department** Human Trafficking	Inspector Dawn Richards Government Financial Dawn.Richards@vpd.ca		• Human trafficking.
PSB	**BC Association of Chiefs of Police**	Superintendent Ted De Jager President Government Ted.DeJager@rcmp-grc.gc.ca	Independent Chiefs of Police and RCMP Detachment Commanders from across the province. Meet to discuss policy and legislation issues impacting their organizations.	• Public safety.
PSB	**BC Association of Municipal Chiefs of Police**	Deputy Chief Constable Steve Rai President and Chair 604-717-3194 Steve.Rai@vpd.ca	Only includes Independent Municipal Chiefs of Police from across the province that meet to discuss policy and legislation issues impacting their organizations.	• Public Safety.
PSB	**BC Association of Police Boards**	Mary Collins President	Each municipal police department is overseen by an appointed police board. These boards perform a	• Governance.

		778 828-0319 Personal Information	governance and oversight function under the BC Police Act.	
PSB	**Chief Administrative Officer and Principal Police Contact Committee**	Assistant Commissioner Stephen Thatcher Co-Chair *Phone unknown.* Stephen.Thatcher@rcmp-grc.gc.ca Francis Cheung Co-Chair 604-514-2805 fcheung@langleycity.ca	A subgroup of the Lower Mainland District (LMD) Mayor's Forum. Both groups are comprised of LMD municipal representatives from RCMP municipal policing jurisdictions. The purpose of these groups is to discuss multi-jurisdictional policing issues and opportunities for more efficient police service delivery throughout the LMD. The Committee was created so that municipal staff could be briefed on issues and discusses them prior to these issues being raised at the Mayoral level.	• Policing.
PSB	**Combined Forces Special Enforcement Unit BC / Organized Crime Agency of BC**	A/Commissioner Michael LeSage Intergovernmental Communications; Personal Information Michael.lesage@rcmp-grc.gc.ca	Lead agency in provincial organized crime and gang suppression, prevention and enforcement efforts including a number of fenced government priorities.	• Operational priorities and strategy.
PSB	**Independent Investigations Office**	Ronald MacDonald Chief Civilian Director *Phone unknown.* Ronald.J.MacDonald@iiobc.ca	Conducts criminal investigations regarding police-related incidents involving death or serious harm.	• Police services accountability.
PSB	**Office of the Police Complaint Commissioner**	Clayton Pecknold Police Complaint Commissioner 250-953-4128 *Email unknown.* EA: Stacey Kimura skimura@opcc.bc.ca	Provides independent oversight of the police complaint process (Part 11 of the Police Act) for complaints against independent municipal police in the province.	• Police services accountability.
PSB	**Provincial/Local Government Contract**	Craig Hodge Co-Chair	Established by the Provincial Government and UBCM to provide a	• Police services agreement.

	Management Committee	*Phone unknown.* Chodge@coquitlam.ca Brenda Butterworth-Carr Co-Chair; Assistant Deputy Minister and Director of Police Services Ministry of Public Safety and Solicitor General 250-387-1100 Brenda.ButterworthCarr@gov.bc.ca	forum for consultation, analysis and communication between Local Government and the Provincial Government regarding the management of the Agreement under which the RCMP provide local police services in BC.	
PSB	**RCMP "E" Division** Commanding Officer	Deputy Commissioner Commanding Officer Jennifer Strachan *Phone unknown.* Jennifer.Strachan@rcmp-grc.gc.ca	Head of the Royal Canadian Mounted Police (RCMP) in the province. "E" Division is the BC division of the RCMP; the largest police body operation in the province, providing federal, provincial, and municipal policing services.	• Policing.
PSB	**Union of BC Indian Chiefs** Vancouver Office	Grand Chief Stewart Phillip President 604-684-0231 ubcic@ubcic.bc.ca	The union seeks to provide open, respectful communications with membership and people of the land and citizens of the province.	• First Nations policing.
RSBC	**Automotive Retailers Association**	Adrian Scovell President and Chief Executive Officer 604-432-7987 adrianscovell@ara.bc.ca	The voice of the automotive service industry in BC, working to improve automotive industry standards to benefit the industry and the public.	• Road safety (Impound Lot Operators).
RSBC	**British Columbia Cycling Coalition**	Colin Stein Executive Director 778-908-0185 colin.stein@bccycling.ca	Champions safe cycling in B.C. for all ages and abilities.	• Road safety (MVA Amendments).
RSBC	**C.O.R.E.Y. Safe (Coalition of Riders Educating Youth)**	Denise Lodge President 250-639-5231	CoreySafe, or C.O.R.E.Y. advocates for rider training, learner power	• Road safety (motorcycle safety).

Personal Information

			restrictions and a safer learning environment for motorcyclists.	
RSBC	**Doctors of BC**	Dr. Eric Cadesky President 604-638-2832 president@doctorsofbc.ca	Provincial division of the Canadian Medical Association. Advocates on behalf of physicians and BC citizens for high standards of health care in BC.	• Road safety (Driver Medical Fitness).
RSBC	**Mothers Against Drunk Driving Canada**	Andrew Murie Chief Executive Officer 905-829-8805 amurie@madd.ca	An education and lobby group to stop impaired driving and support victims.	• Road safety (Drug and Alcohol impaired driving).
RSBC	**Vancouver Coastal Health Research Institute**	Dr. Jeff Brubacher Emergency Room Physician at Vancouver General Hospital and Director of the Vancouver General Hospital Emergency Medicine Research Division 604-875-4205 jbrubacher@shaw.ca	Dr. Brubacher's research focuses on injury prevention with a special interest in drug impaired driving. He is principal investigator on a five-year study, funded by the Canadian Institute of Health Research, investigating the role of cannabis in causing motor vehicle crashes.	• Drug impaired driving research.

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
PSSG does not require any non-crown agency appointments made by OIC within 90 days from October 26.			

Tab D

MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
Organized Crime Agency of BC

Appendix D

BRIEFING NOTE

CROWN AGENCIES

Name: Organized Crime Agency of British Columbia

Legislative Authority: Police Act Section 4.1 (2) (c) and 18.1 (d)

Mandate: Responsible for *"Providing designated Policing and designated Law Enforcement to reduce and eliminate organized crime and other significant criminal activity in British Columbia".*

The Organized Crime Agency of British Columbia (OCABC) was established in 1999 as a Designated Policing Unit (DPU) through a Ministerial Order under the authority of the *Police Act* (BC) to facilitate the disruption and suppression of organized crime which affects British Columbians. OCABC was created in direct response to the recommendations of the report of the Organized Crime Independent Review Committee, chaired by Mr. Stephen Owen, Q.C. ("The Owen Report"). The Agency was incorporated as a Society in 1999 under the BC *Police Act* to replace its forerunner, the Coordinated Law Enforcement Unit (CLEU).

OCABC became fully operational in February 2000, similar in structure and authority to other municipal police departments in B.C. As a designated Police Agency, it has its own contingent of sworn law enforcement officers and civilian personnel. It was a stand-alone law enforcement agency from its inception in 1999 until 2005 when, by agreement, it became a signatory of a Memorandum of Understanding (MOU) with the RCMP and the Combined Forces Special Enforcement Unit – BC (CFSEU-BC). This restructuring aligned OCABC with CFSEU-BC.

The Board of Governance is the Joint Management Team model for which the OCABC and the CFSEU-BC are accountable to. The Board of Governance is chaired by the Commanding Officer of the RCMP "E" Division and consists of the Criminal Operations Officer for the RCMP "E" Division, the Chief Constable of the Vancouver Police Department (VPD), a Municipal Chief Constable of the Vancouver Island area, a Municipal Chief Constable of the Lower Mainland area, a senior RCMP Commissioned Officer from the District areas served by the CFSEU-BC, the RCMP Lower Mainland District Commander, and the Assistant Deputy Minister and Director of Police Services Division. The Board of Governance meets on a quarterly basis and typically guides matters related to strategic direction, business practices and financial matters.

Current Appointees:
Jennifer Strachan, Deputy Commander, RCMP "E" Division
Brenda Butterworth-Carr, Assistant Deputy Minister and Director of Police Services, PSSG
Les Sylven, Deputy Director of Police Services, PSSG
Dwayne McDonald, Assistant Commander, RCMP "E" Division Criminal Operations
Adam Palmer, Chief Constable, Vancouver Police Department
Del Manak, Chief Constable, Victoria Police Department
Dave Jones, Chief Constable, Transit Police
Stephen Thatcher, Assistant Commander, RCMP "E" Division Lower Mainland District Commander
Brad Haugli, Chief Superintendent, RCMP "E" Division Southeast District Commander

Appointments required: None

Issue(s): None

Key Contact:

- Brenda Butterworth-Carr
- Assistant Deputy Minister and Director of Police Services
- Phone: 250-387-1100

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Crime Prevention Week	Proclamation to be signed	Nov. 1-7, 2020	N/A
Enhanced Driver's Licence program termination	None; PSSG info bulletin to follow stakeholder notification by ICBC	Between mid-November and Dec. 31, 2020 (TBC)	N/A
Restorative Justice Week	Proclamation to be signed	Nov. 15-22, 2020	N/A
National Day of Remembrance for Road Crash Victims	Typically, an opportunity for an op ed from the Minister (potential topic: positive trends seen in RSBC annual fatalities report)	Nov. 18, 2020	N/A
16 Days of Activism Against Gender-Based Violence	Potential statement (GEO and PO led)	Nov. 25 – Dec. 10, 2020	Various
Winter Impaired Driving Campaign (Alcohol/Drug)	ICBC and Police – SG and/or AG usually asked to participate in kickoff event	December 1 – 31, 2020	Various – usually roadside
Crime Prevention Awards	Minister to provide a brief opening statement on behalf of the province thanking the recipients	Held during Crime Prevention Week, Nov. 1-7 (however, may be delayed due to interregnum)	Virtual due to COVID-19 – streamed on BCGov YouTube

Tab 3

tab A

EMERGENCY MANAGEMENT BC (EMBC)

Ministry:

Emergencies can cause significant impacts across all levels of society that can cause widespread harm to social, environmental and economic systems. They can disproportionately affect the elderly, those living with physical and psychological disability, and those living in poverty. Indigenous communities are often disproportionally impacted by emergency events given their relatively remote locations, lack of access to services, and reliance on natural ecosystems.

The four pillars of emergency management (mitigation, preparedness, response and recovery) are critical to protecting the health and safety of residents, as well as local, provincial and national infrastructure. EMBC administers programs such as disaster financial assistance, emergency support services and mitigation funding programs that make our communities and people more resilient when challenged by emergent and urgent threats to public safety.

Ministry Mandate:

Emergency Management BC (EMBC) is responsible for leading the management of provincial-level emergencies and disasters and supporting other authorities within their areas of jurisdiction in British Columbia. EMBC works with Indigenous and non-Indigenous local governments, federal departments, other provinces and territories, industry, non-governmental organizations, volunteers and within the provincial government network to support activities across the four phases of emergency management.

EMBC ensures the Minister responsible for the *Emergency Program Act* can effectively carry out his/her responsibilities including the declaration of states of emergency and the exercise of extraordinary powers necessary to respond to or alleviate the impact of emergencies.

Volunteers play an incredibly important role in emergency management and EMBC Is responsible for the coordination and funding of Public Safety Lifeline Volunteers including: Search and Rescue, Emergency Radio Communications, Emergency Support Services, Provincial Emergency Program Air, and Road Rescue.

EMBC is also responsible for the Office of the Fire Commissioner (OFC), the senior fire authority in the province accountable for fire safety and prevention. Under the authority of the *Fire Services Act* (FSA), services include the general administration and enforcement of the FSA which includes: training of local assistants to the fire commissioner, fire loss statistics collection, fire investigation, fire inspection, response to major fire emergencies, advice to local governments on delivery of fire protection services, public fire safety education, and certification of fire fighters.

Budget:

Resource Summary: Emergency Management BC

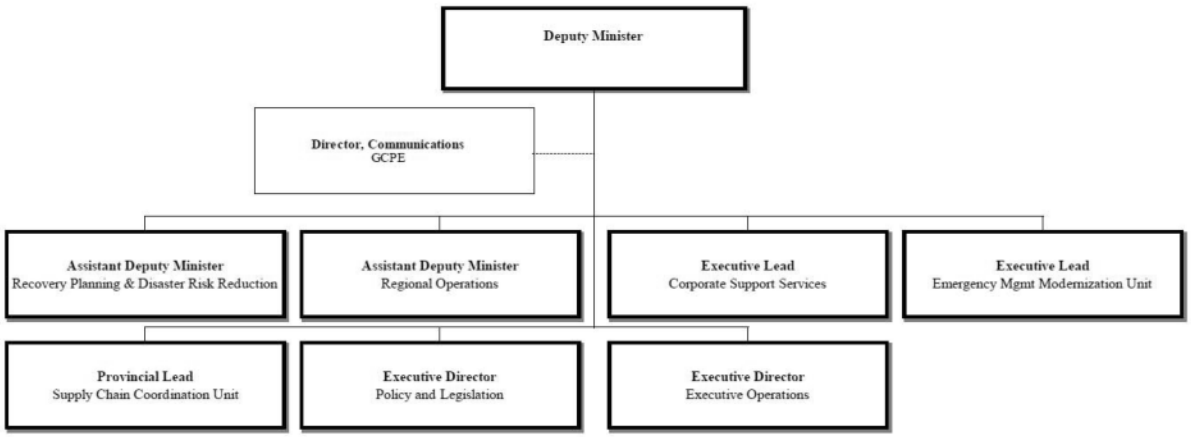
Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Emergency Management BC (Vote 39)	18,568	29,454		
EMBC Deputy Ministers Office (Vote 39)[2]	779	779		
***Emergency Program Act* (Vote 40)**	14,819	36,527		
Total	**34,166**	**66,760**		

Advice/Recommentations; Government Financial Information

[1] For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates. This table shows EMBC related funding which is provided for in the 2020/21 estimates under the Ministry of Public Safety and Solicitor General (PSSG).
[2] EMBC Deputy Ministers Office is funded through PSSG Executive and Support Services budget allocation. Budget shown reflects 2020/21 working budget allocation.
* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

Full Time Equivalents (FTEs): 249

Executive Organizational Chart:



Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

LORI HALLS
Deputy Minister
Emergency Management BC

Lori Halls was appointed Deputy Minister of Emergency Management BC on January 29, 2019. During this time she has enhanced the organization's operational performance, championed the modernization of BC's approach to Emergency Management including the legal framework under which it operates and the digitization of emergency support services. Lori co-chaired the Deputy Ministers' Committee on COVID-19 helping to facilitate an all of government approach to the response and recovery during the longest Provincial State of Emergency in the province's history. Prior to taking on this role Lori was the Deputy Minister of the BC Public Service Agency since September 15, 2015. There she championed corporate succession management efforts, implemented changes to compensation and benefits to better attract and retain talent and implemented effective changes to ethics management in the Public Service.

Lori was the Assistant Deputy Minister for the Environmental Protection Branch with the Ministry of Environment and among other responsibilities was the Ministry's lead on the response to the Mount Polley breach. During her time with the Ministry of Environment, Lori also served as the Assistant Deputy Minister for the BC Parks and Conservation Officer Service Division. In that role, she was responsible for the management of the parks and protected area system that makes up 14.3% of the land base in British Columbia and responsible for the enforcement of natural resource laws.

Lori has also served as the Assistant Deputy Minister for the Talent Management Division with the BC Public Service Agency and was responsible for transforming recruitment, corporate learning and performance management within the Public Service.

Lori started her career in government as a coop student in Victoria in 1993 and held many progressively responsible positions within the Ministry of Health. One of her major accomplishments was establishing HealthLink BC as an operating entity under the Emergency and Health Services Commission. Prior to this she was the Lead Negotiator for the alternative service delivery procurement process, and, ultimately, was appointed Chief Operating Officer at HealthLink BC, a position she held from 2006 to 2009. As the Chief Operating Officer, she was responsible for the implementation of the province's 8-1-1 service.

Lori has a Bachelor of Arts in Political Science and History and a Master's of Public Administration from the University of Victoria.Personal Information
Personal Information

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

MADELINE MALEY
Assistant Deputy Minister
Regional Operations Division
Emergency Management BC

Madeline Maley is an Assistant Deputy Minister for Emergency Management BC (EMBC)-Regional Operations and has been with EMBC as ADM since September 2018. As ADM Regional Operations she was responsible for: implementing many of the lessons learned coming from the unprecedented 2017 and 2018 wildfires; implementing a sustainable funding model for the Ground Search and Rescue Program; leading the modernization of the emergency support services program, including the development and implementation of digital tools to support evacuees, host communities and businesses; and the resetting of the Office of the Fire Commissioner to reinstate the Office of the Fire Commissioner as the authority for Fire Service in British Columbia. In response to COIVD-19, Madeline led key several initiatives including the development and implementation of infection and prevention programs for Temporary Foreign Workers and Silviculture Camps, and the self-isolation programs for International Students and BC Wildfire crews returning from international deployments.

Madeline joined the Forest Service in 1995 as an Inventory Forester in the Port Alberni Forest District and worked on the coast until moving to Kamloops in 2003 as the Operations Manager for the Kamloops Forest District. She moved to the Southern Interior Regional Office in Kamloops as the Regional Staff Manager of Stewardship and Compliance and Enforcement in 2007 and was Acting Regional Executive Director from 2009 to 2010. Madeline held the position of Executive Director for Regional Operations in the South Area, with Ministry of Forests, Lands, Natural Resource from 2010 to 2015. In 2016, she took on the role of Executive Director for the BC Wildfire Service with the Ministry of Forests, Lands, Natural Resource a position she held until 2018.

Madeline is a Registered Professional Forester and has a Honours Bachelor of Science in Forestry and a Master of Science in Forestry from the Lakehead University, Thunder Bay, Ontario.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

DAVE PETERSON
Assistant Deputy Minister
Recovery, Planning and Disaster Risk Reduction
Emergency Management BC

In February 2019, Dave Peterson was appointed as the Assistant Deputy Minister of Recovery, Planning and Disaster Risk Reduction for Emergency Management BC (EMBC) in the Ministry of Public Safety and Solicitor General.

This new position enabled EMBC to assume the lead for disaster recovery across the provincial government, and is part of a greater emphasis within EMBC on disaster recovery, mitigation and preparedness, and the advancement of a number of initiatives, including the modernization of the *Emergency Program Act* and Emergency Support Services, and implementing initiatives consistent with the UN Sendai Framework for Disaster Risk Reduction.

The Recovery, Planning and Disaster Risk Reduction Division is comprised of three areas of responsibility including: 1) Disaster Risk Reduction, 2) Strategic Partnerships which includes extensive work with First Nations partners, and 3) Disaster Mitigation and Community Recovery.

More recently, Dave has been actively engaged with ministries, agencies and First Nations leaders as part of EMBC's leadership role in the province's response and recovery actions as the result of COVID-19.

Before coming to EMBC, Dave was the Assistant Deputy Minister of Rural Development, Lands and Innovation within the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD), where he held various Assistant Deputy Minister positions since 2005 as well as two significant additional roles. In May 2012, he was appointed to the position of Provincial Chief Forester until December 2014. He was also temporarily appointed as the Deputy Minister of Forests, Lands and Natural Resource Operations in 2013.

Personal Information

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

ALEX CHANDLER
Executive Lead
Corporate Support Services
Emergency Management BC

Alex has been the Executive Lead of the Corporate Support Services division since April 2019. During this time he has been responsible for developing the capacity and capability of the corporate services function accountable for finance, IT and operational emergency systems, change management and human resources, and facilities to support the demands of a growing organization. Key accomplishments include developing and implementing an action plan to address recommendations made by Internal Audit and Advisory Services' review of EMBC's financial management practises, building increased confidence in EMBC's financial acumen with the Ministry of Finance by demonstrating greater financial awareness and transparency and improved process and controls; the provision of executive leadership and a corporate approach to financial issues; and supporting the modernization of emergency management including the financial and IMIT aspect of the digitization of Emergency Support Services.

Prior to this role, Alex spent almost ten years at Treasury Board Staff in progressively more responsible roles. As an Executive Director at Treasury Board Staff, he was accountable for the development and oversight of the budget plans for economic ministries (Forests, Lands, Natural Resource Operations and Rural Development, Environment and Climate Change Strategy, Agriculture, and Indigenous Relations and Reconciliation) and the Ministry of Finance.

Alex joined the BC Public Service in 2007 and has worked in various roles in his career including as the manager of performance management and a budget manager at the Ministry of Finance.

Alex has an undergraduate degree in Geography and master's degree in business administration from the University of Victoria. (Personal Information

Personal Information

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

CAMERON LEWIS
Executive Lead
Emergency Management Modernization Unit
Emergency Management BC

Cameron Lewis is the Executive Lead for Emergency Management BC's (EMBC's) newly-created Emergency Management Modernization Unit.

Cameron co-chairs the UBCM Flood and Wildfire Advisory Committee (along with the former president of UBCM) and leads EMBC's consultation with UBCM on the modernization of the Emergency Program Act.

Earlier this year, Cameron led the cross-government traveler self-isolation initiative as part of government's Covid-19 response. This initiative involved deployment of public servants to YVR airport and 17 land border crossings, as well as tens of thousands of compliance and wellness calls to returned travelers.

In a previous Executive Lead role with EMBC, Cameron led government's response to the public report authored by Chief Maureen Chapman and George Abbott titled "*Addressing the New Normal: 21st Century Disaster Management in British Columbia.*" This report, commissioned by the Province, developed recommendations based on the devastating 2017 floods and wildfires.

Cameron began his career in 1998 as a Treasury Board Analyst within the Ministry of Finance. Since then, he has held a variety of management and leadership roles across several Ministries including the Ministry of Energy, Mines and Petroleum Resources; the Ministry of Environment and Climate Change Strategy; and the former Ministry of Management Services.

Cameron has an undergraduate degree in political science, and a master's degree in public administration.

CORPORATE SUPPORT SERVICES

Executive Responsible: Alex Chandler

Core Business:

The Corporate Support Services Division is responsible for the provision of strategic advice and the delivery of corporate services to support EMBC programs and services.

This includes:

- Financial Services such as the coordination of Treasury Board submissions and budget requests, budget management, reporting, forecasting, procurement, accounts payable, revenue management, and general corporate governance and oversight.
- Change Management and Human Resources including human resources, workforce planning, and learning and training development, and internal communications.
- Information Technology and Operational Emergency Management Systems including the provision of technical support for EMBC's line of business applications and other operational processes.
- Facilities including space planning, vehicle fleet management, tenant improvements, and furniture and equipment management.
- Risk Management advice and services.
- Oversight and coordination of EMBC's Business Continuity Plan.

Budget Government Financial Information

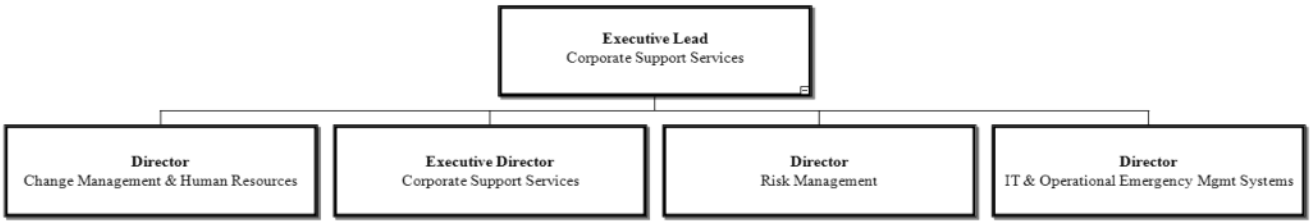
Full Time Equivalents (FTEs): 29

Related Legislation:

- *Emergency Program Act*
- *Fire Services Act*
- *Financial Administration Act*
- *Personal Information Protection Act*

Organizational Chart:

EMERGENCY MANAGEMENT BC
Corporate Support Services
October 2020



DEPUTY MINISTER'S OFFICE

Deputy Minister Responsible: Lori Halls

Core Business:

The Office of the Deputy Minister (DMO) for Emergency Management BC works as an interface with both the Minister and Parliamentary Secretary responsible for emergency management, internal and external government organizations, and the full range of stakeholders in the field of emergency management to fulfill the mandate to prevent, manage, respond and recover from emergencies and natural disasters effectively to minimize the social, environmental and economic impacts to the province.

1. **Policy and Legislation** – this team is responsible for the development of the organization's legislation, regulations and policies. The two primary pieces of legislation include the Emergency Program Act and the Fire Services Act. During the Pandemic the team has been responsible for drafting many of the orders issued under the Emergency Program act. A key accountability has been to deliver modernized emergency management legislation Cabinet Confidences , with regulations to follow, as directed by government. The Province released a discussion paper in October 2019 seeking input from all levels of government, Indigenous Nations, industry and the public until the end of January 2020 when the comment period ended. A "What We Heard" report was released in August 2020 seeking additional comment which ended September 30. In addition to input from all sectors, the new legislation will reflect lessons learned from recent flood and wildfire emergency events, as well as the current pandemic.

2. **Provincial Supply Chain Coordination Unit (PSCCU)** – this temporary unit was established on March 26, 2020 to ensure a coordinated cross-government approach to address supply chain disruptions as a result of the COVID-19 pandemic. The PSCCU is responsible for the Provincial Supply Hub which coordinates donated materials, procures adequate supply of critical items required by core government and other government reporting entities and the broader public sector on a cost recovery basis to support continued operation of essential services across the province until December 2020.

3. **Executive Operations** – this team provides operational and administrative support to the Deputy Minister and ensures a coordinated approach to supporting the EMBC Executive. The branch coordinates the organization's Freedom of Information requests, manages ministerial correspondence, ministerial briefing notes, and is the primary liaison with the Minister's Office. The team is also responsible for coordination of all administrative functions across EMBC.

Budget: Government Financial Information

EMBC operations
EMBC DMO (Budget held under PSSG Corporate Services)
Total funding under Vote 39

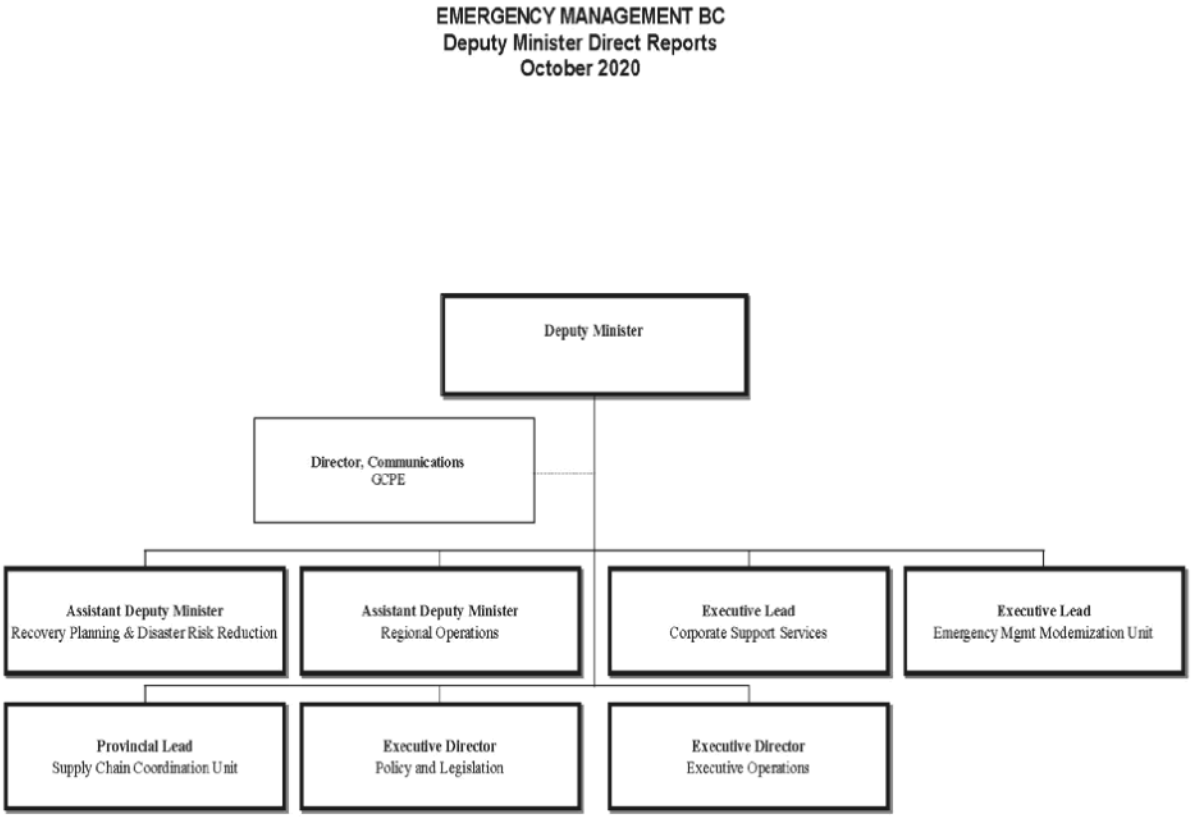
$36.527M *Emergency Program Act (Vote 40)*

Full Time Equivalents (FTEs): 30

Related Legislation:

- *Emergency Program Act*
- *Fire Services Act*
- *Declaration on the Rights of Indigenous Peoples Act*
- *Procurement Services Act*

Organizational Chart:



EMERGENCY MANAGEMENT MODERNIZATION UNIT

Executive Responsible: Cameron Lewis

Program Area Description:

The Emergency Management Modernization Unit was formed in June 2020. Its mandate is to plan and coordinate the implementation of a multi-year modernization of emergency management in British Columbia. Reflecting the lessons learned from the unprecedented flood and wildfire seasons of 2017 and 2018 and the 2020 COVID-19 pandemic, this work will begin to position British Columbia to become more resilient and includes:

- Leading implementation of planned changes to British Columbia's emergency management legislation and regulations (currently the *Emergency Program Act* and associated regulations) across the entire emergency management system. This implementation will involve all ministries, local authorities, First Nations, critical infrastructure owners, volunteers, etc.
- Leading engagement with staff, other ministries, and external emergency management partners/stakeholders regarding modernization efforts, including legislative and regulatory changes.
- Coordinating other emergency management modernization efforts, including those involving information technology, human resources, financial procedures, and other business processes.
- Tracking various projects, across multiple program areas, ministries, and emergency management partners, that contribute to emergency management modernization.

Budget: Government Financial Information

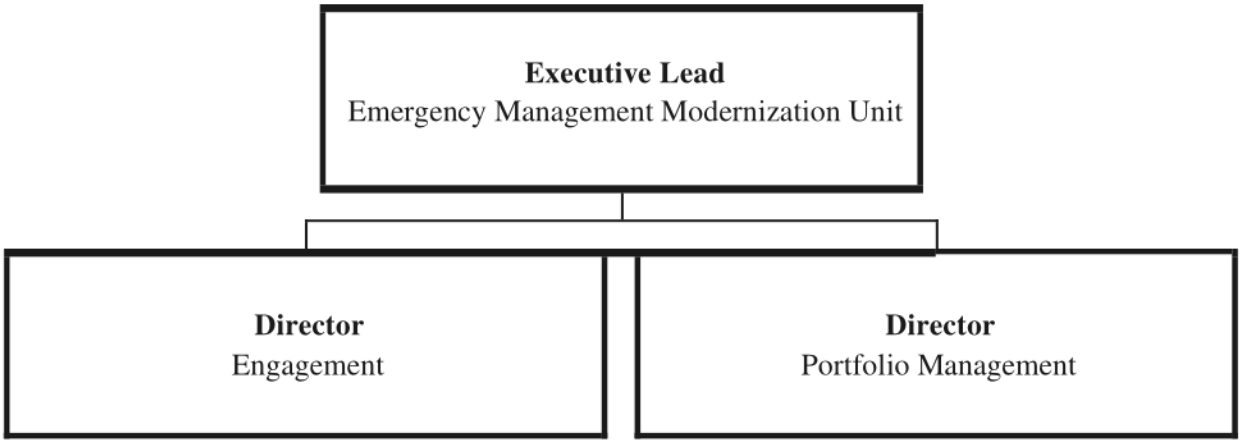
Full Time Equivalents (FTEs): 9

Related Legislation:

Emergency Program Act

Organizational Chart:

EMERGENCY MANAGEMENT BC
Emergency Management Modernization Unit
October 2020



REGIONAL OPERATIONS

ADM Responsible: Madeline Maley

EMBC Regional Operations is comprised of three branches: Regional Operations, Public Education and Online Communication, and the Office of the Fire Commissioner.

Core Business:

Regional Operations

The Regional Operations Branch coordinates the provincial and regional response to emergencies and disasters and ensures the integration of key regional and provincial stakeholders including local authorities, First Nations, provincial and federal staff, industry leaders and the public.

Six regional offices are in Surrey, Kamloops, Nelson, Prince George and Terrace, with the Vancouver Island Regional Office co-located at the EMBC Headquarters in Victoria. Each regional office maintains 24/7 emergency management capability within their region through the Regional Duty Manager program and has a Provincial Regional Emergency Operations Centre (PREOC). The Provincial Emergency Coordination Centre (PECC) is in the EMBC Headquarters facility in Victoria and is activated to support PREOCs in the event of large-scale regional events, and/or provincial events. In addition, EMBC HQ houses the Emergency Coordination Centre and Provincial Duty Managers providing 24/7 situational awareness, response to emergencies and tsunami alerting.

This branch also coordinates BC's Public Safety Lifeline Volunteer groups, who provide an array of critical, front-line emergency services, including: ground and air search and rescue, road rescue, emergency support services and emergency radio communications.

Public Education and Online Communication

This branch supports effective emergency management practices by promoting a culture of preparedness through public education, stakeholder engagement and online communications. The key public education initiatives are: Master of Disaster, education program for elementary school students, High Ground Hike, Preparing for a Tsunami, Partners in Preparedness, retail partnerships in the creation of emergency preparedness kits and Prepared BC, paper and online preparedness guides as well as social media outreach.

The Branch also maintains EmergencyInfoBC website and social media outreach providing official communications regarding response and recovery, as well as verified event information from trusted partners during partial and full-scale provincial emergencies.

Office of the Fire Commissioner

The Office of the Fire Commissioner (OFC) is the senior fire authority in the province with respect to the establishment and provision of fire protection services in the province. Services include administration and enforcement of fire safety legislation, provision of training and appointment of local assistants to the fire commissioner, fire loss statistics collection, fire investigation, fire inspection, response to major fire emergencies, advice to local governments on delivery of fire protection services, public fire safety education, and fire fighter training standards.

The OFC administers the *Fire Services Act* and regulations along with the British Columbia Fire Code (BCFC) and provides leadership in fire safety public education. The OFC maintains ae fire loss reporting system that collects all reported fire loss statistics in BC; the statistical information is then disseminated through annual reports. The OFC supports the BC Wildfire Services (BCWS) Structural Protection Program which helps to protect communities and other critical infrastructure during wildland urban interface fires. OFC staff are in both EMBC Headquarters and 4 of the 6 EMBC regional offices.

Government
Budget: Financial

Full Time Equivalents (FTEs): 74

Related Legislation:

Emergency Program Act
Fire Services Act

Organizational Chart:

EMERGENCY MANAGEMENT BC
Regional Operations
October 2020

RECOVERY, PLANNING AND DISASTER RISK REDUCTION

ADM Responsible: Dave Peterson

Core Business:

The Recovery, Planning and Disaster Risk Reduction division is comprised of three areas of responsibility including: 1) Disaster Mitigation and Community Recovery, 2) Disaster Risk Reduction, and 3) Strategic Partnerships.

The Disaster Mitigation and Community Recovery branch consists of three program areas: Recovery Operations, Recovery and Funding programs and Disaster Mitigation. Recovery Operations provides leadership and support to communities following large disaster events and provides training and preparedness for recovery. The Recovery and Funding area delivers recovery funding through the Disaster Financial Assistance program and coordinates federal funding through the Disaster Financial Assistance Arrangements agreement with the Government of Canada. Lastly, the Disaster Mitigation area leads and coordinates disaster mitigation funding programs, including the Community Emergency Preparedness Fund and the management of the Fraser River Debris Trap.

The Disaster Risk Reduction branch consists of two program areas: Planning, and Training and Exercises. Planning develops, maintains and implements emergency plans that address priority BC hazards, functional areas of responsibility, and operational processes and guidelines. The Planning area also includes the Business Continuity Management work unit which leads and provides a common framework for the development and administration of ministry business continuity management programs, including the establishment of provincial business continuity plans. The Training and Exercises area supports Emergency Management BC (EMBC) and the Province through the management and delivery of emergency management training and exercises designed to ensure a high degree of preparedness is maintained at the provincial, regional and community levels.

The Strategic Partnerships branch builds and fosters formal and informal inter-agency and inter-governmental trust-based relationships and partnerships to build First Nations and community resilience across British Columbia. This area provides leadership and strategic guidance to EMBC regarding these relationships and partnerships, through a collaborative approach that respects and embraces common interests, multi-jurisdictional emergency management challenges and mutual opportunities. Strategic Partnerships also supports developing cultural safety and Indigenous Gender Based Plus (IGBA+) practices across the organization.

Full Time Equivalents (FTEs): 58

Budget Government Financial Information

Related Legislation:

- *Emergency Program Act*
- Compensation and Disaster Financial Assistance Regulation

Organizational Chart:

EMERGENCY MANAGEMENT BC
Recovery, Planning & Disaster Risk Reduction
October 2020

Tab B

EMERGENCY MANAGEMENT BC
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
Local Government Organizations				
EMBC	**Union of BC Municipalities (UBCM)**	Brian Frenkel, President Gary MacIsaac, Executive Director 604-270-8226 ext 105 250-356-2956 (Victoria) gmacisaac@ubcm.ca	The UBCM was formed to provide a common voice for all local governments in BC.	Modernizing emergency management legislation and on policy issues related to flood and wildfire in communities.
EMBC	**Integrated Partnership for Regional Emergency Management (IPREM)**	Sav Dhaliwal, Chair Metro Vancouver chair@metrovancouver.org Jerry Dobrovolny, CAO Metro Vancouver 604-436-6919 Jerry.Dobrovolny@metrovancouver.org	IPREM is an intergovernmental partnership between the Province and Metro Vancouver (on behalf of 21 member municipalities, one Treaty First Nation, and one electoral area) to coordinate regional emergency management planning activities.	Regional emergency planning in the lower mainland. Interest in expanding current role of the partnership to potentially include response and recovery.
EMBC	**Regional Emergency Management Partnership (REMP)**	Colin Plant, Chair Capital Regional District 250-475-1775 crdchair@crd.bc.ca Robert Lapham, CAO, Capital Regional District 250-360-3125 rlapham@crd.bc.ca	Established in March 2016 through a MOU between the Province and the Capital Regional District (CRD) on behalf of its member municipalities and three electoral areas. The purpose is to enhance regional emergency management planning activities within the geographical area of the CRD.	Regional emergency planning in the capital region. Further development and validation of a collaborative joint decision-making and information sharing model. Interest in inclusion of area First Nations.

Branch	Organization	Contact	Description	Key Issues
EMBC	**Central Coast Regional District & Nuxalk Nation (also listed under Indigenous Organizations)**	Samuel Schooner, Chair Central Coast Regional District 250-799-5291 sschooner@ccrd-bc.ca	Partnership established in December 2018 through an MOU between the Nuxalk Nation, Central Coast Regional District and the Province. The partnership is to coordinate efforts to prepare for, respond to, recover from emergencies in the region, starting in the Bella Coola Valley.	COVID-19 has recently highlighted that further dialogue is required to implement the partnership.
EMBC	**Municipal Insurance Association of BC (MIABC)**	Tom Barnes, CEO 604-683-6266 tbarnes@miabc.org	The Municipal Insurance Association is member-owned and operated and provides insurance and other financial products and expertise for their local government members.	Stakeholder in modernizing emergency management legislation initiative.
EMBC	**Municipal Finance Authority of BC (MFABC)**	Mayor Malcolm Brodie, Chair Peter Urbanc, CEO 250-419-4760 peter@mfa.bc.ca	The MFA provides long-term, short-term, and equipment financing, investment management, and other financial services to communities and public institutions in BC.	Expertise in local government financial management related to emergency services/events.
EMBC	**BC Association of Emergency Managers (BCAEM)**	Jon Wilson, Chair Executive.Director@bcaem.ca	The Society advocates for common local, regional, provincial or national emergency management issues and encourages cooperation and knowledge sharing between all parties and stakeholders involved in emergency management activities in BC.	Expertise in the practical application of emergency management measures.

Branch	Organization	Contact	Description	Key Issues
EMBC	**Local Government Management Association (LGMA)**	Ron Bowles, President Nancy Taylor Executive Director 250-383-7032 ext 223 ntaylor@lgma.ca	LGMA provides high quality, practical training and resources to BC's local governments; encourages the development of professional networking and connections; and facilitates the exchange of ideas and best practices among members.	Expertise in training resources for local governments.
EMBC	**Lower Mainland Local Government Association (LMLGA)**	President: Mayor Jack Crompton, Whistler	The Lower Mainland Local Government Association is one of the 5 area associations of UBCM. It includes 33 local governments (from Pemberton to Hope) and 3 regional districts: Squamish Lillooet Regional District, Metro Vancouver and Fraser Valley Regional District.	Engagement on emergency management issues and policy.
EMBC	**Southern Interior Local Government Association (SILGA)**	President: Alderman C. Day, Kamloops	The Southern Interior Local Government Association is one of the 5 area associations of UBCM. It is comprised of elected officials from 37 cities, towns, villages, districts and regional districts in South Central British Columbia.	Engagement on emergency management issues and policy.
EMBC	**North Coast Local Government Association (NCLGA)**	President: Mayor Sarrah Storey, Fraser Lake	The North Coast Local Government Association (NCLGA) is one of the 5 area associations of UBCM. It is comprised of all elected officials in North Central British Columbia. The association covers 70% of BC's landmass and includes nearly 60% of the province's Indigenous population.	Engagement on emergency management issues and policy.

Branch	Organization	Contact	Description	Key Issues
EMBC	**Association of Kootenay and Boundary Local Governments (AKBLG)**	President: Director Roly Russell, Area D RDEK Personal Information	AKBLG is one of the 5 area associations of UBCM. It represents the municipalities and electoral areas of the south-eastern portion of the province of British Columbia. The area includes the Regional Districts of Kootenay Boundary (RDKB), Central Kootenay (RDCK), East Kootenay (RDEK) as well as the Town of Golden and the Village of Valemount.	Engagement on emergency management issues and policy.
EMBC	**Association of Vancouver Island and Coastal Communities (ACICC)**	President: Councillor Carl Jensen, Central Saanich	The Association of Vancouver Island and Coastal Communities (AVICC) is the largest of the 5 area associations under the umbrella of the Union of BC Municipalities (UBCM) with 346 elected officials. It now has a membership of 53 municipalities and regional districts.	Engagement on emergency management issues and policy.
Indigenous Organizations				
EMBC	**First Nations Leadership Council (FNLC)**	Terry Teegee, Regional Chief, BCAFN Cheryl Casimer; Robert Phillips; Lydia Hwitsum, political executive, FNS Grand Chief Stewart Phillip, President, UBCIC Colin Braker, Communications Director, FNS cbraker@fns.bc.ca	An organization comprised of political executives from the **BC Assembly of First Nations (BCAFN)**, the **First Nations Summit (FNS)**, and the **Union of BC Indian Chiefs (UBCIC)**. Was formed to represent BC First Nations at a provincial level. The province works closely with the council on various initiatives such as First Nations engagement events and provincial policy development.	Key stakeholder on modernization of emergency management legislation representing indigenous perspectives and insight.

Branch	Organization	Contact	Description	Key Issues
EMBC	**First Nations Health Authority (FNHA)**	Marion Colleen Erickson, Chair Richard Jock, Interim Chief Executive Officer	Is responsible for planning, management, service delivery and funding of health programs for First Nations communities in B.C. Services are largely focused on health promotion and disease prevention.	Key stakeholder on pandemic planning with the Province.
EMBC	**First Nations Emergency Services Society (FNESS)**	Sonny Hunt, President Jeff Eustache, A/Executive Director 604-669-7305 info@fness.bc.ca	A not-for-profit society that provides First Nations communities with training and support in the structural fire protection, forest fuel management and emergency management.	Key stakeholder on modernizing emergency management legislation providing expertise on First Nations issues.
EMBC	**Collaborative Emergency Management Agreement (CEMA)**	Joe Alphonse, Tribal Chairman, TNG 250-392-3918	The Tŝilhqot'in National Government (TNG) entered into a Collaborative Emergency Management Agreement with Indigenous Services Canada (ISC) and the BC government in April 2018 that focuses on improving emergency management within the Tŝilhqot'in communities.	Key partnership on advancing emergency management issues in the TNG.
EMBC	**Aboriginal Tourism Association of British Columbia**	Brenda Baptiste, Chair Frank Antoine, Co-Chair Paula Amos, Chief Marketing and Development Office 604-921-1070	Indigenous Tourism British Columbia (ITBC) is a non-profit, Stakeholder-based organization that is committed to growing and promoting a sustainable, culturally rich Indigenous tourism industry.	Addressing impacts of emergency events on aboriginal tourism.

Branch	Organization	Contact	Description	Key Issues
EMBC	**Metis Nation of BC**	Clara Morin Dal Col, President 604-557-5851 cmorin-dalcol@mnbc.ca Daniel Fontaine, CEO 604-557-5851 ext. 8239 dfontaine@mnbc.ca	MNBC represents thirty-eight Métis Chartered Communities in British Columbia. Their mandate is to develop and enhance opportunities for Métis communities by implementing culturally relevant, social, and economic programs, and services.	Advancing the interests of Métis peoples in emergency management matters.
EMBC	**BC Association of Aboriginal Friendship Centers**	Dr. Sharon McIvor, President Leslie Varley, Executive Director 250-388-5522 ext 202 LVarley@bcaafc.com	The BCAAFC works with Friendship Centres, partner organizations, and government institutions to develop and improve resources that support the health, wellness, and prosperity of urban Indigenous people and communities.	Addressing issues impacting FN peoples from emergency events.
Non-Governmental Organizations				
EMBC	**BC Professional Firefighters' Association**	Gord Ditchburn, President 604-916-7110 gord@bcpffa.org	BCPFFA is comprised of 52 locals that represents over 4100 professional men and women fire fighters in BC, including the Yukon. BCPFFA offers training and education in areas of provincial legislation, occupational health and safety, WorkSafe advocacy, financial assistance, bargaining, labour law, and advocacy for best practices in both public safety and fire fighter safety.	Key government partner on fire related issues. Advocates to recognize and improve fire fighters' health and safety for all professional fire fighters.
EMBC	**BC Search and Rescue Association (BCSARA)**	Chris Kelly President Personal Information (mobile) president@bcsara.com	Represents 80 Search and Rescue Groups in B.C. Like all search and rescue groups, they are completely volunteer driven.	Key government partner delivering direct search and rescue support services in communities throughout BC.

Branch	Organization	Contact	Description	Key Issues
EMBC	**Canadian Red Cross (CRC)**	Pat Quealey Vice President Personal Information BCYVP@Redcross.ca	Canadian humanitarian charitable organization, and one of 190 national Red Cross and Red Crescent societies. The organization receives funding from both private donations and from Canadian government departments.	Key government partner in emergency event response. Regional emergency planning initiatives in the Metro Vancouver and Capital regions.
EMBC	**Fire Chiefs' Association of BC (FCABC)**	Dan Derby President 604-492-3080 admin@fcabc.ca	Represents the BC Fire Chiefs Association for B.C.	Key government partner on fire prevention, code standards and labour relations issues.
EMBC	**Ocean Networks Canada (ONC)**	Kate Moran President and Chief Executive Officer 250-472-5350 info@oceannetworks.ca	An initiative of the University of Victoria. They monitor the west and east coasts of Canada and the Arctic to continuously deliver data in real-time for scientific research that helps communities, governments and industry make informed decisions about the future.	Seismic monitoring and tsunami modeling. Leading eh development of an earthquake early warning system for the Cascadia Subduction Zone in partnership with EMBC.
EMBC	**Avalanche Canada**	Kevin Seel, President Gilles Valade, Executive Director 250-837-2141 ext 105 gvalade@avalance.ca	Provides public avalanche forecasts for a variety of regions in BC.	Funding for public avalanche forecasts and special public avalanche warnings.

Branch	Organization	Contact	Description	Key Issues
EMBC	**BC Business Council**	Jeff Zweig, Chair Greg D'Avignon, President and CEO 604-684-3384 greg.davignon@bcbc.com	Non-partisan organization that seeks public policy and economic outcomes for its members that helps to realize the full potential of the province, the country and its citizens. Their mission is to produce timely and public policy research and advice on issues relevant to B.C.'s and Canada's competitiveness and prosperity.	Preparedness and economic recovery of BC's business sector in emergency events.
EMBC	**BC Chamber of Commerce**	Aleece Laird, Chair Dan Baxter (interim) 604-638-8116 dbaxter@bcchamber.org	The BC Chamber of Commerce represents more than 125 chambers of commerce and boards of trade, and 36,000 businesses in BC. The organization advocates to help shape government public policy and decision-making to empower BC businesses.	Preparedness and economic recovery of BC's business sector in emergency events.
EMBC	**BC Cattlemen's Association**	Kevin Boon, General Manager 250-573-3611 bccattle@cattlemen.bc.ca	Advocacy organization for BC ranching industry.	Impacts of emergency events on industry.
EMBC	**BC Construction Association (BCCA)**	Mike Fawcett, Chair Chris Atchison, President 250-475-1077 chris.atchison@bccassn.com	Works to ensure BC's skilled workforce, resources, and regulatory environments exceed the needs and expectations of industrial, commercial, and institutional construction employers.	Built environment and contribution to emergency management resilience. Potential for membership to contribute to emergency preparedness.
EMBC	**BC Real Estate Association (BCREA)**	Anthony Bastiaanssen Chair abastiaanssen@bcrea.bc.ca Darlene Hyde Chief Executive Officer 604-742-2787 dhyde@bcrea.bc.ca	Is a Canadian Provincial member-based organization which represents 11-member real estate boards and their approximately 18,500 real estate agents on provincial issues.	Provides advice and consultations on property evaluations and assessments relating to disaster financial assistance.

Branch	Organization	Contact	Description	Key Issues
EMBC	**BC Society for the Protection and Cruelty to Animals (BCSPCA)**	Melissa Barcellos, President Craig Daniell, CEO 604-681-7271	BCSPCA mission is to protect and enhance the quality of life for domestic, farm and wild animals in BC.	Addressing impacts of emergency events on animals.
EMBC	**Canadian Home Builders' Association of BC**	Joe Hart, President Neil Moody, CEO neilmoody@chbabc.org 604-432-7112 ext 304	The leading advocate of the residential construction industry across the province. They work to the benefit of their members and the public through excellence in government and public relations, education, and building innovation.	Built environment and contribution to resilience.
EMBC	**Community Futures BC**	Troy Dungate, Chair Wendy McCulloch, Executive Director 604-289-4222	Mandated to support small business development and rural economic diversification in BC. They work with community and business leaders to foster rural economic growth and are partners in building vibrant and sustainable communities. They use alternate lending criteria, focusing on rural development and providing business financing to small local businesses.	Small business and entrepreneurial perspective on emergency management issues.
EMBC	**Disability Alliance of BC**	Karen Martin Emergency Preparedness Program 604-875-0188 karen@disabilityalliancebc.org	Supports people with all disabilities to live with dignity, independence and as equal and full participants in the community. Champion issues impacting the lives of people with disabilities through direct services, community partnerships, advocacy, research and publication.	Provides important input from disability perspective.
EMBC	**E-Comm 9-1-1**	Oliver Gruter-Andrew President and Chief Executive Officer 604-215-5000	Provides emergency communication services in Metro Vancouver and 25 other regional districts across B.C. They are the largest 9-1-1 centre in B.C. and is responsible for 92% of the province's 9-1-1 call volume.	Member of the BC Critical Infrastructure Steering Committee.

Branch	Organization	Contact	Description	Key Issues
EMBC	**Engineers and Geoscientists BC (EGBC)**	Ann English, P.Eng. CEO and Registrar 604-430-8035 info@egbc.ca	A not-for profit organization that regulates and governs engineering and geoscience professions in B.B. under the Engineers and Geoscientists Act.	Partnering with EMBC on a Metro Vancouver seismic microzonation project (PMP).
EMBC	**Food Banks Canada**	Debbie O'Bray, Chair David Long, CEO Greater Vancouver Food Bank 604-498-1798 info@foodbanksbc.com	Food Banks Canada is a national charitable organization dedicated to helping Canadians living with food insecurity and support a network of Provincial Associations, affiliate food banks, and food agencies that work at the community level to relieve hunger.	Engage on emergency management issues that affect food security in BC communities.
EMBC	**Fraser Basin Council (FBC)**	David Marshall Executive Director 604-488-5350 dmarshall@fraserbasin.bc.ca	Charitable not-for-profit society that brings people together to advance sustainability in the Fraser Basin and across B.C. A collaboration of federal, provincial, local and First Nations governments, the private sector and civil society. Has helped over 100 initiatives in the Fraser Basin an across BC.	Important stakeholder and government partner in identifying flood and related emergency management issues with the Fraser River.
EMBC	**Institute for Catastrophic Loss Reduction**	Paul Kovacs Executive Director 416-364-8677 pkovacs@iclr.org	A world-class centre for multi-disciplinary disaster prevention research and communication.	Member of EMBC's Metro Vancouver seismic microzonation project.
EMBC	**Insurance Bureau of Canada (IBC)**	Aaron Sutherland Vice President Pacific 604-684-3635 ext 223 asutherland@ibc.ca	Is the national industry association representing Canada's private home, auto and business insurers. Their member companies make up 90% of the property and casualty insurance market in Canada.	Key stakeholder in work on Disaster Financial Assistance (DFA) program and other issues related to emergency management matters.

Branch	Organization	Contact	Description	Key Issues
EMBC	**Justice Institute of BC (JIBC)**	Colleen Vaughn Vice President Academic 604-528-5635 cvaughan@ibc.ca	Accredited post secondary training institution for police, fire, paramedic, corrections and sheriff services. Provides training in emergency management.	Key stakeholder in emergency training and education planning and delivery in BC.
EMBC	**Planning Institute of British Columbia (PIBC)**	Lesley Cabott, President Dave Crossley, Executive Director 604-696-5031 ext 102 dave.crossley@pibc.bc.ca	PIBC is an organization supporting and regulating respected professional planners, inspiring excellence, advocacy and community well-being.	Expertise on land use planning issues impacting emergency management planning.
EMBC	**Royal Canadian Marine Search and Rescue (RCMSAR)**	Chris Gouglas, Chair Bill Riggs, CEO 778-352-1781 ceo@rcmsar.com	RCMSAR is a volunteer marine rescue service that saves lives and promotes public recreational boating safety throughout the coastal and some inland waters of the province of BC and is associated with the national organization of the Canadian Coast Guard Auxiliary.	Direct operational support on activations and search and rescue activities.
EMBC	**Salvation Army**	John McEwan Director Divisional Emergency Disaster Services 604-852-9305 ext 2316 John_McEwan@can.salvationarmy.org	Provides numerous disaster relief services and has ability to provide both immediate and long-term recovery emergency assistance.	Direct support for emergency response.
EMBC	**Samaritan's Purse**	William Franklin Graham, President and CEO info@samaritan.ca 800-663-6500	Provides immediate disaster relief services during emergency events.	Direct support for emergency response.

Branch	Organization	Contact	Description	Key Issues
EMBC	**Urban Development Institute (UDI)**	Beau Jarvis, Chair Anne McMullin, President & CEO 604-661-3030 AMcMullin@udi.org	UDI is a non-profit association of the development industry and its related professions that is non-partisan in its activities. With over 850 corporate members, UDI Pacific represents thousands of individuals involved in all facets of land development and planning, including: developers, property managers, financial lenders, lawyers, engineers, planners, architects, appraisers, real estate professionals, local governments and government agencies.	Built environment and development industry contribution to resilience to emergency events.
Crown Corporations and Agencies and Critical Infrastructure Providers				
EMBC	**BC Ferry Services Inc.**	Mark Collins President and Chief Executive Officer Government Financial Information Mark.Collins@bcferries.com	One of the largest ferry operators in the world, providing year-round vehicle and passenger service on 25 routes to 47 terminals, with a fleet of 35 vessels. They are an essential transportation link that connects coastal communities and facilitates the movement of people, goods and services.	Member of the BC Critical Infrastructure Steering Committee
EMBC	**BC Hydro**	Chris O'Riley President and Chief Executive Officer 800-224-9376 Chris.Oriley@bchydro.com	A Crown corporation owned by the government and people of BC. Responsible for the generation and purchase of reliable, affordable electricity for its customers.	Member of the BC Critical Infrastructure Steering Committee.

Branch	Organization	Contact	Description	Key Issues
EMBC	**Canadian Coast Guard Western Region**	Roger Girouard Assistant Commissioner, Western Region, Canadian Coast Guard 250-480-2765 Roger.Girouard@dfo-mpo.gc.ca	The Canadian Coast Guard is the coast guard of Canada and are tasked with marine search and rescue, communication, navigation and transportation issues in Canadian waters, such as navigation aids and icebreaking, marine pollution response and providing support for other Canadian government initiatives.	Tsunami preparedness and marine disasters.
EMBC	**Community Living BC (CLBC)**	Ross Chilton, CEO 604-664-0101 CLBCInfo@gov.bc.ca	CLBC is a crown corporation that works with individuals, families, service providers, community and government partners.	Support for vulnerable persons in preparation for and during emergency events.
EMBC	**Consumer Protection BC (CPBC)**	Rob Gialloreto, President & CEO 888-564-9963	Consumer Protection BC is the regulator of a variety of sectors and specific types of consumer transactions in BC.	Provided services to the Province during COVID-19 to address price gouging complaints.
EMBC	**Technical Safety BC (TSBC)**	Catherine Roome President and Chief Executive Officer 866-566-7233 Catherine.Roome@technicalsafetybc.ca	An independent, self-funded organization mandated to oversee the safe installation and operation of technical systems and equipment.	Stakeholder and partner to address emergency management issues.
EMBC	**BC Oil and Gas Commission (OGC)**	Paul Jeakins Commissioner and Chief Executive Officer 250-419-4411 Paul.Jeakins@bcogc.ca	Is a single-window regulatory agency with responsibility for overseeing oil and gas operations in B.C., including exploration, development, pipeline transportation and reclamation.	Member of the BC Critical Infrastructure Steering Committee.

Branch	Organization	Contact	Description	Key Issues
EMBC	**BC Transit**	Erinn Pinkerton President and Chief Executive Officer 250-995-5680 erinn_pinkerton@bcransit.com	Provides transit services for customers across BC and connects over 52 million customers in communities across the province every year.	Member of the BC Critical Infrastructure Steering Committee.
EMBC	**BC Water and Waste Association (BCWWA)**	Stephen Horsman, President Personal Information stephen.horsman@wsp.com Leadership Council Co-Chairs: Steve Conrad 604-649-6746 steve.conrad@ires.ubc.ca Mike Homenuke Infrastructure Management Committee Chair mhomenuke@kwl.ca	The BCWWA represents the people who work to ensure safe, sustainable and secure water and wastewater systems that protect public health and the environment in British Columbia and the Yukon.	Critical service provider.
EMBC	**Canadian Association of Petroleum Producers (CAPP)**	Tim McMillan President and CEO Geoffrey Morrison, Manager British Columbia Operations 403-267-1100 Geoff.morrison@capp.ca	Advocates on behalf of the Canadian upstream oil and natural gas industry for economic competitiveness and safe, environmentally and socially responsible performance.	Member of the BC Critical Infrastructure Steering Committee.
EMBC	**Canadian Energy Pipeline Association (CEPA)**	Chris Bloomer, President & CEO 403-221-8777	CEPA consists of transmission pipeline companies responsible for transporting the majority of Canada's natural gas and crude oil to markets across North America.	Member of the BC Critical Infrastructure Steering Committee.

Branch	Organization	Contact	Description	Key Issues
EMBC	**CN Rail**	Robert Pace, Chair Jean-Jacques Ruest, President & CEO 833-946-3342	Private North American rail company with active lines in BC.	Member of the BC Critical Infrastructure Steering Committee.
EMBC	**CP Rail**	Isabelle Courville, Chair Keith Creel, President & CEO 888-333-6370	A Canadian Class I railway incorporated in 1881. Headquartered in Calgary, Alberta, it owns approximately 20,100 kilometres of track with active lines in BC.	Member of the BC Critical Infrastructure Steering Committee.
EMBC	**Fortis BC**	Tracy Medve, Chair Roger Dall'Antonia President and CEO 604-576-7000	Provides natural gas and electricity utilities to 1.1 million customers across 135 communities in BC.	Member of the BC Critical Infrastructure Steering Committee.
EMBC	**Shaw Communications**	JR Shaw, Founder	Shaw is a Canadian telecommunications company that provides telephone, Internet, television, and mobile services. Headquartered in Calgary, Alberta, Shaw provides home telecommunications services primarily in Alberta and British Columbia and satellite television nationally.	Member of the BC Critical Infrastructure Steering Committee.
EMBC	**TELUS Communications**	R.H. (Dick) Auchinleck, Chair Darren Entwistle, President & CEO	TELUS is a Canadian telecommunications company that provides a wide range of telecommunications products and services including internet access, voice, entertainment, healthcare, video, and IPTV television.	Member of the BC Critical Infrastructure Steering Committee.

Branch	Organization	Contact	Description	Key Issues
EMBC	**TransLink**	Lorraine Cunningham, Chair 778-375-7500 board@translink.bc.ca	Delivers services and programs to provide for the transportation needs of Metro Vancouver resident and businesses; including an extensive bus system throughout the region, SkyTrain, SeaBus, West Coast Express, and HandyDART for passengers who are unable to use conventional transit.	Member of the BC Critical Infrastructure Steering Committee.

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
EMBC does not require any non-crown agency appointments made by OIC within 90 days.			

Tab D

EMERGENCY MANAGEMENT BC

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
No Crown Agencies

Tab E

Appendix E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Alert Ready – National Public Alerting System Test	Social media posts, quote in news release, house statement reminding members	November 25, 2020	Provincewide, Nationwide
Federal/Provincial/Territorial Ministers Mtg	Represent BC's Emergency Management interests	Fall (TBD)	(TBD)

Tab 4

Tab A

MINISTRY PROFILE

Ministry of Social Development and Poverty Reduction

The Ministry of Social Development and Poverty Reduction (SDPR) focuses on reducing poverty, creating opportunities and increasing inclusion. The ministry provides strategic leadership and a system of supports and services that empower the broad range of British Columbians in need to share in the Province's prosperity, to participate fully in their community, and to reach their full potential.

Ministry Mandate:

SDPR is guided by four pieces of legislation: the *Employment and Assistance Act*, the *Employment and Assistance for Persons with Disabilities Act*, the *Poverty Reduction Strategy Act*, and the *Community Living Authority Act*. The Minister is responsible for Community Living BC and is supported by the Parliamentary Secretary for Poverty Reduction. The ministry's key responsibilities include:

- Leading development and implementation of a cross-government, province-wide poverty-reduction strategy – TogetherBC: BC's Poverty Reduction Strategy;
- Leading development and implementation of a homelessness action plan to reduce the homeless population through permanent housing and services – in partnership with provincial ministries and agencies, local governments, first responders and service providers;
- Leading development and implementation of cross-government, province-wide accessibility legislation to identify and remove barriers and prevent the creation of new barriers for people with disabilities;
- Providing income, disability and supplemental assistance for people in need;
- Providing an integrated system of employment programs and services and supports to all British Columbians through WorkBC;
- Working with community, business and government partners to increase accessibility, employment, independence and inclusion for individuals with disabilities;
- Leading a collaborative engagement across the social services sector to help strengthen the important community social services that people count on every day; and
- Through, Community Living BC (CLBC), supporting community living services for adults with developmental disabilities and their families.

Individuals who disagree with a ministry decision regarding their eligibility to receive assistance can appeal to the Employment and Assistance Appeal Tribunal, an independent, quasi-judicial body that provides an independent and accessible appeal process.

CLBC is a provincial Crown agency that delivers supports and services to adults with developmental disabilities and their families. The Ministry funds CLBC, sets and communicates government's mandate, establishes key policy and priority direction, and oversees performance.

Budget:

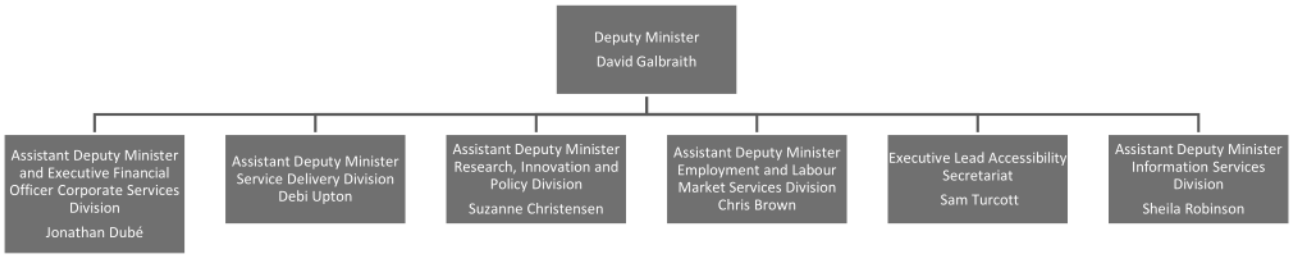
Core Business Area	2019/20 Restated Estimates[1]	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Income Assistance	2,458,903	2,501,257	2,534,497	2,552,833
Employment	29,169	29,169	29,169	29,169
Community Living Services	1,064,750	1,139,699	1,173,202	1,203,202
Employment and Assistance Appeal Tribunal	1,828	1,837	1,849	1,849
Executive and Support Services	12,947	10,858	10,989	10,989
Total	**3,567,597**	**3,682,820**	**3,749,706**	**3,798,042**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	5,709	1,449	1,499	1,499
Total	**5,709**	**1,449**	**1,499**	**1,499**

[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.

Full Time Equivalents (FTEs):
2005*

* Includes all ministry divisions, the Deputy Minister and Minister Offices, Advocate for Service Quality Office, and the Employment and Assistance Appeal Tribunal.

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

David Galbraith,
Deputy Minister

David has been with the Provincial government since 1992. He has held a variety of executive and management level positions in a number of ministries including Finance; Environment, Lands and Parks; Tourism Sport and the Arts; Healthy Living and Sport; Community, Sport and Cultural Development; and Social Development and Poverty Reduction. During his career he has been responsible for a wide variety of program areas including: the development of the provincial budget; delivery, budgeting and accountability for provincial granting programs; developing provincial public policy and delivery of on-the-ground services across B.C.

David is an economics graduate of the University of Victoria. He has a passion for good governance, empowering people and ensuring excellent government service to British Columbians.

Personal Information

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

Chris Brown, Assistant Deputy Minister
Employment and Labour Market Services Division

Chris Brown is the Assistant Deputy Minister for the Employment and Labour Market Services Division of the Ministry of Social Development and Poverty Reduction, assuming the role in August 2017.

Chris joined the BC Public Service in 2006 with the Ministry of Finance and was appointed as the Assistant Deputy Minister for Internal Audit and Advisory Services (IAAS) in 2012. Chris led IAAS in conducting reviews of Crown corporations such as ICBC, BC Lottery Corporation and Community Living BC, as well as reviewing school districts and certain areas of the provincial government.

Prior to joining the public service, Chris worked for several years with international public accounting firms (KPMG and BDO Dunwoody) and was a partner in a small Victoria area firm.

Chris has a Chartered Professional Accountant, Chartered Accountant (CPA, CA) designation.

EXECUTIVE MEMBER BIOGRAPHY

Suzanne Christensen
Assistant Deputy Minister, Research, Innovation and Policy Development

Suzanne Christensen was appointed Assistant Deputy Minister, Research, Innovation and Policy Development, on October 1, 2020.

Prior to that, Suzanne was the Assistant Deputy Minister, Reconciliation Secretariat and Outreach, in the Ministry of Indigenous Relations and Reconciliation.

Suzanne's career with the provincial government has included work in the government's central policy organization and with the Ministry of Competition, Science and Enterprise. More recently she served in the Office of the Premier as the ADM in the Priorities and Accountability office.

Her work in the private sector includes management consulting work for non-profits and local governments including developing the Vancouver Agreement Economic Revitalization Plan with local, provincial and federal partners, and helping found a health and safety organization for the forest sector in BC.

Personal Information

Suzanne worked at rail and logging camps and in sawmill jobs before earning a Bachelor of Art degree at the University of British Columbia.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

Jonathan Dubé,
Assistant Deputy Minister, and Executive Financial Officer,
Corporate Services Division

Jonathan became the Executive Financial Officer and Assistant Deputy Minister, Corporate Services Division in January 2019. He's been with the public sector since 2006, working for the Government of Canada and the provincial government. In 2008, Jonathan began his career with the BC Public Service in our ministry and worked as a policy analyst, strategic issues manager, and as the manager of intergovernmental relations.

Before rejoining the Ministry of Social Development and Poverty Reduction, Jonathan was the Executive Director for Procurement and Contract Management at the Ministry of Children and Family Development for six months and spent almost seven years at Treasury Board Staff in progressively more responsible roles. As an Executive Director at Treasury Board Staff, he was responsible for the development and oversight of the budget plans for the social ministries (Attorney General, Children and Family Development, Housing and Municipal Affairs, Public Safety and Solicitor General, and Social Development and Poverty Reduction) and the Ministry of Citizens' Services.

Jonathan has an undergraduate degree in political science from the University of Georgia and a Juris Doctor from Pepperdine University's School of Law Personal Information and has worked, lived, and/or studied in Canada, England, France, the United States, and Singapore.

EXECUTIVE MEMBER BIOGRAPHY

Molly Harrington, Assistant Deputy Minister
Research, Innovation and Policy Division

Molly Harrington has worked for the British Columbia public service since 1994 and has been the Assistant Deputy Minister with the Research, Innovation and Policy Division since September 2008. She is responsible for government's income and disability assistance policy. She holds a B.A. in economics and history from the University of Toronto and an M.A. in planning from the University of British Columbia and a Graduate Diploma in Social Innovation from the University of Waterloo.

Molly commenced her government service with Small Business, Tourism and Culture, working on economic mitigation strategies; then moved to Forest Renewal BC, working with community, employment and business development programs with local government and first nation communities; and on to be a part of the Treaty Negotiations Office, she worked as both a negotiator and as Director of the Treaty Implementation and Legislation Branch. Molly operated as the CEO and ADM of the Crown Agencies Secretariat within the Ministry of Finance from 2005 to 2008 overseeing government's portfolio of crown corporations and developed the Crown Agency Governance system that allowed devolution of oversight from the Ministry of Finance to individual ministries.

EXECUTIVE MEMBER BIOGRAPHY

Sheila Robinson, Assistant Deputy Minister & Chief Information Officer
Information Services Division

Sheila has worked for the BC Public Service for over 24 years and was a public servant in the province of Quebec prior to relocating to British Columbia in 1996. She joined the Information Services Division (ISD) in October 2019 and is responsible for providing information management and information technology services to the Ministries of Social Development and Poverty Reduction (SDPR) and Children and Family Development (MCFD).

Prior to ISD, Sheila worked at MCFD as an Executive Director including her most recent position was the Executive Director of Service for Vancouver/Richmond and Provincial Centralized Screening. Sheila has extensive experience leading service delivery vulnerable populations operationally and through policy and practice development.

Sheila holds a Master's in Social Work from the University of British Columbia and a Bachelor of Social Work from McGill.

EXECUTIVE MEMBER BIOGRAPHY

Debi Upton, Assistant Deputy Minister
Service Delivery Division

Debi Upton was appointed Assistant Deputy Minister, Service Delivery Division, in March 2016.

Prior to that, Debi was Assistant Deputy Minister, Hiring and Service Operations Division, in the BC Public Service Agency.

Debi brings a wealth of experience to the Service Delivery Division; she spent 27 years of her career in various roles here at this Ministry. She has successfully implemented strategic changes to service delivery models to improve client service and introduced modern technology service options. Debi is a versatile leader known for strong entrepreneurial and innovative thinking. She is also known for leading high performing teams. She has a sincere interest in employee engagement and believes strongly in supporting staff and focusing on the continuous improvement of service delivery to better support clients.

Debi holds a Diploma in Public Sector Management from the University of Victoria, is a graduate of the Executive Leadership Program from The Niagara Institute, and has completed the Executive Leadership Program at Royal Roads University.

Appendix A-2

EXECUTIVE MEMBER BIOGRAPHY

Sam Turcott, Executive Lead
Accessibility Secretariat

Sam Turcott was appointed Executive Lead, Accessibility Secretariat, in January 2019 in order to support the development of provincial accessibility legislation.

Prior to that, Sam was the Executive Director of Policy and Programs with Disability Alliance of British Columbia (DABC), a charitable organization that promotes the dignity and independence of people with disabilities throughout the province. Sam has experience and expertise in a range of areas including engagement with the disability community, supports and services for persons with disabilities, community inclusion initiatives, and accessible employment programs.

Sam holds a degree in Economics from the University of Victoria and a Law degree with a specialization in Social Justice from the University of British Columbia. At the Disability Alliance of British Columbia, he held a series of increasingly senior positions including Tax AID DABC Manager, Advocacy Access Director, and Executive Director of Policy and Programs.

As Executive Lead, Sam is responsible for promoting greater accessibility and inclusion for people with disabilities. Through his role with the Accessibility Secretariat team, he continues to work on breaking down barriers for people living with disabilities, at the municipal, provincial and federal level.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Executive Lead Responsible: Sam Turcott, Accessibility Secretariat

Core Business/ Program Area Description/Critical Business Processes:

The Accessibility Secretariat at the Ministry of Social Development and Poverty Reduction works with government, community stakeholders, and the public to support, develop and implement accessibility and inclusion initiatives.

Core functions of the Accessibility Secretariat include:

1. Providing Secretariat support to Ministerial Advisory Committees including: Presidents Group, Registered Disability Savings Plan Action Group, and COVID Disability Working Group;
2. Supporting public and stakeholder engagement with the disability community. Previous public engagements have included accessibility consultations held in 2014 and accessibility legislation consultations held in 2019;
3. Conducting policy development for new accessibility initiatives including work to develop provincial accessibility legislation throughout 2019 and 2020; and
4. Providing cross-government advice and support to promote greater accessibility and inclusivity of government policies and programs.

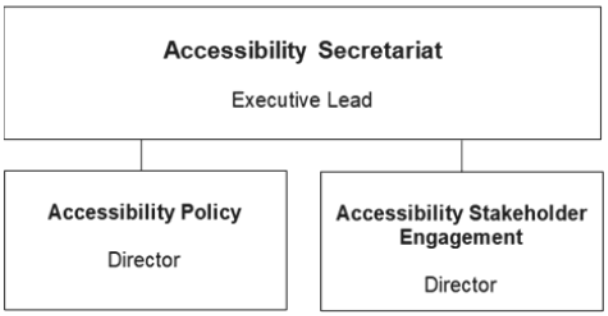
Responsibility for these functions is divided between a Stakeholder Engagement work unit and a Policy work unit. The Stakeholder Engagement work unit coordinates the secretariat and public and stakeholder engagement functions of the Accessibility Secretariat while the Policy work unit coordinates its policy and advisory functions.

Budget: Government Financial Information

Full Time Equivalents (FTEs): 9

Related Legislation: N/A

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Jonathan Dubé, Assistant Deputy Minister and Executive Financial Officer, Corporate Services Division

Core Business/ Program Area Description/ Critical Business Processes:

The Corporate Services Division (CSD) is responsible for leading the provision of strategic business and corporate services in support of ministry programs, and leading multi-ministry initiatives in the social sector. The division is organized into three branches:

- The Financial and Administrative Services Branch is responsible for financial governance and control, compliance, budgets and forecasting, procurement, financial-related programs, banking, accounts receivable and payable, debt management, asset management including fleet and facilities, and records management services;

- Strategic Human Resources and Communications Branch is primarily responsible for workforce planning and engagement, corporate initiatives, learning and leadership development, workforce intelligence and research, inclusion, diversity and cultural safety, and corporate communications; and

- Corporate Planning and Strategic Initiatives Branch leads the delivery of ministry strategic and service planning and reporting, corporate performance management, risk management, occupational health and safety, business continuity management, and supports strategic initiatives in the social sector.

CSD is the primary ministry liaison for Community Living BC (CLBC), working closely to develop and implement Accountability and Performance Measurement Frameworks. The division helps to manage CLBC's budget, to ensure both fiscal discipline and maximum service delivery to individuals.

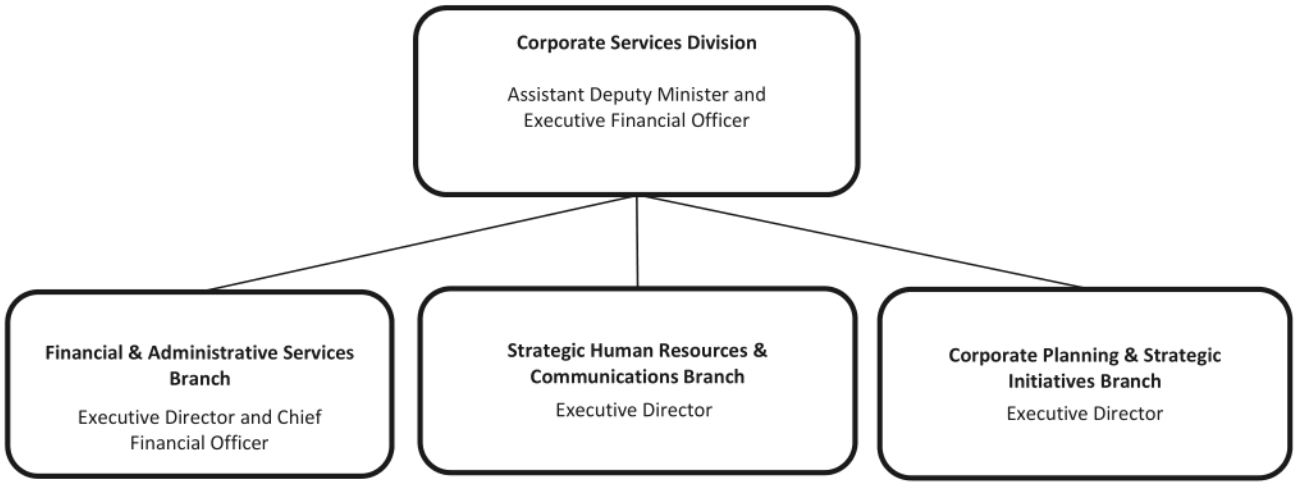
The Assistant Deputy Minister of CSD provides shared oversight of sector IM/IT with the Ministry of Children and Family Development, participating on the IM/IT Governance Committee. The position also leads multi-ministry initiatives and represents/advances government's interests within the social services sector, including the Social Services Sector Roundtable, the Re-imagining Community Inclusion initiative, the Community Social Services Employers' Association (CSSEA), and the Healthcare Benefits Trust (HBT).

Budget: Government Financial Information

Full Time Equivalents (FTEs): 101

Related Legislation: N/A

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Chris Brown, Assistant Deputy Minister, Employment and Labour Market Services Division

Core Business/ Program Area Description/Critical Business Processes:

The Employment and Labour Market Services Division (ELMSD) is responsible for the development, management, and evaluation of the WorkBC Employment Services program. Employment services are available to all unemployed and precariously employed B.C. citizens legally eligible to work in B.C.

The WorkBC Employment Services program was launched on April 1, 2019 and consists of three service contracts: WorkBC Employment Services (ES), Assistive Technology Services (ATS) and Apprenticeship Services (AS). WorkBC ES are currently delivered through 102 WorkBC Centres, as well as a strong online presence, to provide services that can be accessed from anywhere in the province and provides flexibility in choice for clients for what works best for them. ATS and AS are offered provincially, providing consistent, reliable services for people, no matter where they live. ATS offers adaptive technology to help people with disabilities pursue employment opportunities. AS includes processing financial support applications and help for apprentices to collect employment insurance benefits while in school.

ELMSD consists of four branches:

The Divisional Services Branch provides expert support and services to the division in the areas of finance, quality assurance, risk management, planning, program analytics, federal compliance, systems development and support, continuous improvement, website maintenance, and records management.

The Program Policy and Development Branch provides expertise to the division in areas of employment service policy. The branch strategically supports continuous program improvement, aligning program development with government priorities, and ensuring employment services meet the needs of British Columbians.

The Employment Opportunities Development Branch was created in July 2019 and is unique across Canada in its mandate. This branch was established to include the employer perspective in the delivery of effective employment services and to make employers aware of how WorkBC can help with their staffing needs.

The Operations Branch ensures quality contract management, planning and budget/financial activities at the regional and local levels, along with activities that support the development of strong and productive relationships with WorkBC Employment Service providers and community partners to ensure effective service delivery. The branch also provides corporate supports and resources including communications, project management and implementation, employee engagement, stakeholder relationship development and issues management at the divisional level. Operations branch is also responsible for delivery of WorkBC's Community and Employer Partnerships (CEP). CEP fosters employment opportunities for unemployed British Columbians through community-based projects which access five unique streams.

These can range from community labour market planning to projects that provide training and real-world work experience providing a community benefit.

Budget: Government Financial Information

In 2020/21, the ministry is budgeting Government Financial Information to support employment programing for the citizens of B.C.:

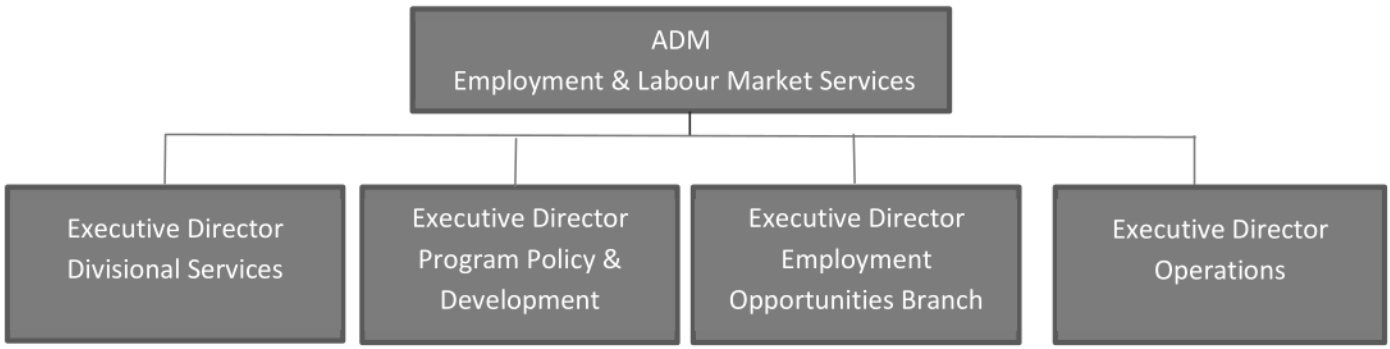
- $329.2 million from the federal government under Labour Market Development Agreement (LMDA) (this includes $34.8 million in additional funding from a 2017 top-up); and
- $29.2 million in provincial funding.

Full Time Equivalents (FTEs): 184

Related Legislation:

Employment and Assistance Act and Regulation
Employment and Assistance for Persons with Disabilities Act and Regulation

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Sheila Robinson, Assistant Deputy Minister & Chief Information Officer, Information Services Division

Core Business/ Program Area Description/Critical Business Processes:

Supporting both Ministry of Social Development and Poverty Reduction (SDPR) and the Ministry of Children and Family Development (MCFD), the Information Services Division (ISD) provides strong information management and information technology (IM/IT) resource planning, decision making, project and issues management, security and privacy functions and desktop support.

The division was created to serve the two ministries current and future IM/IT needs. Its Assistant Deputy Minister, Sheila Robinson, oversees the operation of four branches:

- Business Operations Branch
- Business Performance Branch (Mainframe Modernization Project)
- Chief Technology Office
- Sector Priorities Branch

Budget:
Government
Financial

Full Time Equivalents (FTEs):
143

Related Legislation:
N/A

Organizational Chart:

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Suzanne Christensen, ADM, Research, Innovation and Policy Division

Core Business/ Program Area Description/Critical Business Processes:

The Research, Innovation and Policy Division (RIPD) is an integrated service, policy and legislation unit of the Ministry. RIPD provides research and analysis, policy, regulations, legislation, advice, strategic services and consultation for the broad span of ministry functions.

There are four branches in RIPD:

The Reconsideration Appeals and Administrative Fairness Branch is responsible for providing reconsideration and appeal services for clients of the Ministry of Social Development and Poverty Reduction's BC Employment and Assistance Program, and the Ministry of Children and Family Development's Affordable Child Care Benefits Program. The branch is also responsible for the strategic planning and implementation of initiatives related to the principles of administrative fairness.

The Research Branch leads and conducts research and evaluation projects that make recommendations supporting policy development, caseload forecasting, employment programs, estimated impacts of new initiatives and ministry budget design.

The Strategic Policy and Initiatives Branch leads the development and implementation of B.C.'s first poverty reduction strategy and supports the ministry's strategic policy agenda. The branch also plays a leadership role on cross-government activities related to the government mandate of poverty reduction. The branch provides secretariat support to the Minister's Poverty Reduction Advisory Committee and engages with stakeholders from across government, Indigenous communities, and community organizations.

The Strategic Policy and Legislation Branch leads the development, implementation and evaluation of the government's policies, legislation and regulations governing income and disability assistance for adults. The branch oversees the defence of litigation commenced against the ministry and also leads the ministry's intergovernmental and stakeholder relations activities, which includes Federal, Provincial, Territorial (FPT), and Indigenous partnerships, and consultations with disability, poverty and Indigenous stakeholders.

Budget:

Government Financial Information

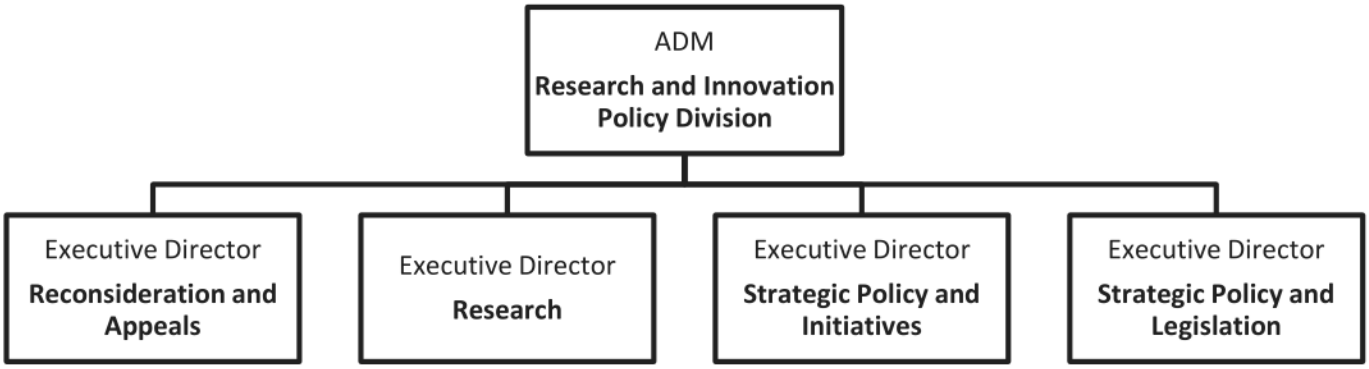
Full Time Equivalents (FTEs):

48

Related Legislation:

Employment and Assistance Act
Employment and Assistance for Persons with Disabilities Act
Community Living Authority Act
Human Resource Facility Act (section 1.1 (b) and (c))
Poverty Reduction Strategy Act

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Debi Upton, ADM, Services Delivery Division

Core Business/ Program Area Description/Critical Business Processes:

Service Delivery Division (SDD) provides Income and Disability Assistance services through multiple service delivery channels. Citizens can access services online, by phone or in person at 37 ministry office locations and 47 partnership Service BC (SBC) offices around the province. In addition, the division has after-hours access for urgent needs, and outreach services provided by specialized staff and trusted third party providers. Key services include determining eligibility for income and disability assistance programs, referrals to employment programs, and outreach services to connect multi-barriered clients with various forms of support. The division works collaboratively with local agencies and stakeholders, referring clients to other resources such as housing, mental health services, child care and domestic violence counselling.

The division also has the Office of Homelessness Coordination which was formed to help support a more coordinated approach across government to addressing homelessness.

Service Delivery Division is organized into six branches:

Virtual Services Branch:
Delivers contact centre services (toll free line); online services through My Self Serve (MySS) intake – applications for assistance; health assistance services including Persons with Disabilities (PWD) application adjudication; specialized services e.g. funerals and emergency after-hours services.

Community Services Branch:
Delivers programs and services at 84 ministry offices and Service BC locations including front counter and community integration services to multi-barriered clients, working closely with community service providers to connect clients with financial assistance and community supports.

Prevention and Loss Management Services Branch:
Leads the development and implementation of prevention, service quality, loss management, and enforcement strategies and programs designed to identify and mitigate financial loss, promote consistent services, detect and defer fraud, and investigate serious offenders.

Strategic Services Branch:
Delivers divisional strategy support to the division including: projects and policy implementation, quality assurance, stakeholder relations and engagement, strategic planning and the continuous improvement of service delivery including the service delivery technology strategy.

Operations Support Branch:
Provides support services to the division, including: business intelligence and analytics; finance, facilities

and contract management; occupational health and safety, recruitment and staffing; organizational health and development training; and scheduling and workload management.

Office of the Homelessness Coordination:
The designated lead ministry for the implementation and coordination of the homelessness action plan.

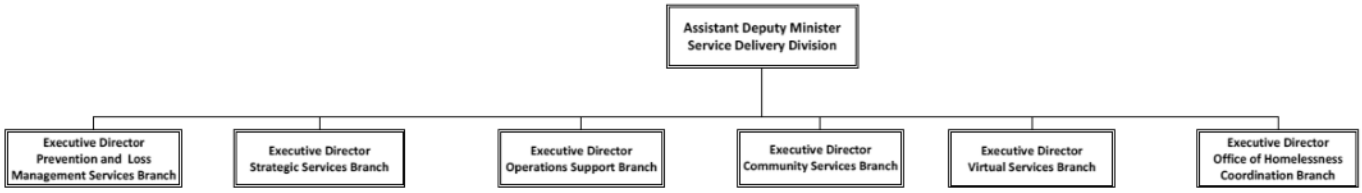
Budget:
Government Total Executive Support Services budget fiscal 2020/2021

Full Time Equivalents (FTEs):
1495

Related Legislation:

Employment and Assistance Act
Employment and Assistance for Persons with Disabilities Act

Organizational Chart:



Tab B

Appendix B

MINISTRY OF SOCIAL DEVELOPMENT AND POVERTY REDUCTION
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
OHC	Aboriginal Coalition to End Homelessness	Name: Fran Hunt-Jinnouchi Title: Executive Director Email: director@ACEHsociety.com		
ACC SEC	Action Committee for People with Disabilities	Name: Christine Paisley Title: Inclusion Resource Person Email: acpdcoordinator@shaw.ca		
ACC SEC	AiMHi - Prince George Association for Community Living	Name: Lee Miners Title: Operations Director Email: lee.miners@aimhi.ca		
ACC SEC	Alliance for Equality of Blind Canadians BC Affiliate	Name: Linda Bartram Email: lbartram@telus.net		

Branch	Organization	Contact	Description	Key Issues
ELMSD	B.C. Aboriginal Training & Employment Alliance Member (BC A TEAM)	First Nations Advocate: Various Non Profit organizations (link provides contact information)	Various Non-Profit Organizations Focus is on creating thriving sustainable employment opportunities and practices for all Aboriginal people in the province of British Columbia	• Group is 'representative' of ISET holders but they do not represent *all* ISET holders
ACC SEC	Barrier Free BC	Name: Rob Sleath Title: Chair Phone: 604-241-7499 Email: rob.sleath@barrierfreebc.org / info@asicbc.ca	Calling on BC's Legislative Assembly to enact a strong, effective and enforceable British Columbians with Disabilities Act	• Member of the COVID-19 Disability Working Group, Accessibility Legislation Consultation Advisory Committee
RIPD	Basic Income Expert Panel Member	Name: David Green (Chair) Title: Vancouver School of Economics, UBC Phone: 604 822-8216 Email: David.Green@ubc.ca Name: Jonathan Rhys Kesselman Title: School of Public Policy, SFU Phone: 778-782-5035 Email: kesselman@sfu.ca Name: Lindsay Tedds Title: School of Public Policy, University of Calgary Phone: 403 210-3802 Email: Lindsay.tedds1@ucalgary.ca	Expert panel chair leading the basic income project (CASA related). Expert panel member leading the basic income project (CASA related).	• Final report on feasibility of a basic income, with recommendations on improving BC's income support system due December 2020.

Branch	Organization	Contact	Description	Key Issues
ACC SEC/ RIPD/ELMSD /CSD	BC Aboriginal Network on Disability Society (BCANDS)	Name: Neil Belanger Title: Executive Director Phone: (250) 381–7303 Ext: 208 Email: exdir@bcands.bc.ca	Advancing the unique disability and health priorities of Indigenous persons through collaboration, consultation, and the delivery of comprehensive client services.	• Member of the COVID-19 Disability Working Group, Accessibility Legislation Advisory Committee, Re-imagining Community Inclusion Steering Committee
RIPD/ELMSD /CSD	BC Association of Aboriginal Friendship Centres	Name: Leslie Varley Title: Executive Director Phone: 250-388-5522 Email: lvarley@bcaafc.com	BCAAFC is the umbrella association for the 25 Friendship Centres throughout the Province of British Columbia. Social Services Sector Roundtable Member	
OHC	BC Coalition to End Youth Homelessness	Name: Katherine McParland Title: Executive Director Phone: 250-320-7837 Email: katherine@awayhomekamloops.com	Youth conference	
CSD	BC Family Net	Name: Linda Derkach Title: President Email: lindaderkach@shaw.ca	Re-imaging Community Inclusion Steering Committee Member	

Branch	Organization	Contact	Description	Key Issues
OHC	BC Housing	Name: Dominic Flanagan Title: Executive Director Phone: 604 433-2218 Email: DFlanagan@bchousing.org		• shelters, support Executive Director Housing
OHC	BC Non-Profit Housing Association	Name: Jill Atkey Title: CEO Email: jill@bcnpha.ca Name: Marika Albert Title: Policy Director Phone: 778 945-2164 Email: marika@bcnpha.ca		
CSD	BC People First	Name: Roxci Bevis Title: Provincial Coordinator Email: bcpfcoordinator@gmail.com		
RIPD	BC Poverty Reduction Coalition	Name: Viveca Ellis Title: Interim Community Organizer and Leadership Development Coordinator Phone: (604) 877-4553 Email: viveca@bcpovertyreduction.ca	Introduction of a comprehensive poverty reduction plan for BC that would include legislated targets and timelines to significantly reduce poverty and homelessness.	

Branch	Organization	Contact	Description	Key Issues
CSD	Board Voice	Name: Jody Paterson Title: Executive Director Email: jpaterson@boardvoice.ca	Social Services Sector Roundtable Member	
ACC SEC/ ELMSD/SDD	Canadian Mental Health Association (CMHA)	Name: Jonathan (Jonny) Morris Title: Chief Executive Officer Phone: 604-688-3234 Email: ceobc@cmha.bc.ca Name: Kendra Milne Title: Senior Director Policy, Planning, and Government Relations Email: Kendra.Milne@cmha.bc.ca	CMHA provides advocacy, programs and resources that help to prevent mental health problems and illnesses, support recovery and resilience, and enable all Canadians to flourish and thrive. Disability Community and Advocates	• Policy advocacy on employment, income and disability assistance for people with mental health problems • Member of the Supporting Increased Participation (SIP) Group and the COVID-19 Disability Working Group
ACC SEC	Communication Assistance for Youth and Adults (CAYA)	Name: Lois Turner Title: Program Manager Phone: 604-326-3505 Email: lturner@cayabc.org	CAYA is a province-wide service program that supports adults aged 19 years and older who require an augmentative/ alternative communication system due to a severe communication disability	• Member of the Accessibility Legislation Advisory Committee and COVID-19 Disability Working Group

Branch	Organization	Contact	Description	Key Issues
CSD	Community Social Services Employers' Association	Name: Gentil Mateus Title: CEO Email: gmateus@cssea.bc.ca	Social Services Sector Roundtable Member	
ACC SEC/ ELMSD/ /SDD	Disability Alliance BC (DABC)	Name: Justina Loh/Erin Pritchard Title: Executive Director Phone: 604-875-0188/604-872-1278 Email: jloh@disabilityalliancebc.org/epritchard@disabilityalliancebc.org Annette Murray attends MFSC on behalf of DABC	Supports and services for people with disabilities with a strong focus on low income and poverty.	• Member of the RDSP Action Group, COVID-19 Disability Working Group, Accessibility Legislation Advisory Committee and MFSC
OHC	DTES Women's Centre Association	Name: Kate Gibson Title: A/Executive Director Email: centre@dewc.ca	Shelter, support services for women	

Branch	Organization	Contact	Description	Key Issues
RIPD/CSD	Federation of Community Social Services of BC	Name: Rick FitzZaland Title: Executive Director Phone: 250 480-7387 Email: rick@fcssbc.ca Name: Rebecca Ataya Lang, Title: Associate Executive Director Email: rebecca@fcssbc.ca	Membership of over 140 agencies who offer a broad range of services to communities, people living with physical and mental challenges, vulnerable children, youth and seniors, new immigrants, people living with addictions or mental health issues, and those living in poverty. Members of the Community Social Services Roundtable	
RIPD/ELMSD	First Nations Summit	Name: Robert Phillips Title: FNS Political Executive Email: rphillips@fns.bc.ca Name: Cheryl Casimer Title: FNS Political Executive Phone: 778-875-2157 Email: ccasimer@fns.bc.ca Cheryl is also a Poverty Reduction Advisory Committee member and Steering Committee member for a proposed Tripartite Indigenous Skills Employment Training Committee	FNS representatives on the proposed Indigenous Skills Training and Employment Steering Committee.	

Branch	Organization	Contact	Description	Key Issues
OHC/ELMSD	Foundry	Name: Pamela Liversidge Title: Executive Director Email: info@foundrybc.ca	Foundry is a province-wide network of integrated health and social service centres for young people ages 12-24. Foundry centres provide a one-stop-shop for young people to access mental health care, substance use services, primary care, social services and youth and family peer supports.	
OHC	Homelessness Services Association of BC	Name: Stephen D'Souza Title: CEO Phone: Personal Information Email: stephen.dsouza@hsa-bc.ca		

Branch	Organization	Contact	Description	Key Issues
ACC SEC/CSD	Inclusion BC	Name: Karla Verschoor Title: Executive Director Phone: 604 777-9100 ext. 516 Email: KVerschoor@inclusionbc.org Name: Kwaku Yeboah Title: Director of Employment Initiatives Email: kyeboah@inclusionbc.org	Inclusion BC provides support, education and advocacy. We advocate at a systems level for policy change and promote inclusion through public awareness initiatives and campaigns.	• Member of the COVID-19 Disability Working Group, Accessibility Legislation Advisory Committee, Supporting Increased Participation (SIP) Group and Re-imagining Community Inclusion Steering Committee Co-Chair • Disability Employment
ELMSD	Industry Training Authority (ITA)	Name: Michelle Anderlini (McKinnon) Title: Manager of Completions Phone: t Personal Information Email: manderlini@itabc.ca #800 – 8100 Granville Avenue, Richmond, BC		

Branch	Organization	Contact	Description	Key Issues
ACC SEC	MS Society of Canada	Name: Tania Vrionis Title: President of BC and Yukon Email: tania.vrionis@mssociety.ca	Organization providing services to people with multiple sclerosis and families, funding research to find the cause and cure for MS. Disability Community and Advocates	• Member of the COVID-19 Disability Working Group and Accessibility Legislation Advisory Committee
ACC SEC	Open Door Group	Name: Tom Burnell Title: CEO Phone: Personal Information Email: tom.burnell@opendoorgroup.org	Assists people to prepare, obtain, and sustain meaningful careers and to support people in the pursuit of lifelong learning.	

Branch	Organization	Contact	Description	Key Issues
RIPD	Poverty Reduction Advisory Committee	Name: Catherine Ludgate (Chair) Title: Senior Manager, Community Investment, Vancity Credit Union Phone: Personal Information Email: catherine_ludgate@vancity.com	The *Poverty Reduction Strategy Act* mandates the Minister to establish an advisory committee to advise on matters relating to poverty reduction and prevention. The Poverty Reduction Advisory Committee (PRAC) was appointed by the Minister of Social Development and Poverty Reduction in 2019. Membership includes 13 British Columbians with a range of backgrounds including advocates, stakeholders and people with lived experience of poverty.	
ACC SEC	Presidents Group	Name: Mr. Robin Silvester Title: President & CEO, Vancouver Fraser Port Authority Phone: Personal Email: Robin.silvester@portvancouver.com	A group of CEOs and business leaders improving access to inclusive workplace practices for people with disabilities.	• Co-Chair Presidents Group
SDD	Prince Rupert Unemployed Action Centre	Name: Paul Lagace Title: Poverty Law Advocate Phone: 250 627 8776 Email: advocate.pruac@citywest.ca		• Member of MFSC

Branch	Organization	Contact	Description	Key Issues
CSD	Provincial Association of Residential & Community Agencies (PARCA)	Name: Paul Barnett Title: President Email: Personal Information Name: Tim Agg Title: Board Member Email Personal Information	Social Services Sector Roundtable Member Re-imaging Community Inclusion Steering Committee Member	
ACC SEC	RDSP Action Group	Name: Norah Flaherty Email Personal Information		• RDSP Action Group Chair
ACC SEC/ RIPD	Rick Hansen Foundation (RHF)	Name: Rick Hansen Title: Founder and Chief Executive Officer Email: Personal Information Name: Doramy Ehling Title: CEO Email: dehling@rickhansen.com	In order to create an inclusive world where people with disabilities are living to their full potential, the RHF strives to create and deliver innovative solutions that lead to a global movement to remove barriers and liberate the potential of people with disabilities. Removing barriers to inclusion and creating a world inclusive to people with disabilities.	• Accessibility certification program • Member of the COVID-19 Disability Working Group and Accessibility Legislation Advisory Committee

Branch	Organization	Contact	Description	Key Issues
RIPD/OHC/ACC SEC	Social Planning Action and Research Council of B.C. (SPARC)	Name: Lorraine Copas Title: Executive Director Email: lcopas@sparc.bc.ca	A leader in applied social research, social policy analysis and community development approaches to social justice.	
CLBC	Sources	Name: Kelly Ridding Title: Chief Operating Officer / Executive Director of Community Living Services Email: kridding@sourcesbc.ca		
ACC SEC	Spinal Cord Injury BC	Name: Chris McBride Title: Executive Director Phone: 604-326-1226 Email: cmcbride@sci-bc.ca	Providing information and resources on Spinal Cord Injury for BC citizens, including an InfoLine and Peer meet-ups.	• Co-chair of the COVID-19 Disability Working Group • Member of the Accessibility Legislation Advisory Committee

Branch	Organization	Contact	Description	Key Issues
RIPD	Together Against Poverty Society (TAPS)	Name: Doug King Title: Executive Director Phone: (250) 361-3521 Email: dking@tapsbc.ca Name: Caitlin Wright Phone: 250-361-3521 Email: cwright@tapsbc.ca Caitlin is also a Poverty Reduction Advisory Committee member Name: Thea McDonough Email: tadvocate@tapsbc.ca	Free, face-to-face legal advocacy for people with income assistance, disability benefits, employment standards, and tenancy issues.	• Reconsiderations and Appeals of service delivery decisions, Accessibility of ministry services, • Definition of "Spouse" for purpose of income/disability assistance • Member of MFSC
CSD	Vela Canada	Name: Linda Perry Title: Executive Director Email: lindaperry@velacanada.org		
RIPD	Victoria Foundation	Name: Sandra Richardson Phone: 250-381-5532	Strengthening community wellbeing by investing in people, opportunities and solutions.	• Food security, Definition of “Spouse” as it relates to income and disability assistance

Branch	Organization	Contact	Description	Key Issues
ACC SEC / ELMSD	Wavefront Centre for Community Accessibility	Name: Christopher Sutton Title: CEO Phone 604-736-7391 Email: Christopher.Sutton@wavefrontcentre.ca	Centre serving Deaf and Hard of Hearing individuals, families and the community.	• Member of the COVID-19 Disability Working Group
RIPD	West Coast LEAF	Name: Raji Mangat Title: Executive Director Phone: 604-684-8772	Organization uses the law as a strategy to work towards an equal and just society for all women and people who experience gender-based discrimination.	
OHC	WISH Drop In Centre	Name: Mebrat Beyene Title: Executive Director Email: executivedirector@wishdropincentre.org	WISH works to improve the health, safety and well-being of women who are involved in Vancouver's street-based sex trade.	
ELMSD	YWCA Metro Vancouver	Name: Deb Bryant Title: CEO Phone: 604 895 5800 Email: dbryant@ywcavan.org	Our mission is to touch lives and build better futures for women and their families through advocacy and integrated services that foster economic independence, wellness and equal opportunities.	

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
SDPR does not require any non-crown agency OIC appointments within 90 days			

Tab D

MINISTRY SOCIAL DEVELOPMENT AND POVERTY REDUCTION

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
Community Living BC

BRIEFING NOTE

CROWN AGENCIES

Community Living BC

Legislative Authority: *Community Living Authority Act, S.B.C. 2004, s. 5(1)*

Mandate:

The Board's role is fiduciary and includes a wide range of interests and responsibilities typically associated with a governing body, including strategic planning, risk management, organization and management capacity, internal control, ethics and values and communication with government and stakeholders. The role of the Board of Directors is to foster CLBC's short and long-term success consistent with Government Policy objectives and the accountability to other stakeholders. In the discharge of its mandate, the Board oversees the affairs of CLBC, supervises management, which is responsible for day-to-day operation and, through the Chief Executive Officer, sets the standards of organizational conduct.

Current Appointees:

Name	Appointment
Katherine Bright	31 Dec 2020
Nelson Jake Chan	31 Dec 2020
Onkar S. Biring	13 Apr 2021
Michael John Prince	01 Jul 2021
Jake Spencer Anthony	31 Dec 2021
Marnie B. Larson	31 Dec 2021
Julia Louise Payson	31 Dec 2021
Simon Andrew Philp	31 Dec 2021
Patricia (Patti) Ann Sullivan	31 Dec 2021
Barbara Eileen Carle-Thiesson	14 Aug 2022
Joely Emily Viveiros-Novik	31 Dec 2022

Appointments required:

- **Two Appointments coming up Dec 31, 2020 (90 days)**

Issue(s):

The CLBC Board Recruitment package, requesting Expressions of Interest from prospective candidates, was provided to CABRO in September 2020 for posting. The new appointment candidate and reappointment candidate will be submitted for consideration and approval by the incoming Minister in December 2020 to ensure appointments are made prior to December 31, 2020.

Key Contact:

- Teresa Kovacs
- Executive Director, Corporate Planning and Strategic Initiatives

Personal Information

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Proclamation – Indigenous Disability Awareness Month	Statement	November 2020	N/A
Homeless count findings released to 8 provincially funded count communities	Respond to potential media questions	November 2020	Duncan/Cowichan Valley, Fort St. John, Quesnel, Cranbrook, Merritt, Sechelt/Gibsons, Comox Valley, Williams Lake
Meeting – COVID-19 Disability Working Group	Opening and closing remarks	November 5, 2020	Online - Zoom
WorkBC Day	General Opening Welcome or Ending/Closing Remarks (*pending confirmation*)	Nov 19, 2020 (8:45am or 9am Greeting) OR Dec 3, 2020 closing remarks	Virtual
International Day of Persons with Disabilities	Statement	December 3, 2020	N/A
$300 per adult Covid-19 Supplement: last payment	Respond to potential media questions	December 16, 2020	Province Wide
Virtual 1-day youth-led conference on homelessness. Youth to share lived experience.	Likely to be invited and may wish to attend	January 2021	Virtual
Social Services Sector Roundtable (SSSRT) Meeting	Chair of SSSRT	TBD	TBD
Meeting – COVID-19 Disability Stakeholder Call	Opening and closing remarks Responding to questions prepared in advance of the call	TBD	Teleconference

Tab 5

Tab A

Appendix A-1

MINISTRY PROFILE

Ministry:
The Ministry of Tourism, Arts and Culture integrates the tourism sector with the vibrant arts, culture and sport sector to promote British Columbia for residents, visitors and investors.

Ministry Mandate:
The mission of the Ministry of Tourism, Arts and Culture is to promote growth in tourism, and integrate it with the vibrant arts, culture, and sport sectors in British Columbia for the benefit of residents, visitors, and investors. The Ministry's work supports welcoming, inclusive communities that value multiculturalism and broad opportunities for participation in sports, cultural activities, and the arts.

Budget:

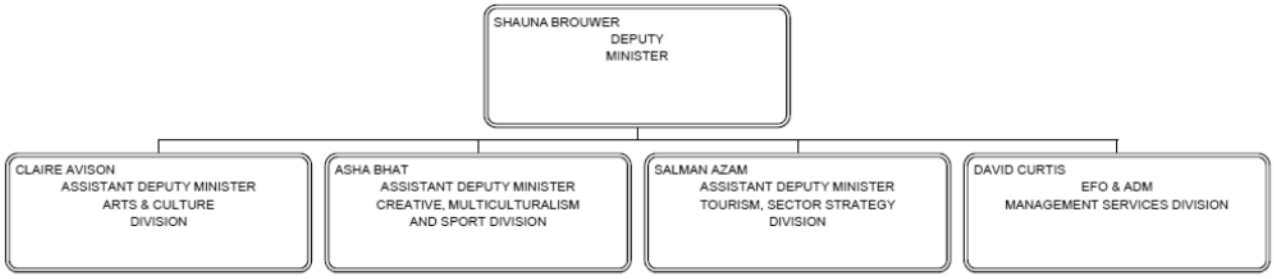
Core Business Area	2019/20 Restated Budget[1]	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Operating Expenses ($000)				
Tourism, Arts and Culture	51,316	50,568	50,568	50,568
Creative Sector, Multiculturalism and Sport	27,382	26,737	26,737	26,737
Transfer to Crown Corporations and Agencies	80,650	76,851	76,851	76,851
Executive and Support Services	1,196	1,167	1,167	1,167
BC Arts and Culture Endowment Special Account	2,500	4,230	4,230	4,230
Physical Fitness and Amateur Sports Fund	1,200	1,200	1,200	1,200
Total	**164,244**	**160,753**	**160,753**	**160,753**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	1	1	1	1
Total	**1**	**1**	**1**	**1**
Capital Plan ($000)				
BC Pavilion Corporation Capital Fund	10,000	10,000	10,000	10,000
Royal BC Museum Capital Fund**	0	27,000	99,000	156,000
Total	**10,000**	**37,000**	**109,000**	**166,000**

[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.
**Estimate is for planning purposes only. Preliminary cashflows are subject to change.

Full Time Equivalents (FTEs): 77

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

SHAUNA BROUWER
DEPUTY MINISTER

Shauna Brouwer was appointed Deputy Minister of the Ministry of Tourism, Arts and Culture and Ministry Responsible for Sport and Multiculturalism on January 29, 2019.

Previous to this appointment, and since 2005, Shauna served as Assistant Deputy Minister and Executive Financial Officer for several Ministries, including Attorney General and Public Safety and Solicitor General, Environment, Agriculture, Municipal Affairs, and the former Tourism, Sport and the Arts. Immediately prior to her appointment as Deputy Minister, Shauna was the Assistant Deputy Minister of the Ministry of Finance's Policy and Legislation Division.

In addition to gaining extensive experience working in complex financial environments, through her career in the BC Public Service, Shauna has had the opportunity to work with senior leaders not only across government, but also from organizations such as the BC Pavilion Corporation, Tourism BC (now Destination BC), the Royal BC Museum, the Union of BC Municipalities and the Insurance Corporation of BC.

Shauna has a Bachelor of Arts from the University of Victoria and a Master of Business Administration from Loma Linda University. Personal Information

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

CLAIRE AVISON
ASSISTANT DEPUTY MINISTER
ARTS & CULTURE DIVISION

Claire Avison joined the BC Public Service in 2001. She has worked in a number of different ministries including Health, Education, Advanced Education and Tourism, Arts and Culture. In each of these roles Claire has held a variety of policy, program, operations and governance responsibilities. She was first appointed as an Assistant Deputy Minister in 2011.

EXECUTIVE MEMBER BIOGRAPHY

SALMAN AZAM
ASSISTANT DEPUTY MINISTER
TOURISM SECTOR STRATEGY DIVISION

Salman Azam was appointed Assistant Deputy Minister for the Tourism Sector Strategy Division in July 2020.

Previous to this appointment, Salman was the Assistant Deputy Minister and Executive Financial Officer in Corporate Management Services Branch (CMSB), supporting two ministries and serving as the Justice and Public Safety Sector's consolidated corporate services resource.

Salman has worked in government at regional, municipal and provincial levels for over 20 years in various roles. Amongst other accomplishments, he led transit operations at Coast Mountain Bus Company, ran a large project management and technology division at TransLink, and oversaw Information Technology, Human Resources, and Finance functions, in addition to Public Engagement and Policy as the Chief Operating Officer for the Independent Investigations Office (IIO) of BC.

Salman has a BA in Labour Relations from McMaster University in Hamilton, Ontario.

EXECUTIVE MEMBER BIOGRAPHY

ASHA BHAT
ASSISTANT DEPUTY MINISTER
CREATIVE, MULTICULTURALISM & SPORT DIVISION

Asha Bhat was appointed Assistant Deputy Minister for the Creative, Multiculturalism & Sport Division in June 2019. The new Division offers the perfect mix for Asha's interests, continuing to support the development of strong communities with vibrant creative sectors, while also building programs by addressing hate activity, promoting intercultural dialogue, and championing equity, diversity and full participation in sports.

Prior to this role, Asha was the Executive Lead for the Creative & Multiculturalism Division, and also held the Executive Director positions for the ministry's creative sector and tourism branches. She often says she has had great luck in the public service, doing what she loves best...building programs that can make a difference.

Personal Information

Personal Information She has a BA in History & Political Science, a diploma in Media Arts, and an MA in International & Intercultural Communications.

Personal Information

EXECUTIVE MEMBER BIOGRAPHY

DAVID CURTIS
ASSISTANT DEPUTY MINISTER
MANAGEMENT SERVICES DIVISION

David is responsible for the Management Services functions that support both the Ministry of Municipal Affairs and Housing and the Ministry of Tourism, Arts and Culture. Prior to this David was the ADM of the Corporate Information and Records Management Office, and Chief Records Officer, and was responsible for leading the development of a new information management organization encompassing corporate information access, records management, privacy and elements of information security.

David began his career with the BC Public Service in 1994 as a member of the Ministry of Forests Wildfire Management Branch's Unit Crew and Parattack programs and has taken on a range of progressively more senior roles in multiple ministries with a focus on financial management, strategic planning, project management, policy, stakeholder engagement and program delivery. He holds Master of Public Administration and Master of History degrees from the University of Victoria.

Personal Information

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

Arts and Culture Division

ADM Responsible: Claire Avison

Core Business/ Program Area Description/ Critical Business Processes:

The Arts and Culture Division is responsible for developing policies and programs, providing secretariat assistance to the BC Arts Council and governance support for the Royal BC Museum that advance arts and culture in B.C.

The Division manages the day-to-day operations, including communications, programming, policy development, grant administration and financial oversight of the BC Arts Council. The BC Arts Council, created in 1995 pursuant to the *Arts Council Act*, delivers over $30M in grant funding annually. This includes several programs delivered in collaboration with the First Peoples' Cultural Council, the BC Touring Council, ArtStarts in Schools, and Creative BC.

The Division also oversees the Royal BC Museum (RBCM) Corporation, established as a Crown corporation in 2003 pursuit to the *Museum Act*, which receives $11.9M in annual operating funding from the Ministry of Tourism, Arts and Culture. The Division is responsible for supporting the RBCM modernization project, which aims to protect the museum's over 7 million artifacts and 27 linear miles of government archives and provide better access to its collections.

The Division is also responsible for supporting the establishment of the Chinese Canadian Museum (CCM) which will be the first museum in Canada dedicated to sharing the stories of the perseverance and resilience of Chinese Canadians and their shared history with Indigenous communities. The ADM and the Executive Director have been appointed to the inaugural board of the Chinese Canadian Museum Society of BC (CCMSBC). The Ministry currently provides secretariat support to this recently formed Society.

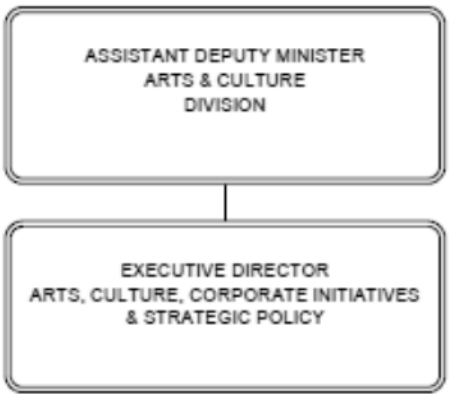
Budget: Due to recent reorganization the divisional working budget is yet to be finalized.

Full Time Equivalents (FTEs): 30 full-time equivalents (As of October 1st, 2020)

Related Legislation:

- *Arts Council Act*
- *Special Accounts Appropriation and Control Act* – governs the BC Arts and Culture Endowment Special Accounts
- *Museum Act*
- *First Peoples' Heritage, Language and Culture Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
Creative, Multiculturalism and Sport Division

ADM Responsible: Asha Bhat, Creative, Multiculturalism and Sport Division

Core Business/ Program Area Description/Critical Business Processes:

The Division supports the development of a strong and sustainable creative sector, which includes the motion picture, music, book and magazine publishing and digital interactive media industries. Together, the sector provides a $6.2 billion contribution to the provincial economy and employs over 108,000 British Columbians across the four industries. The Division is responsible for supporting the creative sector through strategic policy, partnership development and program support; intergovernmental coordination; as well as providing oversight and strategic direction for Creative BC and the Knowledge Network.

The Division also supports government in meeting the objectives of the provincial Multiculturalism Act. The Division leads key provincial multiculturalism and anti-racism programs, including the Multiculturalism Grants Program, the Resilience BC Anti-Racism Network, and the annual Multiculturalism and Anti-Racism Awards Ceremony. The Division coordinates provincial proclamations requested by various cultural and religious communities to recognize dates of significance. Mandated by the *Multiculturalism Act*, the Division is also responsible for producing the annual Report on Multiculturalism on behalf of all government ministries and Crown corporations.

The Division supports amateur sport and active living, which contributes to the health and wellness of British Columbians and the vibrancy of communities. The Division provides funding to support participation in organized sport as a way to lead active, healthy lives; facilitate the development of internationally competitive athletes, coaches, officials and sport administrators; and support the social and economic development of communities throughout British Columbia through sport event hosting. The Sport Branch provides oversight and strategic direction to viaSport and the BC Games Society as well as funding support to the Indigenous Sport, Physical Activity and Recreation Council.

The BC Athletic Commissioner provides the oversight and regulatory compliance for professional boxing, Mixed Martial Arts, Kickboxing as well as amateur kickboxing, Muay Thai and Pankration events throughout the Province of BC. The Athletic Commissioner is committed to ensuring the safety and integrity of combats sports in the province.

To achieve its objectives, the Creative Sector, Multiculturalism and Sport team works across all levels of government and with the following key agencies: Creative BC, Knowledge Network, viaSport, BC Games Society, Multiculturalism Advisory Council (MAC), Resilience BC anti-racism network and a cross ministry working group on racism and hate.

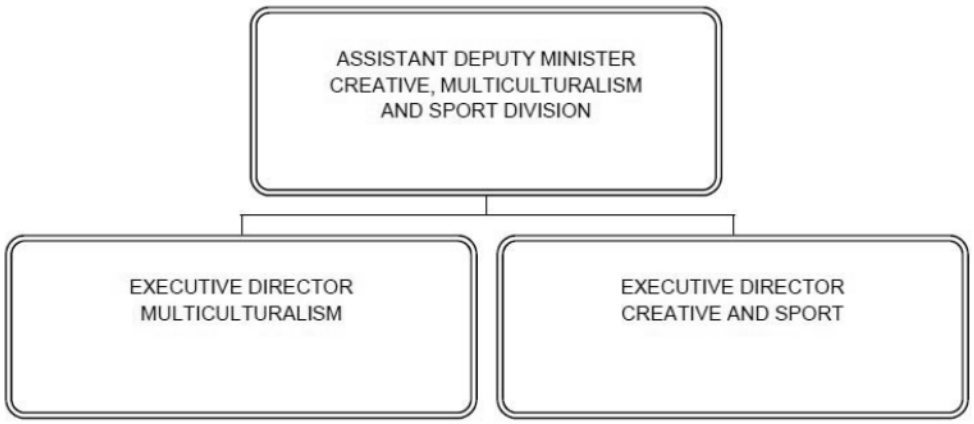
Budget: Due to recent reorganization the divisional working budget is yet to be finalized.

Full Time Equivalents (FTEs): 23

Related Legislation:

The *Multiculturalism Act* (1993)
The *Knowledge Network Corporation Act*

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
MANAGEMENT SERVICES DIVISION

ADM Responsible: David Curtis (MAH and TAC); Joanna White (JEDC and Labour)

Core Business/ Program Area Description/Critical Business Processes:

The Management Services Division administers the internal infrastructure and systems that contribute to improved service delivery for the Ministries of Municipal Affairs and Housing; Jobs, Economic Development and Competitiveness; Tourism, Arts and Culture; and Labour. Lines of business include: Budget and financial management, facilities, information technology, human resources, corporate planning and compliance reporting, correspondence and FOI and records management

Budget: Due to recent reorganization divisional working budget is yet to be finalized.

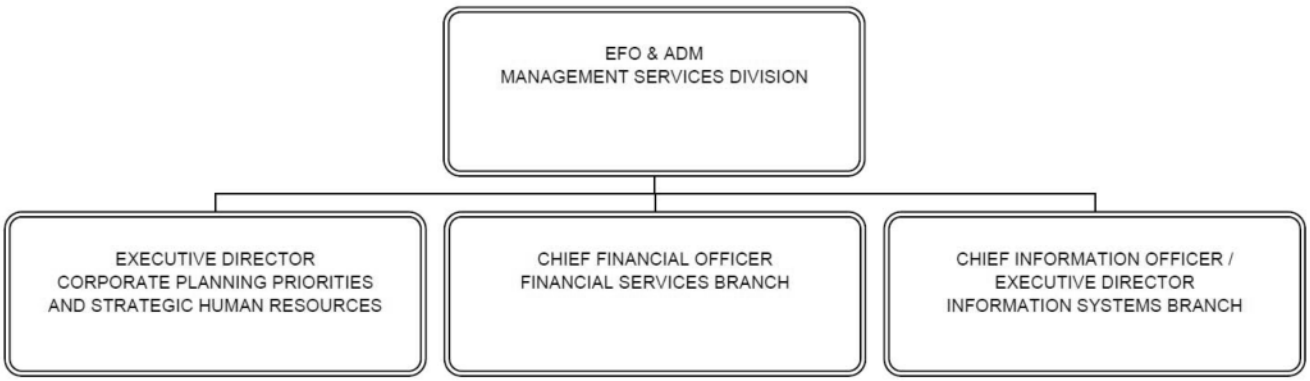
Full Time Equivalents (FTEs):

In this shared services model, FTES are distributed between JEDC and MAH pay-lists. However, staff provide support programs areas in all four Ministries. The below table summarizes JEDC and MAH FTEs:

Average FTEs for 2020/21 as at September 30th	
MAH	71
JEDC	34
Total Economy Sector FTEs	**105**

Related Legislation: N/A

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
Tourism Sector Strategy Division

ADM Responsible: Salman Azam

Core Business/ Program Area Description/Critical Business Processes:

Core Business
The Tourism Sector Strategy Division (Division) supports the alignment of provincial tourism priorities and sets the strategic direction for tourism in BC, while working collaboratively with the tourism industry and other parts of the provincial government that deliver tourism-related activities.

Program Area Description
The Division leads the development and implementation of the Strategic Framework for Tourism in BC and sets provincial priorities to grow tourism. The Division is responsible for engaging with and coordinating activities between the industry, the provincial government, and other provincial/territorial/federal agencies with mandates that intersect with the tourism sector. This includes fostering the development of policies and programs that encourage sustainability and growth for the travel and tourism industry in BC.

Critical Business Processes
The Division manages:

- The Resort Municipality Initiative, which distributes $13 million in incentive-based financial support to 14 resort municipalities annually;
- The Municipal Regional District Tax program (jointly with Destination BC and Ministry of Finance), which provided approximately $74.5 million in 2019 to 59 designated accommodation areas for tourism marketing, programs, and projects. As of September 2020, there are now 61 designated accommodation areas; and
- The Tourism Events Program, which provides approximately $4 million annually (through a portion of the MRDT) to support events that will grow tourism and awareness of B.C. as a destination of choice.

The Division provides oversight and governance of Destination BC the province's Crown corporation responsible for tourism marketing (with a government appropriation of $51 million), and the BC Pavilion Corporation, the province's Crown corporation responsible for BC Place and the Vancouver Convention Centre. In addition, the Division provides secretariat support to the Minister's Tourism Engagement Council, which is a 28-member advisory group that provides advice to the Minister on the issues and opportunities facing the tourism industry.

The Division also leads the development and implementation of tourism related COVID-19 relief, recovery, and resiliency supports and programs, including:

- Community Economic Recovery Infrastructure Fund – Destination Development Stream ($20M)
- Tourism Dependent Communities funding ($19.4M)
- Targeted Regional Tourism Development Initiatives funding ($13.6M)
- Destination BC Recovery Marketing ($5M)
- Tourism Task Force ($50.25M)

Budget: Due to recent reorganization the divisional working budget is yet to be finalized.

Full Time Equivalents (FTEs): 19 full-time equivalents (at October 1, 2020)

Related Legislation:

- *British Columbia Enterprise Corporation Act (the Act as it relates to the B.C. Pavilion Corporation)*
- *Destination BC Corp. Act*
- *Hotel Guest Registration Act*
- *Hotel Keepers Act*
- *Tourism Act*

Organizational Chart:

Tab B

Appendix B

MINISTRY OF TOURISM, ARTS AND CULTURE
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
TSS	**Tourism Task Force**	Tamara Vrooman Chair 604-276-6501 tamara_vrooman@yvr.ca	New task force focused on reigniting B.C.'s tourism sector and enhancing its long-term competitiveness. Comprised of 11 business and industry leaders.	• Tourism sector recovery from COVID-19 • Longer-term planning for B.C. tourism
TSS	**Minister's Tourism Engagement Council**	Michelle Collens Chair Personal Information michelle.collens@vancouver.ca	The Council is a 28-member advisory group that provides advice on the issues and opportunities facing the tourism industry & informs implementation of the provincial tourism strategy.	• Tourism sector recovery from COVID-19
TSS	**Tourism Industry Association of BC**	Walt Judas CEO 778-953-0620 wjudas@tiabc.ca	A not-for-profit tourism industry association that advocates for the interest of BC's tourism industry	Advice/Recommentations • Re-opening borders in a careful and timely way.
TSS	**Aboriginal Tourism Association of BC**	Brenda Baptiste Chair 604 921-1070 Personal Information Brenda@aboriginalbc.com	The Aboriginal Tourism Association of BC is a non-profit, membership-based organization committed to growing and promoting a sustainable, culturally rich Aboriginal tourism industry.	• Provincial support and funding (Tourism)

Branch	Organization	Contact	Description	Key Issues
TSS	**Adventure Tourism Coalition**	Scott Benton, Coordinator Adventure Tourism Coalition 250.655.4103 scott.benton@wilderness-tourism.bc.ca Dave Butler Director of Sustainability and Chair CMH Heli-Skiing & Summer Adventures 250 426-3599 Cell Personal Information dbutler@cmhinc.com	The Adventure Tourism (AT) Coalition is a group of 19 organizations representing nature-based tourism activities in B.C. Activities represented by the coalition include mountain biking, skiing, fishing, hunting, wildlife viewing, guide outfitting, etc.	• Safe reopening of international borders (i.e. start with travel bubbles). • Improve business certainty with better government decision-making processes.
TSS	**Commercial Bear Viewers Association (CBVA)**	Tom Rivest, President Great Bear Nature Tours info@greatbeartours.com Katherine MacRae, Executive Director 604 762-7751 Personal Information	CBVA was formed to promote sustainable bear viewing in British Columbia and aid in the protection of wild bears and their ecosystems.	• Safe reopening of international borders. • Improve business certainty with better government decision-making processes.
TSS	**go2HR**	Reverend Ian Powell, Chair GM Inn at Laurel Point 250-386-8721 ian.powell@laurelpoint.com Krista Bax, CEO 604-633- 9787 kbax@go2hr.ca	BC's tourism human resource association, responsible for playing a lead role in executing the BC Tourism Human Resources Strategy.	• Support tourism HR needs as industry recovers. • Provide wider range of COVID-19 safety training.
TSS	**Guide Outfitters Association of BC**	Mark Werner, President 778 349-0105 president@goabc.org Scott Ellis, Executive Director 604 541-6332 ellis@goabc.org	The Guide Outfitters Association of BC, a non-profit society, was established in 1966 to represent guide outfitting. Represents 60-70% of the guide outfitters in BC.	• Safe reopening of international borders (i.e. start with travel bubbles). • Improve business certainty with better government decision-making processes.

Branch	Organization	Contact	Description	Key Issues
TSS	**Wilderness Tourism Association of BC**	Kevin Smith, President 250 881-3671 president@wilderness-tourism.bc.ca Scott Benton, Executive Director C: Personal Information executivedirector@wilderness-tourism.bc.ca	The Wilderness Tourism Association of British Columbia works to ensure a sustainable future for BC's wilderness tourism industry through leadership, advocacy and stewardship.	• Member of the Adventure Tourism Coalition • Nature based tourism and land use conflicts
TSS	**BC Restaurant and Food Services Association**	Ian Tostenson President & CEO P: 604 669-2239 C:Personal itostenson@bcrfa.com	The BCRFA is a collective group of over 3,000 restaurant professionals devoted to creating a favourable business environment for members.	• Access to labour including Temporary Foreign Workers Program • Restaurant guidelines and restrictions during COVID.
TSS	**Canada West Ski Areas Assoc. (CWSAA)**	Steve Paccagnan, Chair 778 484-5535 office@cwsaa.org Christopher Nicholson President and CEO C: Personal Information ceo@cwsaa.org	CWSAA is a not-for-profit trade assoc. that represents the Ski Areas of Western Canada. Areas of focus are government relations, media relations, marketing, safety & risk management and industry conferences.	• Access to labour via the Temporary Foreign Worker (TFW) program • Air access • Land tenure policies • Search and rescue funding • Climate change advocacy
TSS	**BC Lodging and Campgrounds Association (BCLCA)**	Patrick Gramiak President 250-864-4858 patrick@woodlakerv.com	The BCLCA is a not for profit trade association and consumer marketing organization and represents the interests of British Columbia's independently owned and operated small and mid-size lodging and campground/RV parks.	• Private campground closures Advice/Recommentations

Branch	Organization	Contact	Description	Key Issues
TSS	**Vancouver Airport Authority**	Tamara Vrooman President & CEO, Vancouver Airport Authority 604-276-6501 tamara_vrooman@yvr.ca	Key stakeholder in air access.	• Re-establishing airline connections to international destinations
TSS	**BC Hotel Association**	Ingrid Jarrett CEO 604-681-7164 ceo@bcha.com	The BCHA is the advocate and spokesperson for the interests of the hotel industry throughout BC with over 600 hotel and 200 associate members	• Liquidity for hotels, focus on Lower Mainland • COVID-19 impacts on workforce
TSS	**BC Destination Management Organization Association (BC DMOA)**	Nancy Small Chair 604-821-5477 nsmall@tourismrichmond.com	BCDMOA is a non-profit society advocating for over 61 community-based destination marketing organizations.	Advice/Recommentations
TSS	**City of Fernie (RMI)**	Ange Qualizza, Mayor 250 423-2233 ange.qualizza@fernie.ca	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery
TSS	**City of Kimberley (RMI)**	Don McCormick, Mayor 250 427-5311 Personal Information dmccormick@kimberley.ca	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery
TSS	**City of Revelstoke (RMI)**	Gary Sulz, Mayor 250 837-2161 gsulz@revelstoke.ca	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery
TSS	**City of Rossland (RMI)**	Kathy Moore, Mayor 250 362-7396 mayor@rossland.ca	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery

Branch	Organization	Contact	Description	Key Issues
TSS	**District of Tofino (RMI)**	Josie Osborne, Mayor 250 725-3229 osborne@tofino.ca	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery
TSS	**District of Ucluelet (RMI)**	Mayco Noel, Mayor 250 726-7744 mnoel@ucluelet.ca	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery
TSS	**Invermere on the Lake (RMI)**	Allen Miller, Mayor 250 342-9281 mayor@invermere.net	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery
TSS	**Resort Municipality of Whistler (RMI)**	Jack Crompton, Mayor 604 935-8101 mayor@whistler.ca	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery
TSS	**Sun Peaks Mnt Resort Municipality (RMI)**	Al Raine, Mayor 250 578-2020 araine@sunpeaksmunicipality.ca	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery
TSS	**Town of Golden (RMI)**	Ron Oszust, Mayor 250 344-2271 Personal Information ron.oszust@golden.ca	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery
TSS	**Town of Osoyoos (RMI)**	Sue McKortoff, Mayor 250 495-6515 smckortoff@osoyoos.ca	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery
TSS	**Village of Harrison Hot Springs (RMI)**	Leo Facio, Mayor 604 796-2171 lfacio@harrisonhotsprings.ca	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery
TSS	**Village of Radium Hot Springs (RMI)**	Clara Reinhardt, Mayor 250 347-6455 clara.reinhardt@radiumhotsprings.ca	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery

Branch	Organization	Contact	Description	Key Issues
TSS	**Village of Valemount (RMI)**	Owen Torgerson, Mayor 250 566-4435 otorgerson@valemount.ca	Receives funding from the Province through the Resort Municipality Initiative (RMI).	• Infrastructure funding • COVID-19 Recovery
TSS	**Thompson Okanagan Tourism Association**	Glenn Mandziuk, CEO 2280 Leckie Rd, Kelowna, BC V1X 6G6 Tel: 250 860 5999 ext. 216 Cell: Personal ceo@totabc.com Frank Antoine, Chair (2018-2020) Co-Owner, Moccasin Trails Inc., Chase	Regional Destination Management Association (RDMO) - Non-profit society delivering tourism marketing and development programs and resources at the regional level.	• Destination Development • COVID-19 Recovery • Regional Roles and Responsibilities
TSS	**Kootenay Rockies Tourism Association**	Kathy Cooper, CEO & Travel Trade 1905 Warren Ave, Kimberley, BC V1A 1S2 Tel: 250 427 4838 ext. 201 Cell: Personal Kathy@KootenayRockies.com Tom Rosner, Chair Resorts of the Canadian Rockies, VP Marketing & Sales 1505 17 Avenue SW Calgary, ABT2T 0E2 TRosner@SkiRCR.com	Regional Destination Management Association (RDMO) - Non-profit society delivering tourism marketing and development programs and resources at the regional level.	• Destination Development • COVID-19 Recovery • Regional Roles and Responsibilities

Branch	Organization	Contact	Description	Key Issues
TSS	**Cariboo Chilcotin Coast Tourism Association**	Amy Thacker, CEO 350 Barnard St, Williams Lake, BC V2G 4T9 Tel: 250 392 2226 Cell: Personal Information amy@landwithoutlimits.com Andre Kuerbis, Chair Owner - AFK Business Consulting and Services Tel: 250-217-6438 info@afk-consulting.com	Regional Destination Management Association (RDMO) - Non-profit society delivering tourism marketing and development programs and resources at the regional level.	• Destination Development • COVID-19 Recovery • Regional Roles and Responsibilities
TSS	**Tourism Vancouver Island**	Anthony Everett, President & CEO 501-65 Front St, Nanaimo, BC V9R 5H9 Tel: 250.740.1211 Cell: Personal Information anthony@tourismvi.ca Ian MacPhee, Chair Personal Information ianjmacphee@gmail.com	Regional Destination Management Association (RDMO) - Non-profit society delivering tourism marketing and development programs and resources at the regional level.	• Destination Development • COVID-19 Recovery • Regional Roles and Responsibilities
TSS	**Northern British Columbia Tourism Association**	Clint Fraser, CEO 1274 5 Ave, Prince George, BC V2L 3L2 Tel: 250.561.0432 ext 2. Cell: Personal Information clint@nbctourism.com Gladys Atrill, Chair Tourism Smithers 250.847.5072 gatrill@smithers.ca	Regional Destination Management Association (RDMO) - Non-profit society delivering tourism marketing and development programs and resources at the regional level.	• Destination Development • COVID-19 Recovery • Regional Roles and Responsibilities

Branch	Organization	Contact	Description	Key Issues
A & C	**BC Arts Council (BCAC)**	Susan Jackson Chair Personal Information	Created in 1995 under the Arts Council Act. The BCAC administers government grant funding in support of arts and cultural activity in communities across BC.	• Strategic direction of the BCAC
A & C	**British Columbia Alliance For Arts and Culture**	Brenda Leadlay Executive Director 604 681 3535 (209) brenda@allianceforarts.com	BC's arts information aggregator and a resource to the arts, culture and heritage community.	• COVID-19 recovery and resilience support
A & C	**British Columbia Museums Association (BCMA)**	Ryan Hunt Executive Director 250-356-5700 Personal Information executivedirector@museumsassn.bc.ca	Supports BC's museum, gallery, and related heritage communities through networking, advocacy, innovation, and professional development.	• COVID-19 recovery and resilience
A & C	**Canada Council for the Arts**	Simon Brault Director and CEO 613 566-4414, Personal Information director@canadacouncil.ca	Canada's National Public Arts Funder.	• COVID-19 recovery and resilience
A & C	**Chinese Canadian Museum Society of BC (CCMSBC)**	Grace Wong Chair Personal Information	Established in Spring 2020 to support the full establishment of the Chinese Canadian Museum.	• Establishment of the museum Advice/Recommentations Advice/Recommentations

Branch	Organization	Contact	Description	Key Issues
A & C	**First Peoples' Cultural Council (FPCC)**	Tracey Herbert CEO (250) 652-5952 tracey@fpcc.ca	A provincial Crown Corporation established in 1990 to administer the First Peoples' Heritage, Language and Culture Program.	• Program delivery and distribution of funds • Advising on preservation and fostering of First Nations languages, arts and other aspects of cultural development
Creative	**Motion Picture Production Industry Assoc. of BC (MPPIA)**	Peter Leitch, President 604-983-5555 peterl@nsstudios.ca Michelle Grady, Board member mgrady@imageworks.com	MPPIA is a member-based, non-profit organization dedicated to a strong future for B.C.'s motion picture production sector.	Advice/Recommentations • Diversity, equity and inclusion initiatives
Creative	**DigiBC**	Loc Dao and Rachel Kelly, temporary joint Executive Directors (Brenda Bailey – on leave) exec@digibc.org Jon Lutz, Board Chair team@digibc.org	DigiBC is a not-for-profit industry association representing B.C.'s video gaming, interactive, animation, and visual effects sectors.	• Supporting the interactive digital media sector during COVID-19 pandemic. • Interactive Digital Media Tax Credit (IDMTC).
Creative	**Canadian Media Producers Association (CMPA) – BC Branch**	Tracey Friesen, Managing Vice-President 778-654-5951 tracey.friesen@cmpa.ca	CMPA is a non-profit trade organization that works on behalf of over 75 B.C. companies engaged in the production and distribution of television, feature film, and digital media content.	• Advocating for B.C.'s fair share of federal funding. • Recovery of B.C.'s domestic motion picture industry. • Federal/provincial support to address lack of COVID-19 insurance coverage for domestic productions that need to halt due to COVID-19.

Branch	Organization	Contact	Description	Key Issues
Creative	**Creative BC**	Prem Gill, CEO, 604-730-2233 pgill@creativebc.ca Rob Bromley, Board Chair Personal Information	Independent, not-for-profit agency created by the Province to build the capacity of BC's creative sector. Creative BC works closely with the creative sector and administers the BC Film Tax Credit programs, Provincial Film Commission and programming for the motion picture industry, Amplify BC (music funding), and development and export marketing support.	• Facilitate the return of film production and work with industry to address emerging issues Advice/Recommentations • Diversity, Equity and Inclusion (Creative Pathways Initiative)
Creative	**Music BC**	Lindsay MacPherson, Executive Director 604-873-1914 lindsay@musicbc.org Patrick Aldous, Board President 604-684-6377 patrick@cfalaw.ca	Music BC is a non-profit society dedicated to providing information, education, funding, advocacy, awareness, and networking opportunities to develop and promote the growth and sustainability of the BC music community	• Status of live music sector as impacted by COVID-19 Health Order restrictions. • Safe re-opening Guidelines and protocols for music industry Advice/Recommentations
Creative	**Association Book Publishers of BC (ABPBC)**	Heidi Waechtler, Executive Director, 604-684-0228 heidi@books.bc.ca	ABPBC is a provincial association that works to support the long-term health and success of the Canadian-owned book industry in B.C. 30 members.	• COVID-19 recovery– B.C. publishers project 50% loss in revenues. Advice/Recommentations • Federal Copyright Act review: ensuring creators are compensated.

Branch	Organization	Contact	Description	Key Issues
Multi	**Multicultural Advisory Council (MAC)**	Tracy Wideman (Co-Chair) Personal Information 778 877-0274 Melanie Matining (Co-Chair) Personal Information	The Multicultural Advisory Council (MAC) is a legislated body created to provide advice to the Minister for Multiculturalism on issues related to multiculturalism and anti-racism. MAC also provides input and feedback into annual Multiculturalism Report and provincial Anti-Racism & Multiculturalism Awards	• MAC active in providing the Minister and Premier with advice on issues of race and racism. Advice/Recommentations
Multi	**Affiliation of Multicultural Societies and Service Agencies (AMSSA)**	Katie Rosenberger Executive Director krosenberger@amssa.org 604-718-2780	A province-wide umbrella organization, with over 80 member agencies who deliver services to immigrant newcomers across BC and promote diversity and inclusion.	• TAC does not have a formal funding relationship with AMSSA, although the organization can provide insight on anti-racism, diversity and inclusion priorities based on its members.
Multi	**Resilience BC Hub - Victoria Immigrant and Refugee Centre Society (VIRCS)**	Jane Hurtig Director jhurtig@vircs.bc.ca Personal Information	The Resilience BC Anti-Racism Network offers a multi-faceted, province wide approach and leadership in identifying and challenging racism. The program connects communities with information, supports and training to respond to and prevent incidents of racism and hate.	• The Resilience BC Hub will be keen to engage with the Minister to continue to develop a positive and collaborative relationship. • The hub is receiving $240,000 in 2020/21 to anchor the program, provide oversight, information sharing and resources, and coordinate training and anti-racism initiatives.

Branch	Organization	Contact	Description	Key Issues
Sport	**viaSport**	Charlene Krepiakevich, CEO 778-655-1753 charlenek@viasport.ca https://www.viasport.ca Jon Festinger, Chair jon@fblawstrategy.com 604-568-9192	viaSport is an independent, non-profit which operates as an umbrella organization that represents roughly 70 provincially focused organized sport organizations across BC and is the main alternative service delivery partner for government' investment in sport.	• Lead development and implementation of Return to Sport guidelines. • Assess impacts of COVID on sport organizations. • Allocate provincial and federal government COVID-19 relief funding for the sport sector. • Develop and implement Safe Sport program.
Sport	**Indigenous Sport, Physical Activity and Recreation Council (ISPARC)**	Rick Brant Executive Director Personal Information rbrant@isparc.ca http://isparc.ca Corinne McKay, President	The Indigenous Sport, Physical Activity and Recreation Council oversees implementation of the Aboriginal Sport, Recreation and Physical Activity Strategy and Team BC participation at the North American Indigenous Games.	• Monitor impact of COVID-19 on communities and implement Return to Activity Guidelines for Indigenous sport. Advice/Recommentations • Manage B.C.'s participation in the North American Indigenous Games (2020 Games have been postponed due to COVID).

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

TAC - Non Crown Agencies

Position	Institution	Authority for Appointment	Expiry Date
Susan Jackson, Chair	BC Arts Council	Arts Council Act	December 31, 2020
Kirandeep Dhaliwal, Member	BC Arts Council	Arts Council Act	December 31, 2020
Advice/Recommentations	Multicultural Advisory Council	Multiculturalism Act	November 12, 2020
	Multicultural Advisory Council	Multiculturalism Act	November 12, 2020
	Multicultural Advisory Council	Multiculturalism Act	November 12, 2020

Tab D

MINISTRY OF TOURISM, ARTS AND CULTURE

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
BC Games Society
BC Pavilion Corporation
Destination BC
Knowledge Network
Royal BC Museum

Appendix D

BRIEFING NOTE

CROWN AGENCIES

Name: BC Games Society

Legislative Authority: N/A

Mandate:
The BC Games Society (BCGS) is a service delivery Crown agency. The BCGS was established as a non-profit society under the *Societies Act* with a mandate to oversee provincial competitive sport events that will serve as preparation for higher-level competition and provide opportunities for participation and community development. BCGS promotes sport participation and achievement across B.C. and helps build communities' ability to attract and host major events.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Sime	Mark	Ex-Oficio/Member	Ministerial Letter	2020-06-30	June 30, 2021
Parisien	Breeanne	Member	Ministerial Letter	2018-05-14	June 30, 2022
Rai	Pam	Member	Ministerial Letter	2018-05-14	June 30, 2022
Ulmer	Christine	Member	Ministerial Letter	2020-06-30	June 30, 2021
Remesz	Nicole	Member	Ministerial Letter	2020-06-30	June 30, 2021
Martin	James Wright	Member	Ministerial Letter	2017-01-31	June 30, 2021
Naka	Wayne	Member	Ministerial Letter	2019-01-31	June 30, 2021
Paterson	James Scott	Chair	Ministerial Letter	2017-01-31	June 30, 2021
Peter	Richard	Member	Ministerial Letter	2019-01-31	June 30, 2021
Planella	Veronica	Member	Ministerial Letter	2019-01-31	June 30, 2021
Bruce	Charles	Member	Ministerial Letter	2019-01-29	June 30, 2022
Watson	Laura Jane	Member	Ministerial Letter	2017-01-31	June 30, 2022
Webster	Laura Michelle	Member	Ministerial Letter	2017-01-31	June 30, 2022
Wright-Simms	Pansy	Member	Ministerial Letter	2019-01-31	June 30, 2022

Appointments required:

- There are no appointments required within 90 days.

Issue(s):

Cabinet Confidences

- **60 day issue –**
- **60 day issue –** A winner has been selected for the newly created Karina LeBlanc award, which provides $1,000 to recognize an individual's significant work and dedication to developing sport in their community

Advice/Recommentations

Key Contact:

- Alison Noble
- President and CEO
- 250-387-4684

Appendix D

BRIEFING NOTE

CROWN AGENCIES

Name: BC Pavilion Corporation (PavCo)

Legislative Authority: *British Columbia Enterprise Corporation Act*

Mandate:
To generate economic and community benefit for the people of British Columbia through prudent management of public facilities.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Aikenhead	Ian	Chair	Shareholder Consent Resolution	2018-08-07	At pleasure
Cahill	Clifford	Director	Shareholder Consent Resolution	2018-08-07	At pleasure
Coughlan	Flavia	Director	Shareholder Consent Resolution	2018-08-07	At pleasure
Guerrera	Carla	Director	Shareholder Consent Resolution	2018-08-07	At pleasure
Harris	Roderick	Director	Shareholder Consent Resolution	2018-08-07	At pleasure
Point	Gwendolyn	Director	Shareholder Consent Resolution	2018-08-07	At pleasure
Rai	Jatinder	Director	Shareholder Consent Resolution	2016-10-21	At pleasure

Appointments required:

- There are no appointments required within 90 days.

Issue(s):

- **30 day issue**. Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

- **60 day issue.** Cabinet Confidences; Advice/Recommentations

Key Contact:

- Amber Mattock
- Senior Director

Personal Information

Appendix D

BRIEFING NOTE

CROWN AGENCIES

Name: Destination BC (DBC)

Legislative Authority: *Destination BC Corp. Act*

Mandate:

- DBC's mandate is to fulfil several key marketing and leadership responsibilities critical to the long-term, sustainable growth of BC's tourism industry. Market British Columbia domestically, nationally and internationally as a tourist destination;
- Promote the development and growth of the tourism industry in British Columbia to increase revenue and employment in, and the economic benefits generated by, the industry by: Providing support for regional, sectoral and community tourism marketing; Providing industry leadership in tourism marketing; Promoting training and development in relation to tourism marketing; Providing support for visitor centres; and Conducting tourism-related market research;
- Enhance public awareness of tourism and its economic value to British Columbia;
- Provide advice and recommendations on tourism-related matters; and
- Administer and perform agreements assigned to it by the Minister.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Blackeney	Amy	Member	Order in Council	2020-07-31	July 31, 2023
Wright	Randall	Member	Order in Council	2020-07-31	July 31, 2023
Black	Dawn	Chair	Order in Council	2018-07-12	July 31, 2021
McKay	Joel	Member	Order in Council	2018-07-12	July 31, 2023
Vaugeois	Nicole	Member	Order in Council	2018-07-12	July 31, 2022
Wilson	Penny Roberta	Member	Order in Council	2017-12-31	December 31, 2020
Bouman	Sheila	Member	Order in Council	2018-12-10	December 10, 2021
Neasloss	Douglas	Member	Order in Council	2018-12-10	December 10, 2021
Hannah	Linda	Member	Order in Council	2018-12-31	December 31, 2021

Appointments required:

Advice/Recommentations; Personal Information

- **60 Days:** Penny Wilson's term expires on December 31, 2020. Advice/Recommentations; Personal Information

Issue(s):

Cabinet Confidences

- **30 day issue.** Cabinet Confidences

Cabinet Confidences

- **30 day issue.**
- **60 day issue.**

Key Contact:

- Suzanne Ferguson, Executive Director, 250-415-3451

Appendix D

BRIEFING NOTE

CROWN AGENCIES

Name: Knowledge Network Corporation

Legislative Authority: *Knowledge Network Corporation Act*

Mandate:
The purposes of the corporation, as British Columbia's public education broadcaster, is to

a) carry on the business of broadcasting and communications to provide unique, quality educational programming to British Columbians,
b) promote life-long learning in British Columbia by providing quality educational programming,
c) inform and educate British Columbians about their province and about issues that are relevant to them,
d) provide British Columbians with a unique television experience, and
e) collaborate with the independent television and web media production sectors in British Columbia.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
O'Shea	Anne	Director	Order in Council	2019-12-31	December 31, 2020
Ahmed	Sarf	Director	Order in Council	2018-05-22	December 31, 2021
Chouhan	Sukvinder	Director	Order in Council	2020-06-29	December 31, 2021
Cheema	Chamkaur Singh	Vice-Chair	Order in Council	2015-11-30	December 31, 2021
Manuel	Doreen Mary	Director	Order in Council	2018-05-22	December 31, 2021
Karagianis	Maurine	Chair	Order in Council/MO	2018-07-31	December 31, 2022
Mattia	Marie	Director	Order in Council	2020-06-29	December 31, 2021
Martin	Gerrold (Gerry)	Director	Order in Council	2016-12-20	December 31, 2022
Munro	Eve	Director	Order in Council	2020-04-03	December 31, 2021

Appointments required:

- **60 Days:** Anne O'Shea's term expires on December 31, 2020. Advice/Recommentations

Issue(s):

- Dueto COVID-19, there has been a slow-down in overall production levels, and an increase in global demand for new content, which has resulted in a shortage of product. This has also resulted in higher costs and competition when KN seeks to acquire new programming.
    - Funds are being diverted from other areas to support the increase in costs.
    - Most of KN's own commissioned projects are in post-production and are not impacted significantly. New commissioned projects, however, are delayed due to the pandemic.

Advice/Recommentations

Key Contact:

- Rudy Buttignol
- President & CEO
- 604-431-3118

Appendix D

BRIEFING NOTE

CROWN AGENCIES

Name: Royal BC Museum (RBCM)

Legislative Authority: *Museum Act*

Mandate:
Under Section 4 of the *Museum Act*, the purposes of the Corporation are:

a) to secure, receive and preserve specimens, artifacts and archival and other materials that illustrate the natural or human history of British Columbia;
b) to hold and manage the archives of the government;
c) to increase and communicate knowledge of the natural and human history of British Columbia by research, exhibits, publications and other means;
d) to serve as an educational organization;
e) to develop exhibits that are of interest to the public;
f) to manage, conserve and provide access to the collection;
g) on the request of the government, to manage cultural and heritage facilities designated by the government;
h) to perform functions usually performed by a museum and archives.

Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Lee	Lenora	Director	Order in Council	2020-07-31	July 31, 2021
Wesik	Peeter	Director	Order in Council	2015-07-27	July 31, 2021
Beaubien-Mattrick	Nanon	Director	Order in Council	2020-04-03	July 31, 2021
Collison	Nika	Director	Order in Council	2018-06-18	July 31, 2022
Aird	Karen	Director	Order in Council	2020-07-31	July 31, 2021
King	Wendy	Vice-Chair	Order in Council	2018-06-18	July 31, 2021
Muzyka	Daniel	Chair	Order in Council	2018-12-31	July 31, 2022
O'Brien	Edward (Michael)	Director	Order in Council	2016-06-09	July 31, 2022
Stephens	Ratana	Director	Order in Council	2018-10-01	July 31, 2022
Jawl	Robert	Director	Order in Council	2019-06-03	July 31, 2022

Appointments required:

- There are no appointments required within 90 days.

Issue(s):

- **30-day issue:** Cabinet Confidences; Advice/Recommentations

Cabinet Confidences; Advice/Recommentations

- **60-day issue** Advice/Recommentations

Advice/Recommentations

- **60-day issue:** Cabinet Confidences

Cabinet Confidences

Cabinet Confidences

- **60-day issue**
- **Ongoing:** In response to recent allegations of systemic racism and a toxic workplace by a staff member, RBCM brought in a diversity and inclusion consultant.

Advice/Recommentations

Key Contact:

- Brian Jonker, Executive Director, (250) 217-3991

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
Punjabi Literature Week	TBC	Oct. 28-Nov. 3	N/A
Diwali	TBC	Nov 14	N/A
Multiculturalism Week	TBC	Nov. 15-21	N/A
Holdomor Memorial Day (Ukranian Famine)	TBC	Nov. 27	N/A
Advice/Recommentations			
St. Andrew's Day	TBC	Nov. 30	N/A
Advice/Recommentations			
ISPARC Minister's call		Nov (date TBD)	N/A
Whistler Film Festival	TBC	Dec. 1-20	Whistler
International Day to Commemorate the Victims of Genocide (UN)	TBC	Dec. 9	N/A
International Human Rights Day (UN)	TBC	Dec. 9	N/A
Yalda Night (Iranian)	TBC	Dec. 21	N/A
Hannukah	TBC	Dec. 10-18	N/A
Tamil Heritage Month	TBC	January	N/A
International Day of Commemoration in Memory of Victims of the Holocaust (UN)	TBC	Jan. 27	N/A
Anniversary of Quebec City Mosque shooting	TBC	Jan. 29	N/A
Lunar New Year (Chinese, Korean, Vietnamese)	TBC	Feb. 12	N/A

Tab 6

Tab A

Appendix A-1

MINISTRY PROFILE

Ministry: Transportation & Infrastructure

The Ministry of Transportation and Infrastructure ensures safe and efficient movement of people and goods, access to services people count on, and economic sustainability and prosperity, across British Columbia.

The ministry is responsible for transportation modes including road, rail, air, transit, ferry, port and active transportation (walking, cycling, etc.) and its contributions to these modes range from emergency response, enforcement, operations, maintenance, preservation and expansion, project delivery, transportation investment, oversight to policy which respects diversity and inclusion as well as Indigenous reconciliation.

Ministry Mandate:
The Ministry of Transportation and Infrastructure plans integrated transportation networks, provides transportation services and infrastructure, develops and implements transportation policies, and administers many related acts, regulations and federal-provincial funding programs optimizing and integrating investment decisions related to transportation, economic development and climate action.

The ministry invests in major projects (e.g. Broadway Subway Project and Pattullo Bridge Replacement), highway rehabilitation and side road improvements. The ministry provides operating grants to BC Transit and invests capital in BC Transit and TransLink infrastructure. The ministry also cost-shares with communities through programs such as the British Columbia Air Access Program and Active Transportation Infrastructure Grant Program which help local communities with improvements to their airports and active transportation infrastructure respectively. As well, the ministry pays for coastal ferry services provided by BC Ferry Services Inc., a company independent of government.

The ministry is responsible for four Crown corporations: the BC Transportation Financing Authority (BCTFA); BC Railway Company (BCRC); Transportation Investment Corporation (TI Corp); and BC Transit.

Budget:
Table 1 - Ministry Operating Expenses ($000)[3]

Core Business Area	2019/20 Restated Estimates[1]	2020/21 Estimates[2]	2021/22 Plan	2022/23 Plan
Transportation and Infrastructure Improvements	16,987	16,637	10,961	10,961
Public Transportation[4]	348,321	350,248	357,385	357,385
Highway Operations	544,168	545,541	546,951	546,951
Commercial Transportation Regulation	3,208	3,274	3,343	3,343
Executive and Support Services	12,932	13,220	13,500	13,500
Total	**925,616**	**928,920**	**932,140**	**932,140**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Highway Operations	2,885	5,383	4,135	4,060
Total	**2,885**	**5,383**	**4,135**	**4,060**

Table 2 - Provincial Transportation Investments

$ millions	Update Forecast 2019/20	Budget Estimate 2020/21	Plan 2021/22	Plan 2022/23	Plan 2023/24	Plan 2024/25	Five Year Total
Highway Corridor Rehabilitation	213	265	285	286	Advice/Recommentations; Government Financial Information		
Side Road Improvements	109	110	110	115			
Pattullo Bridge Replacement	135	254	310	277			
Highway 1 to the Alberta Border 4-laning	60	244	387	413			
Broadway Subway to Arbutus	31	245	396	470			
Transit Infrastructure	146	192	193	310			
Transportation & Trade Network Reliability [1]	272	314	241	158			
Safety Improvements	52	30	29	29			
Community and other programs	22	23	13	13			
Total Provincial Investment	**1,040**	**1,677**	**1,964**	**2,071**			
Investment funded through contributions from other partners	352	415	627	610			
Total Investments in transportation infrastructure [2]	**1,392**	**2,092**	**2,591**	**2,681**			

Table 1:

[1] For comparative purposes, the amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

[2] Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

[3] Operating expenses are reported net of funding from external sources, primarily the BC Transportation Financing Authority.

[4] Public Transportation operating expenses include government contributions towards public transit and coastal ferry services.

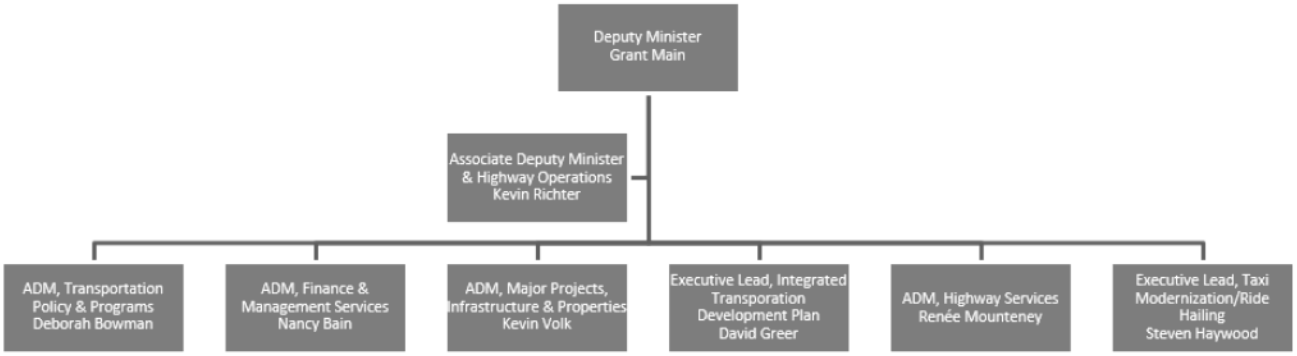
Table 2:

[1] Includes funding for George Massey Crossing

[2] Total investments include operating and capital spending

Full Time Equivalents (FTEs): 1,563

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

Grant Main
Deputy Minister
Ministry of Transportation & Infrastructure

Grant Main is Deputy Minister of the Ministry of Transportation and Infrastructure, appointed in March 2011. He is also a Director of the Transportation Investment Corporation, a member of a range of major capital project boards in different sectors, Chair of the BC Rail Corporation, and sits on a number of Deputy Minister Committees.

Much of Grant's public service career has been focussed on infrastructure policy, project management, delivery and finance as well as leading a range of high-profile challenging policy and operational priorities for government. Grant is a graduate of Economics from the University of Victoria and he has been a public servant for over 30 years.

Before his appointment as Deputy Minister of the Ministry of Transportation and Infrastructure, Grant served as Deputy Minister of the Ministry of Healthy Living and Sport from June 2008 to October 2010 and Deputy Minister of Community, Sport and Cultural Development from October 2010 to March 2011. Prior to this, he was with Partnerships BC for six years as the Vice- President, Partnerships Services. He has also held positions in Treasury Board Staff and the Ministries of Finance, Advanced Education, and Economic Development. Prior to the public service Grant worked in the private sector in a number of different fields. Grant was also an Olympic athlete.

EXECUTIVE MEMBER BIOGRAPHY

Nancy Bain
Assistant Deputy Minister
Finance and Management Services
Ministry of Transportation and Infrastructure

Nancy has been with the Ministry since March 2009 as our ADM of Finance and Management Services. Nancy has a degree in Psychology from the University of Victoria and is a Chartered Accountant. She began her career in the provincial government in 1992 with Treasury Board Staff. During her career in the public service, Nancy has held a number of senior financial positions including six years as the Chief Financial Officer for the British Columbia Ambulance Service.

As our ADM of Finance, Nancy is responsible for the following branches: Financial Management; Finance Major Projects; Information Management; FOI; Crown Agencies and Strategic Human Resources.

Nancy is responsible for all financial, budgeting, forecasting, accounting, reporting and debt management for the ministry and the BC Transportation Financing Authority, government's largest taxpayer supported Crown Agency. Her responsibilities also include financial oversight for the Transportation Crown Agencies and other entities (BC Transit, TI Corp, BC Rail, BC Ferries and TransLink).

Nancy's other responsibilities include leading the Information Management Branch who manage the ministry's suite of custom IT infrastructure supporting critical systems such as avalanche and weather services and Drive BC.

The ministry Strategic Human Resources Branch supports approximately 1500 FTE's in a variety of services and initiatives such as succession planning and leadership development.

EXECUTIVE MEMBER BIOGRAPHY

Deborah Bowman
Assistant Deputy Minister
Transportation Policy and Programs
Ministry of Transportation and Infrastructure

Deborah joined the BC Public Service in 2002 after a successful 15-year career in the private sector. She has held several senior executive positions in a variety of provincial ministries and over the past 18 years she has implemented a number of key government priorities in both the economic and social sectors. Recognized for her strong leadership ability and readiness to assume more challenging and complex roles, in 2011, she accepted her first ADM appointment as ADM Talent Management in the Public Service Agency where she led talent management programs for over 30,000 employees working in the BC Public Service.

In 2014, Deborah was appointed as ADM Policy and Programs in the Ministry of Transportation and Infrastructure where she is responsible for several high profile and challenging files focused on the delivery of transportation policy and programs across British Columbia. Her portfolio includes all aspects of strategic transportation policy, legislation and regulation as well as responsibility for the Marine Branch, Policy and Legislation Branch, oversight of BC Transit and transit policy as well as transportation programs such as cycling, airport and Active Transportation grants, Corporate Planning, Programs and Strategic Initiatives Branch, Active Transportation and Clean BC, as well as Inter-Jurisdictional Programs (federal/provincial and Washington State/BC). Deborah holds a Master's degree in International and Intercultural communications from Royal Roads University and lives in Victoria.

Deborah's key responsibilities include:

- Establishing and implementing provincial transportation policies and legislation;
- Delivery of coastal ferries services through the Coastal Ferry Services Contract with BC Ferries and for Inland ferry service delivery in BC;
- Transit services delivered through BC Transit and fed/prov funding for BC Bus North, the Highway 16 Action Plan and Intercity bus service;
- Ensuring transportation policies and programs support Clean BC initiatives and implementing an Active Transportation Strategy Policy and Framework for BC; and,
- Ensuring provincial alignment with federal, provincial and territorial transportation policies and programs.

EXECUTIVE MEMBER BIOGRAPHY

Renée Mounteney
Assistant Deputy Minister
Highways Services
Ministry of Transportation & Infrastructure

Renée Mounteney has been Assistant Deputy Minister of the Highway Services department since April 2019. Prior to her appointment as Assistant Deputy Minister, Renée was the Executive Project Director for the Broadway Subway project and the Executive Director, Infrastructure Development within the Major Projects, Infrastructure and Properties Department.

Renée has a Master of Business Administration from Athabasca University which she obtained while working for the Province. Through this online MBA program, Renée was able to learn alongside a variety of people in different roles both private and public sector who worked all over the world.

As the Assistant Deputy Minister of Highways Services, Renée is responsible for the corporate oversight and provincial accountability for the following key areas; Commercial Vehicle Safety and Enforcement, Construction and Maintenance, Development Services, Engineering Services and the Chief Engineer, Emergency Programs, Indigenous Relations, Passenger Transportation, Procurement Contract and Risk Management Services, and Transportation Services.
Renée was also named the lead for the Ministry for COVID-19.

Renée's career with the ministry began in 1989 in Nelson working in the Kootenays Regional Office (which has since been combined into the Southern Interior Region). Renée has had a varied career in public service in several locations, although over her 31 years with the Province, she has largely been with our ministry. Her roles have been in Finance as a regional manager, Highway Operations as a District Manager and then as a Deputy Director. Renée has also spent some time with the ministries of Forests, Lands, Natural Resource Operations and Rural Development; Children and Families; and Education. Her varied experience in different roles and different locations throughout the province has given Renée an appreciation for the unique challenges and opportunities that exist in B.C. and the role that the ministry has in supporting its citizens.

EXECUTIVE MEMBER BIOGRAPHY

Kevin Volk
Assistant Deputy Minister
Major Projects, Infrastructure & Properties
Ministry of Transportation and Infrastructure

Kevin Volk rejoined the Ministry of Transportation and Infrastructure in 2018 as the Assistant Deputy Minister of the Major Projects, Infrastructure and Properties Department. In this role, he oversees all aspects of planning, programming, procurement and major project delivery within the province. This includes the development and management of the provincial 10-year Transportation Investment Plan, management of federal cost sharing programs, delivery of the major transportation projects throughout the province, and the Ministry's real estate portfolio.

Before rejoining the Ministry of Transportation and Infrastructure, Kevin was the Assistant Deputy Minister, Community and Legislative Services with the Ministry of Municipal Affairs and Housing. In this role, he was responsible for the Province's oversight of TransLink's legislation, funding and governance, as well as property assessment services (including the BC Assessment Authority) and the Community Gaming Grants program.

Kevin has a Bachelor of Applied Science in Civil Engineering from the University of British Columbia and a Master's in Public Administration from the University of Victoria. Kevin is also a professional engineer.

EXECUTIVE MEMBER BIOGRAPHY

Kevin Richter
Associate Deputy Minister
Highway Operations Department, Ministry of Transportation & Infrastructure

Kevin's 25+ years of service with the ministry has included a variety of roles including: Associate Deputy Minister (since December 2018), Assistant Deputy Minister – Highways (2015 to 2018) and Assistant Deputy Minister - Infrastructure, Major Projects, and Policy/Planning (2009 to 2015).

Building on his Bachelor's Degree in Geological Engineering and Master's Degree in Civil Engineering from the University of British Columbia, Kevin, as a professional engineer for over 30 years, has gained extensive experience in the mining industry, oil and gas industry, heavy civil construction sector, and geotechnical/civil engineering consulting services sector.

Since starting his career with the ministry, Kevin has worked and lived in many communities throughout rural British Columbia and has had the opportunity to be involved in a diverse array of engineering, construction, operations, and management experiences. The opportunities to meet and hear from citizens, local governments and Indigenous People across British Columbia has been rich and rewarding. The relationships fostered have made an impact on his perspective and understanding of issues across the province and has deepened his appreciation for the importance of the ministry's role in making the province safer, stronger and better for all British Columbians.

As the Associate Deputy Minister of Highway Operations, Kevin is responsible for operating, maintaining, rehabilitating and expanding our road and highway network. He is also the champion for leading the ministry's reconciliation journey with First Nations peoples.

EXECUTIVE MEMBER BIOGRAPHY

David Greer
Executive Lead
Integrated Transportation and Development Planning
Ministry of Transportation and Infrastructure

David is the Executive Lead for Integrated Transportation and Development Planning and Container Trucking and is the Ministry Ethics Advisor. He is also the Ministry lead for the cross-jurisdictional Ultra-High-Speed Rail initiative with Oregon and Washington State; member of the Executive Steering Committee for TransLink and Metro Vancouver's Transport 2050 and Metro 2050 transportation and regional growth plans; and the Federal Territorial and Provincial lead on Urban Mobility.

David has held a variety of positions in the BC Public Service, beginning in 1994 with the former BC Forest Service Protection Branch as a forest firefighter in the Unit Crew program. He continued as a wildland firefighter for 12 seasons with the Valhalla Unit Crew based out of Slocan, B.C., and the Coastal Unit Crew in Abbotsford.

Following a stint as a producer for CBC radio in Toronto, David moved to the Public Affairs Bureau (now known as Government Communications & Public Engagement) in 2006 and held successive positions until he became the Communications Director for (what was then) the Ministry of Labour and Citizens' Services. In 2012, he became the Executive Director in Citizens' Services Real Property Division.

David joined the Ministry of Transportation and Infrastructure in August 2016 as Executive Director for the Properties and Land Management Branch. In October 2016, and for close to two years, also served as Executive Director of the Pacific Gateway Branch (now Integrated Transportation and Planning). He became the Executive Lead of the Integrated Transportation Development Plan and Container Trucking in January 2019.

David has a B.A in English Literature, and a Post Baccalaureate degree in Communications from Simon Fraser University.

EXECUTIVE MEMBER BIOGRAPHY

Steven Haywood
Executive Lead
Taxi Modernization and Ride Hailing
Ministry of Transportation and Infrastructure

Steven is the Executive Lead for Taxi Modernization and Ride Hailing, appointed in December 2018. Steven also holds the positions of Executive Director and Registrar of the Passenger Transportation Branch and Executive Director for Commercial Vehicle Safety & Enforcement.

The bulk of Steven's public service career has been focused on regulatory policy making, driver and vehicle compliance operations, and the establishment and maintenance of national and international commercial vehicle safety standards. Steven has been a public servant for over 25 years.

Prior to his appointment as Executive Lead Taxi Modernization and Ride Hailing, Steven provided leadership and legislative authority as Director of Commercial Vehicle Safety and Enforcement from June 2014 to Dec 2018. Additionally, Steve has represented British Columbia at the Canadian Council of Motor Transport Administrators since 2014, chairing the Compliance and Regulatory Affairs committee from June 2017 to June 2019. As well, Steven currently sits on the Transport Canada led School Bus Safety Task Force and the Vulnerable Road Users Task Force.

FINANCE & MANAGEMENT SERVICES DEPARTMENT

ADM Responsible: Nancy Bain, ADM Finance and Management Services

Core Business/ Program Area Description/Critical Business Processes:

The business area supports all ministry programs providing leadership, direction and advice in financial management, financial oversight of crown agencies, strategic human resources; information systems and security; information and privacy management; and facilities.

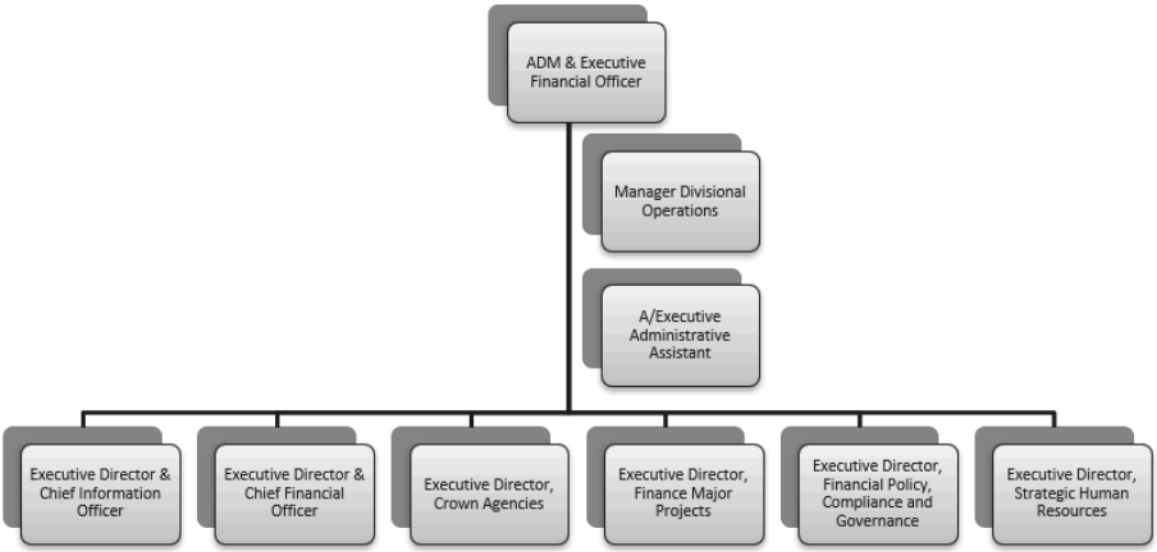
Budget: Net Operating Budget: Government Financial Information

Full Time Equivalents (FTEs): 150

Related Legislation:

- *Financial Administration Act*
- *Financial Information Act*
- *Freedom of Information and Protection of Privacy Act*
- *Public Service Act*
- *Balanced Budget and Ministerial Accountability Act*
- *Transportation Act*
- *BC Transit Act*
- *BC Railway Act*
- *Transportation Investment Act*
- *Coastal Ferry Act*
- *South Coast British Columbia Transportation Authority Act*

Organizational Chart:



TAXI MODERNIZATION AND RIDE HAILING

ADM Responsible: Steven Haywood, Executive Lead

Core Business/ Program Area Description/Critical Business Processes:

Create a legislative and regulatory regime to modernize the taxi industry and enable app-based ride hailing to legally enter BC in a safe and progressive manner.

The new regulatory framework is designed to:

- Enable a consistent and predictable regulatory framework for ride-hailing across the province;
- Ensure a high level of safety and public confidence;
- Establish a system that allows for economic viability of the existing taxi industry while enabling ride-hail operators to provide additional transportation services;
- Reduce the regulatory burden for both industry and municipal governments;
- Enhance compliance and enforcement of taxi and ride-hail regulations across the province; and
- Protect accessible services for vulnerable sectors of the population.

This work was split out into portfolios:

- Modernize the taxi industry through:
  - a one-time 15% increase in the number of taxis operating
  - allow for split shift taxis, thus providing opportunity to maximize the assets that a taxi company has
  - provide the ability for taxis to modify rates at nonpeak times to remain competitive
- Create an insurance product that reflects the actual distance-based use of ride hail personal vehicles as well applying the new product to the taxi industry
- Create a system of retaining data of passenger directed vehicles in BC, so as to provide the Registrar of the Passenger Transportation Branch as well as the Passenger Transportation Board the ability to make evidence based decisions when addressing applications for passenger transportation vehicles as well as to assist with compliance and enforcement activities
- Create a regulatory environment that holds ride hail and taxi to the same safety expectations across the province; including driver license class, criminal and driver record checks, vehicle inspections, and adherence to the National Safety Code. BC has the highest safety expectations in all of Canada.
- Enact a $.30 per trip fee on all ride hail vehicle trips, Advice/Recommentations

Advice/Recommentations

Budget:

No budget assigned to the file, expectation to incorporate Executive Lead salary into existing budgets within the Ministry

Full Time Equivalents (FTEs): 1 – Executive Lead position

Related Legislation:

- *Passenger Transportation Act and Regulations*
- *Motor Vehicle Act and Regulations*
- *Insurance Vehicle Act and Regulations*
- *Policies established by the Registrar Passenger Transportation Branch and the independent tribunal Passenger Transportation Board*

Organizational Chart:

No chart available, staff working the project come from the Transportation Policy and Programs Branch, The Passenger Transportation Branch, Commercial Vehicle Safety and Enforcement, MOTI Information Management Branch, PSSG, AG, and ICBC.

HIGHWAY OPERATIONS DEPARTMENT

Associate DM Responsible: Kevin Richter, Highways Operations Department

Core Business/ Program Area Description/Critical Business Processes:

The Associate Deputy Minister leads and coordinates cross-ministry initiatives, manages partnerships with public and private sector organizations and provides overall ministry direction in Indigenous relations and grows internal Indigenous cultural awareness. The Associate Deputy Minister's office delivers Highways Capital Upgrades across the Province and leads the Highways Operations. Provides executive leadership within the organization, works to further the strategic corporate agenda of government and ensures the highest quality with continuous improvement in project development, project management and delivery services.

The Highways Operations Department spans across 3 Regions and 11 districts.

South Coast Region
- Lower Mainland
- Vancouver Island

Southern Interior Region
- Rocky Mountain District
- Okanagan-Shuswap District
- Thomas-Nicola District
- Cariboo Districts

Northern Region
- Peace District
- Fort George District
- Bulkley-Stikine District
- Skeena District

Highway Operations is responsible for all aspects of the provincial highway system. The highway network consists of:
- 47,000+ km highway and side roads
- 2,900+ bridges and more than 1,200 other structures such as retaining walls and snow sheds
- 14 inland ferry routes
- 802 traffic signals
- 31 commercial inspection stations
- 450+ (Installation and Maintenance) webcam locations and 189 weather stations

Key programs within the Highway Operations Department are:
- **Maintaining and Operating Highways:** Private contractors in 28 service areas deliver road maintenance services such as snow plowing, sanding and salting, pothole repair, and ditching. Ministry staff monitor these contractors to ensure they are meeting the ministry's maintenance standards. In addition, ministry staff manage the avalanche program which includes nearly 1,400 avalanche paths throughout the province.
- **Highway Preservation:** Regional staff deliver projects throughout the province that preserve and rehabilitate the highway system. Within the preservation program are the following subprograms:
  - Road Resurfacing Program
  - Bridge Rehabilitation/Replacement Program
  - Safety Program
  - Rock/Slope Program
  - Enhanced Community Safety Program
  - Sideroad Program
  - Oil and Gas Program
- **Highway Expansion and Upgrading:** Regional staff plan, design and deliver large projects that add capacity and improve safety and mobility on the highway system. Examples of projects within this program include: Highway 1 - Trans-Canada Highway corridor improvements, Highway 7 corridor improvements, West Fraser Road repairs, Highway 1 Malahat safety Improvements and the Highway 1 216 Street to 264 Street.
- **Emergency Response:** Regional staff respond to natural disasters, including flooding, landslides, washouts and rockfalls. Ministry staff and maintenance contractors are typically first on the scene and quickly mobilize crews and equipment to protect property and restore access.

- **Commercial Vehicle Safety and Enforcement (CVSE):** Regional staff ensure the safe movement of goods, enforce commercial vehicle safety, inspect more than 30,000 trucks, buses and taxis annually, administer more than 2,700 designated inspection facilities and issue 120,000 permits for overweight or oversized trucks.
- **Regional Indigenous Relations:** Highway Operations Indigenous relations staff engage with First Nations and Indigenous people in several areas, such as, resolving tenure of highways through First Nation lands, employment and training opportunities on major construction projects, archeological investigations and protection of special sites. Indigenous Relations staff provide strategic advice to ministry staff and coordinate with other agencies to ensure ministry initiatives support broader government objectives.
- **Development Services and Permits**: Regional staff are responsible for subdivision approval in rural B.C., as well as zoning and subdivision near main highways within municipalities. Staff also review and approve approximately 3,800 permits annually for utilities, pipelines, driveways and other improvements within the highway rights of way.

Budget: Government Financial Information

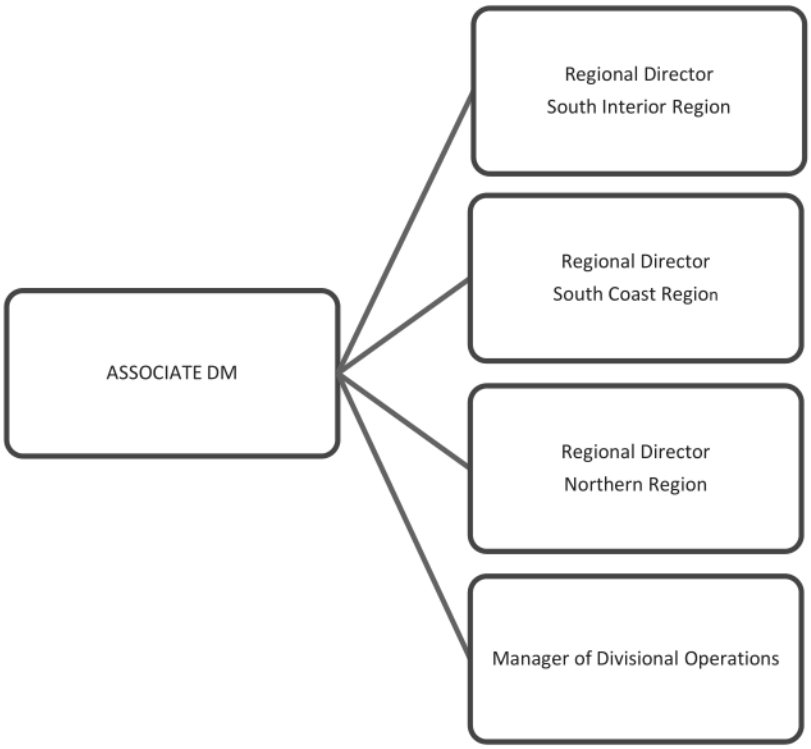
Net Operating Budget:

Full Time Equivalents (FTEs): 819

Related Legislation:

- *Transportation Act*
- *Motor Vehicle Act*
- *Transport of Dangerous Goods Act*
- *Commercial Transport Act*
- *Land Title Act*
- *Industrial Roads Act*

Organizational Chart:



HIGHWAY SERVICES DEPARTMENT

ADM Responsible: Renée Mounteney, Highway Services

Core Business/ Program Area Description/Critical Business Processes:

The Highway Services Department is responsible for the corporate oversight and provincial accountability of the following key transportation-related areas;
Commercial Vehicle Safety and Enforcement is responsible for the development and maintenance of commercial vehicle safety programs and policy across the province. The branch also oversees the Commercial Transport, National Safety Code, Transport of Dangerous Goods, Vehicle Inspections and Standards, Weigh2GoBC and Roadside Inspection programs.
Passenger Transportation regulates the movement of for-hire commercial passenger vehicles in B.C. through licensing operators and monitoring for compliance to license conditions. The *Passenger Transportation Act* and Regulations incorporate operations related to taxis, limousines, ride-hail, intercity bus, and charter/sightseeing bus operations.
Construction and Maintenance is responsible for construction standards and claims; rehabilitation and maintenance (including maintenance contracts, the preservation program and the ministry's vehicle fleet); telecommunications and electronics (including the provincial radio system); and snow and weather programs.
Engineering Services develops engineering and environmental solutions to support the provincial transportation system and provides engineering advice on the planning, design, construction, maintenance and rehabilitation of B.C.'s transportation system.
Chief Engineer is responsible for developing and maintaining the engineering policies and standards used on ministry designs. Ensures compliance of the standards and policies through the oversight of the Organizational Quality Management system and reviews and approves any variance to those standards. Is also responsible for overseeing the Engineer-in Training Program, the ministry's Emergency Programs and overseeing Corporate Safety documents and providing guidance to Ministry safety committees.
Emergency Programs leads ministry-wide efforts to prepare for, respond to and recover from emergencies, from major site-specific incidents on the highway network to catastrophic events such as large earthquakes. Delivers strategic plans, systems and initiatives. Provides oversight for corporate safety plans and as well as safety advice and direction to various safety committees across the ministry.
Indigenous Relations develops and implements strategies, policy and processes to help ensure safe and secure transportation access, drive economic development, and promote collaboration with Indigenous communities and Indigenous peoples as it applies to the transportation sector. Leads the ministry's contribution to government's commitment to reconciliation and to advance the principles of the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation calls to action and the *Declaration on the Rights of Indigenous Peoples Act*.

Procurement Contract and Risk Management Services provides guidance and expertise to support stakeholders across the ministry and government to guide effective and consistent procurement, contracting, program performance and risk management practices. Responsible for delivering on government priorities and evolving procurement transformation initiatives. Supports cross-department project and program delivery and related policy work to ensure the common goals are considered and applied.

Transportation Services delivers strategic services to support the ministry, its employees, partners and stakeholders. The branch provides a wide variety of services including client relations and stakeholder engagement; business services, utilities services; development services; web and social media services and departmental finance and administration.

Development Services provides guidance and develops policy for operational development services staff across the province. Ensuring program staff have access to the tools, resources, policies, training and reference materials needed to complete their work in accordance with regulations, legislation, and ministry and provincial policy. Ensures the preservation of highway capacity through access and controlled area permits and protects highway safety through special events and work permits. Ensures sustainable rural land development that is consistent with good land use planning.

Budget

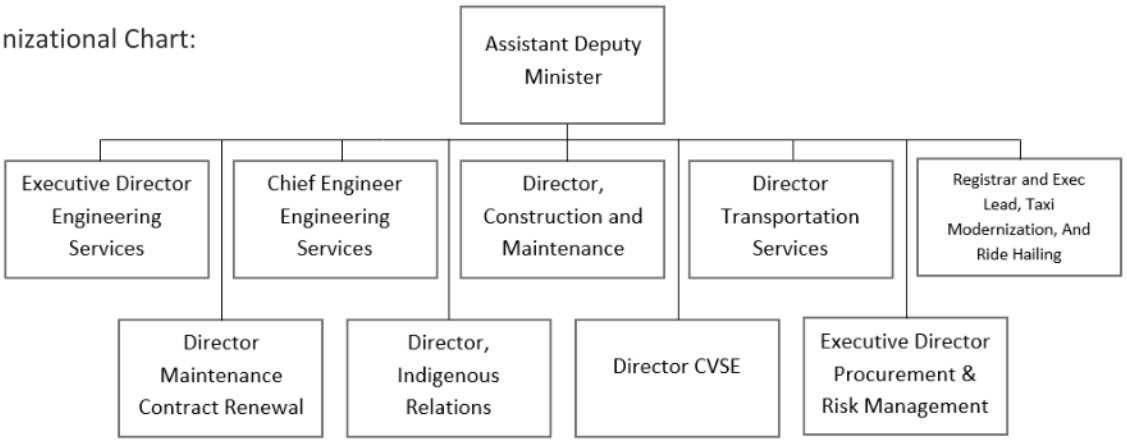
Net Operating Budget: Government Financial Information

Full Time Equivalents (FTEs): 375

Related Legislation:

Transportation Act
Motor Vehicle Act
Transport of Dangerous Goods Act
Commercial Transport Act
Land Title Act
Industrial Roads Act
Passenger Transportation Act

Organizational Chart:



INTEGRATED TRANSPORTATION AND DEVELOPMENT PLAN

ADM Responsible: Executive Lead, David Greer

Core Business/ Program Area Description/Critical Business Processes:

The Ministry of Transportation and Infrastructure and the Ministry of Municipal Affairs and Housing are working in partnership to develop the Integrated Transportation and Development Strategy (ITDS). The long-range strategy will better align provincial priorities with local, regional, and Indigenous transportation and land use objectives. The ITDS is a province-wide, 30-year strategy that will:

- Underpin a robust and resilient economy;
- Respect and build on existing planning structures, authorities and plans;
- Enable the uninterrupted and efficient movement of people and goods;
- Encourage smart growth of diverse, affordable, resilient and connected communities;
- Reduce BC carbon emissions and adapt to complex climate change challenges;
- Incorporate systems thinking and maximize the value of all levels of government investments;
- Build on current plans for investment in transportation and infrastructure; and
- Provide a collaborative, all-of-BC approach to planning across jurisdictional boundaries.

The ITDS will help government optimize and integrate investment decisions related to transportation, economic development, affordable housing, and climate action, securing greater benefits to the public and advancing strategic provincial objectives.

Budget:

Executive Lead salary is part of Deputy Minister's Office budget

Full Time Equivalents (FTEs): 1

Related Legislation: N/A

Organizational Chart:

Executive Lead works primarily with staff from the Integrated Transportation and Development Branch and engages staff across the Ministry which hold relevant responsibilities.

MAJOR PROJECTS, INFRASTRUCTURE AND PROPERTIES DEPARTMENT

ADM Responsible: Kevin Volk, Assistant Deputy Minister, Major Projects, Infrastructure and Properties

Core Business/ Program Area Description/Critical Business Processes:

The Ministry of Transportation and Infrastructure's Major Projects, Infrastructure and Properties Department develops and promotes a world class transportation network through innovation and collaboration. The department oversees aspects of strategic planning, capital programming, land management and major project delivery for the Ministry. The department is comprised of five branches:

- The Major Projects & Alternate Procurement Branch is responsible for the Ministry's role in planning, procuring and delivering large and complex transportation infrastructure projects in the province. In partnership with Transportation Investment Corporation, the Ministry currently has four Major Projects in various phases across BC which represents an investment of over $5B in the province's infrastructure to support the transportation network, tourism, and trade in BC.
- Infrastructure Development Branch works closely with federal and provincial agencies to help improve local infrastructure, with the goal of ensuring that communities are sustainable, competitive and healthy centers of economic growth.
- Programming and Planning Branch provides expert advice and leadership in the planning, development and monitoring of the Ministry's Transportation Investment Plan (TIP).
- Integrated Transportation Planning Branch supports the principles of integrated transportation planning and enhanced competitiveness of BC's transportation trade network that furthers a fully integrated transportation system that advances economic, environmental, and social objectives, and moves goods and people safely within British Columbia and to markets and destinations beyond.
- Properties and Land Management Branch oversees the strategic direction over BC Transportation Financing Authority property portfolio – one of the largest in the Province with a current market value of over $1B. The branch is responsible for over 5,000 property parcels.
- The Highway 91/17 and Deltaport Way Upgrade Project team is responsible for the improvements to the existing Highway 91, Highway 17, Highway 91 Connector and Deltaport Way to improve travel safety, reliability and efficiency. The Hwy 91/17 Upgrade Project, a $185 million Design-Build contract, is currently in construction and anticipated to be complete in spring 2023.

Budget

Net Operating Budget: Government Financial Information

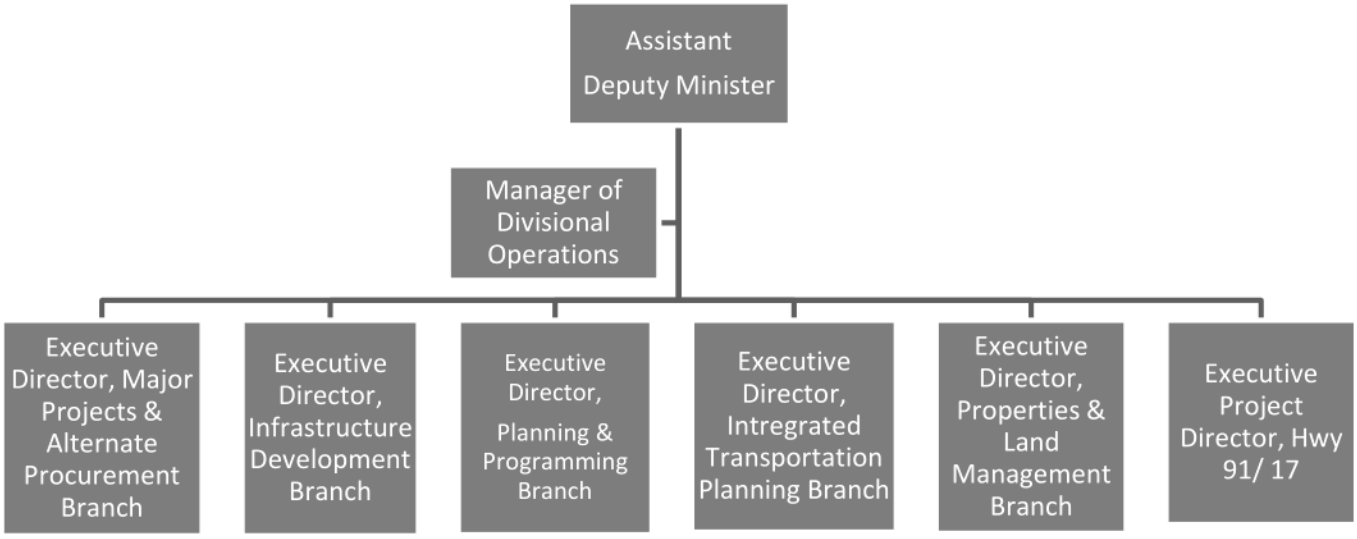
Full Time Equivalents (FTEs): 82

The department is also the primary interface between government and four Crown Corporations: BC Rail and Transportation Investment Corporation (TI Corp).

Related Legislation:

- *Transportation Act*
- *Land Act*
- *Land Title Act*
- *Expropriation Act*
- *Transportation Investment Act*
- *British Columbia Transit Act*
- *Insurance Corporation Act*
- *Container Trucking Act* and Regulations

Organizational Chart:



TRANSPORTATION POLICY AND PROGRAMS DEPARTMENT

ADM Responsible: Deborah Bowman, Transportation Policy and Programs Department

Core Business/ Program Area Description/Critical Business Processes:

The Transportation Policy and Programs Department is responsible for strategic transportation policy, legislation, regulations and program implementation. This includes air, rail and marine modes, inter-governmental relations, active transportation and airport grant programs, provincial transit programs including BC Transit, active transportation strategies and climate change initiatives, corporate planning, strategic initiatives and writing services. The department also has oversight of the inland and coastal ferry system (including the Coastal Ferries Services Contract with BC Ferries) in British Columbia. Key program responsibilities and activities include:

Transportation Policy and Legislation Branch: develops and implements transportation policy across all transportation modes of provincial responsibility, and advocates transportation policy that supports provincial and ministerial objectives in various federal / provincial and Canada / US forums. The branch leads the Ministry's legislative program including Orders in Council and regulations. As a member of the branch, the Registrar of Rail Safety has delegated authority to issue operating permits to provincially- regulated railway companies, and oversight of the relationship with Technical Safety BC as the ministry's delegated authority to ensure rail safety on provincial rail lines in BC. The Rail Registrar also has the authority to apply terms and conditions to a provincial railway operating permit.

Marine Branch: is responsible for the *Coastal Ferries Act* and manages the province's Coastal Ferry Services Contract (CFSC) which defines the routes and minimum service levels to be delivered to coastal communities across the province by BC Ferry Services Inc, an entity independent of government. The branch is also responsible for the provincial inland ferry fleet and ensuring contracted services provide safe, reliable and efficient operation of the 14 inland ferry routes in British Columbia.

Transit Branch: is responsible for provincial transit policy, legislation, budget and program development, negotiating and administering funding and cost sharing agreements as well as implementing and monitoring transit investments and other initiatives. The Branch also supports BC Transit (Crown corporation) carry out its responsibilities and works closely with Ministry of Municipal Affairs and Housing to ensure continuity with TransLink operations to ensure British Columbia has a reliable, affordable and safe public transit system.

Transportation Programs and Corporate Initiatives Branch: is responsible for the provincial Active Transportation Strategy as well as the active transportation and airport cost shared grant program, climate action initiatives and delivering Highway 16 transportation programs The branch also oversees development and delivery of the ministry's service plans and annual service plan reports and input to/development of other corporate initiatives, reports or plans. As well, the branch provides financial and administrative services to the Transportation Policy and Programs Department.

Corporate Writing Services Unit: resides within the Program and Corporate Initiatives Branch. The unit manages the preparation and delivery of responses to thousands of pieces of correspondence received by the ministry and minister, and via the ministry's public feedback e-mail. The unit also provides a broad range of related writing services to ministry executive and staff and direction on government/ministry standards and guidelines for correspondence.

Budget:

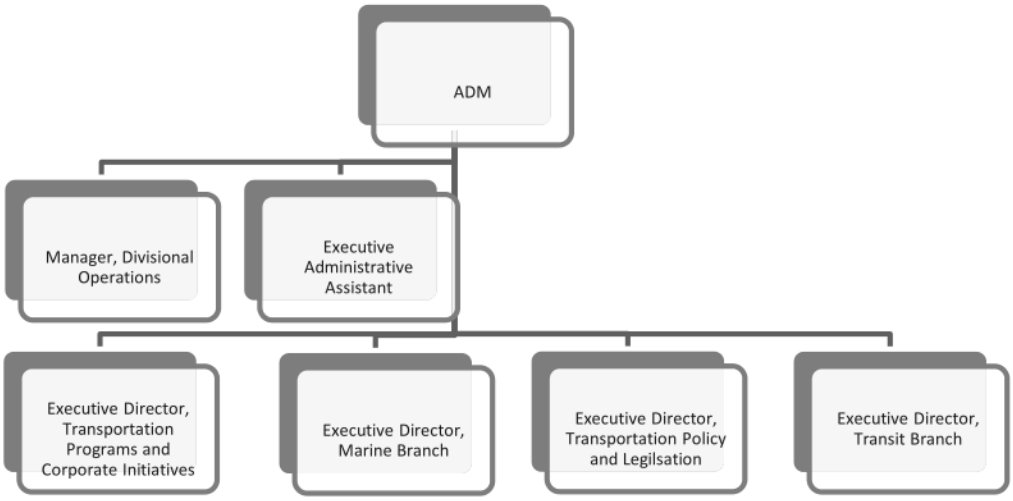
Net Operating Budget:

Government Financial Information

Full Time Equivalents (FTEs): 59

Related Legislation:
The following statutes fall under TRAN's responsibility and TPP is involved in drafting of legislation, including amendments, as well as OICs for any of the following:
B.C. Rail Benefits (First Nations) Trust Act
BC Transportation Financing Authority Transit Assets and Liabilities Act
British Columbia Railway Act
British Columbia Transit Act
Coastal Ferry Act
Commercial Transport Act
Container Trucking Act
Industrial Roads Act
Land Title Act
Motor Vehicle Act
Passenger Transportation Act
Public Works Agreement Act
Railway Act
Railway Safety Act
Significant Projects Streamlining Act
Transport of Dangerous Goods Act
Transportation Act
Transportation Investment Act

Organizational Chart:



Tab B

MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE
KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
HWYS	**Association of Consulting Engineering Companies of BC**	Caroline Andrews President & CEO 604 687-2811 keith@acec-bc.ca	• ACEC-BC is British Columbia's provincial association of engineering consulting firms. ACEC-BC represents 90 of BC's consulting engineering companies that provide engineering and other technology-based intellectual services to the public and private sectors.	• Continued Investment in Infrastructure – both new and rehabilitation • Efficiency of Regulatory Approvals – ACEC members have stated that their experiences in getting approvals are inconsistent across the Province in general (not specific to MoTI) • Maintaining a healthy consulting industry – ACEC has concerns about maintaining a healthy supply of BC engineers coming into the field.
HWYS	**BC Road Builders and Heavy Construction Association**	Kelly Scott President 604 436-0220 Kelly@roadbuilders.bcca	• The BC Road Builders and Heavy Construction Association is a non-profit organization that represents firms in the BC road building and maintenance industry. They have 250 member companies represent privatized highway maintenance contractors, construction contractors, underground/utility contractors, paving contractors and the various service and supply companies in the industry.	• Additional work for their members particularly for paving contractors. • Additional compensation for COVID-19 related costs • Implementation of 9 principles for successful relationships (e.g. to be reasonable and fair, to be innovative, to be a good community partner, to have access to mediation assistance, etc)

Branch	Organization	Contact	Description	Key Issues
HWYS	**BC Taxi Association**	Mohan Singh Kang President 250 727-2580 mohankang@shaw.ca	• The B.C. Taxi Association is a non-profit organisation representing the majority of taxi companies throughout British Columbia. It exists to promote & safeguard the interest of the taxi industry in British Columbia. • The B.C. Taxi Association is: Continuously seeking to improve safety standards as well as ensuring a healthy and viable taxi industry	• BC's COVID-19 plan includes a $1,000 tax-free benefit for people unable to work, tax credits and deferral options for individuals and businesses, etc. • COVID-19 resources (e.g. best practices) on Passenger Transportation Branch website. • PT Branch collecting trip data – PT Board will look at congestion, livelihoods of drivers, Transportation Network Services operational policies (rates, fleet size, regions). Advice/Recommentations • Criminal record checks – compliance issues due to COVID (third party application process)

Branch	Organization	Contact	Description	Key Issues
HWYS	**Lyft**	Aaron Lyle Zifkin 415-475-8459 marketcompliance@lyft.com	• Lyft, Inc. develops, markets, and operates a mobile app, offering vehicles for hire, motorized scooters, a bicycle-sharing system, and food delivery. The company is based in San Francisco, California and operates in 644 cities in the United States and 12 cities in Canada • Lyft is the 2nd largest ride hail provider in BC as well as North America. • Lyft currently only offers its ride hailing services in the Lower Mainland, and has yet to branch towards food delivery or scooters	• BC's COVID-19 plan includes a $1,000 tax-free benefit for people unable to work, tax credits and deferral options for individuals and businesses, etc. • COVID-19 resources (e.g. best practices) on PT Branch website. • Requested that Province ease Class 4 requirements – response: framework in place puts passenger safety first. • Criminal record checks – compliance issues due to COVID (third party application process)
HWYS	**Passenger Transportation Board (PT)**	Carmela Allevato Chair Personal Information ptboard@gov.bc.ca or carmela.allevato@ptboard.bc.ca Heather Ann Stewart Executive Director 250-356-1512 Heather.Ann.Stewart@gov.bc.ca	• The Passenger Transportation Board is an independent tribunal in British Columbia established under the Passenger Transportation Act. • Their primary responsibility is to make decisions on applications relating to passenger directed vehicle authorizations (e.g. taxis, limousines, shuttle vans); inter-city bus authorizations; and transportation network service authorizations in British Columbia.	• Ride hail and taxi stakeholder policy concerns. • Impact of their decisions on the congestion and the environment • PT Branch updates on progress made from taxi and ride hail licensees' trip data submissions (stored in Data Warehouse).

Branch	Organization	Contact	Description	Key Issues
HWYS	**Uber Canada**	Adam Blinick Personal Information canadacompliance@uber.com	• Uber Technologies, Inc., commonly known as Uber, offers vehicles for hire, food delivery (Uber Eats), package delivery, couriers, freight transportation, and, through a partnership with Lime, electric bicycle and motorized scooter rental. The company is based in San Francisco and has operations in over 900 metropolitan areas worldwide. • In BC, Uber currently operates in the Lower Mainland, but has made application to the PT Board to operate in other areas of the province. Uber is the largest ride hail provider in BC as well as North America. • Uber Eats food delivery service is also operational in the Lower Mainland	• BC's COVID-19 plan includes a $1,000 tax-free benefit for people unable to work, tax credits and deferral options for individuals and businesses, etc. • COVID-19 resources (e.g. best practices) on PT Branch website. • Requested that Province ease Class 4 requirements – response: framework in place puts passenger safety first. • Criminal record checks – compliance issues due to COVID (third party application process)

Branch	Organization	Contact	Description	Key Issues
HWYS	**Vancouver Taxi Association**	Gurpal Nagra President 604-731-4999 Personal Information Carolyn Bauer Spokesperson 604-619-8428 carolyn@yellow-cab.ca	• The association represents 10 taxi companies in the Vancouver, North Vancouver, Richmond, New Westminster, and Burnaby areas • The association looks to further the interests of its members, including high safety standards for its passengers and ensuring a thriving taxi industry in the Vancouver area	• BC's COVID-19 plan includes a $1,000 tax-free benefit for people unable to work, tax credits and deferral options for individuals and businesses, etc. • COVID-19 resources (e.g. best practices) on PT Branch website. • PT Branch collecting trip data – PT Board will look at congestion, livelihoods of drivers, TNS operational policies (rates, fleet size, regions). Advice/Recommentations • Criminal record checks – compliance issues due to COVID (third party application process)
TPP	**BC Ferry Services Inc (BCFSI)**	Mark Collins President and CEO 250 978-1360 Cell: Personal Mark.Collins@bcferries.com	• BCFSI is independent of the provincial government. The company provides marine transportation service to coastal communities under contract to the Province.	• Matters relating to the delivery of coastal ferry services including issues relating to the Coastal Ferry Services Contract (CFSC) that defines ferry routes to be operated, the minimum service levels to be provided and the fees to be paid by the Province.

Branch	Organization	Contact	Description	Key Issues
TPP	**BC Ferry Authority**	Lecia Stewart, Chair 250 381-1401 Direct email: lecia@thestewartgroup.ca	• 9 member board – 4 government appointments. Owner of BCFSI - holds only voting share. Appoints the Board of Directors for BCFSI, establishes Compensation Plans for BC Ferries' Board and Executives, and oversees strategic direction of BCFSI in support of the public interest, including the public's interest in safe, reliable and affordable coastal ferry services in B.C.	• Same as above - Matters relating to the delivery of coastal ferry services including issues relating to the Coastal Ferry Services Contract (CFSC) that defines ferry routes to be operated, the minimum service levels to be provided and the fees to be paid by the Province.
TPP	**BC Ferry Services Inc. Board Chair**	John A. Horning Chair, BC Ferry Services Inc. 250 381-1401 Contact through Jason Barabash 250-978-1280	• BCFSI Board has responsibility for the stewardship of BCFSI by overseeing the conduct of the business, supervising management, which is responsible for the day-to-day conduct of the business, and endeavoring to ensure that all major issues affecting the business and affairs of the company are given proper consideration.	• Same as above - Matters relating to the delivery of coastal ferry services including issues relating to the Coastal Ferry Services Contract (CFSC) that defines ferry routes to be operated, the minimum service levels to be provided and the fees to be paid by the Province.
TPP	**British Columbia Aviation Council**	Dave Frank Executive Director 604 278-9330 dfrank@bcaviationcouncil.org	• Represents a range of members within the aviation industry	• Has, and continues to communicate the concerns related to the financial impacts resulting from Covid-19 on its member organizations

Branch	Organization	Contact	Description	Key Issues
TPP	**BC Transit**	Erinn Pinkerton President and CEO Personal Erinn_Pinkerton@BCTransit.com	• BC Transit is a provincial crown corporation responsible for coordinating the delivery of public transportation within British Columbia, outside Greater Vancouver.	• Matters relating to the delivery of BC Transit services in communities outside of Metro Vancouver
TPP	**BC Transit (Board of Directors)**	Catherine Holt Board Chair 250-385-2551 Catherine_Holt@BCTransit.com	• BC Transit is governed by a seven-member Board of Directors appointed by the Province according to criteria specified in the British Columbia Transit Act. The Board of Directors, through the Chair, reports to the Minister of Transportation and Infrastructure.	• Matters relating to the delivery of BC Transit services in communities outside of Metro Vancouver.
MPIP	**Port of Vancouver**	Robin Silvester President and CEO Personal Information robin.silvester@portvancouver.com	• The Port of Vancouver responsible for the stewardship of federal port lands in and around Vancouver. It is governed by a board of eleven members who are appointed for terms of up to three years. The Province appoints one board member.	• Industrial Land • Terminal 2 • New Cruise ship terminal on Fraser River / GMC • Stability of drayage sector / short sea shipping (barging cargo) Advice/Recommentations
MPIP	**Prince Rupert Port Authority**	Shaun Stevenson President and CEO Personal sstevenson@ruppertport.com	• The Port of Prince Rupert is responsible for the stewardship of federal port lands in and around Prince Rupert. It is governed by a board of seven members who are appointed for terms of up to three years. The Province appoints one board member.	

Branch	Organization	Contact	Description	Key Issues
ITDP	**BC Container Trucking Commissioner**	Michael Crawford Commissioner 604 660-6051 Michael.Crawford@obcctc.ca	• OBCCTC enforces compliance with the Container Trucking Act, issues Container Trucking Services licences within the Truck Licencing System and facilitates ongoing policy and regulatory review.	• Off dock report • Fall 2020 Rate Review • Term of current commissioner ends November 30
ITDP	**BC Trucking Association**	Dave Earl President and CEO 604 888-5319 davee@bctrucking.com	• BCTA is a member-based, province-wide, non-partisan, non-profit motor carrier association formed solely to advance the interests of British Columbia motor carriers. • BCTA includes among its members for-hire and private carriers hauling every conceivable type of freight including manufactured goods, heavy specialised commodities, bulk products, household goods and general freight. BCTA also represents motor coach, courier, and waste management companies and suppliers to the industry.	• Highway 1 expansion and other infrastructure priorities such as George Massey Tunnel • Mandatory Entry Level Driver Training • Electronic Logging Devices and Speed Limiters

Tab C

ORDER IN COUNCIL APPOINTMENTS REQUIRED WITHIN 90 DAYS

Position	Institution	Authority for Appointment	Expiry Date
British Columbia Container Trucking Commissioner	N/A	Container Trucking Act (s. 2)	November 30, 2020

Tab D

MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE

CROWN AGENCIES BRIEFING NOTES

TABLE OF CONTENTS

Briefing Notes – Crown Agencies
BC Rail Company
BC Transit
BC Transportation and Financing Authority
Transportation Investment Corporation

BRIEFING NOTE

CROWN AGENCIES

Name: British Columbia Railway Company (BCRC)

Legislative Authority:

BCRC is a Commercial crown corporation incorporated under the *British Columbia Railway Act*. On April 1, 2010, BCRC moved under the control and management of the Ministry of Transportation and Infrastructure, becoming a wholly-owned subsidiary of the BC Transportation Financing Authority (BCTFA).

BCRC has retained its legislative authority and is governed by two principal pieces of legislation. The *British Columbia Railway Act* establishes the corporation's structure, governance, responsibilities and accountabilities. The *British Columbia Railway Finance Act* establishes the borrowing and investment framework for BCRC. BCRC must also meet the requirements common to other government corporations and organizations under the *Financial Administration Act* and the *Budget Transparency and Accountability Act*.

Mandate:

BCRC's primary mandate is to acquire and hold railway corridor and strategic port lands and to make related infrastructure investments to provide benefits to the province. BCRC owns the former BC Rail railway lands and tracks infrastructure, which is leased to CN Rail through the Revitalization Agreement.

Consistent with western trade corridor strategies, BCRC owns and operates the Roberts Bank Port Subdivision rail line (a 40-kilometre track from Surrey to the Roberts Bank coal and container terminals). BCRC, through its subsidiary BCR Properties Ltd., also owns port-related lands which are leased to terminal operators, including those upon which the Vancouver Wharves and Squamish Terminals port facilities operate.

BCRC's subsidiary, BC Rail Properties Ltd., also owns surplus real estate holdings no longer required for railway and/or port operations. Its mandate is to dispose of this surplus real estate at market value through competitive process.

Current Appointees:

Under the British Columbia Railway Act, the board consists of up to nine members appointed by the Lieutenant Governor in Council. Grant Main, Deputy Minister of Transportation and Infrastructure, is the sole Director, appointed under OIC 186/11, May 19, 2011; serving at pleasure (without expiry).

Appointments required:

- No appointments required

Issue(s):

Cabinet Confidences

Key Contact:

- Carol Bishop
- Executive Director, Crown Agencies
- 778.974.5061

BRIEFING NOTE

CROWN AGENCIES

Name: BC Transit

Legislative Authority: *BC Transit Act*

Mandate:

BC Transit is the provincial crown agency charged with coordinating public transit in communities outside Metro Vancouver. BC Transit provides over 80 conventional (scheduled, fixed-route), custom (on-demand, door-to-door for people with disabilities unable to use conventional transit), and paratransit systems (a blend of conventional and custom transit often used in smaller communities), serving more than 130 communities and a total population of 1.98 million people. In 2019/20, BC Transit systems carried nearly 59 million passengers.

BC Transit provides transit services through a partnership with local governments and operating contractors (which can be private companies, non-profit organizations, or in a few cases, local governments). In the case of Victoria, local governments are represented by the Victoria Regional Transit Commission.

The Province has also partnered with the Federal government to fund BC Bus North (annual net cost is approximately $1.3M per year). The current contract for BC Bus North expires March 31, 2021, Advice/Recommentations

Advice/Recommentations

BC Transit's total expenses were $344.2M in 2019/20, with the Province providing $108.1M in operating funding and $31.6M in capital funding.

Advice/Recommentations; Government Financial Information

Current Appointees:

- Catherine Holt, Board Chair
- Karen Elliott, Director
- Lisa Helps, Director
- Blair Redlin, Director
- Susan Brice, Director
- Lyn Hall, Director
- Wendal Milne, Director

Appointments required:

- None

Issue(s):

- 30 days – BC Transit will need to enter into agreements with each local government partner outlining terms and conditions for the Safe Restart Funding (x-Ref Safe Restart Issue Note).

Key Contact:

- Andrea Mercer
- Executive Director
- 250 812-5486

BRIEFING NOTE

CROWN AGENCIES

Name: BC Transportation Financing Authority

Legislative Authority: *Transportation Act*

Mandate:

The BC Transportation Financing Authority (BCTFA) was established in 1993 with a mandate to plan, acquire, construct, hold, improve or operate transportation infrastructure throughout B.C. While BCTFA owns most provincial highways and land held for construction of future transportation infrastructure, administration; regulatory responsibility and operational authority for management of highways, as set out in the *Transportation Act*, are the responsibility of the Minister and the Ministry of Transportation and Infrastructure.

The BCTFA is a taxpayer-supported Crown, with its own set of financial accounts, outside of the Consolidated Revenue Fund. As of March 31, 2020, its balance sheet has approximately $17.2 billion transportation infrastructure assets and land and $12.5 billion net borrowings (fiscal agency loans and public-private-partnership debt obligations).

The BCTFA's long-term capital plan, the Transportation Investment Plan reflects its mandate to plan, acquire, construct, hold, improve or operate transportation infrastructure. The plan is financed through the BCTFA by direct borrowings, public-private-partnerships, federal and local government cost-sharing, and 6.75 cents per litre of fuel tax revenue from the Province.

Current Appointees:

The chair of the BCTFA is the Minister of Transportation and Infrastructure. The Minister is the sole director of the board. The Deputy Minister of Transportation and Infrastructure is the CEO. The BCTFA has no dedicated staff. Daily operations and management of the authority is provided by the executives and staff of the ministry. The DM and ADMs of the Ministry of Transportation and Infrastructure are appointed officers of BCTFA. Appointments may be required if there are any changes in the ministry executives.

Appointments required:

- N/A

Issue(s):

- 30 Days - The Minister of Transportation and Infrastructure, as chair of the board of BCTFA, is required to approve the Statement of Financial Information in September each year.

Key Contact:

- Nancy Bain
- Executive Financial Officer and Corporate Secretary (BCTFA)
- 250-387-3100

BRIEFING NOTE

CROWN AGENCIES

Name: **Transportation Investment Corporation (TI Corp)**

Legislative Authority: TI Corp was established under the *Transportation Investment Act*. TI Corp is a taxpayer-supported crown corporation and became a subsidiary of the BC Transportation Finance Authority on April 1, 2018. TI Corp must also meet the requirements common to other government corporations and organizations under the *Financial Administration Act* and the *Budget Transparency and Accountability Act*.

Mandate: Transportation Investment Corporation has a mandate to provide enhanced oversight, management, procurement, and delivery of assigned major capital projects. In June 2018, the Government of B.C. re-purposed TI Corp to become the Ministry of Transportation and Infrastructure's major project governance and delivery organization. TI Corp is committed to building capacity internally and, by extension, within the BC Public Service. The organization will apply robust and consistent controls and practices across the major transportation projects.

TI Corp is currently delivering $4.8 billion in major infrastructure projects on behalf of the Ministry of Transportation and Infrastructure; specifically, the Pattullo Bridge replacement Project, the Broadway Subway Project and the Kicking Horse Canyon Project – Phase 4.

In September 2020, TI Corp was given authority and direction to deliver the Royal British Columbia Museum Project on behalf of the Ministry of Tourism, Arts and Culture.

Current Appointees: The BC Transportation Financing Authority is empowered to appoint, by resolution, up to seven (7) directors to the board of the Transportation Investment Corporation (TI Corp) pursuant to section 24.3 of the *Transportation Investment Act* (British Columbia). The chair of the board is a director who is designated in writing as chair by the Minister of Transportation and Infrastructure. The current TI Corp Board of Directors is composed of six (6) members.

Member	Title at time of Appointment	Commencement of Appointment	Expiry of Appointment
Sabine Feulgen (Board Chair)	Private Consultant	December 16, 2019	December 1, 2022
Nicole Asselin	Private Consultant	January 31, 2020	December 1, 2022
Glen Copping	Private Consultant	May 20, 2020	March 31, 2022
Marina Pratchett, Q.C	Private Consultant	April 01, 2020	March 31, 2022
Grant Main	DM, Ministry of Transportation & Infrastructure	November 2018	At pleasure
Lori Wanamaker	DM, Ministry of Finance	November 2018	At pleasure

Appointments required:

- N/A

Issue(s):

- None at this time

Key Contact:

- Lesley Ballman
- Executive Director, Major Projects
- 250-361-6584

Tab E

MINISTER'S KEY DATES AND EVENTS

Key Event	Minister's Role	Date	Location
BC Roadbuilders (BCRB) Annual general meeting.	Guest Speaker at luncheon or dinner events for MOTI	December 20, 2020	Virtual
Minister's Council – Transportation Federal/Provincial/Territory (FPT)	Representing BC with Transportation Federal/Provincial/Territorial counterparts	January 2021 (exact date TBD)	TBD but typically in Ontario
Association of Consulting Engineering Companies of BC (ACEC-BC) Annual transportation conference.	Guest Speaker at luncheon or dinner events for MOTI	January 25 – 29, 2021	Virtual

Table of Contents

Office of the Premier **Tab 1**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Intergovernmental Relations **Tab 2**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Advanced Education, Skills and Training **Tab 3**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Agriculture **Tab 4**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Attorney General — Tab 5

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Children and Family Development — Tab 6

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Citizens' Services — Tab 7

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Table of Contents

Education **Tab 1**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Energy, Mines and Petroleum Resources **Tab 2**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Environment **Tab 3**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Finance **Tab 4**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Government Communications and Public Engagement — Tab 5

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Public Sector Employers' Council Secretariat — Tab 6

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Public Service Agency — Tab 7

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Table of Contents

Forests, Lands, Natural Resource Operations and Rural Development **Tab 1**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Health **Tab 2**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Indigenous Relations and Reconciliation **Tab 3**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Jobs, Economic Development and Competitiveness **Tab 4**

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Labour — Tab 5

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Mental Health and Addictions — Tab 6

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Table of Contents

Municipal Affairs and Housing **Tab 1**

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Public Safety and Solicitor General **Tab 2**

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Emergency Management British Columbia **Tab 3**

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Social Development and Poverty Reduction **Tab 4**

Ministry Profile ..... A
Executive Member Biographies
Core Business/Program Area/Business Processes
Key Stakeholders ..... B
OIC Appointments Within 90 Days (Non-Crown Agency) C
Crown Agencies ..... D
Minister's Key Dates and Events ..... E

Tourism, Arts and Culture — Tab 5

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Transportation — Tab 6

Ministry Profile ..... A
- Executive Member Biographies
- Core Business/Program Area/Business Processes

Key Stakeholders ..... B

OIC Appointments Within 90 Days (Non-Crown Agency) C

Crown Agencies ..... D

Minister's Key Dates and Events ..... E

Table of Contents

About the Crown Agencies and Board Resourcing Office **TAB 1**

Strategic Engagement with Public Sector Organizations **TAB 2**

Overview of the Crown Agency Governance System **TAB 3**

Types of Public Sector Organizations and their Relationships with the Government ..... A

Crown Agency Registry ..... B

Governance Framework: Crown Corporation Governance Roles and Responsibilities **TAB 4**

British Columbia's Public Sector Governance Framework ..... A

Performance Planning and Reporting Cycle ..... B

Key Accountabilities for Ministers Responsible for Public Sector Organizations C

Key Accountabilities for Deputy Ministers Responsible for Public Sector Organizations C

Financial Reporting Requirements and Other Reporting Expectations ..... D

Information Requirements and Events Calendar for Service Delivery and Commercial Crowns: March 2020 – March 2021

Crown Agency Board Appointments, Guidelines, and Remuneration **TAB 5**

Process Guide to British Columbia Public Sector ..... A

Commitment to Diversity Statement ..... B

Appointments Expiry C

Governing in the Public Interest Modules ..... D

Best Practice Guidelines: Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations ..... E

Treasury Board Directive 1/20 Remuneration Guidelines for Appointees to Administrative Tribunals and Regulatory Boards ..... F

Treasury Board Directive 2/20 Remuneration Guidelines for Appointees to Ministry and Crown Agency Boards ..... G

Treasury Board Directive 2/20 Remuneration Classification List ..... H

TAB 1

About the Crown Agencies and Board Resourcing Office

About the Crown Agencies and Board Resourcing Office

The Crown Agencies and Board Resourcing Office (CABRO) is responsible for Public Sector Organization (PSOs) governance support. 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 (ABCs), and provides public sector governance advice and training for appointees.

Governance support includes:

- Overseeing the delivery of mandate letters, service plans, and annual service plan reports for PSOs (i.e. the performance planning and reporting cycle);
- Overseeing the appointments to 264 PSOs which, together, encompass nearly 2,000 appointees;
- Provision of guidance on the creation and dissolution of PSOs;
- Conducting analysis, establishing best practices, providing advice, and recommendations on governance issues; and,
- Providing training on governance, public sector transparency, the government's strategic priorities, and the performance planning and reporting cycle.

TAB 2

Strategic Engagement with Public Sector Organizations

Strategic Engagement with Public Sector Organizations

Quarterly Meetings between Ministers and Crown Board Chairs and between Deputy Ministers and CEOs

There are formally established quarterly meetings between the Ministers and Crown Board Chairs and between the Deputy Ministers and CEOs. The meetings discuss the performance of the ministries and Crowns in strategically and proactively engaging as well as relevant and current corporation business. This includes reviewing the progress and/or achievement of the goals, objectives, performance measures, and financial targets in the Crowns' service plans.

Mandate Letters, Service Plans, and Annual Service Plan Reports

Ministers Responsible for Crown corporations, health authorities, and post-secondary institutions, issue these entities annual mandate letters to consistently communicate high-level government direction relevant to all Crowns and priorities specific to each entity. These mandate letters are important to the development of annual, three-year service plans which are released with the Budget. Each Crown corporation produces a service plan outlining the organization's strategic goals, objectives, and performance measures, and how their work relates to the government's strategic priorities. The annual service plan reports must compare the Crowns' actual results with the expected results outlined in their respective service plans.

Information Reporting Requirements

Key statutes that define the accountability, financial, and reporting requirements of PSOs include the *Financial Administration Act*, the *Financial Information Act* (FIA), the *Budget Transparency and Accountability Act*, the *Information Management Act*, and the *Public Sector Employers Act*. There are various other statutes that apply to some PSOs which can affect their decision-making. Notable disclosure requirements include Public Sector Executive Compensation Disclosure Statements (as required by the FIA), Carbon Neutral Action Reports (as required by the *Climate Change Accountability Act*), and quarterly Capital Plan Updates (as part of the Consolidated Capital Planning Process). These and other requirements can be found in the *Information Requirements and Events Calendar for Service Delivery and Commercial Crowns: March 2020-March 2021* (included in Tab 4).

Governing in the Public Interest Annual Conference

The first Annual Governing in the Public Interest Conference was held in May 2019 and was hosted by the Minister of Finance. It was attended by the Deputy to the Premier, Deputy Ministers, and 300 new board appointees. The conference underscores the relationship between the government and the PSOs. It offers board training as well as opportunities to share government direction and to build important relationships. The 2020 conference was cancelled due to COVID-19 but is scheduled to return in 2021 in a virtual format.

Governing in the Public Interest Orientation and Training for Appointees

In order to support public sector appointees in their roles, as well as reinforce the important relationship of PSOs to the government, Governing in the Public Interest modules and an online certificate program are available. The modules, which were published in 2019 and are available on CABRO's website, cover four core areas: public sector governance, finance, human resources, and risk management. The online, interactive certificate program currently includes two modules titled "Board

Basics" and "Your Role as a Board or Tribunal Member"—to which all appointees are invited to complete.

Crown Board Chairs Meeting

A meeting between the Crown Board Chairs has been held nearly annually since 2013 (due to COVID-19, the 2020 meeting has been postponed). In addition to being a good governance practice, the annual meetings are meant to share and promote alignment with the government's priorities as well as strengthen collaboration with and between key public agency leaders. CABRO works with the Minister of Finance, Premier's Office, key stakeholders, and presenters on meeting logistics and coordination. As the lead central agency responsible for the public agency governance framework, CABRO provides a leadership and advisory role to develop agendas for these meetings. In previous years, agenda topics have included budget/government priorities and professional development on emergent governance and operational issues. Special presenters have included senior staff from the Premier's Office, Ministry of Finance, and the Public Sector Employers' Council. Former Ministers of Finance have also participated in the meetings.

TAB 3

Overview of the Crown Agency Governance System

Tab 3 A

Overview of the Crown Agency Governance System

PSOs are established by the government to serve the public interest and to advance overall public policy objectives. While PSOs are administered at varying levels of independence from government, they are ultimately all within government's control as per standards defined in the *Canadian Public Sector Accounting Board Handbook*. This section discusses the various types of PSOs and their relationships with the government. The section also provides a registry which classifies the types of Crown agencies in BC and the Crown agencies by ministry. Classification between the PSO types depends on a PSO's level of operational independence, their decision-making authority, as well as their performance planning and reporting and oversight requirements (as set by the government).

Types of Public Sector Organizations and their Relationships with Government

There are currently 39 Crown corporations and approximately 275 other PSOs within the government reporting entity to which the government makes appointments. PSO is an umbrella term that includes commercial Crown corporations; service delivery Crown corporations; school districts, public post-secondary institutions, and health authorities; advisory boards; and, tribunals. These types of PSOs are summarized in the following figure.

These five types and the other types of PSOs (including self-regulating bodies and independent authorities) are described in greater detail below.

Commercial Crown corporations: are separate legal entities that deliver goods and services on a commercial basis. Examples include BC Hydro, the Insurance Corporation of BC and the BC Lottery Corporation. Commercial Crown corporations are supported by and accountable to the Ministry Responsible. Their mandates are derived from:

- Enabling legislation and articles of incorporation to establish the Crown agency;
- Mandate letters which are approved by Cabinet and issued by the Minister Responsible;
- Directives letters, regulations, special directions; and/or,
- Service level agreements.

Service delivery Crown corporations: are separate legal entities that deliver goods and services based on government policies and that provide social and economic benefits to citizens. The majority receive all funding from the government, but several are partially self-funded. Examples include BC Housing, First Peoples' Cultural Council, and Destination BC. Service delivery Crown corporations are supported by and accountable to the Ministry Responsible. Their mandates are derived from:

- Enabling legislation and articles of incorporate to establish the Crown agency;

Overview of the Crown Agency Governance System

- Mandate letters which are approved by Cabinet and issued by the Minister Responsible;
- Directive letters, regulations, special directions;
- Service level agreements; and/or
- Memorandums of Understanding.

Public post-secondary institutions, health authorities, and school districts: governed by elected trustees are separate legal entities. They receive government funding and may collect fees for services. Examples include the Coast Mountain School District, the University of British Columbia, and the Interior Health Authority. These organizations are supported by and accountable to government through the Ministries Responsible for education, skills and training, and health. Their mandates are derived from legislation and (for the health authorities and post-secondary institutions only) mandate letters which are approved by Cabinet and issued by the Minister Responsible.

Advisory boards: are included in the same financial and administrative accountability structure as ministries and are not commonly separate legal entities from the government. They may also be established without specific legislation. Examples of advisory boards include the Patient Care Quality Review boards and the Minister's Advisory Council on Indigenous Women. Advisory boards provide advisory services to Ministers and government and are supported by the Ministry Responsible. Their mandates are derived from legislation (where applicable) and terms of reference established by the Minister Responsible.

Tribunals: are established by government to perform adjudicative or regulatory functions independent of the Government of BC. They are included in the same financial and administrative accountability structures as ministries. Examples of tribunals include the Labour Relations Board, the BC Utilities Commission, and the Property Assessment Appeal Board. Their mandates are derived from legislation.

Other public sector organizations: include self-regulating bodies and independent authorities (e.g. municipal police boards). These organizations may be excluded from government's financial, administrative and accountability requirements, but government may appoint at least one member to the board of these entities. Their mandates are derived from legislation.

A PSO has a direct relationship with the Government of BC when it has some or all the following characteristics:

- It is established by a statute, regulation, or legislative authority;
- Over half the board members are appointment by the government;
- Over half of its funding it provided by the government;
- It delivers a program or service that directly connects to a specific government policy objective or ministry program (e.g., legal aid, affordable housing);
- It addresses a societal or market failure or equity issue and ongoing government input is necessary to make sure the service remains connected to public interest;
- It provides public input or specialized knowledge to the government (e.g. an advisory board); and,
- It is responsible for adjudicating or regulating government or private sector practices (e.g. a tribunal).

Overview of the Crown Agency Governance System

The figure below is a high-level visualization of the BC public sector's service delivery for citizens.

Tab 3 B

British Columbia Crown Agency Registry

Crown Agencies and Board Resourcing Office
Ministry of Finance
August 2020

Crown Agencies by Classification

Commercial Crown Corporations	

• BC Lottery Corporation
• BC Railway Company
  ○ 0839565 BC Ltd. and 0838465 BC Ltd.
  ○ BC Railway Properties Ltd.
  ○ Vancouver Wharves Ltd. and Vancouver Wharves Ltd. Partnership
• Insurance Corporation of BC
	• Columbia Power Corporation
	• BC Hydro and Power Authority
	  ○ Powerex Corporation
	  ○ Powertech Labs Inc.

Service Delivery Crown Corporations		
• BC Assessment Authority • BC Family Maintenance Agency • BC Financial Services Authority • BC Games Society • BC Housing Management Commission • BC Immigrant Investment Fund Ltd. • BC Infrastructure Benefits • BC Liquor Distribution Branch • BC Oil and Gas Commission • BC Pavilion Corporation • Industry Training Authority • Innovate BC • BC Transportation Financing Authority	• BC Securities Commission • BC Transit Corporation • British Columbia Council for International Education • British Columbia Trade and Invest Ltd. • Columbia Basin Trust • Creston Valley Wildlife Management Authority • Destination British Columbia • First People's Cultural Council • Forest Enhancement Society of BC • Forestry Innovation Investment Ltd. • Transportation Investment Corporation	• Knowledge Network Corporation • Knowledge-West Communications Corporation • Legal Services Society of British Columbia • Nechako-Kitimaat Development Fund Society • Organized Crime Agency of British Columbia • Partnerships BC • Provincial Rental Housing Corporation • Real Estate Council of British Columbia • Real Estate Foundation of BC • Royal BC Museum

School Boards of Trustees	
• Abbotsford	• Nechako Lake
• Alberni	• New Westminster
• Arrow Lakes	• Nicola-Similkameen
• Boundary	• Nisga'a
• Bulkley Valley	• North Okanagan-Shuswap
• Burnaby	• North Vancouver
• Campbell River	• Okanagan-Similkameen
• Cariboo-Chilcotin	• Okanagan-Skaha
• Central Coast	• Peace River North
• Central-Okanagan	• Peace River South
• Chilliwack	• Powell River
• Coast Mountains	• Prince George
• Comox Valley	• Prince Rupert
• Conseil scolaire francophone	• Qualicum
• Coquitlam	• Quesnel
• Cowichan Valley	• Revelstoke
• Delta	• Richmond
• Fort Nelson	• Rocky Mountain
• Fraser-Cascade	• Saanich
• Gold Trail	• Sea to Sky
• Greater Victoria	• Sooke
• Gulf Islands	• South East Kootenay
• Haida Gwaii	• Stikine
• Kamloops-Thompson	• Sunshine Coast
• Kootenay Lake	• Surrey
• Kootenay-Columbia	• Vancouver
• Langley	• Vancouver Island North
• Maple Ridge-Pitt Meadows	• Vancouver Island West
• Mission	• Vernon
• Nanaimo-Ladysmith	• Victoria
	• West Vancouver

Public Post-Secondary Institutions	
• British Columbia Institute of Technology	• Northern Lights College
• Camosun College	• Okanagan College
• Capilano University	• Royal Roads University
• Coast Mountain College	• Selkirk College
• College of New Caledonia	• Simon Fraser University
• College of the Rockies	• Thompson Rivers University
• Douglas College	• University of British Columbia
• Emily Carr University of Art and Design	• University of Northern British Columbia
• Justice Institute of British Columbia	• University of Victoria

• Kwantlen Polytechnic University • Langara College • Nicola Valley Institute of Technology • North Island College	• University of the Fraser Valley • Vancouver Community College • Vancouver Island University

Health Organizations	
• British Columbia Emergency Health Services • First Nations Health Authority • Fraser Health Authority • Interior Health Authority	• Vancouver Island Health Authority • Northern Health Authority • Provincial Health Services Authority • Vancouver Coastal Health Authority

Tribunals		

• Agricultural Land Commission
• BC Farm Industry Review Board
  ○ BC Broiler Hatching Egg Commission
  ○ BC Chicken Marketing Board
  ○ BC Cranberry Marketing Commission
  ○ BC Egg Marketing Board
  ○ BC Hog Marketing Commission
  ○ BC Milk Marketing Board
  ○ BC Turkey Marketing Board
  ○ BC Vegetable Marketing Commission
	• BC Human Rights Tribunal
	• BC Review Board
	• BC Utilities Commission
	• Building Code Appeal Board
	• Civil Resolution Tribunal
	• Community Care and Assisted Living Appeal Board
	• Disciplinary and Professional Conduct Board
	• Employment Standards Tribunal
	• Employment and Assistance Appeal Tribunal
	• Environmental Appeal Board
	• Financial Services Tribunal
	• Forest Appeals Commission
		• Forest Practices Board
		• Health Care Practitioners' Special Committee for Audit
		• Health Professions Review Board
		• Hospital Appeal Board
		• Industry Training Appeal Board
		• Labour Relations Board
		• Mental Health Review Board
		• Oil and Gas Appeal Tribunal
		• Passenger Transportation Board
		• Property Assessment Appeal Board
		• Safety Standards Appeal Board
		• Surface Rights Board
		• Workers' Compensation Appeal Tribunal

Advisory Boards		
• Accounting Policy Advisory Committee • Attorney General's BC Supreme Court Rules Committee • BC Arts Council • BC Council on Admissions and Transfers	• Degree Quality Assessment Board • Drug Benefit Council • Independent School Teacher Certification Committee • Indigenous Business and Investment Council	• Minister's Tourism Engagement Council • Multicultural Advisory Council of BC • Muskwa-Kechika Advisory Board • Office of the Auditor General for Local Government

• BC Patient Safety and Quality Council • BC Teachers' Council • BCcampus • Board of Examiners (Local Government) • Climate Solutions and Clean Growth Advisory Council • Data Stewardship Committee	• Insurance Council of British Columbia • Judicial Council of the Provincial Court of BC • MacKenzie River Basin Board • Medal of Good Citizenship Committee • Minister's Advisory Council on Indigenous Women • Minister's Wildlife Advisory Council	• Patient Care Quality Review Boards • Premier's Chinese Canadian Community Advisory Committee • Provincial Child Care Council • Small Business Roundtable • Student Aid BC Program Appeal Committee

Professional Regulators		
• Applied Science Technologists and Technicians of BC • Association of BC Land Surveyors • Association of BC Forest Professionals • Association of Professional Engineers and Geoscientists of BC (Engineers and Geoscientists of BC) • BC College of Social Workers • BC Institute of Agrologists • Board Examiners – Assayer Certification • Board of Examiners of the BC Registered Music Teachers Association • Board of Examiners – BC Society of Landscape Architects • British Columbia College of Nurses and Midwives • Notaries Public Board of Examiners • Building Officials Association of BC	• Chartered Professional Accountants of British Columbia • College of Applied Biology • College of Chiropractors of British Columbia • College of Dental Hygienists of British Columbia • College of Dental Surgeons of British Columbia • College of Dental Technicians of British Columbia • College of Denturists of British Columbia • College of Dietitians of British Columbia • College of Massage Therapists of British Columbia • College of Naturopathic Physicians of British Columbia • College of Occupational Therapists of British Columbia	• College of Opticians of British Columbia • College of Optometrists of British Columbia • College of Pharmacists of British Columbia • College of Physical Therapists of British Columbia • College of Physicians and Surgeons of British Columbia • College of Psychologists of British Columbia • College of Speech and Hearing Health Professionals of British Columbia • College of Veterinarians of BC • Emergency Medical Assistants Licensing Board • Law Society of British Columbia • College of Traditional Chinese Medicine Practitioners and Acupuncturists of British Columbia

Other (Includes regulatory, trusts, non-profit societies, commissions, and regional transportation entities)		
• Architectural Institute of BC • BC Registered Music Teachers' Association • BC Electronic Library Network • BC Ferry Commission • BC Law Institute • Collective Agreement Arbitration Bureau Joint Advisory Committee • British Columbia Container Trucking Commissioner • Law Foundation of British Columbia • Notary Foundation • Independent Investigations Office of BC • Investigations and Standards Office • Public Guardian and Trustee of British Columbia • BC Pension Corporation • BC Investment Management Corporation • Credit Union Deposit Insurance Corporation • Post-secondary Employers Association • University Public Sector Employer's Association • BC Land Title and Survey Authority • Integrated Cadastral Information Society	• Private Managed Forest Land Council • Skagit Environmental Endowment Commission • Assisted Living Registrar • BC Emergency Health Services • Medical Services Commission • BC Treaty Commission • Haida Gwaii Management Council • New Relationship Trust • Island Coastal Economic Trust • Northern Development Initiative Trust • Southern Interior Development Initiative Trust • BC Renaissance Capital Fund Ltd. • New West Partnership Trade Agreement • Small Business BC • Canadian Centre for Occupational Health and Safety • WorksafeBC	• Island Trust Conservancy • Translink • BC Safety Authority (Technical Safety BC) • Motor Vehicle Sales Authority of BC • Police Boards • Consumer Protection BC • Whistler Sports Legacies Society • Chinese Canadian Museum Society of BC • Airport Authority - Prince George • Airport Authority - Victoria • BC Ferry Authority • Port Authorities • Victoria Regional Transit Commission • Creative BC • Real Estate Errors and Omissions Insurance Corporation • Real Estate Compensation Fund Corporation

Ministry	Office of the Premier
Commercial Crowns	N/A
Service Delivery Crowns	N/A
SUCH Sector Organizations	N/A
Tribunals	N/A
Advisory Boards	N/A
Professional Regulators	N/A
Other	N/A

Ministry	Advanced Education, Skills and Training
Commercial Crowns	N/A
Service Delivery Crowns	• British Columbia Council for International Education • Industry Training Authority
SUCH Sector Organizations	• *See public post-secondary institutions, p. 4*
Tribunals	N/A
Advisory Boards	• BC Council on Admissions and Transfers • BCcampus • Degree Quality Assessment Board • Student Aid BC Program Appeal Committee
Professional Regulators	• Board of Examiners – BC Society of Landscape Architects • Board of Examiners of the BC Registered Music Teachers Association • Chartered Professional Accountants of British Columbia
Other	• Architectural Institute of BC • BC Registered Music Teachers' Association • BC Electronic Library Network

Ministry	Agriculture
Commercial Crowns	N/A
Service Delivery Crowns	N/A
SUCH Sector Organizations	N/A

Tribunals	• Agricultural Land Commission
	• Farm Industry Review Board
	  ○ BC Broiler Hatching Egg Commission
	  ○ BC Chicken Marketing Board
	  ○ BC Cranberry Marketing Commission
	  ○ BC Egg Marketing Board
	  ○ BC Hog Marketing Commission
	  ○ BC Milk Marketing Board
	  ○ BC Turkey Marketing Board
	  ○ BC Vegetable Marketing Commission

Advisory Boards	N/A
Professional Regulators	• College of Veterinarians of BC
Other	N/A

Ministry	**Attorney General**
Commercial Crowns	• BC Lottery Corporation • Insurance Corporation of BC
Service Delivery Crowns	• BC Family Maintenance Agency • Legal Services Society • BC Liquor Distribution Branch
SUCH Sector Organizations	N/A
Tribunals	• BC Review Board • BC Human Rights Tribunal • BC Utilities Commission • Building Code Appeal Board • Civil Resolution Tribunal • Community Care and Assisted Living Appeal Board • Employment Standards Tribunal • Environmental Appeal Board • Financial Services Tribunal • Forest Appeals Commission • Health Professions Review Board • Hospital Appeal Board • Industry Training Appeal Board • Labour Relations Board • Mental Health Review Board • Oil and Gas Appeal Tribunal • Property Assessment Appeal Board • Safety Standards Appeal Board • Surface Rights Board • Workers' Compensation Appeal Tribunal
Advisory Boards	• Judicial Council of the Provincial Court of BC • Attorney General's BC Supreme Court Rules Committee
Professional Regulators	• Association of Professional Engineers and Geoscientists of BC (Engineers and Geoscientists of BC) • Association of BC Forest Professionals • Applied Science Technologists and Technicians of BC • BC Institute of Agrologists • Law Society of British Columbia • Notaries Public Board of Examiners • College of Applied Biology
Other	• BC Ferry Commission • BC Law Institute • Law Foundation of British Columbia

	• Notary Foundation • Independent Investigations Office of BC • Investigations and Standards Office • Public Guardian and Trustee of British Columbia

Ministry	**Children and Family Development**
Commercial Crowns	• Columbia Power Corporation
Service Delivery Crowns	• Columbia Basin Trust
SUCH Sector Organizations	N/A
Tribunals	N/A
Advisory Boards	• Provincial Child Care Council
Professional Regulators	• BC College of Social Workers
Other	N/A

Ministry	**Citizens' Services**
Commercial Crowns	N/A
Service Delivery Crowns	N/A
SUCH Sector Organizations	N/A
Tribunals	N/A
Advisory Boards	N/A
Professional Regulators	N/A
Other	N/A

Ministry	**Education**
Commercial Crowns	N/A
Service Delivery Crowns	N/A
SUCH Sector Organizations	• *See list of School Boards of Trustees on p. 3*
Tribunals	• Disciplinary and Professional Conduct Board
Advisory Boards	• BC Teachers' Council • Independent School Teacher Certification Committee
Professional Regulators	N/A
Other	N/A

Ministry	**Energy, Mines and Petroleum Resources**

Commercial Crowns	• BC Hydro and Power Authority
	  ○ Powerex Corporation
	  ○ Powertech Labs Inc.

Service Delivery Crowns	• BC Oil and Gas Commission
SUCH Sector Organizations	N/A
Tribunals	N/A
Advisory Boards	N/A
Professional Regulators	• Board Examiners – Assayer Certification
Other	N/A

Ministry	Environment and Climate Change Strategy
Commercial Crowns	N/A
Service Delivery Crowns	N/A
SUCH Sector Organizations	N/A
Tribunals	N/A
Advisory Boards	• Climate Solutions and Clean Growth Advisory Council • MacKenzie River Basin Board
Professional Regulators	N/A
Other	N/A

Ministry	Finance
Commercial Crowns	N/A
Service Delivery Crowns	• BC Securities Commission • BC Infrastructure Benefits • BC Financial Services Authority • Partnerships BC • Real Estate Foundation of BC • Real Estate Council of British Columbia
SUCH Sector Organizations	N/A
Tribunals	N/A
Advisory Boards	• Accounting Policy Advisory Committee • Insurance Council of British Columbia
Professional Regulators	N/A
Other	• BC Pension Corporation • BC Investment Management Corporation • Credit Union Deposit Insurance Corporation • Post-secondary Employers Association • University Public Sector Employer's Association • Real Estate Errors and Omissions Insurance Corporation • Real Estate Compensation Fund Corporation

Ministry	Forest, Lands, Natural Resource Operations and Rural Development
Commercial Crowns	N/A
Service Delivery Crowns	• Creston Valley Wildlife Management Authority • Forest Enhancement Society of BC
SUCH Sector Organizations	N/A
Tribunals	• Forest Practices Board
Advisory Boards	• Muskwa-Kechika Advisory Board • Minister's Wildlife Advisory Council
Professional Regulators	• Association of BC Land Surveyors
Other	• BC Land Title and Survey Authority

	• Integrated Cadastral Information Society • Private Managed Forest Land Council • Skagit Environmental Endowment Commission

Ministry	**Health**
Commercial Crowns	N/A
Service Delivery Crowns	N/A
SUCH Sector Organizations	*See Health Organizations p. 4*
Tribunals	• Health Care Practitioners' Special Committee for Audit
Advisory Boards	• BC Patient Safety and Quality Council • Data Stewardship Committee • Drug Benefit Council • Patient Care Quality Review Boards
Professional Regulators	• Emergency Medical Assistants Licensing Board • College of Chiropractors of British Columbia College of Dental Hygienists of British Columbia • College of Dental Surgeons of British Columbia • College of Dental Technicians of British Columbia • College of Denturists of British Columbia • College of Dietitians of British Columbia • College of Massage Therapists of British Columbia • College of Naturopathic Physicians of British Columbia • College of Occupational Therapists of British Columbia • College of Opticians of British Columbia • College of Optometrists of British Columbia • College of Pharmacists of British Columbia • College of Physical Therapists of British Columbia • College of Physicians and Surgeons of British Columbia • College of Psychologists of British Columbia • College of Nurses and Midwives • College of Speech & Hearing Health Professionals of BC • College of Traditional Chinese Medicine Practitioners and Acupuncturists of British Columbia
Other	• Assisted Living Registrar • BC Emergency Health Services • Medical Services Commission

Ministry	**Indigenous Relations and Reconciliation**
Commercial Crowns	N/A
Service Delivery Crowns	• First People's Cultural Council
SUCH Sector Organizations	N/A
Tribunals	N/A
Advisory Boards	• Minister's Advisory Council on Indigenous Women

Professional Regulators	N/A
Other	• BC Treaty Commission • Haida Gwaii Management Council • New Relationship Trust

Ministry	**Jobs, Economic Development and Competitiveness**
Commercial Crowns	N/A
Service Delivery Crowns	• Nechako-Kitimaat Development Fund Society • BC Immigrant Investment Fund Ltd. • British Columbia Trade and Invest Ltd. • Forestry Innovation Investment Ltd. • Innovate BC
SUCH Sector Organizations	N/A
Tribunals	N/A
Advisory Boards	• Indigenous Business and Investment Council • Small Business Roundtable • Premier's Chinese Canadian Community Advisory Committee
Professional Regulators	N/A
Other	• Island Coastal Economic Trust • Northern Development Initiative Trust • Southern Interior Development Initiative Trust • BC Renaissance Capital Fund Ltd. • New West Partnership Trade Agreement • Small Business BC

Ministry	**Labour**
Commercial Crowns	N/A
Service Delivery Crowns	N/A
SUCH Sector Organizations	N/A
Tribunals	N/A
Advisory Boards	N/A
Professional Regulators	N/A
Other	• Canadian Centre for Occupational Health and Safety • WorkSafeBC • Collective Agreement Arbitration Bureau Joint Advisory Committee

Ministry	**Mental Health and Addictions**
Commercial Crowns	N/A
Service Delivery Crowns	N/A
SUCH Sector Organizations	N/A
Tribunals	N/A

Advisory Boards	N/A
Professional Regulators	N/A
Other	N/A

Ministry	**Municipal Affairs and Housing**
Commercial Crowns	N/A
Service Delivery Crowns	• BC Assessment Authority • BC Housing Management Commission ○ Provincial Rental Housing Corporation
SUCH Sector Organizations	N/A
Tribunals	N/A
Advisory Boards	• Office of the Auditor General for Local Government • Board of Examiners (Local Government)
Professional Regulators	• Building Officials Association of BC
Other	• Island Trust Conservancy • Translink • BC Safety Authority (Technical Safety BC)

Ministry	**Public Safety and Solicitor General**
Commercial Crowns	N/A
Service Delivery Crowns	• Organized Crime Agency of British Columbia
SUCH Sector Organizations	N/A
Tribunals	N/A
Advisory Boards	N/A
Professional Regulators	N/A
Other	• Motor Vehicle Sales Authority of BC • Police Boards • Consumer Protection BC

Ministry	**Social Development & Poverty Reduction**
Commercial Crowns	N/A
Service Delivery Crowns	• Community Development BC
SUCH Sector Organizations	N/A
Tribunals	• Employment and Assistance Appeal Tribunal
Advisory Boards	N/A
Professional Regulators	N/A
Other	N/A

Ministry	**Tourism, Arts and Culture**
Commercial Crowns	N/A
Service Delivery Crowns	• Destination British Columbia

	• BC Games Society • Royal BC Museum • BC Pavilion Corporation • Knowledge Network Corporation ○ Knowledge-West Communications Corporation
SUCH Sector Organizations	N/A
Tribunals	N/A
Advisory Boards	• BC Arts Council • Multicultural Advisory Council of BC • Minister's Tourism Engagement Council • Medal of Good Citizenship Committee
Professional Regulators	N/A
Other	• Creative BC • Whistler Sports Legacies Society • Chinese Canadian Museum Society of BC

Ministry	**Transportation and Infrastructure**

Commercial Crowns	• BC Railway Company
	  ○ 0839565 BC Ltd. and 0838465 BC Ltd.
	  ○ BC Railway Properties Ltd.
	  ○ Vancouver Wharves Ltd. and Vancouver Wharves Ltd. Partnership

Service Delivery Crowns	• BC Transit Corporation • Transportation Investment Corporation • BC Transportation Financing Authority
SUCH Sector Organizations	N/A
Tribunals	• Passenger Transportation Board
Advisory Boards	N/A
Professional Regulators	N/A
Other	• Airport Authority - Prince George • Airport Authority – Victoria • BC Ferry Authority • British Columbia Container Trucking Commissioner • Port Authorities • Victoria Regional Transit Commission

TAB 4

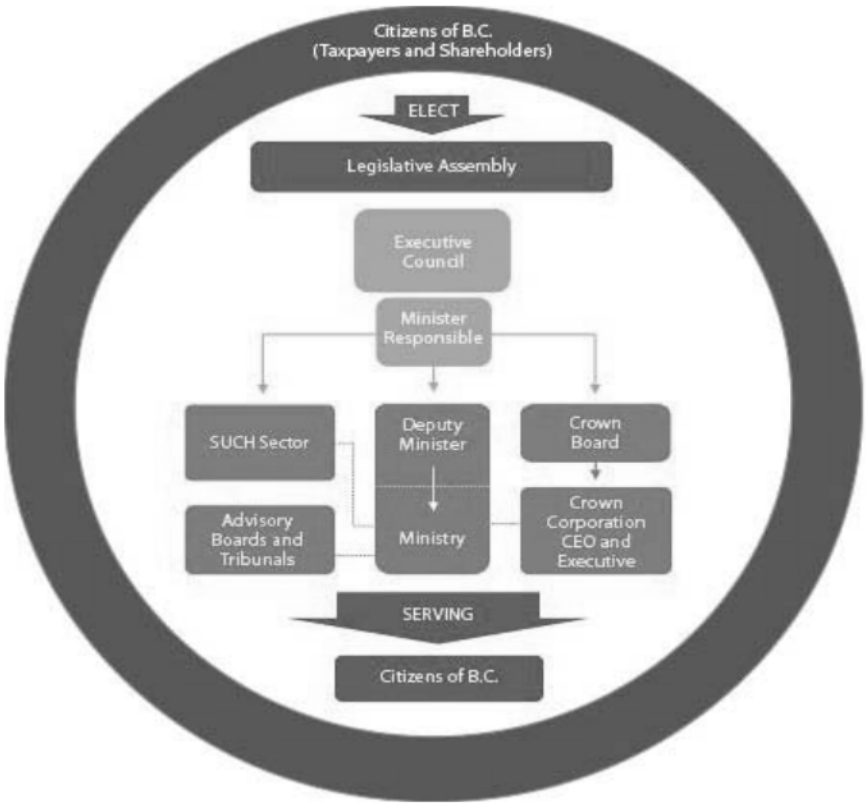
Governance Framework: Crown Corporation Governance Roles and Responsibilities

Tab 4 A

Governance Framework: Crown Corporation Governance Roles and Responsibilities

British Columbia's Public Sector Governance Framework

Effective public sector management relies on the contributions of many individuals and bodies, many of whom are reflected in the governance and accountability continuum shown in the figure below.



The Legislative Assembly and the government exercise the ownership rights on the people's behalf. The Minister Responsible serves as the link between the PSO, the Cabinet, and the Legislative Assembly. As well, Treasury Board may play a significant role in approving capital and operating budgets, particularly for taxpayer-supported organizations. The following is a general overview of the governance and accountability continuum:

- Government establishes the PSOs and its mandate through statute or other legislative authority and provides funding to the PSOs on behalf of the public.
- Government communicates broad objectives for the organization through the Minister Responsible and empowers its board to oversee the PSO's affairs.
- The Deputy Minister acts as the main advisor to the Minister Responsible on PSOs matters and most often is the liaison with the PSO's CEO and senior staff.
- The board oversees the affairs of the PSOs and supervises management who is responsible for day-to-day operations and, through the CEO, sets the standards of organizational conduct.
- The CEO leads the development of the PSO's strategic initiatives, policies, operating and capital budgets; makes recommendations for their approval to the board; implements board-approved initiatives; and, manages the day-to-day business of the PSOs.

Tab 4 B

Governance Framework: Crown Corporation Governance Roles and Responsibilities

Performance Planning and Reporting Cycle

Performance planning and reporting (commonly referred to as PPR) supports an open and accountable government by clearly communicating to the public what the government (and its Crowns) intends to achieve in terms of performance and what it actually achieves. For this reason, effective PPR is a crucial element to the public sector governance framework. The annual PPR cycle is made up of the processes for producing Crown mandate letters as well as Crown and ministry service plans and annual service plan reports. The *Budget Transparency and Accountability Act* (BTAA) provides the legislative framework for performance planning and reporting for ministries and Crowns, requiring them to prepare and make public three-year service plans and annual service plan reports each year. Mandate letters, while not legislatively required, contribute to good governance and stewardship of key public sector organizations – Crowns, health authorities and post-secondary institutions (Crowns).

The general annual PPR cycle, for a non-election year, is as follows: mandate letters from September-February; service plans from October-February; and, service plan reports from April-August. The figure below visualizes this cycle.

SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG
Mandate letters											
	Annual three-year service plans										
							Annual service plan reports				

The timelines for the service plans and annual service plan reports reflect requirements from the BTAA. Service plans must be tabled in the Legislative Assembly on Budget Day. By convention, this is done by the Minister of Finance on behalf of all Ministers Responsible. Annual service plan reports must be made public by August 31 the following year. Mandate letters are developed along with the Budget process to ensure priorities are reflected in the annual planning documents. The key features of each document are as follows:

Mandate letters:	• Public statements of the government's mandate and policy direction to each Crown; • Promote consistency and alignment between the government's priorities, policy objectives, and performance expectations, and the Crowns' goals, objectives, and strategies; • Annual priorities are drafted by Ministries Responsible in collaboration with the Crowns and are approved by Cabinet; and, • Reflect and are reflected in the development of the Crowns' service plans and annual service plan reports.
Service plans:	• Forward-looking plans that communicate what the ministry or Crown intends to achieve over a 3-year fiscal period; • Each PSOs board is responsible for ensuring the plan is consistent with the government's strategic priorities, expectations from the mandate letter, and reporting requirements; • Each board is accountable for their Crown's performance and success in achieving the results documented in the plan; and,

	• Drafted by ministries and Crowns. Because the Ministers Responsible are ultimately accountable for their Crowns' performances, they must approve the final document.
Annual service plan reports:	• Reflective comparison of the actual results for a fiscal year with the expected results, as identified in the service plan for that fiscal year; and, • Drafted by ministries and Crowns. Because the Ministers Responsible are ultimately accountable for the performance of their Crowns, they must approve the final document.

Mandate Letters

Ministers Responsible for Crown corporations, health authorities, and post-secondary institutions (Crowns), issue these entities annual mandate letters to set clear expectations and establish alignment between government priorities, public policy objectives, and the work of the organizations. Mandate letters are also intended to be a starting point for positive, collaborative communications between Ministers/Ministries Responsible and Crowns. A Crown's annual mandate letter is ultimately a public statement of direction from government confirming the organization's priorities for that year.

Tab 4 C

Governance Framework: Crown Corporation Governance Roles and Responsibilities

Key Accountabilities for Ministers Responsible for Public Sector Organizations

A Minister is appointed by Cabinet to be responsible to the Legislative Assembly for one or more PSOs. The Minister Responsible is the government's representative and the key link between Cabinet and a PSO's Board of Directors. The key accountabilities of the Minister include:

- Being accountable to Cabinet and the Legislative Assembly to ensure the PSO's mandate is aligned with government's strategic priorities and Cabinet direction;
- Providing annual mandate letters to the PSO which outline (at a high level) the government's annual strategic direction and specific priority actions for the coming year;
- Approving and tabling the PSO's service plans and annual service plan reports;
- Approving or recommending board member appointments/removals to Cabinet for decision; **or**, appointing and rescinding board appointments when appointments are made by Ministerial Order;
- Holding formally established regular (e.g., quarterly, semi-annually) meetings with the Board Chairs and CEOs of the Crown corporations, health authorities, and post-secondary institutions, as well as with the Deputy Ministers to discuss relevant and current corporate business including reviewing achievement of the goals, objectives, performance measures, financial targets, and risk assessments identified in the organization's service plan.
- Sponsoring PSO submissions for legislation or other government approvals;
- Advising the board, in a timely manner, of any government direction that materially impacts the business of the PSO;
- Informing the Minister of Finance of PSO issues that may materially affect government's Budget and Fiscal Plan or financial reporting; and,
- Seeking Cabinet approval to create a new PSO or dissolve an existing one.

Key Accountabilities for Deputy Ministers Responsible for Public Sector Organizations

The Deputy Minister Responsible, along with executive members of the Ministry Responsible, provide support to the Minister in the execution of their key accountabilities concerning the PSOs. The Deputy Minister acts as the main advisor to the Minister and is responsible for maintain an effective working relationship between the ministry and the PSO.

Tab 4 D

Governance Framework: Crown Corporation Governance Roles and Responsibilities

Financial Reporting Requirements and Other Reporting Expectations

PSOs operate within an intricate legal framework. Key statutes that define the accountability, financial, and reporting requirements of PSOs include the *Financial Administration Act*, the *Financial Information Act* (FIA), the *Budget Transparency and Accountability Act*, the *Information Management Act*, and the *Public Sector Employers Act*. There are various other statutes that apply to some PSOs which can affect their decision-making. These include the *Auditor General Act*, the *Balanced Budget and Ministerial Accountability Act*, the *Climate Change Accountability Act* (CCAA), the *Multiculturalism Act*, the *Health Professions Act*, the *Professional Governance Act*, the *Administrative Tribunals Act*, and the Treasury Board Remuneration Directives. Some PSOs also fall within the jurisdiction of the *Public Service Act*, the *Public Service Labour Relations Act*, the *Public Sector Pension Act*, and the *Pension Benefit Standards Act*.

Notable disclosure requirements include Public Sector Executive Compensation Disclosure Statements (as required by the FIA), Carbon Neutral Action Reports (as required by the CCAA), and quarterly Capital Plan Updates (as part of the Consolidated Capital Planning Process). These and other requirements can be found in the *Information Requirements and Events Calendar for Service Delivery and Commercial Crowns: March 2020-March 2021* which is distributed to all Ministries Responsible and PSOs. It is updated annually and covers a two-year period to allow PSO boards to schedule meetings. The calendar sets out the dates on which PSOs must submit financial information, service plans, annual service plan reports, and other information to government to meet statutory reporting dates and other government requirements.

INFORMATION REQUIREMENTS AND EVENTS CALENDAR
MARCH 2020 TO MARCH 2021

These dates are subject to change. For questions about reporting requirements or dates please Contact the organization requesting the material.

REVISED: APRIL 2020

Target Date	Document Name	Activity	Source
March 30, 2020	Annual Report Guidelines*	• CABRO issues Guidelines to ministries and Crowns.	Crown Agencies and Board Resourcing Office (CABRO)
April 7, 2020	Guidelines and Templates Webinar	• CABRO webinar on Ministry and Crown Annual Report Guidelines and Templates.	CABRO
April 17th, 2020	Preliminary 2019/20 Comparative Financial Statements	• Crowns submit to Office of the Comptroller General (for Crowns with a December 31st year end, the 2019 Audited Comparative Financial Statements and the March 2019 Year to Date Actuals).	Office of the Comptroller General (OCG)
April 27, 2020	2019/20 Annual Report*	• CFO/CEO/ADM approved draft submitted for CABRO and TBS review (BC Assessment only)	CABRO
TBC	Energy, Fuel, and Paper Consumption Data	• Crown corporations must load all Energy, Fuel, and Paper Consumption Data into SMARTTool for Carbon Reporting. Ministries are exempt from this as their data is loaded by Shared Services BC.	Ministry of Environment & Climate Change Strategy (ENV-CAS)
May 2020	2019/20 Executive Compensation Disclosure Statements	• All public sector employers that meet the definition of the *Public Sector Employers Act*, including Crowns, are required to disclose total compensation paid to the Chief Executive Officer and the next four highest ranking/paid executives. The annual disclosure is coordinated by the Public Sector Employers' Council Secretariat (PSEC). Employers fulfil this requirement by submitting data and information to the Labour Information Gathering and Executive Reporting (LIGER) System. Employer-contacts work with the respective employers' association and PSEC Secretariat in a review process that leads to a finalized statement that must receive board chair approval in an attestation. • Deadline for this year's finalized content is in May. • Finalized submissions that include the summary statement table, the organizations' compensation philosophy and the board attestation is due in June. • A broad disclosure is typically coordinated to coincide with Government's Public Accounts and released before September.	Public Sector Employer's Council Secretariat (PSEC Secretariat)
May 4, 2020	Multiculturalism Report	• Multiculturalism Branch issues annual instructions to Crowns.	Ministry of Tourism, Arts and Culture/ Multiculturalism Branch (TAC/ MB)
May 6, 2020	2019/20 Annual Report*	• CABRO/TBS reviews complete *(BC Assessment only)*	CABRO

INFORMATION REQUIREMENTS AND EVENTS CALENDAR
MARCH 2020 TO MARCH 2021

These dates are subject to change. For questions about reporting requirements or dates please Contact the organization requesting the material.

REVISED: APRIL 2020

May 11, 2020	Quarterly Capital Plan Update	• Crowns submission of capital project information to ministries for use in updating the Capital Planning Secretariat database.	Treasury Board Staff (TBS)
TBC	2019 Self-Certification Checklist	• Crowns to submit Self-Certification Checklist to the Climate Action Secretariat as part of the annual Carbon Neutral Action Report process.	ENV-CAS
TBC	2019 Offsets Invoice	• Crowns will receive their 2019 Carbon Offset Purchases invoice.	ENV-CAS
May 15, 2020	2019/20 Audited Comparative Financial Statements	• Crowns submit to Office of the Comptroller General.	OCG
May 20, 2020	2019/20 Annual Report*	• CFO/CEO/ADM approved draft submitted for CABRO and TBS review.	CABRO
May 20, 2020	Fourth Quarter CPS Database Update	• Ministries to update project profiles in Capital Planning Secretariat database using the information submitted to them by the Service Delivery Crowns on May 14, 2020.	TBS
May 22, 2020	2019/20 Annual Report*	• Crowns with March 31st year end, CABRO and TBS post comments to SharePoint site for ministry action and feedback to Crowns.	CABRO
May 22, 2020	Multiculturalism Report	• Ministries and Crowns to submit annual 'Reports on Multiculturalism' to Deputy Ministers.	TAC/MB
May 27, 2020	Preliminary 2020/21-2023/24 Forecasts and Projections	• Service Delivery Crowns submit to Treasury Board Staff (SDCs with December 31st year end, 2020 First Quarter Revised Forecast & 2021-2023 Projections) (only SDCs with significant capital plan or operating changes need to submit); these projections must be consistent with Treasury Board's direction and approved targets as communicated to the ministry from time to time.	TBS
May 27, 2020	Preliminary 2020/21–2023/24 Projections	• Commercial Crowns submit to Treasury Board Staff (for CC with December 31st year end, 2020 First Quarterly Revised Forecast & 2021-2023 Projections).	TBS
May 27, 2020	2019/20 Annual Report*	• Signed Annual Report submitted to CABRO. • Signed Annual Report delivered to Minister's office. *(BC Assessment only)*	CABRO

INFORMATION REQUIREMENTS AND EVENTS CALENDAR
MARCH 2020 TO MARCH 2021

These dates are subject to change. For questions about reporting requirements or dates please Contact the organization requesting the material.

REVISED: APRIL 2020

May 29, 2020	Multiculturalism Report	• Ministries and Crowns to submit annual 'Reports on Multiculturalism' to Deputy Ministers.	TAC/MB
May 29, 2020	2019/20 Annual Report*	• Annual Report filed with Office of the Clerk. • Annual Report posted on website.	CABRO
May 31, 2020	2019 CNAR	• Final Carbon Neutral Action Report and survey form to be submitted by Crowns to the Climate Action Secretariat. • Final offset payment must be made by Crowns to the Ministry of Environment.	ENV-CAS
June 3, 2020	2019/20 Annual Report*	• CABRO/TBS reviews complete.	CABRO
June 26, 2020	2019/20 Annual Report*	• Final, signed annual reports submitted to CABRO. • CABRO submits annual reports to QP.	CABRO
June 29, 2020	2019/20 Annual Report*	• CABRO completes final reviews and submits annual reports to Queen's Printer.	CABRO
By June 30, 2020	*Financial Information Act* (FIA)	• Crowns with December 31st year end, Financial Information Act reporting requirements to be forwarded to ministry and subsequently posted on Crown's website.	TBS
By June 30, 2020	Board Appointee Remuneration Disclosure	• Crowns and Tribunals covered under Treasury Board Directives 1/17 and 2/17 report actual remuneration paid in previous fiscal year to their Board appointees on their own or ministry website and notify Public Sector Employers' Council.	TBS
July 7, 2020	2019/20 Annual Report*	• Printing and production completed by QP so annual reports are ready to be filed concurrent with Public Accounts.	CABRO
July 13, 2020	Quarterly Capital Plan Update	• Crowns submission of capital project information to ministries for use in updating the Capital Planning Secretariat database. This information is also to be used when completing the First Quarter Revised Forecast submission.	TBS
July 15, 2020	First Quarter CPS Database Update	• Ministries to update project profiles in Capital Planning Secretariat database using the information submitted to them by the Service Delivery Crowns on July 15, 2020. Revised capital spending totals to be used when preparing quarterly SDC forecasts.	TBS
July 17, 2020	2020/21 First Quarter YTD Actuals	• Submit to Office of the Comptroller General (for Crowns with December 31st year end, 2020 Second Quarter Year to Date Actuals).	OCG

INFORMATION REQUIREMENTS AND EVENTS CALENDAR
MARCH 2020 TO MARCH 2021

These dates are subject to change. For questions about reporting requirements or dates please Contact the organization requesting the material.

REVISED: APRIL 2020

July 24, 2020	2020/21 First Quarter Revised Forecast & 2021/22 – 2024/25 Projections	• Service Delivery Crowns submit to Treasury Board Staff (for SDCs with December 31st year end, 2020 Second Quarter Revised Forecast & 2021-2024 Projections) (to be approved by Boards/Chairs prior to submission); these projections must be consistent with Treasury Board's direction and approved targets as communicated to the ministry from time to time.	TBS
August 2020	Mandate Letters	• CABRO issues the 2021/22 template to the ministry to prepare Government's strategic direction to Crown corporations.	CABRO
August 4, 2020	2020/21 First Quarter Revised Forecast & 2021/22 – 2024/25 Projections	• Submit to Treasury Board Staff (for Commercial Crowns with December 31st year end, 2020 Second Quarter Revised Forecast & 2021 – 2024 Projections) (to be approved by Boards/Chairs prior to submission).	TBS
August 4, 2020	First Quarterly Report Communications Plans and Release Information	• Due to Treasury Board Staff for Commercial Crowns preparing separate public releases.	TBS
September 25, 2020	*Financial Information Act* (FIA)	• Crowns with March 31st year end, FIA reporting requirements to be forwarded to ministry and subsequently posted on Crown's website.	TBS
October 2020	Service Plan Guidelines*	• CABRO issues Service Plan Guidelines to ministries and Crowns. • Crowns begin preparing draft 2021/22 – 2023/24 Service Plans incorporating direction provided in 2020/21 Mandate Letter.	CABRO
October 7, 2020	Quarterly Capital Plan Update	• Crowns submission of capital project information to ministries for use in updating the Capital Planning Secretariat database. This information is also to be used when completing the Second Quarter Revised Forecast submission.	TBS
October 7, 2020	Second Quarter CPS Database Update	• Ministries to update project profiles in Capital Planning Secretariat database using the information submitted to them by the Service Delivery Crowns on October 7, 2020. Revised capital spending totals to be used when preparing quarterly SDC forecasts. • Update signed-off by Ministry & CPS closed on October 15, 2020.	TBS
October 16, 2020	2020/21 Second Quarter YTD Actuals	• Crowns submit to Office of the Comptroller General (for Crowns with December 31st year end, 2020 Third Quarter Year to Date Actuals).	OCG

INFORMATION REQUIREMENTS AND EVENTS CALENDAR
MARCH 2020 TO MARCH 2021

These dates are subject to change. For questions about reporting requirements or dates please Contact the organization requesting the material.

REVISED: APRIL 2020

October 22, 2020	2020/21 Second Quarter Revised Forecast & 2021/22 – 2024/25 Projections	• Service Delivery Crowns submit to Treasury Board Staff (for SDCs with December 31st year end, 2020 Revised Forecast & 2021 – 2024 Projections) (to be approved by Boards/Chairs prior to submission). These projections must be consistent with Treasury Board's direction and approved targets as communicated to the ministry from time to time.	TBS
October 29, 2020	2020/21 Second Quarter Revised Forecast & 2021/22 – 2024/25 Projections	• Commercial Crowns submit to Treasury Board Staff (for CCs with December 31st year end, 2020 Third Quarter Revised Forecast & 2021 – 2024 Projections) (to be approved by Boards/Chairs prior to submission).	TBS
October 29, 2020	Second Quarterly Report Communications Plans and Release Information	• Due to Treasury Board Staff for Commercial Crowns preparing separate public releases.	TBS
December 14, 2020	Quarterly Capital Plan Update	• Crowns submission of capital project information to ministries for use in updating the Capital Planning Secretariat database. This information is also to be used when completing the Third Quarter Revised Forecast submission.	TBS
December 16, 2020	Third Quarter CPS Database Update	• Ministries to update project profiles in Capital Planning Secretariat database using the information submitted to them by the Service Delivery Crowns on December 8, 2020. Revised capital spending totals to be used when preparing quarterly SDC forecasts. • Update signed-off by Ministry & CPS closed on January 4, 2021.	TBS
January 7, 2021	Third Quarter CPS Database Update	• Ministries to update project profiles in Capital Planning Secretariat database using the information submitted to them by the Service Delivery Crowns on December 8, 2020. Revised capital spending totals to be used when preparing quarterly SDC forecasts.	TBS
January 8, 2021	2020/21 Third Quarter Revised Forecast and 2021/22 - 2024/25 Budget Projections	• Service Delivery Crowns submit to Treasury Board Staff (for SDCs with December 31st year end, 2020 Preliminary Actuals & 2021 - 2024 Projections) (to be approved by Boards/Chairs prior to submission); these projections must be consistent with Treasury Board's direction and approved targets as communicated to the ministry.	TBS
January 11, 2021	2020/21 Third Quarter YTD Actuals	• Crowns submit to Office of the Comptroller General (for Crowns with December 31st year end, 2020 Preliminary Actuals) (draft, subject to final confirmation by January 31).	OCG

INFORMATION REQUIREMENTS AND EVENTS CALENDAR
MARCH 2020 TO MARCH 2021

These dates are subject to change. For questions about reporting requirements or dates please Contact the organization requesting the material.

REVISED: APRIL 2020

January 13, 2021	2020/21 Third Quarter Revised Forecast and 2021/22 – 2024/25 Budget Projections	• Commercial Crowns submit to Treasury Board Staff (for CCs with December 31st year end, 2020 Preliminary Actuals & 2021 – 2024 Projections) (to be approved by Boards/Chairs prior to submission).	TBS
January 13, 2021	Third Quarterly Report Communications Plans and Release Information	• Due to Treasury Board Staff for Commercial Crowns preparing separate public releases.	TBS
March/April 2021	Annual Report Guidelines*	• CABRO issues Guidelines to ministries and Crowns.	CABRO
July 21, 2021	2020/21 First Quarter YTD Actuals	• Submit to Office of the Comptroller General (for Crowns with December 31st year end, 2020 Second Quarter Year to Date Actuals).	OCG
October 15, 2021	2020/21 Second Quarter YTD Actuals	• Crowns submit to Office of the Comptroller General (for Crowns with December 31st year end, 2020 Third Quarter Year to Date Actuals).	OCG
January 10, 2022	2020/21 Third Quarter YTD Actuals	• Crowns submit to Office of the Comptroller General (for Crowns with December 31st year end, 2020 Preliminary Actuals) (draft, subject to final confirmation by January 31)	OCG
TBC	Preliminary 2020/21 Comparative Financial Statements	• Crowns submit to Office of the Comptroller General (for Crowns with a December 31st year end, the 2019 Audited Comparative Financial Statements and the March 2019 Year to Date Actuals).	OCG
TBC	2020/21 Audited Comparative Financial Statements	• Crowns submit to Office of the Comptroller General.	OCG

INFORMATION REQUIREMENTS AND EVENTS CALENDAR
MARCH 2020 TO MARCH 2021

These dates are subject to change. For questions about reporting requirements or dates please Contact the organization requesting the material.

REVISED: APRIL 2020

Legend

CABRO	
OCG	
TBS	
TAC - MB	
ENV - CAS	
PSEC Secretariat	

Source	Contact
Ministry of Finance/Crown Agencies and Board Resourcing Office	Shannon Haszard - Shannon.Haszard@gov.bc.ca
Ministry of Tourism, Arts and Culture/Multiculturalism Branch	Stephanie Mannix - Stephanie.Mannix@gov.bc.ca and Elizabeth Matheson - Elizabeth.Matheson@gov.bc.ca
Office of the Comptroller General	Corinna Laird - Corinna.Laird@gov.bc.ca
Ministry of Environment & Climate Change Strategy	Binaipal Gill – Binaipal.Gill@gov.bc.ca
Public Sector Employer's Council Secretariat	Kindree Draper - Kindree.Draper@gov.bc.ca
Treasury Board Staff	Albert Law - Albert.Law@gov.bc.ca

TAB 5

Crown Agency Board Appointments, Guidelines, and Remuneration

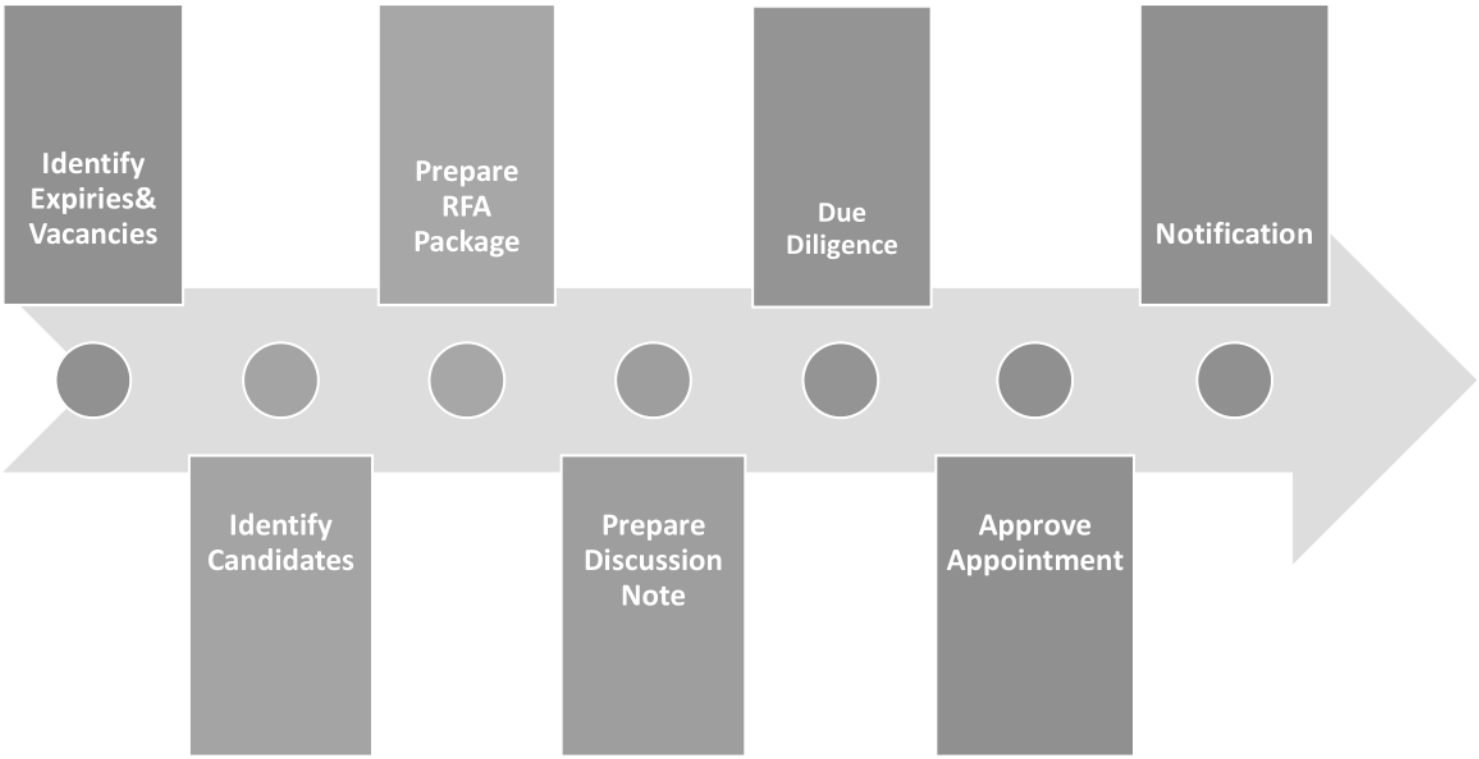
Tab 5 A

PROCESS GUIDE TO BC PUBLIC SECTOR ORGANIZATION APPOINTMENTS

Provided by the Crown Agencies and Board Resourcing Office (CABRO)

For Use by Ministries and Public Sector Organizations

Updated September 2020



1.

Identify Expiries and Vacancies:

- Through appointment expiries
- Through appointee resignations and departures

The ministry and CABRO identify upcoming public sector board member expiries and vacancies. The ministry contacts the agency, board or commission, also referred to as **a Public Sector Organization (PSO)**, to initiate completion of a **Request for Appointment (RFA)** package.

2.

Identify Candidates:

CABRO develops candidate recruitment and outreach strategies in collaboration with ministries and PSOs. Recruitment strategies usually include the creation of a job posting**,** or **Notice of Position (NOP),** for governing boards or tribunals, which CABRO co-ordinates with ministries and posts on its website.

The NOP is publicly po**sted for 2-8 weeks depending on requirements. Postings can be accessed at** www.gov.bc.ca/cabro (see "Current Positions") or at BC Public Sector Board Applications from current browsers. The ministry works with the Public Sector Organization to distribute the Notice of Position to key partners, stakeholders and potential applicants.

CABRO maintains a centralized, secure database of interested applicants, including resumes and biographies, per *Freedom of Information and Protection of Privacy Act* (FOIPPA) requirements. When a posting closes, CABRO compiles a candidate pool consisting of online applicants, candidates identified by CABRO, the board or the ministry.

3.

Prepare the Request for Appointment (RFA) Package:

The Public Sector Organization prepares the Request for Appointment package, which is sent to CABRO after ministry review.

The package for ***Re-Appointments*** includes:

- The RFA Checklist , outlining details about vacancies, recommended re-appointments and new candidates
- **Performance Appraisal (PA)** forms for current members and chairs of governing boards and tribunals
- A board competency matrix (if applicable), summarizing the key skills and experiences of each board member and board strength as a whole.

The package for ***New Appointments*** includes:

- A **Notice of Position** describing the organization and competencies sought
- Candidate resumes to be added to the candidate pool.

4.

Prepare the Discussion Note:

CABRO prepares a Discussion Note for ministers that summarizes all expiries and vacancies, current board composition, candidates recommended from the candidate pool and a background of the organization. Discussion Notes are a key part of CABRO's quarterly meetings with ministers.

Background information on an organization includes an overview and remuneration guidelines for board members per Treasury Board Directives. These Directives set parameters for member and chair expenses.

CABRO reviews Discussion Notes with the Minister's Office, and if applicable, the Premier's Office.

5.

Due Diligence:

Shortlisted candidates complete a **Candidate Profile and Declaration form (CPD)** for governing boards or tribunals. The CPD includes:

- Resume information
- Conflict of interest and criminal record disclosure
- Declaration by the candidate that they accept the governance responsibility of a public-sector agency appointment.

6.

Approve Appointment:

When a Minister's decision, or decision to recommend to Cabinet is made, CABRO issues drafting instructions, and the ministry prepares orders for the Minister's Office. Appointments cannot be initiated without CABRO providing drafting instructions to proceed.

Ministerial Orders (MOs) and Letters, Shareholder Resolutions, etc. are executed by the ministry and the Minister's office. CABRO places the Order in Council (OIC) appointments on the Appointment Orders Committee (AOC) and Cabinet Agendas for Cabinet decision, and plays a key coordinating role in both processes.

The Order in Council Administration Office (Legal Services Branch) of the Ministry of Attorney General publishes a weekly **Resume of Proclamations, Orders in Council and Ministerial Orders** which is also available through BC Laws. Contact AGOICAdmin@gov.bc.ca for more information.

7.

Notification:

The ministry develops a plan, with CABRO assistance where needed, to notify appointees verbally and in writing. This includes new appointees, members who have completed their time on a board, rescinded appointees and members who are returning for additional terms.

An automated message to appointees is generated from the CABRO **Appointment Management System** when the appointment is entered into the CABRO Directory of Agencies **-** a public listing of appointments to Public Sector Organizations.

Tab 5 B

Crown Agency Board Appointments, Guidelines, and Remuneration

Commitment to Diversity Statement

To support strong boards that reflect the diversity of British Columbia, CABRO encourages 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, including people from all regions across British Columbia, to apply for positions that fit their skills and experience. Consideration will be given to individuals with a broad range of backgrounds in community, labour, and business environments. The appointment selection process recognizes lived experiences, volunteer roles, paid employment, and academic achievements.

Tab 5 C

Crown Agency Board Appointments, Guidelines, and Remuneration

Table of Contents for the Appointments Expiry Report to October 19, 2021 by Board in Alphabetical Order

Boards beginning with the letter…	Start on:
A	Page 1
B	Page 1
C	Page 3
D	Page 4
E	Page 5
F	Page 5
G	N/A
H	Page 6
I	Page 6
J	Page 7
K	Page 7
L	Page 7
M	Page 8
N	Page 9
O	Page 9
P	Page 9
Q	N/A
R	Page 13
S	Page 13
T	Page 13
U	Page 13
V	N/A
W	Page 14
X	N/A
Y	N/A
Z	N/A

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

Expiry report as of 2020-10-19 09:47:59 Pacific Standard Time/PST

Position: Tribunal / Board Name ↑	Position: Position Name	Position: Member Name	Term Expiry Date
Agricultural Land Commission (7)	Member - Island Panel	Allegonda (Honey) Forbes	23/10/2020
	Member - Kootenay Panel	Jerrold (Jerry) Thibeault	25/10/2020
	Member - Kootenay Panel	Ian Knudsen	23/10/2020
	Member - North Panel	Andrew Adams	25/10/2020
	Member - South Coast Panel	Satwinder Bains	23/10/2020
	Member - South Coast Panel	Susan Gimse	25/10/2020
	Vice-Chair - Kootenay Panel	David Zehnder	27/10/2020
Association of BC Land Surveyors (2)	Member	Neil Hain	26/11/2020
		France Fulton	09/07/2021
Association of Professional Engineers and Geoscientists of BC (4)	Public/Lay Member	Alan Andison	31/12/2020
		Leslie Hildebrandt	30/11/2020
		Sukhjinder (Suky) Cheema	30/11/2020
		David Wells	30/11/2020
Audit Council of the Auditor General for Local Government (5)	Chair	Antonio (Anthony) Ariganello	30/05/2021
	Member	Darrell Mussatto	30/05/2021
		Christina Benty	31/05/2021
		Mary MacDonald	30/05/2021
		Timothy (Tim) Wood	30/09/2021
BC Arts Council (8)	Chair	Susan Jackson	31/12/2020
	Member	Sae-Hoon (Stan) Chung	31/07/2021
		Evan Klassen	31/07/2021
		Paula Martin	31/07/2021
		Lindsay Bailey	31/07/2021
		Patricia (Pat) Henman	31/07/2021
		Phillip Djwa	31/07/2021
		Kirandeep Dhaliwal	31/12/2020
BC Assessment Authority (5)	Chair	Sylvia Bishop	31/05/2021
	Director	Richard Rainey	15/02/2021
		Kathleen Wittenberg	15/02/2021
		Karen Hoffmann	15/02/2021
	Vice Chair	Richard Taylor	15/02/2021
BC Broiler Hatching Egg Commission (1)	Chair	James (Jim) Collins	30/06/2021
BC Chicken Marketing Board (3)	Chair	Harvey Sasaki	21/12/2020
	Member	Alistair Johnston	30/09/2021
		Gay Hahn	30/09/2021
BC College of Social Workers (2)	Public/Lay Member	Natalie Shorten	23/11/2020
		Denese Espeut-Post	28/03/2021
BC Council on Admissions and Transfer (9)	Member	Jennie Styles	31/08/2021
		Tami O'Meara	31/08/2021
		Diane Naugler	31/08/2021
		Steven (Steve) Roe	31/08/2021
		Dorys Crespin-Mueller	31/08/2021
		Gerda Krause	31/08/2021
		Karen McCredie	31/08/2021
		Carolyn Russell	31/08/2021
		Brenda Louie	31/08/2021
BC Cranberry Marketing Commission (1)	Chair	John (Jack) Brown	10/03/2021
BC Egg Marketing Board (1)	Chair	Sandra Vitins	01/11/2020
BC Emergency Health Services (8)	Chair	Timothy (Tim) Manning	31/12/2020
	Member	Lorianna Bennett	31/05/2021
		Sharon Stromdahl	31/12/2020
		Clarence Louie	31/12/2020
		Kerry Jang	31/12/2020
		Sandra Harris	31/12/2020
		Donisa Bernardo	31/12/2020
		Robert Kiesman	31/12/2020
BC Farm Industry Review Board (3)	Member	David Zirnhelt	31/07/2021
		Harveen Thauli	31/07/2021
		Pawanjit (Pawan) Joshi	31/07/2021

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

BC Financial Services Authority (3)	Director	Joel Whittemore	31/07/2021
		Shannon Salter	31/07/2021
		John Thwaites	31/07/2021
BC Games Society (8)	Chair	James (Jamey) Paterson	30/06/2021
	Member	Christine Ulmer	30/06/2021
		Mark Sime	30/06/2021
		Mark Sime	30/06/2021
		James (Jim) Martin	30/06/2021
		Michael (Wayne) Naka	30/06/2021
		Veronica Planella	30/06/2021
		Richard Peter	30/06/2021
BC Hog Marketing Commission (1)	Chair	Derek Sturko	31/12/2020
BC Housing Management Commission (4)	Commissioner	Barbara Carle-Thiesson	29/01/2021
		Kerry Pateman	29/01/2021
		Penelope (Penny) Gurstein	29/01/2021
		Ski'us Sumexheltza	29/01/2021
BC Human Rights Tribunal (3)	Chair	Diana Vandor (Juricevic)	01/08/2021
	Member	Karen Snowshoe	30/11/2020
		Norman Trerise	03/12/2020
BC Hydro and Power Authority (5)	Director	Robert (Bob) Gallagher	15/01/2021
		Nalaine Morin	31/12/2020
		Daryl Fields	31/12/2020
		Irene Lanzinger	31/12/2020
		Catherine Roome	31/12/2020
BC Institute of Agrologists (3)	Lay Councillor	Brock Endean	30/06/2021
		Matthew Voell	30/06/2021
		Aiden Wiechula	30/06/2021
BC Investment Management Corporation (1)	Chair	Peter Milburn	31/12/2020
BC Law Institute (1)	Member	Tejas Madhur	01/11/2020
BC Lottery Corporation (3)	Chair	Peter Kappel	31/05/2021
	Director	Teresa (Dusty) Kelly	31/10/2020
		Coro Strandberg	31/10/2020
BC Milk Marketing Board (1)	Chair	Benjamin (Ben) Janzen	31/07/2021
BC Oil and Gas Commission (1)	Director	Patrick Kelly	19/10/2021
BC Patient Safety and Quality Council (3)	Chair	Devin Harris	30/09/2021
	Member	Tamara Komuniecki	30/09/2021
		Murray Ramsden	31/12/2020
BC Review Board (7)	Acting Chair	Alison MacPhail	28/02/2021
	Member	Ronald Stevenson	31/12/2020
		Peter Constance	31/12/2020
		Christopher Webster	18/06/2021
		Ingrid Friesen	31/12/2020
		John (Jim) Threlfall	02/01/2021
		Brenda Edwards	02/01/2021
BC Securities Commission (2)	Member	Deborah Armour	31/12/2020
		Marion Shaw	31/12/2020
BC Teachers' Council (9)	ABCDE Rep	William (Ralf) St. Clair	23/04/2021
	BCSSA Rep	Thomas Longridge	23/04/2021
	BCSTA Rep	Carolyn Broady	23/04/2021
	BCTF Rep	John Hall	23/04/2021
	BCTF (elected) Fraser - Non CABRO	Jatinderjit (Jatinder) Bir	23/04/2021
	BCTF (elected) Interior - Non CABRO	Janine Fraser	23/04/2021
	BCTF (elected) Northern - Non CABRO	Matthew Cooke	23/04/2021
	BCTF (elected) Van. Coastal - Non CABRO	Marjorie Dumont	23/04/2021
	BCTF (elected) Van. Island - Non CABRO	Alice Kedves	23/04/2021

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

BC Trade Bid Protest Mechanism Roster (7)	Arbitrator's Rep	Anthony (Tony) Barke	31/12/2020
		Steven Cope	31/12/2020
		Robin Junger	31/12/2020
		Jeffrey Thomas	31/12/2020
		Ronald (Lorne) Seitz	31/12/2020
		Brent (Carl) Kuhnke	31/12/2020
		Susan Yurkovich	31/12/2020
BC Treaty Commission (1)	Commissioner	Angela Wesley	12/12/2020
BC Utilities Commission (2)	Commissioner	Karen Keilty	31/12/2020
		Bernard (Bernie) Magnan	31/12/2020
Board of Examiners of the BC Registered Music Teachers Association (1)	Member	Dorothy Olsen	05/11/2020
British Columbia Container Trucking Commissioner (1)	Commissioner	Michael Crawford	30/11/2020
British Columbia Safety Authority (Technical Safety BC) (1)	Director	Gail Stephens	07/12/2020
Building Code Appeal Board (1)	Vice Chair	Frances (Frankie) Victor	30/11/2020
Building Officials' Association of British Columbia (3)	Public/Lay Member	Wendy Acheson	28/02/2021
		Wenyu (Wesley) Ma	28/02/2021
		Don Pedde	28/02/2021
Canada Revenue Agency Board of Management (1)	Member	Paul Summerville	20/09/2021
Chartered Professional Accountants of British Columbia (2)	Public/Lay Member	Grace Wong	31/12/2020
		Elizabeth Jackson	04/06/2021
Civil Resolution Tribunal (10)	Member	Amy Peck	11/12/2020
		Samuel (Sam) Hyman	11/12/2020
		Jordanna Cytrynbaum	11/12/2020
		Mary Childs	11/12/2020
		Morgan Camley	11/12/2020
		Eric Regehr	01/10/2021
		Herbert Morton	22/05/2021
		Maria (Ning) Alcuitas	22/05/2021
		Lynn Scrivener	01/10/2021
	Vice Chair	Shelley Lopez	26/01/2021
Collective Agreement Arbitration Bureau Joint Advisory Committee (3)	Arbitrator's Rep	Julie Nichols	31/01/2021
	Employer Rep	Leah Terai	31/01/2021
	Trade Union Rep	Gurleen Sahota	31/01/2021
College - Camosun College (8)	Chair	Monty Bryant	31/07/2021
	Governor	Brent Palmer	31/07/2021
		Richard Margetts	31/07/2021
		Tanya Clarmont	31/07/2021
		Brenda McBain	31/07/2021
		Philip (Phil) Venoit	31/07/2021
		Michael Stubbing	31/07/2021
	Vice Chair	Emily Rogers	31/07/2021
College - Coast Mountain College (4)	Governor	Ernest (Ernie) Dusdal	31/07/2021
		Jolene Wesley	31/07/2021
		Diane McRae	31/07/2021
	Interim Chair	David Try	31/07/2021
College - College of New Caledonia (6)	Governor	Lisa Scott	31/07/2021
		Thomas (Tom) Lewis	31/07/2021
		Regina Toth	31/07/2021
		Derek Orr	31/07/2021
		Shobha Sharma	31/07/2021
	Vice Chair - Prince George	Wilfred Danny (Dan) Marcotte	31/07/2021
College - College of the Rockies (6)	Chair	Ian (Randal) Macnair	31/07/2021
	Governor	Jared Basil	31/07/2021
		Darlene Trach	31/07/2021
		Amber van Drielen	31/07/2021
		Nicolas (Nic) Milligan	31/07/2021
		Darryl Hyde	31/07/2021
College - Douglas College (4)	Governor	Kristi Miller	31/07/2021
		Jodie Wickens	31/07/2021
		Maureen Shaw	31/07/2021
	Vice Chair	Adel Gamar	31/07/2021

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

College - Langara College (6)	Chair	Ian Mass	31/07/2021
	Governor	Scott Murray	31/07/2021
		Cole Rheaume	31/07/2021
		Akhtar Mirani	31/07/2021
		Janelle Dwyer	31/07/2021
		Michal Jaworski	31/07/2021
College - Northern Lights College (5)	Chair	Tyler Holte	31/07/2021
	Governor	Stephanie Goudie	31/07/2021
		Lorraine (Lori) Archibald	31/07/2021
		Michael (Mike) Gilbert	31/07/2021
		Judy Fox-McGuire	31/07/2021
College - North Island College (5)	Governor	Jane Murphy	31/07/2021
		Barry Minaker	31/07/2021
		Ross Hunt	31/07/2021
		Sharlene Frank	31/07/2021
		Robert Everson	31/07/2021
College of Applied Biology (1)	Public/Lay Member	Cairine Green	01/05/2021
College - Okanagan College (5)	Governor	JoAnn Fowler	31/07/2021
		Andrea Alexander	31/07/2021
		Tina Lee	31/07/2021
		Shelley Cook	31/07/2021
	Vice Chair	Juliette Cunningham	31/07/2021
College - Selkirk College (3)	Governor	Audrey Repin	31/07/2021
		John Dutton	31/07/2021
		Bruce LeRose, Q.C.	31/12/2020
College - Vancouver Community College (5)	Governor	Mahin Rashid	31/07/2021
		Shobha Rajagopalan	31/07/2021
		Rene-John Nicolas	31/07/2021
		Richard (Mike) Tourigny	31/07/2021
	Vice Chair	Elizabeth (Libby) Davies	31/07/2021
Columbia Basin Trust (8)	Ktunaxa/Kinbasket Member	Victoria Thomas	31/12/2020
	Provincial Member	Jocelyn Carver	31/12/2020
		Conrad (Corky) Evans	31/12/2020
		Krista Turcasso	31/12/2020
		David Raven	31/12/2020
	Regional Member	Ronald (Ron) Oszust	31/12/2020
		Larry Binks	31/12/2020
		Owen Torgerson	31/12/2020
Columbia Power Corporation (4)	Director	John Stephens	01/07/2021
		Alison MacLeod	01/07/2021
		David de Git	01/07/2021
		Leslie (Les) MacLaren	01/07/2021
Community Living British Columbia (4)	Chair	Michael Prince	01/07/2021
	Director	Nelson Chan	31/12/2020
		Katherine Bright	31/12/2020
		Onkar Biring	13/04/2021
Consumer Protection BC (1)	Director	Anar Popatia	16/02/2021
Creative BC (1)	Director	Pauline Moller	23/09/2021
Data Stewardship Committee (5)	Health Authority Representative	Ognjenka Djurdjev	31/12/2020
	Ministry Representative	Shirley Wong	31/03/2021
	Pharmaceutical Research Rep	Mary De Vera	31/12/2020
	Public Member	Constadina (Dina) Panagiotopoulc	31/12/2020
	College of Nursing Professionals Nomine	Alison Wainwright	31/12/2020
Degree Quality Assessment Board (1)	Chair	Doug Owram	30/11/2020
Destination British Columbia (2)	Chair	Sharyn (Dawn) Black	31/07/2021
	Member	Penny Wilson	31/12/2020

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

Disciplinary and Professional Conduct Board (6)	ABCDE Rep	William (Ralf) St. Clair	23/04/2021
	BCSSA Rep	Thomas Longridge	23/04/2021
	BCSTA Rep	Carolyn Broady	23/04/2021
	BCTF (elected) Northern	Matthew Cooke	23/04/2021
	BCTF (elected) Vancouver Island	Alice Kedves	23/04/2021
	BCTF Rep	John Hall	23/04/2021
Drug Benefit Council (4)	Professional Member	Fawziah Lalji	31/12/2020
		Congcong (Charley) Zhang	06/02/2021
		Bashir Jiwani	31/12/2020
	Vice Chair - Professional Member	Peter Zed	31/12/2020
Emergency Medical Assistants Licensing Board (3)	Chair	Ryan Sinden	22/04/2021
	Member	Philip Yoon	31/12/2020
		Grant Ross	31/12/2020
Employment and Assistance Appeal Tribunal (25)	Member	Tajdin (Taj) Mitha	31/10/2020
		Linda Pierre	31/10/2020
		Shirley Heafey	31/10/2020
		Keith Goldsworthy	31/10/2020
		Carmelle Dieleman	31/10/2020
		Katherine Wellburn	31/10/2020
		Joseph (Joe) Rodgers	31/10/2020
		John Pickford	31/10/2020
		Wendy Marten	31/10/2020
		Carlos Gomez-Garcia	31/10/2020
		Daniel Chow	31/10/2020
		Rick Bizarro	31/10/2020
		Robert Fenske	31/10/2020
		Ronald Terlesky	31/10/2020
		Richard Roberts	31/10/2020
		Sandra Walters	31/10/2020
		Jeremy Sibley	31/10/2020
		Charles Schellinck	31/10/2020
		Fazal Bhimji	31/10/2020
		Robert McDowell	31/10/2020
		Margaret (Dawn) Martin	31/10/2020
		Kulwant Bal	31/10/2020
		Helene Walford	31/10/2020
		Marcus Hadley	31/10/2020
		Julie Iuvancigh	30/04/2021
Employment Standards Tribunal (1)	Member	Marnee Pearce	14/12/2020
Environmental Appeal Board (10)	Member	Teresa Salamone	31/12/2020
		Lana Lowe	31/12/2020
		Maureen Baird, Q.C.	31/12/2020
		James (Jim) Mattison	31/12/2020
		Reid White	31/12/2020
		Les Gyug	31/12/2020
		Monica Danon-Schaffer	31/12/2020
		Norman Yates	31/12/2020
		Douglas VanDine	31/12/2020
		Linda Michaluk	31/12/2020
Financial Services Tribunal (2)	Member	Michelle Good	12/12/2020
		Jane Purdie Q.C.	30/11/2020
Forest Appeals Commission (10)	Member	Norman Yates	31/12/2020
		Les Gyug	31/12/2020
		Monica Danon-Schaffer	31/12/2020
		Teresa Salamone	31/12/2020
		Lana Lowe	31/12/2020
		Linda Michaluk	31/12/2020
		Maureen Baird, Q.C.	31/12/2020
		Reid White	31/12/2020
		James (Jim) Mattison	31/12/2020
		Douglas VanDine	31/12/2020
Forest Practices Board (3)	Chair	Kevin Kriese	07/08/2021
	Member	William (Gerry) Grant	29/03/2021
		Marlene Machmer	31/12/2020

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

Haida Gwaii Management Council (2)	Member	Brian Bawtinheimer	31/12/2020
		Sharon Hadway	31/12/2020
Health Authority - Fraser (4)	Chair	James (Jim) Sinclair	31/12/2020
	Member	Marie (Nicole) Asselin	31/12/2020
		Manpreet Grewal	31/12/2020
		Joanne Mills	31/12/2020
Health Authority - Interior (8)	Chair	David (Doug) Cochrane	31/12/2020
	Member	Dennis Rounsville	31/03/2021
		Tammy Tugnum	31/03/2021
		Tammy Tugnum	31/12/2020
		Allan Louis	31/12/2020
		Diane Jules	31/12/2020
		Dennis Rounsville	31/12/2020
		Karen Hamling	31/12/2020
Health Authority - Northern (6)	Chair	Colleen Nyce	31/12/2020
	Member	Stephanie Killam	01/03/2021
		John Kurjata	31/12/2020
		Wilfred (Wilf) Adam	31/12/2020
		Patricia (Pat C.) Sterritt	31/12/2020
		Stephanie Killam	31/12/2020
Health Authority - Provincial Health Services Authority (8)	Chair	Timothy (Tim) Manning	31/12/2020
	Member	Clarence Louie	31/12/2020
		Sharon Stromdahl	31/12/2020
		Kerry Jang	31/12/2020
		Sandra Harris	31/12/2020
		Donisa Bernardo	31/12/2020
		Robert Kiesman	31/12/2020
		Lorianna Bennett	31/05/2021
Health Authority - Vancouver Coastal (3)	Member	Marilyn Slett	31/12/2020
		Allan Baydala	31/12/2020
		Howard Harowitz	31/12/2020
Health Authority - Vancouver Island (3)	Chair	Leah Hollins	31/12/2020
	Member	Alana Nast	31/12/2020
	Voting Member	Margaret Brennan	20/03/2021
Health Care Practitioners' Special Committee for Audit Hearings (7)	Beneficiary Rep	Shabira Rajan	31/12/2020
	Government Rep	Kent Ashby	31/12/2020
		Zahra Jimale	31/12/2020
	Professional Member	Hiedi Postowski	31/12/2020
		Kimberley Graham	31/12/2020
		Angela Foran	31/12/2020
		Paul Neumann	31/12/2020
Health Professions Review Board (14)	Chair	David Hobbs	23/02/2021
	Member	Robert McDowell	31/12/2020
		Fazal Bhimji	31/12/2020
		Kent Ashby	31/12/2020
		John O'Fee, Q.C.	31/12/2020
		Doris (Marilyn) Clark	31/12/2020
		Michael Alexandor	31/12/2020
		Brenda Edwards	31/12/2020
		William (Bill) Cottick	31/12/2020
		Deborah Zutter	31/12/2020
		Kent Woodruff	31/12/2020
		Gordon (Leigh) Harrison	31/12/2020
		Shannon Bentley	31/12/2020
		Karima Bawa	31/12/2020
Hospital Appeal Board (4)	BCMA Nominee	Robin Meakes	30/06/2021
	Chair	David Perry	31/12/2020
	College of Physicians and Surgeons Nom	Douglas (Doug) Blackman	31/05/2021
	Public/Lay Member	Darlene (Deanie) Kolybabi	06/11/2020
Independent School Teaching Certificate Standards Committee (1)	Member	Elizabeth Moore	31/12/2020
Indigenous Business and Investment Council (3)	Member	Brenda Fernie	15/03/2021
		Curtis Campbell	15/03/2021
		Michelle Bryant	15/03/2021

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

Industry Training Appeal Board (2)	Member	Martha Dow	31/07/2021
		Richard Grounds	26/11/2020
Industry Training Authority (4)	Director	Mary-Anne Bowcott	01/05/2021
		Michelle Bryant	01/05/2021
		Thomas (TJ) Nyce	01/05/2021
		Peter Baker	01/05/2021
Innovate BC (6)	Chair	Alan Shaver	14/05/2021
	Director	Geraldine (Gerri) Sinclair	16/07/2021
		Elicia Maine	15/05/2021
		Michael LeBourdais	15/05/2021
		Rose Hoher	15/05/2021
		Li Ting (Jack) Chang	15/05/2021
Institute - British Columbia Institute of Technology (6)	Chair	Douglas (Doug) Eveneshen	31/07/2021
	Governor	Meredith Sargent	31/07/2021
		Robert (Bob) Enns	31/07/2021
		Karin Hunt	31/07/2021
		Ryan Tones	31/07/2021
	Vice Chair	Catherine (Cathy) Young	31/07/2021
Institute - Justice Institute of British Columbia (6)	Governor	Helen Szewello Allen	31/07/2021
		Mary Ellen Thorburn	31/07/2021
		Constance (Connie) Kaweesi	31/07/2021
		Laurel Douglas	31/12/2020
		Chun (Clair) Wang	31/07/2021
	Vice Chair	Maria Preovolos	31/07/2021
Institute - Nicola Valley Institute of Technology (5)	Chair	William (Jamie) Sterritt	31/07/2021
	Governor	Lindsay Borrows	31/12/2020
		Lennard Joe	31/12/2020
		Melissa Louie	31/12/2020
		Maynard McRae	31/12/2020
Insurance Corporation of British Columbia (4)	Director	Jeremy Bell	31/08/2021
		Jennie Moushos	31/07/2021
		Jill Leversage	31/07/2021
		Rajvinder (Raj) Khatar	31/12/2020
Insurance Council of British Columbia (14)	Non-Voting Member - Category B	Anne Barnes	30/09/2021
		Garth Young	01/09/2021
		Husanjit (Anita) Gill	01/09/2021
	Non-Voting Member - Category C	Gurbinder Amar	01/09/2021
		Gary Barker	30/09/2021
		Christopher (John) Crisp	30/09/2021
	Non-Voting Member - Category D	Gina Bennett	30/09/2021
		Nicole Federucci	01/09/2021
		Jason Baughen	01/09/2021
	Non-Voting Member - Category E	Robert (Bob) Scott	30/09/2021
	Voting Member - Category B	Linda Lee	14/05/2021
		Frank Leong	16/04/2021
	Voting Member - Category C	Darren Lee	30/06/2021
	Voting Member - Category F	Chamkaur Cheema	16/04/2021
Integrated Cadastral Information Society (1)	Provincial Member	John Antill	30/04/2021
Islands Trust Conservancy (2)	Member	Donald-Fraser (Don) Clarke	27/08/2021
		Linda Adams	27/08/2021
Judicial Council of the Provincial Court of BC (7)	Alternate Presiding Member	Susan Wishart	15/05/2021
	Member	Patricia Schwartz	31/12/2020
		Alan Kazuta	15/11/2020
		Gordon McRae	31/12/2020
	Member (Non-CABRO)	Nancy Merrill, Q.C.	31/12/2020
		Kenneth Armstrong	31/12/2020
		Bonnie Craig	31/12/2020
Knowledge Network Corporation (1)	Director	Anne O'Shea	31/12/2020
Labour Relations Board (5)	Vice Chair	Brett Matthews	30/07/2021
		Stephanie Drake	30/07/2021
		David Chesman, Q.C.	30/07/2021
		Karen Jewell	30/04/2021
		Andres Barker	30/04/2021

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

Law Foundation of British Columbia (3)	Member	Maureen Grant (Buchan)	22/06/2021
		John Greschner	22/06/2021
		Felicia Ciolfitto	22/06/2021
Law Society of British Columbia (3)	Lay Bencher	Janis (Jan) Lindsay	01/01/2021
		Sasha Hobbs	01/01/2021
		Paul Barnett	01/01/2021
Legal Services Society (1)	Director	Donna Turko	15/04/2021
Medal of Good Citizenship Committee (2)	Member	Debra Kozak	30/06/2021
		Michelle Bryant	30/06/2021
Medical Services Commission (2)	1st Alternate Doctors of BC	Allan Seckel	01/10/2021
	Doctors of BC Rep	Samuel (Sam) Bugis	01/10/2021
Mental Health Review Board (14)	Chair	Diana Vandor (Juricevic)	05/03/2021
	Member - Lawyer	Dale Pope, Q.C.	31/12/2020
		Arlene Doll	31/12/2020
		Allen Soroka	31/12/2020
		Natalie Hebert	31/12/2020
		Roger Cardinal	31/12/2020
		Douglas (Doug) Cochran	31/12/2020
	Member - Physician	Alistair Murray	30/04/2021
	Public/Lay Member	Helen Gowans	31/12/2020
		Diane Lamb	31/12/2020
		Marie Ingram	31/12/2020
		Leslie (Ralph) Buckley	31/12/2020
		June Preston	31/12/2020
		Adriana (Ingrid) Kolsteren	31/12/2020
Minister's Advisory Council on Indigenous Women (4)	Chair	Barbara (Barb) Ward-Burkitt	31/12/2020
	Member	Lauren Brown	31/12/2020
		Lorna Williams	31/12/2020
	Vice Chair	Coreen Child	31/12/2020
Minister's Tourism Engagement Council (22)	Chair	Michelle Collens	30/06/2021
	Member	Mark Werner	30/06/2021
		John Hull	30/06/2021
		Bradley (Brad) Harrison	30/06/2021
		Janice Alpine	30/06/2021
		Breanne Quesnel	30/06/2021
		Julie Fowler	30/06/2021
		Katherine (Kathy) MacRae	30/06/2021
		Karmdeep (Karm) Sumal	30/06/2021
		Sandra Oldfield	30/06/2021
		Donald (Don) Monsour	30/06/2021
		Matthew (Matt) Fraser	30/06/2021
		Clinton (Clint) Fraser	30/06/2021
		Philip (Phil) Dwyer	30/06/2021
		Beat Steiner	30/06/2021
		Victoria Olmstead	30/06/2021
		Stephanie Molina	30/06/2021
		Tamara (Tammy) Verigin-Burk	30/06/2021
		Lorrene (Rene) Bell (Bourget)	30/06/2021
		Catherine (Cathy) Thicke	30/06/2021
		Pearl Bond	30/06/2021
	Vice Chair	Glenn Mandziuk	30/06/2021
Motor Vehicle Sales Authority of BC (1)	Public/Lay Member	Qi (Guangbin) Yan	30/11/2020
Multicultural Advisory Council of BC (3)	Member	Milan Singh	12/11/2020
		Christine Añonuevo	12/11/2020
		Samir Traoré	12/11/2020

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

Muskwa-Kechika Advisory Board (9)	Member	Wayne Sawchuk	31/03/2021
		John (Johnny) Mikes	31/03/2021
		William (Barry) Holland	31/03/2021
		Peter Stone	31/03/2021
		Peter Baird	31/03/2021
		John DeGrace	31/03/2021
		Juergen Puetter	31/03/2021
		Shawna Case	31/03/2021
		Tanya Ball	31/03/2021
Nechako - Kitamaat Development Fund Society (5)	Member	Carolyn Leigh	31/12/2020
		Danielle DeKay	31/12/2020
		James (Jamie) Neilson	31/12/2020
		Mike Robertson	31/12/2020
	Ministry Representative	Gregory Goodwin	31/12/2020
New Relationship Trust (1)	Director	Angela Wesley	01/12/2020
North Island-Coast Development Initiative Trust (4)	Director	Roger Kishi	27/08/2021
		Dana Thorne	27/08/2021
		Barry O'Neill	27/08/2021
		Megan Hanacek	27/08/2021
Notaries Public Board of Examiners (2)	Member	Patricia (Trish) Fedewich	05/06/2021
		Christopher Dupuis	05/06/2021
Notary Foundation (1)	Member	Deborah Nelson	19/05/2021
Oil and Gas Appeal Tribunal (10)	Member	Teresa Salamone	31/12/2020
		Linda Michaluk	31/12/2020
		Lana Lowe	31/12/2020
		Maureen Baird, Q.C.	31/12/2020
		James (Jim) Mattison	31/12/2020
		Norman Yates	31/12/2020
		Douglas VanDine	31/12/2020
		Les Gyug	31/12/2020
		Monica Danon-Schaffer	31/12/2020
		Reid White	31/12/2020
Organized Crime Agency of British Columbia (2)	Member	Kenneth McDonald	30/06/2021
		Delbir (Del) Manak	30/06/2021
Partnerships British Columbia (3)	Director	Julian Paine	30/09/2021
		Suzana (Susan) Dujmovic	30/09/2021
		Roberta Stewart	30/09/2021
Police Board - Abbotsford (5)	Council Nominee	Mark Warkentin	31/12/2020
	Provincial Member	Amanda Macpherson	30/06/2021
		Barbara Schimnowsky	21/11/2020
		Christopher (Chris) Dominato	31/12/2020
		Yvon Dandurand	01/05/2021
Police Board - Central Saanich (3)	Provincial Member	Jim Rondeau	30/06/2021
		Mavis Underwood	30/06/2021
		Heather Hastings	30/06/2021
Police Board - Delta (3)	Council Nominee	Karen Hossack	30/06/2021
	Provincial Member	Peter Buxton	30/06/2021
		Kenneth (Ken) Baird	30/06/2021
Police Board - Nelson (1)	Council Nominee	Elizabeth (Liz) Edwards	31/12/2020
Police Board - New Westminster (2)	Council Nominee	Christine Dacre	21/11/2020
	Provincial Member	Karim Hachlaf	30/06/2021
Police Board - Port Moody (4)	Provincial Member	Nicholas (Nick) Zupan	08/06/2021
		Manjit Nijjar	08/06/2021
		Leah Zille	08/06/2021
		David (Dave) Fox	31/12/2020
Police Board - Saanich (2)	Provincial Member	Thirugnana (Thiru) Saravanabawa	30/06/2021
		Glenson (Glen) Crawford	31/12/2020

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

Police Board - Surrey (5)	Council Nominee	Robert (Bob) Rolls	30/06/2021
	Provincial Member	Manav Gill	30/06/2021
		Cheney Cloke	30/06/2021
		Jaspreet (Jessie) Sunner	30/06/2021
		Harley (Xwopokton) Chappell	30/06/2021
Police Board - Vancouver (6)	Provincial Member	Faye Wightman	30/06/2021
		Frankson (Frank) Chong	30/06/2021
		Merrilee Robson	30/06/2021
		Patricia (Tricia) Barnes	30/06/2021
		Allan Black, Q.C.	31/12/2020
		Barj Dhahan	01/05/2021
Police Board - Victoria and Esquimalt (2)	Council Nominee	Douglas (Doug) Crowder	30/06/2021
	Provincial Member	Brian Smith, Q.C.	31/12/2020
Police Board - West Vancouver (3)	Provincial Member	Mehran Kiai	30/06/2021
		Yang Wang	30/06/2021
		Carla George	31/12/2020
Poverty Reduction Advisory Committee (5)	Member	Stephanie Smith	15/03/2021
		Tabitha Naismith	15/03/2021
		Murry Krause	15/03/2021
		Lissa Smith	15/03/2021
		Bradley (Brad) Mills	15/03/2021
Premier's Chinese Canadian Community Advisory Committee (17)	Co-chair	Winnie Lee	23/02/2021
		William (Bill) Yee	23/02/2021
	Member	Thomas Chan	23/02/2021
		Jo-Anne Lee	23/02/2021
		Fred Mah	23/02/2021
		Keung Ho	23/02/2021
		Zili (Frank) Wu	23/02/2021
		Carol Lee	23/02/2021
		Chien-Li (Christina) Chang	23/02/2021
		Queenie Choo	23/02/2021
		Alexander (Alex) Fan	23/02/2021
		Hua (Harris) Niu	23/02/2021
		Imogene Lim	23/02/2021
		David Lin	23/02/2021
		I-Fen (Debbie) Chen	23/02/2021
		Jeffrey Yu	23/02/2021
		Shumei Liu	23/02/2021
Private Managed Forest Land Council (2)	Member	Dennis Lozinsky	31/08/2021
		Brian Frenkel	28/05/2021
Professional College - College of Dental Hygienists of British Columbia (2)	Public/Lay Member	Julie Akeroyd	28/02/2021
	Member - Public Lay	Emily Chowne	28/02/2021
Professional College - College of Dental Surgeons of British Columbia (6)	Public/Lay Member	Barbara (Barb) Hambly	31/12/2020
		Dianne Doyle	31/12/2020
		Heather Davidson	31/12/2020
		Carl Roy	31/12/2020
		Lynn Stevenson	31/12/2020
		Shirley Ross	31/12/2020
Professional College - College of Dental Technicians of British Columbia (3)	Public/Lay Member	Rachel Ling	31/12/2020
		Robert Whiteley	31/12/2020
		Patricia (Pat) Dooley	18/02/2021
Professional College - College of Denturists of British Columbia (3)	Public/Lay Member	Robert Whiteley	31/12/2020
		Seema Lal	31/12/2020
		Patricia (Pat) Dooley	18/02/2021
Professional College - College of Dietitians of British Columbia (3)	Public/Lay Member	John Meneghello	31/03/2021
		Donald (Don) Grant	31/03/2021
		Jack Trumley	31/03/2021
Professional College - College of Massage Therapists of British Columbia (3)	Public/Lay Member	Harmohanjit (Harman) Pandher	31/12/2020
		Jatinder (Joti) Dhesi	31/12/2020
		Nicholas Aubin	31/12/2020

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

Professional College - College of Naturopathic Physicians of British Columbia (3)	Public/Lay Member	Kaajal Hayer	31/07/2021
		Jocelyn Stanton	31/07/2021
		Barry Long	31/07/2021
Professional College - College of Occupational Therapists of British Columbia (3)	Public/Lay Member	Mary O'Callaghan	31/01/2021
		Gayle Nye	31/01/2021
		Ian Wanke	31/01/2021
Professional College - College of Opticians of British Columbia (3)	Public/Lay Member	Piotr Majkowski	31/12/2020
		Pietro (Peter) Luongo	31/01/2021
	Public Member	Barbra Larkin	31/01/2021
Professional College - College of Optometrists of British Columbia (3)	Public/Lay Member	Concette (Connie) Risi	31/12/2020
		Joseph (Joe) Finamore	31/12/2020
		Joyce Kenoras	30/09/2021
Professional College - College of Pharmacists of British Columbia (2)	Public/Lay Member	Sharon Peterson	31/12/2020
		Kathryn (Katie) Skelton	31/12/2020
Professional College - College of Physical Therapists of British Columbia (2)	Public/Lay Member	Donald Hubbard	31/12/2020
		Loraine (Trudy) Hubbard	31/12/2020
Professional College - College of Physicians and Surgeons of British Columbia (7)	Professional Member	Ronald Abrahams	30/06/2021
		Gurdeep Parhar	30/06/2021
		Patrick Rowe	30/06/2021
		Luay Dindo	30/06/2021
	Public/Lay Member	Shirley Ross	30/06/2021
		Barry Penner	30/09/2021
		Tarjeet (Tarj) Mann	30/06/2021
Professional College - College of Psychologists of British Columbia (2)	Public/Lay Member	Marina Navin	31/12/2020
		Sandra James	31/01/2021
Professional College - College of Speech & Hearing Health Professionals of BC (3)	Public/Lay Member	Thelma O'Grady	31/12/2020
		Parveen Mangat	31/12/2020
		John (Jack) MacDermot	31/12/2020
Professional College - College of Veterinarians of BC (2)	Public/Lay Member	Christopher (Chris) Finding	31/03/2021
		Gian Sihota	31/03/2021
Professional College - Traditional Chinese Medicine Pract and Acupuncturists (2)	Public/Lay Member	Oleh Wolodymyr Ilnyckyj	30/06/2021
		Jocelyn Stanton	30/06/2021
Property Assessment Appeal Board (2)	Member	Candace Watson	18/02/2021
		Steven Guthrie	01/04/2021
Property Assessment Review Panel - Chairs (24)	Chair	Donald Hubbard	01/11/2020
		Michael Stirrup	01/11/2020
		Marina Scott	01/11/2020
		Elspeth Sheila Pope	01/11/2020
		Sheldon Nider	01/11/2020
		Merrill (Layne) Marshal	01/11/2020
		David Magrum	01/11/2020
		William Lipp	01/11/2020
		Paul (Adrian) Jaques	01/11/2020
		George Higgins	01/11/2020
		Richard Haworth	01/11/2020
		Garnet Hardy	01/11/2020
		William Chalmers	01/11/2020
		Robert (Bob) Brodie	01/11/2020
		Thomas (Colin) Ayers	01/11/2020
		Enrique (Rick) Arnau	01/11/2020
		William (Bill) Reid	01/11/2020
		Lachlan Heron	01/11/2020
		Janice Leong	01/11/2020
		Julie Brassington	01/11/2020
		Sameer Kajani	01/11/2020
		Linda Smerychynski	01/11/2020
		Shiela Lange (nee Toth)	01/11/2020
		Linda-Mae Robertson	01/11/2020

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

Property Assessment Review Panel - Members (55)		Ravinder Panwar	01/11/2020
		Donna Rintoul	01/11/2020
		Nikola MacKenzie	01/11/2020
		Camille Karlicki	01/11/2020
		Christopher Causton	01/11/2020
		Jaswinder Sandher	01/11/2020
		Gary Carlson	01/11/2020
		Kelly Kerklaan	01/11/2020
		Edward Oliver	01/11/2020
		David Gill	01/11/2020
		Beverley Bradley	01/11/2020
		Cathy Wilde	01/11/2020
		William (Bill) Phelps	01/11/2020
		Randall (Randy) Kellins	01/11/2020
		Rosemary Jaques	01/11/2020
		Eric Enger	01/11/2020
		Andrew Beedham	01/11/2020
		L. Amber Allen	01/11/2020
		Ann Stephenson	01/11/2020
		Arne Andersson	01/11/2020
		William Chow	01/11/2020
		Patricia (Lynne) Ray	01/11/2020
		David (Monty) Gilchrist	01/11/2020
		Heike Roth	01/11/2020
		Ken Quan	01/11/2020
		Diana Mah	01/11/2020
		Barbara Gunn	01/11/2020
	Member	Maryfrances Gabriel	01/11/2020
		Lee Fennell	01/11/2020
		Peter Castley	01/11/2020
		Deborah (Debbie) Nider	01/11/2020
		Jagdev (Jag) Dhillon	01/11/2020
		Frank Mackleston	01/11/2020
		Martha Warren	01/11/2020
		Earl Ellett	01/11/2020
		Zelko Glavas	01/11/2020
		Dana Mccartney	01/11/2020
		Shirley Kimery	01/11/2020
		Alniz (Al) Kabani	01/11/2020
		Ronald Hykaway	01/11/2020
		Christine Hyde	01/11/2020
		Carmelle Dieleman	01/11/2020
		Elizabeth Corbin-Charman	01/11/2020
		Ricci (Rick) Conte	01/11/2020
		Mark Clark	01/11/2020
		Patrick Ayers	01/11/2020
		Terrence Mitchell	01/11/2020
		Lorne Wilson	01/11/2020
		Mary Ellen Thorburn	01/11/2020
		Fu Gui (Felix) San	01/11/2020
		Sandra Robertson	01/11/2020
		Linda Richards	01/11/2020
		Faisal Rashid	01/11/2020
		Lita Powell	01/11/2020
		Eileen (Lorraine) Grant	01/11/2020

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

Provincial Child Care Council (17)	Chair	Sandra Menzer	01/05/2021
	Member	Roxanne Harris	31/12/2020
		Hsiung (James) Teng	31/12/2020
		Taya Whitehead	31/12/2020
		Beverly (Bev) Young	31/12/2020
		Diane Bellesen	31/12/2020
		Margaret Warcup	31/12/2020
		Darcy Dennis	31/12/2020
		Jason Gordon	31/12/2020
		Christopher (Chris) Beaton	31/12/2020
		Daljit Gill-Badesha	31/12/2020
		Nancy Gale	31/12/2020
		Melissa Burke	31/12/2020
		Charlene Gray	10/10/2021
		Rena Laberge	10/10/2021
		Debra Bryant	10/10/2021
		Kimberly Adamson	10/10/2021
Real Estate Council of British Columbia (1)	Member	Sandra Heath	31/10/2020
Real Estate Foundation of BC (2)	Member	Tina Lange - Henzler	31/12/2020
		Stacey Tyers	31/12/2020
Royal British Columbia Museum (5)	Director	Lenora Lee	31/07/2021
		Nanon de Gaspé Beaubien-Mattri	31/07/2021
	Nominated Member	Karen Aird	31/07/2021
		Peeter Wesik	31/07/2021
	Vice Chair	Wendy King	31/07/2021
Safety Standards Appeal Board (1)	Vice Chair	Maureen Baird, Q.C.	16/05/2021
South Coast BC Transportation Authority Police Board (7)	Member	Carla Hotel	30/06/2021
		George Madden	30/06/2021
		Ali Pejman	31/12/2020
		Anthony (Adam) Palmer	30/06/2021
		Murray Dinwoodie	30/06/2021
		Marnie Larson	30/06/2021
		Stephen Thatcher	30/06/2021
Southern Interior Development Initiative Trust (5)	Director	Peggy DeVries	27/08/2021
		Robert Fine	27/08/2021
		Philip (Phil) Barker	27/08/2021
		Wayne Staudt	27/08/2021
		Sharon Shepherd	27/08/2021
StudentAid BC Appeal Committee (7)	Chair	John Fleming	26/10/2020
	Financial Aid Officer	Naomi Stuart-Chiu	26/10/2020
		Christine (Chris) Dembiske	26/10/2020
		Beverley Petri	26/10/2020
	Student	Patrick Makokoro	26/10/2020
		Jessica Li Zhe	26/10/2020
		Linda Gao	26/10/2020
Translink (2)	Member	Andrew (Andy) Ross	20/08/2021
		Murray Dinwoodie	20/08/2021
University - Capilano University (4)	Governor	Sonny Wong	31/07/2021
		Lois Vader	31/07/2021
		Andrew Petrozzi	31/07/2021
	Vice Chair - Alumni Member	Duncan Brown	31/07/2021
University - Emily Carr University of Art and Design (4)	Chair - Alumni Member	Kimberley (Kim) Peacock	31/07/2021
	Governor	Esther Rausenberg	31/07/2021
		Keith Reynolds	31/07/2021
	Vice Chair	Shauna Bryan	31/07/2021
University - Kwantlen Polytechnic University (5)	Alumni Member	Mohammed Mahabub	31/07/2021
	Chair	Sandra Case	31/07/2021
	Governor	Ivy Chen	31/07/2021
		Jack Wong	31/07/2021
		Amandeep Singh	31/07/2021

Appointments Expiry Report to October 19, 2021 by Board (Alphabetical Order)

University - Royal Roads University (4)	Chair	Nelson Chan	31/07/2021
	Governor	Monique Gray - Smith	31/07/2021
		David Saunders	31/07/2021
		Lori Simcox	31/07/2021
University - Simon Fraser University (4)	Alumni Member	Denise Williams	31/07/2021
	Chair	Christopher Lewis	31/12/2020
	Governor	Elizabeth (Angie) Hall	31/07/2021
		Paula Martin	31/07/2021
University - Thompson Rivers University (7)	Alumni Member	Katy Gottfriedson	31/07/2021
	Chair	Barbara Berger	31/07/2021
	Governor	Jimmy Lulua	31/07/2021
		Sukhbinder Gill	31/07/2021
		Michelle Stanford	31/07/2021
		Helen Kormendy	31/07/2021
	Vice Chair - Alumni Member	Marilyn McLean	31/07/2021
University - University of British Columbia (5)	Alumni Member	Azim Lalani	31/07/2021
	Governor	Balwinder (Bill) Sundhu	31/07/2021
		Alison Brewin	31/07/2021
		Andrea Reimer	31/12/2020
	Vice Chair - Alumni Member	Sandra Cawley	31/07/2021
University - University of Northern British Columbia (6)	Chair	Aaron Ekman	31/07/2021
	Governor	Joel McKay	31/07/2021
		Catherine Wishart	31/07/2021
		Barbara (Barb) Ward-Burkitt	31/07/2021
		Gregory (Greg) Stewart	31/07/2021
	Vice Chair	Andrew (Andy) Robinson	31/07/2021
University - University of the Fraser Valley (6)	Alumni Member	Maxine Bouthot	31/07/2021
	Governor	Cristen Gleeson	31/07/2021
		Connie Swan	31/07/2021
		Fennigje (Fran) Vanderpol	31/07/2021
	Member	Nachhatter (Nash) Gill	31/07/2021
	Vice Chair	Adam Van Steinburg	31/07/2021
University - University of Victoria (3)	Chair	Cathy McIntyre	31/07/2021
	Governor	Paul Ramsey	31/07/2021
		Keith Barbon	31/07/2021
University - Vancouver Island University (6)	Alumni Member	John Jack	31/07/2021
	Chair	Manley McLachlan	31/07/2021
	Governor	Natale (Nate) Bello	31/07/2021
		Emily (Emmy) Manson	31/07/2021
		Colin Gabelmann	31/07/2021
		Karen Bittner	31/07/2021
WorkSafeBC (6)	Actuary Rep	Donald Smith	31/12/2020
	Employer Rep	Lillian White	01/12/2020
	Law/Law Enforcement Rep	Baltej Dhillon	01/12/2020
	Occupational Health/Safety Rep	Brooks Patterson	01/12/2020
	Public Interest Rep	Katherine (Kay) Teschke	01/12/2020
	Worker Rep	Andrea Laurie	01/12/2020
Total **814**			

Confidential Information - Do Not Distribute

Tab 5 D

Crown Agency Board Appointments, Guidelines, and Remuneration

Governing in the Public Interest Modules

Initially released in May 2019, the Governing in the Public Interest modules are CABRO's core training documents. The modules cover four key areas—public sector governance (included in this Tab as an example), human resources, finance, and risk management—and are made available on CABRO's website.

The modules inform the other training that CABRO provides, including the Annual Governing in the Public Interest Conference. In 2019, CABRO offered the conference to newly appointed public sector board members. The conference is intended to be done annually but was postponed in 2020 due to COVID-19. The conference's objective is to provide board members with:

- Key messaging on the government's priorities;
- The opportunity to learn from and network with each other; and,
- Foundational, governing in the public interest training with a BC public sector on the four key areas of governance, human resources, finance, and risk management.

While at the conference, members rotate through modules in each of the four areas. The modules are facilitated by subject matter experts from the BC Public Service Agency, board members, and professional facilitators.

Governing in the Public Interest

FOUNDATIONAL TRAINING
FOR BC PUBLIC SECTOR
APPOINTEES

May 2019

BRITISH
COLUMBIA

MODULE 1 - GOVERNING IN THE PUBLIC INTEREST

Introduction **3**

What does governing in the public interest mean? **4**
What might this look like for you? 5

What are the principles of citizen-centred governance? **5**

Asking the right questions – Going beyond oversight **9**
What might this look like for you? 9

What is the role of your public sector organization? **10**
What are the different types of public sector organizations? 12

How do public sector organizations work with the provincial government? **15**

What does effective governance look like? **18**
Does your board or tribunal work together effectively? 18
Does your board or tribunal govern your organization effectively? 19
What governance practices should your organization implement? 21

What does all this mean for you? **24**

Appendix 1 – Roles and Responsibilities Related to Governance of Public Sector Organizations **26**

Appendix 2 – Three Modes of Governance: Three Types of Conversations **29**

Appendix 3 – Board Self-Management Evaluation **31**

Appendix 4 – Board Governance Self-Assessment **34**

Appendix 5 – Board Meeting Considerations **35**
Rules of order 35
Meeting minutes 35
Open, closed and in-camera sessions 35
Other meeting considerations: 36

Appendix 6 – Board Meeting Evaluation **37**

Appendix 7 – Role of the Chair **38**

Appendix 8 – Components of a Successful Committee **39**

Appendix 9 – Board Skills Matrix **40**

"Governance [in the public sector] comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved. Governance includes political, economic, social, environmental, legal, and administrative structures and processes, and other arrangements."

— International Framework: Good Governance in the Public Sector, 2014[1]

"Governance is how society, or groups within it, organize to make decisions."

— Institute on Governance, 2019

[1] *International Federation of Accountants (IFAC) and The Chartered Institute of Public Finance and Accountancy (CIPFA), International Framework: Good Governance in the Public Sector, July 2014.*

INTRODUCTION

Thank you for contributing your time, expertise and skills to serve the people of British Columbia. Just as your organization is part of the broader public sector, you too are part of something that extends beyond your organization; your contributions advance and protect the public interest by ensuring sound governance and delivery of a service, resource, appeal or dispute process, on behalf of the citizens of British Columbia.

There are approximately 260 agencies, boards, commissions, and tribunals in British Columbia's public sector. As one of the more than 2,000 government appointees to these public sector organizations, you have a critical role in their oversight and governance.

Regardless of the type, role or mandate of the public sector organization you have been appointed to, this handbook is intended to equip you to provide exemplary leadership in two main areas of responsibility:

- What it means to govern in the public interest?
- How you can adopt practices that reflect a citizen-centred approach to governance?

KEY MESSAGES

- *As a board member of a public sector organization you have a responsibility to govern in the public interest and to adopt practices that reflect a citizen-centred approach to governance.*

WHAT DOES GOVERNING IN THE PUBLIC INTEREST MEAN?

The public sector is intended to satisfy a wide range of political, economic, social and environmental objectives over the short, medium and longer term.[2] Public sector organizations are established to help the government fulfill these objectives. A primary function of all public sector agencies, boards, commissions and tribunals and their appointees is to govern or operate in the ***public interest***.

When we talk about the public interest, this is generally understood as the welfare and safety of the broader public. The public interest can also be understood as a well-ordered society in which citizens[3] can exercise their democratic rights, where they trust and feel protected by public institutions and where competing interests are balanced and managed effectively and fairly.

Public Interest: The Broad View

- *Safety, economic, social and environmental well-being is protected and enhanced for all citizens*
- *Citizens can exercise democratic rights*
- *Citizens trust and feel protected by public institutions*

As an appointee, you have an important role in ***advancing and protecting the public interest***. In carrying out your governance role, consider how your decisions can maintain, protect and enhance the safety, economic, social and environmental well-being of all British Columbians. When put into action, this is called ***citizen-centred governance***.

The specifics of what governing in the public interest looks like vary between public sector organizations. Depending upon the type of organization you have been appointed to, this could mean providing services, acting in the public interest within a specific legislated framework, upholding legislation or making decisions independent of the government[4].

KEY MESSAGES

- *As an appointee, you have an important role to advance and protect the public interest.*
- *Governing in the public interest means that the safety, economic, social and environmental well-being is protected and enhanced for all citizens.*
- *This includes working towards and supporting a well-ordered society in which citizens can exercise their democratic rights, where they trust and feel protected by public institutions and where competing interests are balanced and managed effectively and fairly.*

---

[2] *International Federation of Accountants (IFAC) and The Chartered Institute of Public Finance and Accountancy (CIPFA), International Framework: Good Governance in the Public Sector, July 2014, page 6.*

[3] *For the purposes of this document, "citizens" is intended in the most holistic sense, as opposed to a narrow definition of those with legal status as Canadian citizens. Here, it is intended to denote all B.C. residents, regardless of legal status, who are impacted by the services, activities and decisions of public sector organizations. This includes those without a voice in British Columbia who may be unable to advocate for themselves.*

[4] *For example, many tribunals are intended to make adjudicative decisions independent from the provincial government.*

What might this look like for you?

Example 1:
While it may not be popular to raise rates or fees for specific services, it may be important and necessary to fund environmental programs or to support social programs that benefit all B.C. citizens. Raising rates or fees in these cases would be an example of balancing competing interests and may enhance the safety, social, environmental and economic well-being of B.C. residents.

Example 2:
Tribunals may not have explicit public policy objectives defined in a Mandate Letter from a Minister. However, the consistent application of established legislation is a key feature of a democratic society. A public policy objective for a tribunal might be understood as the consistent application of legislation, independent of government influence. This would be an example of governing in the public interest in a way that is unique to tribunals and that is different than other public sector organizations.

WHAT ARE THE PRINCIPLES OF CITIZEN-CENTRED GOVERNANCE?

B.C. residents are more than clients who access services; they are citizens. Every public sector organization is accountable to the citizens of British Columbia. The expectations of B.C. citizens are identified through their elected representatives (i.e., members of the Legislative Assembly) who provide direction to the public sector by setting public policy objectives and establishing legislation.

As an appointee to one of these organizations, you have a unique opportunity to govern in a way that puts citizens first, at the centre of decision making, and ensure fairness for all.

Because it is so important for public sector organizations to govern in the public interest, there are some important principles for you to uphold:

1. Put the interests of citizens at the centre of decision making.
2. Behave with integrity, demonstrate strong commitment to ethical values and respect the rule of law.
3. Ensure openness and respectful engagement with all citizens.
4. Strive for outcomes that support healthy communities in British Columbia, including social, economic and environmental well-being.
5. Implement actions to achieve the organization's mandate.

As you can see, these principles extend far beyond providing the basic oversight that is often expected of appointees. What these principles look like in practice will be different for each public sector organization. Some characteristics and defining features for each principle, along with some examples, are outlined further in Table 1, below.

KEY MESSAGES

- *B.C. residents who access services from public sector organizations are more than clients. They are citizens: bearers of rights and duties in a democratic society.*
- *Every public sector board member, appointee or commissioner has an important role in supporting citizen-centred governance.*
- *There are five principles of citizen-centred governance.*

Table 1: Governing in the Public Interest: Principles, Characteristics and Examples

Principle	Characteristics	Examples of what this might look like
1. **Put the interests of citizens at the centre of decision making**	• Activities and decisions are fair and respectful of all B.C. citizens. • Operational decisions are made with the needs, perspectives and satisfaction of B.C. citizens foremost in mind. • Citizens are engaged to ensure decisions of the organization are having the planned effects.	• Providing services that are barrier free (e.g. socio-economic, cultural, physical and other barriers). • Considering alternative points of view; putting yourself in someone else's shoes. • Asking, *What's best for those who access our services?* • Asking, *What do B.C. citizens experience when they interact with our organization?* • Asking, *How will this affect the public*? or *Who has been consulted?*
2. **Behave with integrity, demonstrate strong commitment to ethical values, and respect the rule of law**	• Laws and government policies are followed. • Ethical values are clear and well understood throughout all the organization's operations. • Due diligence is used when making decisions. • Decisions consistently apply the law to all citizens of B.C.	• Avoiding conflicts of interest. • Ensuring the organization's procedures are consistently followed, according to relevant legislation. • Ensuring the organization has a code of ethics or code of conduct. • Being transparent about processes and practices wherever possible. • Asking, *Does this operational decision balance different interests in a way that is fair and aligned with our mandate?*

Principle	Characteristics	Examples of what this might look like
3. **Ensure open and respectful engagement with all citizens**	• Clear, trusted channels of communication are used to engage with B.C. citizens. • Direct, trustworthy, transparent and accessible information is available for citizens. • Access to information and services is equitable to all B.C. citizens.	• Being transparent about process and practice. • Having clear processes to receive feedback from citizens about what could be done better. • Communicating in a way that works for diverse populations • Asking, *Does the public know what we do, how we do it, and why?* • Asking, *What impact does information and privacy legislation have on our ability to be transparent?*
4. **Strive for outcomes that support healthy communities in British Columbia, including social, economic and environmental well-being**	• The organization sets clear goals and ensures they can be met sustainably. • Responsible environmental stewardship and sustainability in the services, activities and decisions of the organization. • Public safety, economic, social and environmental well-being are protected and enhanced.	• Anticipating growth or changing conditions and planning accordingly. • Setting sustainability targets for the organization and regularly reporting on them. • Asking questions related to new research or modern technological developments that may impact the services of your organization. • Ensuring services and activities are put in place that advance reconciliation with Indigenous peoples in B.C. • Asking, *How might this impact our stakeholders?'* • Asking, *How does our organization impact the social, economic, and environmental well-being of B.C. citizens?"*
5. **Implement actions to achieve the organization's mandate**	• Service delivery and decision-making effectively advances public policy objectives or implements legislation. • Public resources are allocated towards initiatives and activities that will have the most beneficial impact on the organization's mandate.	• Understanding what government's priorities and expectations are.

ASKING THE RIGHT QUESTIONS – GOING BEYOND OVERSIGHT

You may have heard elsewhere that good governance means providing responsible "fiduciary oversight" and that appointees have a "fiduciary duty". "Fiduciary" is a legal term that refers to a relationship of trust. Simply, it means you are trusted to take care of resources or assets on behalf of someone else; you are responsible for things you do not own.

Governing in the public interest means providing responsible fiduciary oversight in consideration of the five principles in the table above. It entails active consideration and review of the most important issues facing the public in B.C., as well as your organization's scope of services outlined in your mandate. Governance involves asking insightful questions based on your skills, experiences and competencies, and from considering different perspectives.

As you go through the remainder of this document, consider questions you could ask that relate to the work of your organization and align with citizen-centred governance. Appendix 2 - ***Three Modes of Governance*** provides a framework for asking thoughtful questions from different perspectives and lists some good questions related to the principles above.

What might this look like for you?

Consider how the five principles of citizen-centred governance apply to your organization during board meetings or deliberations.

Feel free to ask questions such as:

- *What's the most important thing we should be talking about right now?*
- *Can we pause for a moment and make sure this is the right conversation to have?*
- *Are there any other perspectives or questions we should be asking about this proposed action?*

WHAT IS THE ROLE OF YOUR PUBLIC SECTOR ORGANIZATION?

Governments commonly establish different types of public sector organizations such as utilities, service providers and specialized tribunals to achieve policy objectives. They may also fulfill adjudicative or regulatory functions according to legislation.[5] These organizations are responsible for the oversight and administration of specific functions of government that have been assigned by the Government of B.C..

Each public sector organization has a specific focus area, or scope of authority, when it comes to the public interest in B.C. This is known as your organization's ***mandate***.

Whether you are a member of an agency, board, commission or tribunal, it is critical to understand your organization's mandate and where it comes from. Depending on your organization, your mandate may be found in one or more of the following documents:

- Provincial legislation
- Articles of incorporation or by-laws
- Memorandum of understanding with ministry responsible
- Cabinet approved mandate letters from the Minister or ministry responsible
- Terms of reference developed by the ministry responsible

Organizations may be asked to participate in a mandate review of the organization, or provide input on specific mandate issues, but decisions regarding a public sector organization's overall mandate always remain within the purview of government.

As an agency, board, commission or tribunal member, it is valuable to be aware of the specific legislation and policies that apply to your organization and to understand whether legislative or policy requirements affect administrative and operational decision-making.

A selection of statutes applicable to some public sector organizations:

- *Auditor General Act*
- *Budget Transparency and Accountability Act*
- *Balanced Budget and Ministerial Accountability Act*
- *Public Sector Employers Act*
- *Financial Administration Act*
- *Financial Information Act*
- *Information Management Act*
- *Multiculturalism Act*
- *Freedom of Information and Protection of Privacy Act*
- *Treasury Board Remuneration Directives*
- *Health Professions Act*
- *Professional Governance Act*
- *Administrative Tribunals Act*

[5] Institute on Governance, *The Governance Continuum: Origins and Conceptual Construct,* A Public Governance Exchange Working Paper, March 2011, p. 2

KEY MESSAGES

- *Public sector organizations – Crown agencies, boards, commissions and tribunals – are established by government to serve the public interest, to advance overall public policy objectives, to uphold legislation, to make decisions and to provide services as defined by their mandate.*
- *Each public sector organization is given a specific mandate, which is communicated either through governing legislation, its constituting documents or, where applicable, by a cabinet-approved Mandate Letter.*
- *As an appointee, you are responsible for knowing your organization's mandate, and ensuring it focuses organizational decisions and activities.*

What are the different types of public sector organizations?

Before you can begin your work as an appointee to a public sector organization, your first step is to identify what kind of organization you are governing. This is very important because different types of public sector organizations have different relationships and different priorities.

Different types of public sector organizations are depicted in Figure 1 and described below. As you read through the descriptions, consider the source of your organization's mandate and the degree to which your organization is connected with the provincial government.

Figure 1 – Types of Public Sector Organizations: Mandate and Relationship with Government

Commercial Crown Corporations

- Separate legal entities
- Goods and service delivery
- Commercial basis
- Control and oversight by the government
- e.g., BC Hydro, BC Lottery Corporation

Service Delivery Crown Corporations

- Separate legal entities
- Goods and service delivery
- Public service basis
- Control and oversight by the government
- e.g., BC Housing, Community Living BC

School Districts*, Universities, Colleges, Health Organizations

- Separate legal entities
- Collaboration with the government and oversight
- e.g., Langara University, Fraser Health Authority

Advisory Boards

- Not separate legal entities
- Appointed by government to provide advisory services to Ministers
- Collaboration with the government and oversight
- e.g., BC Arts Council, BC Teachers' Council, Insurance Council of BC, Muskwa-Kechika Advisory Board

Tribunals

- Not separate legal entities
- Exercise adjudicative and regulatory functions ***independent*** of government
- e.g., BC Utilities Commission, Labour Relations Board

Independent Authorities

- Separate legal entities
- Independent of government
- May be self-funded
- e.g., Technical Safety BC, Islands Trust Conservancy Board

Self-Regulating Bodies

- Separate legal entitites
- Includes self-regulation of professionals or practitioners in a range of fields
- Government oversight only
- e.g., College of Dental Surgeons, College of Applied Biology

Registered Societies

- Separate legal entities
- Independent of goverment
- e.g., Sport BC, Association of Fundraising Professionals

**Note: School Districts comprise elected board members (vs. appointed)*

Commercial Crown Corporations

Commercial Crown corporations are separate legal entities that deliver goods and services on a commercial basis. Commercial Crown corporations are supported by and accountable to the ministry responsible. Examples of commercial Crown corporations include BC Hydro, the Insurance Corporation of BC and the BC Lottery Corporation.

Mandate derived from:

- Enabling legislation and articles of incorporation to establish the Crown agency
- Mandate Letter – approved by Cabinet and issued by the minister responsible
- Directive letters, regulations or special directions
- Service level agreements

Service Delivery Crown Corporations

Service delivery Crown corporations are separate legal entities that deliver goods and services based on government policies and that provide social and economic benefits to citizens. The majority receive all funding from the government, but several are partially self-funded. Service delivery Crown corporations are supported by and accountable to the ministry responsible. Examples of service delivery Crown corporations include BC Housing, First Peoples' Cultural Council and Destination BC.

Mandate derived from:

- Enabling legislation and articles of incorporation to establish the Crown agency
- Mandate Letter – approved by Cabinet and issued by the minister responsible
- Directive letters, regulations or special directions
- Service level agreements
- Memorandums of Understanding

School Districts, Public Post-Secondary Institutions & Health Authorities

Public post-secondary institutions, health authorities and school districts governed by elected trustees are separate legal entities. They receive government funding and may collect fees for services. These organizations are supported by and accountable to government through the Ministries of Education (school districts), Advanced Education, Skills and Training (post-secondary institutions) and Health (health authorities). Examples include the Coast Mountain School District, the University of British Columbia and the Interior Health Authority.

Mandate derived from:

- Legislation
- Mandate letter (health authorities and post-secondary institutions only) – approved by Cabinet and issued by the minister responsible

Advisory Boards

Advisory boards are included in the same financial and administrative accountability structure as ministries and are not commonly separate legal entities from the government. They may also be established without specific legislation. Advisory boards provide advisory services to ministers and government and are supported by the ministry responsible. Examples of advisory boards include the Patient Care Quality Review boards and the Minister's Advisory Council on Indigenous Women.

Mandate derived from:

- Legislation (where applicable)
- Terms of Reference – established by the minister responsible

Tribunals

Tribunals are established by government to perform adjudicative or regulatory functions independent of the Government of B.C. They are included in the same financial and administrative accountability structures as ministries. Examples of tribunals include the Labour Relations Board, the BC Utilities Commission and the Property Assessment Appeal Board.

Mandate derived from:

- Legislation

Other public sector organizations such as self-regulating bodies and independent authorities

Other public sector organizations include self-regulating bodies and independent authorities, like regulatory bodies and municipal police boards. These organizations may be excluded from government's financial, administrative and accountability requirements, but government may appoint at least one member to the board of these entities.

Mandate derived from:

- Legislation

KEY MESSAGES

- *There are different sources for every organization's mandate.*
- *The Government of B.C. has different levels of control and oversight for different public sector organizations.*

HOW DO PUBLIC SECTOR ORGANIZATIONS WORK WITH THE PROVINCIAL GOVERNMENT?

Agencies, boards, commissions and tribunals all require strong relationships with government for effective governance and administration. How each public sector organization works and collaborates with government will vary, as will the positions and people involved. Consistently, however, relationships between government and public sector organizations are most effective when based on mutual respect, trust and appreciation so that you can have timely, open and honest discussions.

There are several key positions that are fundamental to ensuring effective governance and administration. Depending on the type of organization you have been appointed to, some or all of the following relationships and positions will be a part of how your organization communicates and collaborates with government.

Minister responsible and Deputy Minister

- The Deputy Minister ensures regular and timely communication with the Minister responsible, and the Deputy Minister provide status updates on public sector organization operations, decisions and progress.
- The Minister responsible may empower a delegate such as the Deputy Minister to speak on their behalf in discussions with public service organizations.

Chair and minister responsible

- The Chair is the main liaison between the board and government at the strategic level, usually through the Minister responsible or their delegate.
- The Chair and Minister responsible (or delegate) should communicate appropriately and regularly to build a positive relationship and to support open communication and collaboration.

Chair and the senior staff person

- The Chair may be assisted by a senior staff person, such as the Chief Executive Officer, Executive Director or Registrar, when reporting to the Minister responsible or other ministry contacts.
- Communication between the Chair and the senior staff person occurs through board meetings or direct and regular discussions.

Senior staff person and deputy minister

- The senior staff person advises the Deputy Minister of issues and opportunities that could impact the business of the public sector organization at strategic and operational levels.
- Direction provided by the Deputy Minister to senior staff person should align with any direction provided by the minister responsible to the chair.
- On financial matters, it is common practice for communication to take place between the public sector organization's Chief Financial Officer, Vice President of Finance, or Registrar and the Executive Financial Officer of the ministry responsible.

In addition to the key individuals noted above, there may be others who play a critical role in the governance, management or operations of public sector organizations in B.C. Some may be involved in more than one function. For example, although a senior staff person of a public sector organization may focus on the management of an organization, they often work alongside the board to oversee the organization. This will be different for each public sector organization.

Governance, Management and Operations
In your role supporting effective and citizen-centred governance, it is important to distinguish between other types of organizational functions, including management and operational functions. ***Governance of an Organization*** is about making decisions and directing the organization based on its mandate. ***Management*** is responsible for ensuring the direction set by the board is carried out. Management enforces policies, creates activities to carry out the strategic goals and reports back to the board on progress towards those goals. ***Operations*** is the day-to-day implementation of the organization's program and services.

Every public sector organization has delineated roles that are responsible for the three distinct functions of ***governance, management and operations***. For some organizations, there may be many different individuals that are involved in a particular organizational function. It is incumbent upon you, as a board member, to be clear on who is involved in each of these functions for your respective public sector organization.

What might this look like for you?

When faced with a particular topic or issue, you may want to clarify what is being asked of you as a board member.

- *When it comes to this issue, where does our role start and where does it end?*
- *Where do we, as appointees, have a say? Where don't we have a say?*
- *What is actually being asked of us?"*

Public sector organizations may also interact with or be subject to review by a range of central or independent government entities. For example, operations and decisions of some public sector organizations may be reviewed by such bodies as the Office of the Auditor General, the Ombudsperson's Office or the Select Standing Committees of the Legislature.

Some of these central and independent government entities have been listed below. Overall, it is important for you to know that your actions are potentially subject to the same level of interest and inquiry as other members of the public sector (such as public servants and politicians).

Central agencies – Government

Central agencies are responsible for providing oversight, policies, advice and resources to public sector organizations in the areas of financial and performance planning and reporting, human resources, appointments, executive compensation and best practices on governance and accountability.

Central agencies that public sector organizations may interact with include:

- Crown Agencies and Board Resourcing Office (CABRO)
- Office of the Comptroller General (OCG)
- Public Sector Employers' Council Secretariat (PSEC Secretariat)
- Tribunal Transformation and Supports Office (TTSO)
- Cabinet Operations (Office of the Premier)
- Treasury Board Staff (TBS)
- Provincial Treasury
- Tax Policy Branch

Independent offices – Government

Independent offices are responsible for carrying out important functions regarding to public sector organizations, from monitoring the performance of public sector organizations to ensuring compliance with provincial laws.

There are eight non-partisan statutory offices that support the work of the Legislative Assembly. These offices are headed by independent officers who are appointed by and report to, the Legislative Assembly. Independent Offices[6] that public sector organizations may engage with include:

- Office of the Auditor General
- Office of the Information and Privacy Commissioner
- Office of the Ombudsperson

KEY MESSAGES

- *Governance of every public sector organization includes more than the board: there are a range of individuals, entities and other decision-making bodies that will interact with your organization and influence decisions.*
- *Every appointee should know and understand the range of individuals and organizations involved in the governance of their organization.*
- *As an appointee to a public sector organization, your actions are potentially subject to the same level of interest and inquiry as other members of the public sector, such as public servants and politicians.*

[6] http://members.leg.bc.ca/key-resources/statutory-offices.htm

WHAT DOES EFFECTIVE GOVERNANCE LOOK LIKE?

Governance practices refers to how your board works together to make decisions and fulfill your role in governing a public sector organization. This includes everything from how you prepare for meetings and how meetings and hearing are conducted to how you work together with ministerial staff. The specific practices that are adopted by each public sector organization will vary, and some practices are prescribed in statutes or legislation.[7]

There is no single set of practices that will work for every public sector organization. The indicators of effective governance described below will help your team determine the specific practices that best suit your public sector organization.

Indicators of effective governance fall into two categories:

- Self-management: Does your board or tribunal work together effectively?
- Organizational governance: Does your board or tribunal govern your organization effectively?

The two categories are connected and mutually reinforcing but have distinct indicators.

Does your board or tribunal work together effectively?

There are ten indicators of effective self-management. As you review the list, consider: *Do we demonstrate this? Do we have a specific practice intended to achieve this?* (see also appendix)

1. **Alignment behind a clearly articulated mandate:** All members have a clear understanding of the mandate and understand how the organization's activities contribute to achieving the mandate.
2. **Clear roles and responsibilities:** All members understand their role on the board, as well as the role of all individuals and entities involved in the governance and management of the organization.
3. **Strong relationships:** All members establish healthy and honest relationships with all individuals and entities involved in governing the organization, including, where applicable, the ministry responsible.
4. **Earned trust:** All members and senior staff person trust each other to fulfill their respective responsibilities.
5. **An ability to engage in difficult conversations:** All members regularly discuss the most important issues facing the organization.
6. **Leverage board skills and experiences:** All members have the opportunity to contribute in ways that are aligned with their skills, competencies and experience.
7. **A focus on strategic issues:** The members' discussions relate to the strategic direction of the organization, and the organization's mandate is regularly referred to.
8. **A drive for continued improvement:** All members engage in regular self-assessment and professional development opportunities.
9. **A unified voice outside of board room:** All members demonstrate support and loyalty for the decisions, activities and mandate of the organization.
10. **A culture that focuses on outcomes and results:** The culture of the board and its' members enables effective responses to issues as they arise and demonstrates a bias towards function over formality.

[7] For example, some organizations are required to have a minimum number of meetings each year

Does your board or tribunal govern your organization effectively?

Earlier in this module, we talked about the five principles of governance that will guide you in your board activities. Recalling these principles, they are:

1. Put the interests of citizens at the centre of decision making.
2. Behave with integrity, demonstrate strong commitment to ethical values and respect the rule of law.
3. Ensure openness and respectful engagement with all citizens.
4. Strive for outcomes that support healthy communities in British Columbia, including social, economic and environmental well-being.
5. Implement actions to achieve the organization's mandate.

Based on these principles, you know *what* governance looks like, but you should also have tools to determine *how* governance is carried out. Effective governance of your organization involves responsibilities in four areas:

- Providing oversight and monitoring in the public interest,
- Developing the organization's capacity and culture,
- Providing effective leadership, and
- Providing external context and perspective.

These four areas are defined further on the next page. As you read the descriptions, keep the guiding principles of governance in mind and consider the following questions:

- *How will your board or tribunal achieve this over the next year?*
- *How can you contribute in this area?*

Governing your organization – For governance boards

1. **Oversight and monitoring in the public interest:** The board is responsible for overseeing organizational performance and ensuring the activities of the organization align with the mandate. As a member, how do you know what is happening with the organization? What processes are in place to monitor the impact and performance of the organization? This includes robust internal controls and financial management. There should be tools, policies or processes for you to be able to actively monitor things like program performance, organizational risk, internal and external relations and financial controls without the need to immerse yourself in the work of management.

2. **Developing the organization's capacity and culture:** Together with the senior staff person, the board is responsible for building a common understanding of an organizational culture and philosophy that will best support your organization's mandate. This might mean actively working with the senior staff person to align behind the strategic priorities and routinely asking strategic questions related to these priorities.

3. **Effective leadership:** This entails ensuring that the organization's senior leadership has what it needs to succeed. It means there is a robust process for the *recruitment and selection* of the senior staff person that aligns with the current requirements of the organization, as well as ongoing *performance management*, and *supports* in the form of professional development opportunities, mentorship or coaching. How your board, and you, get involved in supporting the senior staff person should be determined in collaboration with them.

4. **External context and perspective:** As a diverse group of individuals, a public sector organization board can provide a variety of perspectives and insights to the work of the organization. As a board member you bring unique experiences, connections and knowledge that can inform your organization. Consider the economic, social and environmental impacts of the organization, and long-term sustainability of your work. In carrying out your role in governance, think about the following two areas where your knowledge can add important value:
    a. *Information and knowledge about current trends:* Ask what current issues and trends that you know of may impact the organization. What are external influences that are relevant to your public sector organization?
    b. *Building public trust:* Ask and discuss what you believe the public currently expects from your public sector organization. What relationships are important to the work of your organization? How can the board and the organization work to augment the relationships of the organization with key partners?

What does this mean for you?

Effective governance begins with sound knowledge of your organization. Although you are not intended to be managing the organization, you must have ways to understand and know what is happening within the organization, especially related to the four areas above.

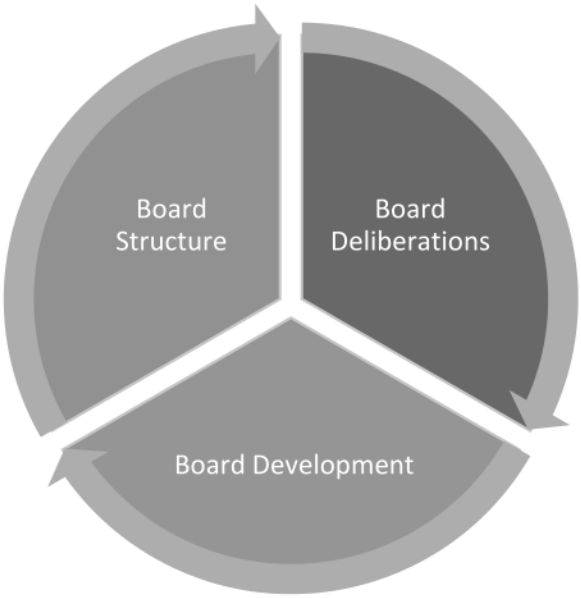
For example:
Do you have some way of knowing whether staff are happy and valued by management?
How are ethical values supported throughout the organization?

Consider organizing a tour of the operations or facilities (if applicable) or ask staff members other than the senior staff member to periodically give presentations to the board of their work.

What governance practices should your organization implement?

The specific practices that are adopted by each public sector organization to achieve the outcomes listed above will vary. To develop, review and adopt practices that will be effective for your organization it is important to consider strategies and tactics in each of the following three areas:

Figure 3 – Governance practices



Board deliberations

Boards govern as a group: individual board members are not empowered with individual decision-making authority, regardless of role. For this reason, it is important to consider your board's practices when it comes to meetings.

Boards may meet as often as is necessary, or as is set out in applicable legislation, by-laws or terms of reference. Regular communication is important for successful operations. Some boards have policies and practices in place to establish communication tools between meetings, such as monthly reports to the board from the most senior staff person.

Critical components of effective meetings for all organizations include:

- **Information:** Are members equipped with timely information needed to participate in meetings or hearings in a meaningful way?
- **Organization:** Are meetings or hearings organized in a way that leads to successful decision-making?
- **Participation:** Does the meeting or hearing format enable meaningful participation from all members or parties?
- **Focus:** Are meetings focused on priority issues or deliberations? Are key questions facing the organization brought forward on agendas for discussion?

A key question to ask yourself after every meeting: *Did we have the conversation needed at this moment?*

Additional guidelines for meetings and a sample meeting evaluation are provided in the appendices.

What might this look like for you?

Consider: *Did you get materials in advance of the meeting? Is information about the organization easily accessible to you, in a way that is convenient? At board meetings, does everyone have an opportunity to contribute?*

Board structure

Boards have defined roles (e.g., Chair, Vice Chair, Treasurer) and may also utilize *committees* and *task forces* to carry out the work of the board. The orientation material for your respective organization will ideally include descriptions for each role. Based on your role, you may have specific responsibilities or tasks for each month of the year. These expectations may be outlined in a *board calendar* or *board workplan*, combined with your role description.

You may also have a terms of reference that defines the committee or working group purpose, composition and working procedures and help you function effectively.

As you become familiar with your organization's board structure, you may wish to consider the following questions:

- *Does each board member have a clearly defined outline of what is required of them in their role on the board?*
- *Are committees clear on their purpose, and are they currently necessary and important to the work of the organization?*
- *Is there clear communication between the committees and the board as a whole?*
- *Is it clear how appointees and committees are expected to interact with organization staff (if at all)?*

Core committees

The use of committees helps directors gain a more comprehensive understanding on matters requiring specialized decision-making or approval.

The four most common core committees of any governing board operate in the following areas:

- Finance
- Governance
- Human resources and compensation
- Audit

Board development

Ongoing skill development is a critical component of a high-functioning board. This begins with a robust orientation at the onset and is upheld through ongoing skill and professional development opportunities.

New members face both a content learning curve (knowing the organization's mission, goals and objectives) and a culture learning curve (how does the board organize itself towards these goals). Think of orientation as a process, rather than a one-time event. The objective is to help new members become as effective as possible as soon as possible. This includes general information about governance, as well as specific information about the public sector organization. Ongoing education may take place as part of regular meetings, as part of an annual retreat, government organized forums or in separate educational sessions. The education program for appointees is typically funded by the public sector organization.

What might this look like for you?

For your public sector organization consider the following:

- *How do we equip new members with the knowledge and the cultural context necessary to contribute as a member?*
- *How do we transfer knowledge between members?*
- *How do we foster and encourage ongoing skill development for members, aligned with the current requirements of the organization?*

KEY MESSAGES

- *Effective boards of public sector organizations will have defined and explicit practices that support their work in three areas: board structure, board deliberations and board development.*

WHAT DOES ALL THIS MEAN FOR YOU?

As one member of a team, it is not up to you to take responsibility for everything the board is intended to do. Your areas of responsibility and focus will depend on your role in the board, your areas of interest and expertise as well as any committees or task forces you are a part of.

How to be a great member in any role

Regardless of role, you can have a significant impact on the public sector organization where you have been appointed by taking personal responsibility for the following behaviours and actions:

- Exercise due diligence and be prepared for meetings and discussions
- Learn about your organization
- Work within the mandate
- Be prepared to articulate independent views and provide respectful feedback in an effective manner
- Be respectful of, and remain open to, the views and perspectives of others
- Disclose to the organization any information that could be considered material to the organization's business or operations
- Maintain confidentiality and not disclose information discussed in confidence
- Work with the chair to identify specific areas where you can contribute
- Ask good questions related to the five principles of citizen-centred governance

Put it to practice

Consider again the five principles of citizen-centred governance. Fill out the columns below with ways that your organization could demonstrate these principles, as well as good questions related to each of the principles.

Principle	What this might look like at your organization	Good questions you can ask related to this principle
1. **Put the interests of citizens at the centre of decision making.**		
2. **Behave with integrity, demonstrate strong commitment to ethical values, and respect the rule of law.**		
3. **Ensure openness and respectful engagement with all citizens.**		
4. **Strive for outcomes that support healthy communities in British Columbia, including social, economic and environmental well-being.**		
5. **Implement actions to achieve the organization's mandate.**		

APPENDIX 1 – ROLES AND RESPONSIBILITIES RELATED TO GOVERNANCE OF PUBLIC SECTOR ORGANIZATIONS

Legislative Assembly

The Legislative Assembly consists of elected members who represent the public interest. The Legislative Assembly approves legislation to create (or dissolve) public sector organizations, and they also set the mandate for public sector organizations and enact the legislation that impacts public sector organization governance. The Legislative Assembly allocates public funds to public sector organizations through the annual budget.

Cabinet

Cabinet is the executive council of the B.C. government and is made up of ministers responsible for specific portfolios. Cabinet decides the policies and direction of the B.C. government, approves mandate letters for Crown corporations, determines the funding and revenue generation capacity for public sector organizations where applicable and approves or rescinds appointments made by Order-in-Council.

Responsible ministry

Each ministry of government is responsible for a specific area of public policy, government function or service delivery, including services provided through public sector organizations. public sector organizations in B.C. are assigned a "ministry responsible". There are three key roles within the ministry: Minister, Deputy Minister and ministry staff.

Minister responsible

Cabinet Ministers are members of the Legislative Assembly appointed by the Premier as designated ministers in charge of specific government ministries. Most Cabinet Ministers are responsible for one or more government ministries and its associated public sector organizations. As the primary link between the government and the public sector organization, Ministers are held accountable to the government for the performance of the ministries and public sector organizations.

For many public sector organizations, the Minister communicates the government's priorities, performance expectations and policy direction through an annual Mandate Letter (which is approved by Cabinet) or similar letter of direction, and the Minister meets regularly with the Chair, as appropriate. If the organization is required to produce Service Plans and Annual Reports, they are reviewed and approved by the Minister responsible.

Deputy minister

Each ministry has a Deputy Minister (and in some instances an Associate Deputy Minister) who is responsible for the day-to-day operation of the ministry. Deputy Ministers lead ministries to implement the Government of B.C.'s strategic corporate agenda and government policy.

The Deputy Minister works with the senior staff person of public sector organizations to ensure alignment with current mandates, provide the minister with the information required to make informed decisions and to implement decisions made by the Minister and Cabinet with respect to public sector organizations. In some cases, the Deputy Ministers may receive delegated authority from the Minister responsible to work directly with the Chair.

Ministry staff
Ministry staff support the work of the Minister and Deputy Minister in several ways. As delegates they may provide secretariat support to advisory boards, may review and advise on the organization's Mandate Letters, Memorandum of Understanding, Service Plans and Annual Reports (if required), and may ensure appointees are paid consistent with Treasury Board direction.

Boards of directors, advisory board and tribunals
The board of directors, advisory board or tribunal ensures the organization complies with government's policies and legislation and is accountable for performance in upholding the public interest, and ensuring that citizen-centred governance is implemented.

There are two main roles within a board or tribunal:

(1) Chair, and
(2) Directors or appointees

Chairs of governing boards
As the main link between government and the public sector organization, the Chair's role includes communicating appropriately with the minister responsible (or her delegate) to advise on issues that materially impact the business of the organization or the interests and accountabilities of the Minister and government.

The Chair provides leadership to ensure the board can effectively govern a public sector organization. The Chair guides board activities and works closely with the senior staff person to cultivate an effective relationship between the board and public sector organization executives.

Tribunal Chair
Tribunal Chairs are appointed to hold office and provide adjudicative leadership to tribunal members. A tribunal Chair is responsible for the effective management and operation of the tribunal and is also considered a "member" of the tribunal and, as such, may also serve as an independent, statutory decision maker.

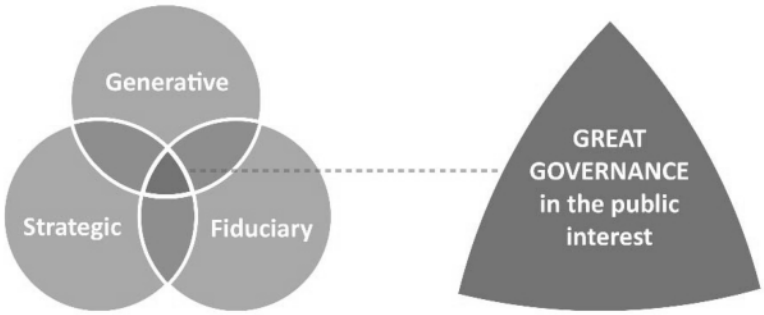
Directors of governing boards
Individual board members collectively govern the organization in a manner consistent with their mandate and policy directions. The board is held accountable for the performance of the senior staff person and senior executive. Board members, working together, execute the board responsibilities set out in the public sector organization's enabling legislation or incorporating documents, other applicable legislation, board charter, by-laws or terms of reference. Board effectiveness depends on all members understanding their responsibilities and adhering to a high standard of performance.

Tribunal members
Tribunal members serve as independent statutory decision makers. Members have a duty to adjudicate and make decisions within the context of the tribunal's enabling legislation, the common law and the legal principles of natural justice and fairness. Members do not have responsibility for the management and operation of the tribunal.

Senior staff person
While boards have broad oversight and governance roles for public sector organizations, the role of the senior staff person is to provide executive direction for the day-to-day operations of a public sector organization, implementing the strategic priorities set by the board.

APPENDIX 2 – THREE MODES OF GOVERNANCE: THREE TYPES OF CONVERSATIONS

Figure 2.1 – Three Modes of Governance



	FIDUCIARY	STRATEGIC	GENERATIVE
Function	Legal, operational and oversight duties	Develop a plan to meet the organizational mandate	Align behaviours, practices and actions with the mandate
Driver	Internal governance policies and meeting public sector compliance requirements	Analysis of trends as well as evaluating strengths and opportunities	Reflection on values, culture and commitment to the core mandate
Key questions	*Can we afford it? Is it legal? Are we doing it right? Is this within our mandate?*	*Is this the best way to achieve our goal? What external factors may influence the outcomes of our strategy?*	*Are we asking the right questions? What assumptions are we making about our mandate?*

Three types of conversations

Think of the three modes of governing as three different types of conversations that need to happen at the board table. These conversations become tools that help board members can use to become empowered to make the right types of decisions, harness the collective wisdom of the board and improve board performance.

Sample Fiduciary Questions	Sample Strategic Questions	Sample Generative Questions
What do we hold in trust, and for whom?	*What is our plan to achieve that?*	*Do we understand why we exist?*
What are the fiduciary, but non-financial, roles of our board?	*How do we best use our strengths?*	*Have we set the right priorities?*
Have we included the interests and needs of all B.C. citizens?	*Have we included the interests?*	*Are our decisions conceived with the interests and needs of all citizens?*
Do the activities of the organization demonstrate fairness and respect to all B.C. residents?	*What external factors might affect our organization? What opportunities or threats do these factors create?*	*Does our organization facilitate equitable access to services and meaningful participation for all B.C. citizens?*
How do we know the organization is fulfilling its mandate?	*What interventions will be most effective in achieving our expected outcomes?*	*Does our work demonstrate responsible environmental stewardship?*
Does a proposed initiative effectively advance our mandate, or align with our legislation?	*Do the actions of our organization support healthy communities in B.C.?*	*What values, beliefs, and assumptions are necessary to advance our mandate?*
What safeguards do we have in place?	*How has our operating environment changed in the last couple of years, and what changes do we expect in the next couple of years?*	*How does this impact the vision or purpose outlined in our mandate letter?*
What are our major risks? What are we doing as a board and an organization to address them?	*How do these changes affect our ability to deliver our mandate?*	*Have we asked the right questions? Are there other perspectives we should be considering?*
Is this right? Will this lead to harm?	*What are our strategic priorities?*	*What can we learn from this?*
Have we fulfilled our reporting, legal and financial responsibilities?		*Are we remaining authentic to our mandate?*
		Who are we really serving?
What fiduciary questions would it be beneficial for your board to discuss?	***What strategic questions would it be beneficial for your board to discuss?***	***What generative questions would be beneficial for your board to discuss?***

APPENDIX 3 – BOARD SELF-MANAGEMENT EVALUATION

Indicator	Does our board demonstrate this?		
	Yes	No	Not sure OR There is room for improvement
Alignment behind a clearly articulated mandate			
Clear roles and responsibilities			
Strong relationships			
Earned trust			
An ability to engage in difficult conversations			
Leverage board skills and experiences			
A focus on strategic issues			
A drive for continued improvement			
A unified voice outside of board room			
A culture that focuses on outcomes and results and timely decisions			

1. **Alignment behind a clearly articulated mandate**
   - Are all board members clear on the mandate of the organization?
   - Do board members demonstrate loyalty and support for the organization's mandate?
   - Do board members take active steps to ensure partners, stakeholders, colleagues and citizens are clear on the mandate, and can clearly understand the connection between the organization's activities, and it's intended purpose?
   - Do board members approach decisions and discussions based on the mandate?
   - Is leadership and staff clear and aligned behind the mandate?
   - Do stakeholders understand the mandate?

2. **Clear roles and responsibilities**
   - Are all board members clear about their role on the board, and how they are intended to contribute?
   - Does the board clearly understand all the entities and individuals who are involved in the governance of your public sector organization?
   - Does the board clearly understand the role of the senior staff person, and their role in supporting the senior staff person?
   - Are all board members clear that, in their role on the board, they are not intended to advocate for any particular interest or constituent group, but in the public interest of all B.C. citizens?

3. **Strong relationships**
    - Does the board (via the board chair) have a healthy and honest relationship with ministry executives (where applicable) and other entities and individuals that are involved in the governance of the organization?
    - Does the board support and foster relationships with organizations and individuals that are important to achieve the objectives of the organization?

4. **Earned trust**
    - Have the board and senior staff person developed a trusting relationship through constructive inquiry and dialogue?
    - Does the board have a relationship with the senior staff person that enables them to ask constructive and strategic questions about the most salient issues facing the organization?
    - Do board members trust each other, and the senior staff person, to make empowered decision-making? Or is there a culture of micro management based on an absence of trust?

5. **An ability to engage in difficult conversations**
    - Do board members have relationships with each other that enable honest, constructive conversations?
    - Does your board regularly discuss the most important issues facing the organization, no matter how contentious, controversial or difficult?
    - Is the board willing and able to ask the senior staff person difficult questions?

6. **Leverage board skills and experiences**
    - Do board members have an opportunity to contribute on committees, task forces or take on board roles that are aligned with their skills, competencies and experience?
    - Do board conversations, discussions and decisions enable the inclusion of the diverse opinions and experiences of each board member?

7. **A focus on strategic issues**
    - At board meetings, do board discussions and questions relate to the strategic direction of the organization?
    - Does the board spend the most amount of time on the most important issues?
    - Are the mandate and priorities outlined in your organization's service plan (where applicable) referred to on a regular basis by board members?
    - Are the questions raised by your board members strategic or generative in nature?

8. **A drive for continued improvement**
    - Do board members actively seek out and take advantage of professional development opportunities?
    - Does your board or organization provide professional development opportunities for board members?
    - Does your board conduct self-evaluation on an annual basis, at a minimum?

9. **A unified voice outside of board room**
    - Do all board members support all decisions that are made outside of meetings? (Even if they disagree with one another during the meeting?)
    - Do board members demonstrate support and loyalty to the decisions, activities and the mandate of the organization, despite any differing perspectives that exist?
    - Does the board explicitly identify messaging and channels of communication to the public and B.C. citizens, based on the decisions that are made, and demonstrating a unified voice?

10. **A culture that focuses on outcomes and results**
    - Does the culture of the board empower leadership?
    - Do board practices demonstrate a bias towards function, action and effectiveness, versus procedural technicalities and the formal process? (e.g. bias towards function over form)
    - Does the culture of the board enable effective responsiveness to different issues as they arise, notably items or issues that are not anticipated?

APPENDIX 4 – BOARD GOVERNANCE SELF-ASSESSMENT

Indicator	How will your board do this in the next year?	How can you contribute in this area?
Oversight and monitoring in the public interest		
Developing the organization's capacity and culture		
Effective leadership		
External context and perspective • **Information and knowledge about current trends** • **Building public trust – open and stakeholder engagement**		

APPENDIX 5 – BOARD MEETING CONSIDERATIONS

Rules of order

The board is responsible for setting its own meeting protocols. Boards may adopt whatever discussion and decision making processes work best for them; be it consensus building or a more structured approach such as the use of Robert's Rules of Order.

There may be times when board decisions are not unanimous. Negative votes or abstentions can be recorded at the request of the person so voting. However, once a majority decision is made, individual members must respect the collective board decision. At the conclusion of every meeting the board speaks with one united voice.

Rules of order

Rules of order are procedures by which meetings can be conducted in an orderly fashion, issues debated and motions passed according to the majority but with due regard to the rights of the minority. For the most part, rules of order are based on common sense and the need to move through an agenda efficiently. Key elements include: duties of the chair or speaker, agendas and minutes, motions, amendments, quorum, conflict of interest and other guidelines to support running a successful meeting.

Meeting minutes

A process should be in place to ensure board minutes are made available in a timely manner. This includes a process for review of the minutes before they are shared more broadly.

Open, closed and in-camera sessions

Generally, it is recommended that board meetings are open to the public where full and frank discussion, openness, transparency and accountability are encouraged. Supporting a citizen-centred approach to governance means conducting as much business as possible in the open session portion of board meetings subject to any legislative provisions specific to your organization.

The **closed session** is where the public is excused and the board/executive discuss those items that are more confidential in nature and not appropriate for the open session. Although as much as possible should be addressed in the open session, there are many topics that could be covered in the closed session. Subject to legislative restrictions, any closed session decisions should be communicated at the next open session.

The **in-camera session** is a best practice of high performing boards, where the executive is excused and the board has an opportunity for a round table discussion of the meeting topics and content. For transparency, in-camera sessions can occur along with regular board meetings rather than occurring irregularly on an ad hoc basis and should be reflected on the board meeting agenda. Subject to legislative requirements to disclose such information, in-camera discussions should always remain confidential, as they usually relate to sensitive board matters. Confidential minutes of decisions made during in-camera sessions should be kept and roles and responsibilities should be established.

Not all matters that individual board members wish to raise are appropriate for discussion in an in-camera or closed session. In-camera and closed sessions are designed to address specific sensitive matters. Without limiting the full scope of topics, some examples could include:

- To discuss particularly sensitive matters within the responsibility of the board, such as litigation, awarding a contract, conflict of interest, labour relations, or executive performance
- To discuss sensitive internal board governance matters
- To review the performance and compensation of the senior staff person, in the absence of resource officers or others who are not members of the board
- To seek advice on the appropriate way to raise issues of concern in cases where a board
- Member may be reluctant to speak during the open portion of a meeting

Other meeting considerations:

There may be other processes and procedures a board may wish to formalize, including but not limited to:

- Required amount of notice to the board for the inclusion of an unscheduled matter on the agenda;
- Use of consent agendas[8] to increase meeting efficiency; and
- Requirement for consent of the board chair for electronic recording of a meeting.

[8] A consent agenda is a component of a meeting agenda that enables the board to group routine items and resolutions under one umbrella. As the name implies, there is a general agreement on the procedure. Issues in this consent package do not need any discussion before a vote. Unless a board member requests the removal of an item ahead of time, the entire package is voted on at once without any additional explanations or comments.

APPENDIX 6 – BOARD MEETING EVALUATION

Date of Meeting: _____

With the following scale, provide a rating for each of the statements below:

1	2	3	4	5	N/A
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable

	RATING
1. INFORMATION	
I received the package at least 4 days prior to the meeting.	
I received sufficient information to prepare me to participate and enable me to make informed decisions.	
The written information summarized the issues and agreed actions clearly.	
2. ORGANIZATION	
The meetings started within 3 minutes of the scheduled start time.	
We completed our agenda for the meeting.	
The meeting ended within the scheduled time frame.	
3. PARTICIPATION	
Members were encouraged to participate in discussions.	
I participated in the discussion as much as most other members.	
My contributions to the discussion helped influence our decision-making.	
The chair ensured no one dominated the discussion.	
4. EFFECTIVENESS	
Our discussions stayed on track.	
Our agenda included the issues which I think were appropriate and important.	
The amount of time we spent on each agenda item corresponds to its relative importance.	
We dealt with conflict constructively and respectfully.	
We made decisions with clear reference to our purpose and mandate.	
After discussion of an agenda item, members' next steps and responsibilities were clear.	
The meeting was productive.	
The board refrained from discussion of the operations of the organization.	
5. OVERALL RATING	
Comments:	

APPENDIX 7 – ROLE OF THE CHAIR

As the main link between government and the public sector organization, the Chair should communicate regularly with the minister responsible or her delegate to advise on issues that materially impact the business of the organization or the interests and accountabilities of the minister and government. The Chair provides leadership to ensure the board can effectively govern a public sector organization. The Board Chair guides board activities and works closely with the senior staff person to cultivate an effective relationship between the board and organization executives.

Responsibilities of the Board Chair include:

- Establishing a culture of active and constructive board engagement, including:
  - Effectively facilitating open, candid dialogue and encouraging healthy debate among board members
  - Leading the board to bring consensus and closure on critical issues
- Managing board business and performance reviews, including:
  - Evaluating the board, committees and board members
  - In concert with the board, ensuring regular board chair evaluations
- Managing conflicts of interest
- Building and maintaining a sound working relationship with the senior staff person, the minister responsible and other government representatives
- Engaging with the Crown Agencies and Board Resourcing Office regarding board recruitment, performance management and ethical conduct on the board including conflict of interest identification and management
- Serving as the board's spokesperson when communicating with colleagues, public sector organization executives, the public and government

The role of Vice Chair is to assist the Chair in the duties outlined above. Under temporary and unexpected circumstances, when the Chair is unable to fulfill their duties, government may ask the Vice Chair to assist in carrying out some of the Chair's duties until a new Chair is established.

APPENDIX 8 – COMPONENTS OF A SUCCESSFUL COMMITTEE

Specific terms of reference: This is a definitive statement that clearly describes the purpose of the committee, time frame, membership composition (the kinds of people the board wants on the committee), authority and major areas of responsibility.

An effective Chair: The Chair is key to an effective committee. They set the tone, pace and strategies. They must be thoroughly acquainted with the mandate of the organization and the part the committee plays in the achievement of those goals. They delegate tasks, coordinate activities and provide an atmosphere in which thoughtful deliberation is possible.

Committee members thoughtfully appointed: Members need an understanding of the goals of the committee and some skills that would assist the committee to achieve them.

Reports: Reports are either prepared regularly for the board, providing updates of accomplishments and challenges and providing recommendations, or may be a final report at the completion of the committee's tasks, including their findings and recommendations.

Regular evaluation/review: This process would involve determining that the terms of reference had been followed and deciding if they need to be revised, evaluating the effectiveness of the committee and determining who the members of the committee will be for the next term. This should ideally be conducted yearly.

APPENDIX 9 – BOARD SKILLS MATRIX

This template can be useful to assess the current skills, experiences, and backgrounds of your board, to inform skills and traits that may be important to either: a) develop further, or b) look for in prospective board members.

	Name 1	Name 2	Name 3	Name 4	Name 5
DEMOGRAPHICS					
Gender identity/sexual orientation					
Generational perspective					
Visible minorities/Indigenous peoples					
Persons with disabilities					
Connection to community we serve/lived experience related to our mission					
(Other identities relevant to our mission)					
GOVERNANCE					
Board experience					
Not for profit					
Public/Crown corporation					
Private/commercial					
Board leadership					
Committee (board or council)					
Corporate leadership					
PROFESSIONAL EXPERIENCE					
Accounting/finance					
Community/social services					
Corporate/business					
Education/training					
Government					
Labour leadership					
Law					
Not for profit / charity					
Other ( )					
SPECIFIC KNOWLEDGE / SKILLS					
Accounting/financial management					
Advocacy					
Capacity building					
Community organizing					
Equity/inclusion					
Event planning					
Fundraising					
Governance					
Government relations					
SPECIFIC KNOWLEDGE / SKILLS					

	Name 1	Name 2	Name 3	Name 4	Name 5
Human resources					
Leadership/people management					
Legal					
Marketing/communications					
Meeting management					
Organization design					
Public speaking /outreach					
Program delivery					
Policy development					
Risk assessment/management					
Strategy/planning/implementation					
Volunteer engagement					
Diverse cultural competency					
(Other skills related to mission)					
AREAS OF INFLUENCE					
Business/industry					
Community development/not-for-profits					
Ethno-cultural communities					
Government (civic, provincial, federal)					
Labour & workers					
Media/advertising					
(Other sectors/communities related to mission)					
THINKING STYLE					
Fiduciary					
Strategic					
Visionary					
HIDDEN TALENTS					
NOTES & INSIGHTS					

BRITISH COLUMBIA

Crown Agencies and Board Resourcing Office (CABRO)

tinyurl.com/BoardsofBC

Tab 5 E

BEST PRACTICE GUIDELINES

Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations

Crown Agencies and Board Resourcing Office

TABLE OF CONTENTS

PREAMBLE **1**

PART ONE: CORPORATE GOVERNANCE IN PUBLIC SECTOR ORGANIZATIONS **3**

1. INTRODUCTION 3
2. THE PUBLIC SECTOR CONTEXT 5
   - *2.1. Creation of Public Sector Organizations and Their Mandates* *5*
   - *2.2. Characteristics of Public Sector Organizations* *6*
   - *2.3. Performance Expectations* *6*
   - *2.4. Accountability in the Public Sector* *7*
   - *2.5. Regulatory Requirements and Other Legislation* *9*
   - *2.6. The Performance Culture* *9*
   - *2.7. Disclosure and Transparency* *10*

PART TWO: BEST PRACTICE GUIDELINES: GOVERNANCE **11**

1. BOARD COMPOSITION AND SUCCESSION 11
2. BOARD RESPONSIBILITIES 13
3. COMMITTEES 14
   - *3.1. Finance Committee* *15*
   - *3.2. Governance Committee* *16*
   - *3.3. Human Resources and Compensation Committee* *16*
4. AUDIT COMMITTEE 17
   - *4.1. Audit Committee Membership* *17*
   - *4.2. Audit Committee Responsibilities* *18*
5. THE BOARD CHAIR 21
6. INDIVIDUAL DIRECTORS 22
7. THE CHIEF EXECUTIVE OFFICER OR PRESIDENT 24
   - *7.1. Job Description* *25*
   - *7.2. Performance Expectations and Evaluation* *25*
   - *7.3. Recruitment* *25*
   - *7.4. Board Meetings without Management Present* *25*
8. CORPORATE SECRETARY 26
9. CODE OF CONDUCT AND ETHICS 27
10. ORIENTATION AND PROFESSIONAL DEVELOPMENT 28
11. BOARD, COMMITTEE AND DIRECTOR ASSESSMENT 30
12. COMMUNICATIONS STRATEGY 32

PART THREE: BEST PRACTICE GUIDELINES: DISCLOSURE **33**

1. BOARD COMPOSITION AND SUCCESSION 34
2. BOARD RESPONSIBILITIES 35
3. COMMITTEES 35
4. AUDIT COMMITTEE 36
5. THE BOARD CHAIR 37
6. INDIVIDUAL DIRECTORS 37

7. THE CHIEF EXECUTIVE OFFICER OR PRESIDENT 38
8. CORPORATE SECRETARY 38
9. CODE OF CONDUCT AND ETHICS 39
10. ORIENTATION AND PROFESSIONAL DEVELOPMENT 40
11. BOARD, COMMITTEE AND DIRECTOR ASSESSMENT 40
12. COMMUNICATIONS STRATEGY 41

APPENDIX 1: LIST OF PUBLIC SECTOR ORGANIZATIONS 42

PREAMBLE

"Corporate governance". No longer is this term reserved for use by academics and consultants. With the publicity that has attended recent corporate failures and misconduct in the public and private sectors worldwide, everyone involved with governing boards has become aware of the requisite demand for high governance standards and open disclosure.

The Government of British Columbia, and the many public sector organizations that serve the Government and the people of British Columbia, are committed to achieving and maintaining exemplary standards of governance. This commitment is founded on the firm belief that while good governance does not, in itself, ensure organizational success, expected levels of performance are rarely achieved without the guidance and leadership provided by a sound governance structure.

The Board Resourcing and Development Office ("BRDO") has traditionally supported the goal of sound governance by assisting in the identification of well-motivated directors with the required competencies. The BRDO is now going a step further by providing the *Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations* (the "*Best Practice Guidelines*") that establish a broad provincial standard for the review and assessment of governance practices in public sector organizations.[1]

It is recognized that many of BC's public sector organizations already have sound and innovative governance structures that address not only board operations but also such collateral issues as director recruitment, orientation, education and assessment.

Governance methodology continues to evolve, however, and organizations have a responsibility to constantly review and update their practices to match opportunities and changing needs. It is hoped that the information set out in the *Best Practice Guidelines* will make a useful contribution in the discharge of this responsibility.

---

[1] The *Best Practices Guidelines* apply to all British Columbia public sector organizations that are governed by a governing board and to which the Government of British Columbia (by Order in Council, Minister's Order or shareholder's resolution) makes a majority of board appointments.

A "public sector organization" includes:

a) a separate legal entity established pursuant to British Columbia legislation that is classified as being within the "Government reporting entity" pursuant to the *Budget and Transparency and Accountability Act*; and
b) a corporation established under the BC *Business Corporations Act*, the *Society Act*, or other enabling statute in which the province of British Columbia has a controlling interest.

See Appendix 1 for a list of public sector organizations covered by the *Best Practice Guidelines*.

The presentation is organized in three parts. Part One describes the unique context in which public sector governing boards must function. Part Two sets out principle-based best practice guidelines. These guidelines are not meant to be prescriptive or to encourage a simple "tick the box" climate of compliance. They are meant to provide a reference for evaluating existing practices and to encourage change where change is justified. Part Three presents a guide for board governance disclosure, which is a best practice standard for public accountability. The Government's goal is that all public sector organizations in British Columbia will be in a position to meet these disclosure standards commencing in April 2006.

The *Best Practice Guidelines* apply to many different types of organizations ranging from commercial Crown Corporations to small, special purpose entities. Within this range are included health authorities and institutions in the public post secondary sector – universities, university colleges, colleges and provincial institutes – some of which possess special arrangements for bi-cameral governance and autonomy. While the factors influencing effective board performance are similar in different types of organizations, it is neither intended nor anticipated that every organization should have identical corporate governance practices. There is no "one size fits all" solution. Each organization is encouraged to develop governance tools specific to its individual needs and circumstances. Regardless of individual approaches, however, all public sector organizations should be committed to best practices in corporate governance and should embrace a progressive and engaged governance culture that reflects the principles set out in the *Best Practice Guidelines*.

The *Best Practice Guidelines* are evolutionary in nature. They will be reviewed and updated from time to time in response to changing needs, experience and new developments in the "art" of good governance. To that end, all public sector organizations are invited to put forward constructive suggestions and comments.

PART ONE:
CORPORATE GOVERNANCE IN PUBLIC SECTOR ORGANIZATIONS

1. Introduction

"Corporate governance" broadly refers to the structures and processes by which organizations are directed, controlled and held to account. It encompasses such things as who is in charge, who sets direction, who makes decisions, who monitors progress, and who is accountable for the organization's performance. The goal of effective governance is a robust, well-run organization that achieves peak performance and is accountable to the public it serves.

Historically, the term "corporate governance" was used more frequently in the context of commercial enterprises whereas public sector organizations often adopted the language of "stewardship". It is now common throughout the public and not-for-profit sectors to apply corporate governance methodologies within the various corporate[2] entities that make up these sectors.

Corporate governance is no less important in the public sector than in the private sector. Public sector organizations manage billions of dollars in assets and liabilities and oversee the delivery of core services such as health care, education and public utilities. Taxpayers, as both the source of funds and the beneficiaries of these enterprises, expect public sector entities to be well governed and to perform well.

In British Columbia, 41 Crown Corporations manage $31.2 billion in assets, $26 billion in liabilities and employ over 23,000 people. In addition, six health authorities oversee the delivery of $7.7 billion in health services (approximately 25 percent of the provincial budget) and employ 96,000 people. Public post secondary institutions receive $1.3 billion in public funds from Provincial sources and provide educational opportunities for approximately 300,000 students. For the 2004/5 fiscal year, it is estimated that BC public sector organizations will oversee expenditures of over $26 billion and employ over 172,000 employees.

Regardless of organizational type, corporate governance regimes are unlikely to be effective where there is lack of clarity about the participants involved, their relationships with each other and their respective responsibilities.

---

[2] The term "corporate" refers to a distinct legal entity, as distinct from an unincorporated association or department.

In the business sector, participants in governance include the shareholders, the board of directors and management. In the public sector, the Legislature, various branches of Government, the responsible Minister, the board and public stakeholders all play a greater or lesser governance role depending on the nature of the organization, its founding legislation, and any specialized protocols that have developed over time.

The board of directors[3] plays a central part in governance. Its general role is to cultivate the organization's short and long-term success consistent with the organization's mandate and objectives, and to do so in an accountable manner. When discharging its responsibilities, the board oversees the affairs of the organization, supervises management through the chief executive officer (CEO)[4], and sets standards for organizational conduct.

A board's effectiveness depends in large measure on the people who serve on it. Ideally, boards are comprised of dedicated individuals who are motivated to play an active role, and who have the necessary competencies to carry out their responsibilities. A well-defined governance structure is a necessary prerequisite for effectiveness, but good process cannot make up for the absence of good people.

As a consequence of historical issues, board governance has been studied extensively over the last decade providing a legacy of formal reviews and scholarly volumes. As a result of this work, consensus has emerged regarding the types of practices that improve director performance as well as the performance of boards as a whole. These practices include such things as closely defined roles and responsibilities, efficient use of committees, clear codes of ethical conduct, informed approaches to policy and strategic planning, risk management, director orientation, ongoing professional development, and board and director assessment.

Closely associated with the growth in knowledge about governance practice has been accompanying growth in the requirement for accountability. This is equally the case whether organizations raise money in the capital marketplace or expend public funds. In either case, accountability is encouraged through disclosure of governance practices for public scrutiny. Because accountability is based on disclosure, it is expected that organizations adopting the *Best Practice Guidelines* will be better positioned for public review and will add refinements to their governance practices at the same time.

---

[3] The term "directors" is used in a majority of public sector organizations. However, in the public post secondary sector, board members are referred to as governors and the board as the Board of Governors. Throughout this document, any reference to "director" is equivalent to "governor" in the public post secondary sector.

[4] The term "chief executive officer" means the person who holds the principal management position of the organization. In the public post secondary sector this person is most often called the President. In Crown corporations, this person is most often referred to as the CEO.

2. The Public Sector Context

Public sector organizations, like private sector companies, are independent legal entities governed by boards of directors. The duties of public sector boards are similar in many ways to their private sector counterparts, but there are significant differences in the legal, regulatory and operational environments that shape the responsibilities and expectations facing public sector directors. Public sector boards must take these differences into account when constructing their governance regimes and it is particularly important for them to understand both the context in which public sector organizations are created and the Government's ongoing role in their governance.

2.1. Creation of Public Sector Organizations and Their Mandates

Public sector organizations are established by Government to serve the public interest and to advance overall public policy objectives. Each organization is given a specific mandate, which is communicated either through governing legislation, its constituting documents or, where applicable, by Government policy.

For most public sector organizations, the mandate is likely to be more diversified than typically would be the case in the private sector. This requires the organization to perform in a business-like manner while at the same time pursuing a range of objectives, which might deal broadly with civic well being or might target economic, social or cultural measures related to a specific development opportunity or regional initiative.

Government performs cyclical reviews of each organization's mandate to ensure that it continues to be relevant and that the service delivery model continues to represent value to taxpayers. Boards may be asked to participate in the review or provide input on specific mandate issues, but decisions regarding a public sector organization's overall mandate always remain within the purview of Government.

Where appropriate, Government may give a public sector organization a specific direction on a particular matter. This type of direction is usually made only after discussion with the organization.

While it is the case that public sector organizations are provided greater autonomy and flexibility in decision-making than Government ministries, their boards must nevertheless be alert to the Government's broad public policy objectives. They must also ensure that their organization's strategic initiatives are aligned with the mandate set by Government.

2.2. *Characteristics of Public Sector Organizations*

Public sector organizations generally have some or all of the following characteristics:

- the organization is established by statute, by regulation under an enabling statute, or under the *Business Corporations Act*, *Society Act*, *Canada Business Corporations Act* or other legislative authority;
- there is a Provincial interest in the function or service, especially in:
    - the organization fulfilling its statutory obligations;
    - the organization managing its resources effectively; and/or
    - the organization maintaining appropriate standards of service;
- the Government has controlling interest in the organization:
    - Government appoints a majority of the governing board;
    - Government may provide 50% or more of the operating funds;
    - Government may give sole authority to the organization to engage in commercial activity and generate revenues;
    - Government owns, directly or indirectly, 50% or more of the issued and outstanding voting shares of the organization (if the organization is a *Business Corporations Act* company or other corporate entity with share capital); and/or
    - Government may establish the organization as an agent of the Province.

2.3. *Performance Expectations*

In addition to setting each organization's mandate, Government provides public sector organizations with documentation outlining performance expectations and accountabilities. This documentation is developed in consultation with the organization.

Using Crown corporations as an example, Shareholder's Letters of Expectations are issued annually to record a joint understanding between Government and the organization over mandate, public policy issues, strategic priorities and performance. More specifically, the Letters of Expectations are intended to:

- confirm the corporation's mandate and core services;
- develop a common understanding between the Government and the Crown corporation regarding the Government's priorities, policy objectives and performance expectations for the organization over a three-year period;
- achieve consistency and alignment between the Government's priorities, policy objectives and performance expectations and the Crown corporation's goals, objectives and strategies; and
- serve as a key driver in the development of the Crown corporation's service and financial plans.

For other organizations such as health authorities or institutions in the public post secondary sector, an annual accountability letter from the organization's host ministry establishes budget levels, performance objectives and other expectations, supplemented by the production of annual service plans and reports based on an accountability framework.

2.4. Accountability in the Public Sector

Public sector organizations are owned by the people of British Columbia and are accountable to them. In practice, the ownership rights are exercised on the people's behalf by the Legislative Assembly and the Government.[5] The responsible Minister serves as the link between the organization, the Cabinet and the Legislative Assembly. As well, Treasury Board may play a significant role in approving capital and operating budgets, particularly for taxpayer supported organizations.

The following is a general overview of the accountability continuum:

- Government establishes the public sector organization and its mandate through statute or other legislative authority, and provides funding to the organization on behalf of the public.
- Government communicates broad objectives for the organization through the responsible Minister and empowers its board to oversee the organization's affairs.
- The board oversees the affairs of the organization, supervises management, which is responsible for day-to-day operations and, through the chief executive officer, sets the standards of organizational conduct.
- The CEO leads the development of the institution's strategic initiatives, policies, operating and capital budgets; makes recommendations for their approval to the board; implements board- approved initiatives; and manages the day-to-day business of the organization.

Roles and responsibilities must be clearly defined and understood by all participants in the accountability continuum to ensure that organizations account for the effective pursuit of their mandates and for the expenditure of public funds. When the respective roles of the board and the responsible Minister (or other "shareholder" representatives) are not clear, a poor governance environment will result.

[5] BC Auditor General Crown Corporations Governance Study, 1996

This problem was identified by the British Columbia Auditor General in 1996 when he stated in reference to Crown corporation governance: "We believe that resolving the uncertainties and ambiguities in roles would be a major step forward in improving the governance environment in Crown corporations."[6] Although there is now a Governance Framework for Crown Corporations[7], no single piece of legislation or Government policy captures the governance roles and responsibilities across all types of public sector organizations in British Columbia. In the absence of such a universal framework, it is important that each public sector organization defines its unique relationship with Government and with its other "shareholders", including the public.

When doing so, the public interest is best served where Government and the organization enter into a constructive exchange that ensures the open, timely and accurate flow of communications in both directions. Because the board occupies the mid-point in the accountability continuum, regular and informed dialogue between the board and the responsible Minister is a key element of accountability and is fundamental to the proper discharge of the board's responsibilities. Generally speaking, the chair of the board undertakes this obligation on the board's behalf.

In many instances, legislation or policy may allocate decision-making responsibilities among the board, Cabinet, Treasury Board, the responsible Minister or elsewhere. In other instances, an organization's decision-making might be limited by the parameters of a special requirement such as the *Public Sector Employers Act*. But there are many areas in which public sector boards have broad autonomy. For example, university governance is distinguished by statute-protected autonomy to establish policies and standards for teaching, research, student admission, graduation, and selection and appointment of staff.

Whatever the degree of decision-making autonomy, accountability is strengthened where each board identifies its areas of shared decision-making with authorities beyond the organization. By doing so, a board will better ensure effective leadership by removing ambiguities which might otherwise detract from its governance responsibilities or obscure its accountability.

---

[6] Ibid., 1996

[7] The Governance Framework for Crown Corporations, published by the Crown Agencies Secretariat ("CASe"), provides information on the governance structure applicable to Crown corporations. CASe is also in the process of developing Crown Agency Accountability Guidelines designed to help clarify the levels of authority and accountability associated with different types of public sector organizations.

2.5. *Regulatory Requirements and Other Legislation*

Public sector boards operate within a complex legal framework. In addition to the legislation under which they are established, public sector organizations are subject to many legislative requirements that do not apply in the private sector. These include provisions contained in the following Provincial statutes:

- *Auditor General Act*;
- *Budget Transparency and Accountability Act;*
- *Financial Administration Act;*
- *Financial Disclosure Act;*
- *Financial Information Act;*
- *Multiculturalism Act;*
- *Ombudsman Act;*
- *Public Sector Employers Act;* and
- *Freedom of Information and Protection of Privacy Act.*

In addition, public sector organizations are subject to statutes of general application such as the *Waste Management Act* or the *Environmental Assessment Act*. Certain public sector entities also fall within the jurisdiction of the *Public Service Act*, the *Public Service Labour Relations Act*, the *Public Service Pension Act* or the *Benefits Act*.

Every board should be aware of the legislation and policies that apply to its organization and should recognize how they affect decision-making.

2.6. *The Performance Culture*

Another feature that distinguishes private from public sector organizations is the way in which competitive pressures are brought to bear on their operations. In the private sector, an organization is motivated to perform by the competitive pressures of the market place. Those that do not perform go out of business. Although some public sector organizations have a commercial nature, they may not have an obvious reference point for acceptable or peak performance. Directors are motivated by the desire to fulfill a service mandate and/or achieve certain public policy objectives and must be diligent in monitoring the organization's performance by carefully selecting appropriate performance measures against which the organization's achievements can be measured. In addition to financial performance measures, these may include such measures as service quality, customer satisfaction, environmental compliance or other measures specific to each organization.

2.7. Disclosure and Transparency

As recipients of public funds and executors of the public trust, public sector organizations are held to high standards of scrutiny and disclosure. Their operations and decisions may be reviewed by such bodies as the BC Auditor General, the Ombudsman's Office or Select Standing Committees of the Legislature.

Various "shareholders", including members of the public, often bring diverse viewpoints to their examination of the decisions or decision-making processes used by public sector organizations, sometimes relying on the *Freedom of Information and Protection of Privacy Act* when making their inquiries. The scrutiny of public sector organizations also may extend to board members. Therefore, individuals joining public sector organization boards should be aware that their actions are potentially subject to the same level of interest and inquiry as other members of the public sector, such as public servants and politicians.

For these and other reasons, public sector organizations should have good systems in place to ensure that their operations and decision-making processes are consistent with public sector standards; and these systems should ensure that organizations report appropriately to all interested parties through accessible avenues of disclosure. In the sections following, some practical guidelines are offered describing best practice on factors affecting good governance and disclosure.

PART TWO:
BEST PRACTICE GUIDELINES: GOVERNANCE

The purpose of this section is to gather in one place a provincial standard for corporate governance practices in BC's public sector organizations and to provide a common benchmark against which governance arrangements can be understood and assessed.

The guidelines in this section have been organized into separate subject areas. They make no claim to be an exhaustive discussion of each topic.[8] However, they will have served their purpose if they shed some light on best practices and assist the boards of BC's public sector organizations reflect on their current approach to governance. Each entry contains a commentary on the subject area with particular attention to public sector realities. The commentary is then followed by an abbreviated list of best practices for easy reference.

1. Board Composition and Succession

Most experts agree that a first requirement for effective governance is having the right people on the board. This means putting together a group of individuals who have the appropriate combination of competencies (skills and experience) and personal attributes (behaviour and attitude) to support the organization's mission and contribute together as a highly motivated team.

The particular competencies sought will vary depending on an organization's mandate and the skills needed to complement its management team. The requisite skills and experience will change over time as the organization evolves to face changes in its operating environment.

In addition to specific competencies, directors should possess appropriate personal attributes. These include integrity and high ethical standards, sound judgment, an ability and willingness to question conventional assumptions, strong interpersonal skills, and a high level of commitment to the organization and its success.

Unless the governing legislation specifies otherwise,[9] the general practice in British Columbia is that all appointees to public sector boards are individuals who are independent of management and have no material interest in the organization. A comprehensive process for appointing directors to public sector organizations in British Columbia is set out in the BRDO's *Appointment Guidelines*.[10]

---

[8] A list of reference material in the area of corporate governance is available on the BRDO web site.
[9] See, for example, the *University Act* and the *College and Institute Act*.
[10] http://www.fin.gov.bc.ca/oop/brdo/appoint.htm

Where Government appoints some or all members of a board, the ultimate selection of appropriate candidates remains solely within the prerogative of Government. However, it is important that the appointment process be collaborative, with both Government and the organization taking an active role in the recruitment and evaluation of candidates.

To assist in the appointment process, all boards should consult with BRDO to:

a) develop director selection criteria for board membership as a whole and for specific vacancies;

b) recommend a recruitment and evaluation process to fill vacancies;

c) identify and recommend candidates to Government for appointment or re-appointment; and

d) develop a plan and a process to recommend to Government the orderly long-term renewal of board membership.

These responsibilities are normally assigned to a governance committee or a separate nominating committee. Whatever its name, the committee will benefit from developing a competency matrix listing the specific competencies and personal attributes desired for the board membership as a whole. This information can then be used as a guide to determine which competencies and personal attributes might be missing from the board and should be sought when looking for new candidates.

Once board members are appointed, it is important that the public and all members of the organization are informed. As part of an organization's communication strategy, the name, appointment term and biographical background of each director should be publicized and retained on the organization's web site.

Best Practices Guideline 1

a) The board is made up of individuals who, collectively, have the required competencies and personal attributes to carry out their responsibilities effectively.

b) Unless specified otherwise in the governing legislation, board members are independent from management and have no material interest in the organization.

c) The board has a committee that develops director selection criteria and identifies and evaluates potential candidates.

d) The board has a competency matrix that is updated annually and when vacancies arise. The competency matrix is used to identify competency "gaps" on the board and direct the search for new candidates.

e) The board has a board succession plan to recommend to Government the orderly turnover of directors.

f) The board publishes the name, appointment term and a comprehensive biography of each director.

2. Board Responsibilities

The board of directors occupies a central position in the governance of all public sector organizations. The board's general role is to foster the organization's short and long-term success consistent with its mandated objectives and accountability to other stakeholders. In the discharge of its mandate, the board oversees the affairs of the organization, supervises management, which is responsible for day-to-day operations and, through the CEO, sets the standards of organizational conduct.

In carrying out these duties, the board's role in policy-making, guidance of the strategic planning process, and performance monitoring, is separate from responsibility for the day-to-day management of the enterprise. This responsibility resides with the CEO who leads the organization in achieving board-approved directions and in turn recommends new initiatives to the board.

The board provides leadership with specific responsibility to:

- select, assess, compensate and (if necessary) replace the CEO and plan for CEO succession;
- oversee development of and approve a strategic plan that takes into account the opportunities and risks facing the organization;
- approve the organization's capital and operating budgets and ensure the integrity of financial statements, internal controls, financial information systems, projections, forecasts and audited statements;
- approve the organization's material policies;
- work with management to identify the principal risks to the organization and ensure that systems to manage those risks are in place;
- monitor the organization's performance against agreed goals and objectives;
- approve major transactions;
- ensure compliance with legal and regulatory requirements;
- ensure that reporting, monitoring and accountability obligations are met;
- ensure that controls, codes or guidelines are in place governing ethical conduct, conflict of interest, environmental protection, personal and public safety, equity and similar concerns;
- ensure that the organization has an appropriate communications strategy;
- provide for the board's good management and on-going effectiveness, including establishing of the committees, task forces and work groups required to assist the board in the effective discharge of its mandate; and
- in consultation with BRDO, identify the required competencies and personal attributes required on the board and recommend to Government the orderly succession of board members.

The board should possess and make publicly available a written charter that describes the board's responsibilities as set out above. If particular areas of responsibility are

specified in governing legislation or in the organization's constituting documents, these should be noted. The charter also should include commentary on the following:

- any limitations to the board's decision-making powers;
- a list of all required approvals and reports;
- the board's method of interaction with the responsible Minister;
- board organizational issues, including any official delegation of responsibility to management or to committees;
- board decision-making processes, including meetings in non-executive session without management present;
- a statement acknowledging and defining the distinction between governing and managing;
- the general legal obligations of the board; and
- a commitment to ongoing board assessment and improvement.

Best Practices Guideline 2

a) The board publishes a charter that details its roles and responsibilities and the governance processes used to fulfill them.

3. Committees

Boards typically use committees to undertake detailed reviews and to provide in-depth supervision in key areas of board responsibility. Task forces or other temporary working groups also may be established to address time-limited projects.

For committees or working groups to function effectively, their mandates should be spelled out in written terms of reference that define their purpose, composition and working procedures. The terms of reference for a task force or a working group should also set a termination date. All terms of reference should be published on the organization's web site.

The use of committees helps directors gain a more comprehensive understanding on matters requiring specialized decision-making or approval. The four most common core committees of any governing board operate in the following areas:

- Finance
- Governance
- Human Resources and Compensation
- Audit

A board may establish other committees – such as environment, health and safety, pension or academic affairs committees – where they are relevant to the organization's activities. Where workload and requisite skills allow, committees may also serve in a dual role such as Audit & Finance. The terms of reference for an individual committee

may also be broadened to cover related board interests. For example, the Finance Committee may be assigned responsibility for ensuring that an information technology plan that effectively supports the strategic planning process is in place.

The chair and membership of individual committees are generally as recommended by the board chair and confirmed by the board as a whole. With the prior approval of the board chair, committees should have the authority to engage consulting advice and independent counsel.

Best Practices Guideline 3

a) The board has committees that address the Finance, Governance, Human Resources and Compensation, and Audit functions, as well as any other committees relevant to board operations.

b) Each board committee has written terms of reference that are available publicly and that outline its composition and responsibilities.

c) Each committee keeps informed about emerging best practices in corporate governance relevant to its functions.

d) Every board task force and working group established to address special board needs, has written terms of reference outlining its composition, responsibilities, working procedures and termination date.

3.1. Finance Committee

The terms of reference for a Finance Committee will vary according to the nature of the organization. Generally, the Finance Committee oversees the organization's budget, financial operations and results; monitors the adequacy and condition of capital assets; reviews and makes recommendations on capital activities; and appoints the organization's signing officers or other financial delegates.

Typically, the Finance Committee is responsible to:

- examine the budget methodology and recommend the operating budget for approval by the board;
- review planned expenditures and recommend annual capital budgets for approval;
- review and recommend major tenders or contracts;
- recommend investment guidelines and receive annual information on investment performance;
- approve appointments to boards such as Pension Trusts; and
- ensure that the board receives timely, meaningful reports on the organization's financial situation including up-to-date forecasts of year-end results.

3.2. Governance Committee

The Governance Committee oversees the board's nominating and governance activities. Typically, the Governance Committee is responsible to:

- review the skills and experience required on the board;
- identify new directors for recommendation to Government;
- review the relevance of individual committees and committee terms of reference;
- manage evaluations of board, committee, chair and director performance;
- ensure appropriate board orientation and ongoing professional development;
- articulate roles and responsibilities for the board, its committees, the chair and individual directors and recommend to the board any needed changes;
- prepare and update a board manual containing all documents relevant to the board's governance structure; and
- provide oversight to the organization's codes of conduct and ethics.

It is essential that the Governance Committee keep up to date with developments and emerging best practices in corporate governance.

3.3. Human Resources and Compensation Committee

In British Columbia, the appointment and compensation of a CEO is subject to policies developed by the Public Sector Employer's Council (PSEC). When a new CEO is being recruited, the Human Resources and Compensation Committee must ensure conformity with Government policies in this area.

Typically, the Human Resources and Compensation Committee is responsible to:

- oversee the evaluation and compensation of the CEO;
- develop CEO performance objectives together with the CEO, the chair and the board;
- ensure the organization has a sound plan for management succession; and
- ensure that the organization has appropriate human resources policies and compensation policies that satisfy PSEC conditions.

4. Audit Committee

Following highly publicized scandals in the United States, the *Sarbanes-Oxley Act* and other regulatory measures were adopted. Other countries, including Canada, kept pace by imposing stringent new requirements on the membership and responsibilities of Audit Committees.[11] With the heightened attention given to this area of governance, the work and responsibilities of Audit Committees warrant an extended discussion.

The Audit Committee's job is to assist the board fulfill its financial accountability and oversight responsibilities. The committee does this by reviewing the financial and performance information provided to the stakeholders, monitoring the systems of internal controls that management and the board of directors have established, and overseeing the internal and external audit processes.

4.1. Audit Committee Membership

Audit Committee members should be independent and financially literate. At least one member of the committee should have a financial designation or relevant financial management expertise.

In this context:

- "independent" means having no material direct or indirect association with the organization, which could, in the view of the organization's board of directors, reasonably interfere with the exercise of the member's independent judgment; and
- "financially literate" means that the member has the ability to read and understand a set of financial statements which present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by the organization's financial statements.

[11] See for example:

- Guidelines for Audit Committees in Crown Corporations and other Public Enterprises (Treasury Board of Canada Secretariat, September 2003): http://www.tbssct.gc.ca/pubs_pol/opepubs/TB_71/ccgac-ldse1_e.asp#the
- Ontario Securities Commission Multilateral Instrument 52-110: http://www.osc.gov.on.ca/Regulation/Rulemaking/Current/Part5/rule_20040326_52-110-audit-comm.jsp;
- BC Securities Commission Proposed Rule 52-509: http://www.bcsc.bc.ca:8080/comdoc.nsf/comdoc.nsf/webpolicies/9A15C66BD0ADABBC88256EA20074D3F5?OpenDocument

4.2. Audit Committee Responsibilities

Typically, the Audit Committee is responsible to:

- review and approve the financial information that will be provided to Government and other stakeholders, and ensure that this information accurately represents the business activities of the organization;
- review and approve the systems of risk management and the internal controls established by management and the board to:
  - ensure the organization's sound financial performance;
  - ensure that the organization's internal controls have integrity and will lead to the production of accurate financial statements and performance reports;
  - ensure that management has appropriate systems in place to identify and manage risk;[12] and
  - prevent financial mismanagement;
- recommend the appointment and compensation of the external auditor;[13]
- oversee the independence of the external auditor, including where appropriate, the development of an auditor independence policy;
- work with the auditor to:
  - define the purpose of the audit;
  - formulate and approve the audit plan; and
  - review audit results;
- evaluate the need for an internal audit function and make appropriate recommendations to the board;
- where an internal function is in place:
  - hire, evaluate and (if needed) replace the head of the internal audit unit;
  - approve the internal audit unit's terms of reference;
  - approve the internal audit unit's short and long-term plans and related resources;
  - initiate and approve specific requests for audits;
  - review audit reports (or summaries) and ensure that recommendations are implemented; and
  - evaluate the internal audit unit's performance.

The external auditors should be engaged by the board, not by management, and should report to the Audit Committee. From time to time, the Audit Committee should meet

---

[12] While risk management has traditionally been a concern of the Audit Committee, there is an emerging recognition that the risks to the enterprise embrace not only financial issues, but also human resource, governance, and sometimes quality issues, and that the organization should have an integrated risk management system which has accountabilities to several or all committees of the board.

[13] Members of public sector organizations should be aware that under the *Auditor General Act*, the BC Auditor General has the right to recommend to the Public Accounts Committee that his office be the external auditor for any public sector organization that is a corporation or an unincorporated body classified as a Government entity and reported through the consolidated revenue fund.

with the external auditors without management present. Any work to be performed by the external auditors in addition to audit duties should be pre-approved by the board on the recommendation of the Audit Committee.

The Audit Committee should determine whether the organization requires an internal audit function. Criteria to be considered in assessing the need for an internal auditor include:

- whether the existing management processes are adequate to identify and monitor significant risks facing the organization, and whether the existing internal control system operates effectively;
- whether those who are responsible for managing risks and operating the control system take a wholly objective and systematic view of their own performance;
- whether the board receives the quality of information from management needed to support the organization's risk management and internal controls effectively.

Organizations that require an internal audit capacity generally are those with high risk or high profile operations, and are medium to large in size, with very complex operations.

In British Columbia, the Office of the Comptroller General, Internal Audit and Advisory Services unit, provides advice to Audit Committees on establishing an internal audit function. On request, the Internal Audit and Advisory Services unit will provide internal audit functions to those organizations that do not have their own internal audit capacity. This office also manages an informal association of internal auditors for Crown agencies, which meets regularly to discuss internal audit issues.

The Audit Committee should have written terms of reference detailing the committee's composition and responsibilities.

Best Practices Guideline 4

a) Audit Committee members are financially literate and at least one member has accounting or related financial management expertise.

b) Members of the Audit Committee are independent from the external auditors.

c) The Audit Committee has written terms of reference that set out its roles and responsibilities.

d) The Audit Committee annually reviews its terms of reference and assesses its effectiveness in meeting the needs of the board of directors.

e) The external auditor reports directly to the Audit Committee, not to management.

f) The Audit Committee has an auditor independence policy or reviews and pre-approves all non-audit services to be provided to the organization or its subsidiaries by the external auditor.

g) The Audit Committee periodically reviews the need for an internal audit function.

h) If the organization has an internal audit function:
   - i) the internal audit group reports functionally to the Audit Committee and administratively to the Chief Executive Officer;
   - ii) the Audit Committee oversees the work of the internal audit group.

i) The Audit Committee meets from time to time with the external and internal auditors without management present.

j) The Audit Committee reviews any proposed changes to the position of the organization's chief financial officer.

k) The Audit Committee has the authority to engage independent counsel and other advisors, with prior approval from the board chair.

5. The Board Chair

The position of board chair demands singular skills and abilities, and some experts argue that the chair's leadership skills are the most important factor in determining overall board effectiveness.

The chair should be a person who can set the board's agenda; run meetings effectively; control discussion appropriately; manage dissent; work toward consensus; communicate persuasively with colleagues, management, the public and Government; and most important, establish a culture of active and constructive board engagement.

A typical position description for a chair describes responsibility for:

- managing board affairs;
- effective board performance;
- regular board, chair, committee and director evaluations (sharing responsibility with the governance committee);
- managing conflicts of interest should they arise ;
- building and maintaining a sound working relationship with the CEO, the responsible Minister and other Government representatives;
- working with management; and
- serving generally as the board's spokesperson.

Other than in exceptional circumstances, the chair and CEO should not be the same individual. When this situation does occur, the board should select an independent director (lead director) to act as an effective leader of the board and ensure that the board's agenda will enable it to successfully carry out its duties. The lead director should have a position description that includes the responsibility to lead meetings of the directors without management present.

In the public sector, the chair plays an important role as the main liaison between the board and Government. As designated spokesperson for the board, the chair should communicate regularly with the responsible Minister to build a positive working relationship and support two-way accountability through dialogue. Ideally, this should involve at least quarterly meetings in person and regular telephone communication. The CEO should assist the chair's work in this area and should participate in related discussions as appropriate.

For those responsible Ministers whose portfolios include a particularly large number of public sector organizations such as the Minister of Advanced Education, alternate liaison strategies may be needed. For public post secondary institutions, it is expected that a higher degree of direct engagement with the CEO will be both necessary and appropriate.

Best Practices Guideline 5

a) The position of chair and CEO are separate.

b) The board publishes a position description that sets out in detail the responsibilities of the chair.

c) The chair and responsible Minister communicate regularly to build their working relationship.

6. Individual Directors

Individual directors, working together, execute the board responsibilities set out in the board charter. Board effectiveness depends on all directors understanding their responsibilities and adhering to a high standard of performance.

Directors owe a fiduciary duty as well as a duty of care to the organization. The fiduciary duty requires directors to be loyal and to act honestly, in good faith and in the best interests of the organization. It requires directors to avoid conflicts of interest, maintain appropriate confidentiality with respect to organizational matters, and to disclose to the organization any information the director might obtain that could be considered material to the organization's business or operations.

The duty of care requires that directors do their job well. They should exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. They should be diligent; reading all of the material in advance, attending all of the meetings, asking relevant questions, being prepared to discuss all issues, and keeping informed about the organization. Directors should be provided with sufficient information to consider all matters coming before the board and they should spend the time necessary to make informed decisions.

The board of every public sector organization should develop a charter of expectations or an equivalent statement of role for individual directors outlining the board's expectations about their duties, responsibilities and performance.

A charter of expectations for directors typically addresses:

- the director's fiduciary duty and duty of care to the organization;
- the expected standards of behaviour regarding:
    - communication and interaction with other board members and with management;
    - advance preparation for meetings and other duties;
    - attendance;
    - confidentiality;
- compliance with the organization's Code of Conduct and Ethics;
- commitment to be informed about the organization and its operating environment;
- commitment to represent the interests of the organization as a whole rather than the interests of individual constituents;
- commitment to director assessment;
- commitment to orientation and ongoing education; and
- commitment to disclose director attendance and compensation.

The charter of expectations should be reviewed with candidates prior to their appointment as directors so they understand the expectations attached to the position. Candidates also should be informed that persons appointed to BC public sector boards must be prepared to engage fully in board activities. For example, it is expected that directors will attend 100% of regular board meetings in person, and will attend all education and strategy sessions. While teleconferencing may be available to some boards in exceptional circumstances, this is a poor substitute for face-to-face meetings.

Not only should boards rely on a charter of expectations, directors also should be informed about the kinds of personal behaviour considered desirable when conducting the board's business[14].

- Directors should ask penetrating questions that ensure a full understanding of the issues in question and the consequences of the actions proposed.
- Debate among directors should be encouraged, and pressures for conformity to majority opinion should be acknowledged and guarded against.
- Directors should not put managers or other directors on the defensive. Instead, they should respect the opinions and expertise of others when engaging in the discussion of relevant issues, and they should be committed to the goal of reaching consensus.
- Directors should understand when to listen and learn from management and from each other, and when to stimulate discussion.
- Any discussion between executives and directors should be two directional. Executives should be at liberty to disagree with directors if they believe the latter

[14] Adapted from: Jay Lorsch and Colin Carter, *Back to the Drawing Board*, Harvard Business School Press, 2004

are misinformed or wrong, and directors should listen to management's views in such circumstances.

- Directors should respect the agenda. They should be aware of the agenda's schedule and understand the importance of staying focused on the important issues. Discussion should be encouraged, but everyone should recognize the limits imposed by time.

The board should speak with one voice. Once debate in the boardroom is over and a decision is made, that decision stands as a united position of the board. It is very important that board members respect issues of confidentiality and not disclose information they learn at board meetings which has been imparted in confidence.

In some circumstances, most notably the public post secondary sector, legislation provides for employee representatives to be elected to the board. These representatives have the same duties and responsibilities as all other board members.

Best Practices Guideline 6

a) The board publishes a charter or similar document for directors that details the expectations of individual board members.

b) The board develops and publishes minimum attendance expectations for directors and makes public the directors' attendance records.

c) As part of public sector transparency, the organization annually discloses the amount of compensation paid to each individual director for the preceding year.

7. The Chief Executive Officer or President

One of a board's most important jobs is hiring, compensating, evaluating and (if necessary) replacing the CEO -- referred to as the "President" in the public post secondary sector. The CEO is responsible for leading management, developing and implementing the organization's strategy, and reporting to the board of directors.

The relationship between the board and the CEO is crucial to the ongoing success of the organization. Ideally, the relationship is one of trust and mutual respect where each party understands and appreciates the role of the other. Nevertheless, there can be tensions. On the one hand, the board provides oversight and holds the CEO to account for the organization's performance and, in so doing, must probe and critically evaluate management's proposals and decisions. On the other hand, the board and its directors provide strategic advice and give support to the CEO. Should this dynamic relationship become adversarial, dysfunction and poor decision-making will invariably result.

In order to establish the proper relationship between the board and the CEO, the board should, with the input from the CEO, develop a job description for the CEO, annually develop appropriate performance expectations and have a formal process in place to

evaluate the CEO's performance.

7.1. Job Description

The job description should describe the CEO's designated duties and responsibilities as well as the division of responsibility between the CEO and the board. This document also should recognize that it is characteristic in the public sector for the CEO to have regular contact with Government representatives, while making explicit that the CEO remains fully accountable to the board. The CEO's job description should be publicly available.

7.2. Performance Expectations and Evaluation

The process for setting the CEO's performance expectations and his or her subsequent evaluation should be agreed upon annually in advance by the board and the CEO. The annual review should provide an opportunity for open and frank discussion, and it should allow the CEO to talk to the board about past performance assessments and to set goals for the upcoming year. The process should allow opportunity for the directors to discuss the CEO's performance among themselves, and feedback to the CEO should be delivered professionally in keeping with the nature of the review. While the evaluation might be managed by a board committee, it should always involve input from the board as a whole.

CEO compensation and tenure should be tied to performance and measured against written performance expectations. It should be remembered that, in the public sector, CEO compensation is subject to the executive compensation guidelines and approvals developed by Public Sector Employers Council (PSEC).

7.3. Recruitment

Recruiting a new CEO is a major undertaking. In the public sector, boards should keep in mind that they must communicate with PSEC throughout the process to ensure that the proposed terms of employment are consistent with PSEC guidelines.

Unless the governing legislation provides otherwise (as in the public post secondary sector) the CEO is not normally a member of the organization's board of directors.

7.4. Board Meetings without Management Present

It is now commonly accepted practice for members of a board to meet regularly without the CEO or other management representatives in attendance. This type of meeting is customarily held at the end of a regular board meeting and allows board members to

explore freely any issues they wish to raise privately. At the end of every such meeting, the chair should give the CEO feedback on the contents and results of the discussion.

Under the *University Act*, the *Royal Roads University Act* and the *College and Institute Act*, the president, as well as persons elected from the student population, faculty and staff, are members of the board. For public post secondary institutions, each board should describe the circumstances where the exclusion of a member is warranted such as *in camera* discussions of a president's annual performance review or situations governed by the organization's conflict of interest policy.

Best Practices Guideline 7

a) The board has a job description that sets out in detail the responsibilities of the CEO.
b) The board annually establishes performance expectations for the CEO.
c) The board annually assesses the CEO's performance against the position description and the performance expectations.
d) The directors regularly meet together without management present.

8. Corporate Secretary

All boards should have access to the advice and services of a corporate secretary to assist in performing their duties.

The corporate secretary is accountable to the board and reports to the chair. Normally, corporate secretaries combine their board function with a senior administrative or managerial role in the organization, reporting operationally to the CEO. The organization and the corporate secretary must exercise great care in maintaining a separation between the two roles.

A corporate secretary typically:

- organizes and records the activities of board and committee meetings;
- ensures that the organization complies with its governing legislation, articles of association or bylaws;
- keeps and maintains all of the organization's corporate and historical records;
- coordinates publication of the organization's annual report and other governance related information;
- reviews and keeps up-to-date on developments in corporate governance and promotes strong corporate governance practices throughout the organization;
- advises and assists directors with respect to their duties and responsibilities;
- facilitates the orientation and ongoing education of directors (with direction from the governance committee);
- acts as a channel of communication and information for directors;
- administers the organization's Code of Conduct and Ethics; and
- advises the chair on any matters where conflict, potential or real, might occur between the board and the CEO.

The organizational bylaws may provide that the CEO shall be the secretary to the board. In this situation the board may, at its discretion, re-assign the duties and responsibilities of the secretary in part to a board assistant or other member of the staff.

Best Practices Guideline 8
a) The board has a position description that sets out in detail the responsibilities of the corporate secretary.

9. Code of Conduct and Ethics

Directors of public sector organizations are expected to demonstrate high standards of personal and professional conduct to maintain public confidence in their actions and their organizations. These standards include the need to avoid real or perceived conflicts of interest.

The check for conflict of interest starts with the appointment process. As part of due diligence in director recruitment, all candidates are required to complete a *Candidate Profile and Declaration* designed to help identify potential conflicts. Organizations are encouraged to work with the Board Resourcing and Development Office to customize the *Candidate Profile and Declaration* to include reference to particular conflict of interest issues that might be unique to their operations.

In January 2005, the BRDO published *The Standards of Ethical Conduct for Public Sector Organizations*, which outlines ethical conduct principles for directors. Each public sector

organization should develop a code of conduct and ethics that fits its own legislative mandate and institutional culture while complying at the same time with the minimum standards established by the BRDO.

A code of conduct and ethics for directors, officers and employees should address the following issues:

- conflict of interest;
- the protection and proper use of the organization's assets and opportunities;
- confidentiality of information obtained through the director's role;
- compliance with laws, rules and regulations;
- ability to grant waivers against the code and, if the board can, the process for considering and approving requests for waivers and for reporting publicly any waivers the board has granted; and
- the obligation to report to the board any breach of the code of conduct and ethics, or any illegal or unethical behaviour.

The organization's Code of Conduct and Ethics should be disclosed publicly on the organization's web site.

Best Practices Guideline 9	
a)	The board has adopted a Code of Conduct and Ethics that is consistent with *The Standards of Ethical Conduct for Public Sector Organizations*.
b)	The organization publishes its Code of Conduct and Ethics.

10. Orientation and Professional Development

All new directors should receive a comprehensive orientation about the organization's mandate, its nature and operations, the role of the board, and the expectations for individual directors. The orientation's objective should be to help new directors become as effective as possible as soon as possible.

The orientation should[15]:

- ensure that each new member of the board fully understands the formal governance structure, the constitution, the bylaws, the role of the board, its supporting committees, and the expectations in respect to individual performance as set out in the charter of expectations or equivalent statement;

[15] Adapted from the Higgs Report (UK, 2003)

- build an understanding of the organization's nature, its operations and working environment including:
    - the organization's products or services;
    - summary details of the organization's principal assets, liabilities, significant contracts and major stakeholders;
    - the organization's structure, including any subsidiaries or joint ventures;
    - the organization's major risks and its risk management strategy;
    - key performance indicators;
    - any operational or regulatory constraints; and
    - requirements for reporting and public disclosure (e.g., *Budget Transparency and Accountability Act*, *Financial Information Act*, etc);
- build a link with the individuals who make up the organization, including:
    - opportunities to meet and get to know fellow directors;
    - meetings with senior management; and
    - visits to the organization's sites to learn about operations and to meet employees;
- build an understanding of the organization's main relationships, including those with:
    - the responsible Minister;
    - key Government representatives who deal with the organization;
    - people served by the organization;
    - employee unions or associations; and
    - academic Senates or Councils if the organization is located in the public post secondary sector.

The orientation should provide a comprehensive set of written briefing materials that directors may use as reference material. The following materials would be useful for this purpose:

- the *Best Practice Guidelines*;
- the board's manual (which should include the board charter; committee terms of reference; the directors' Charter of Expectations; the Code of Conduct and Ethics; and the organization's bylaws, operational policies and relevant legislation);
- the organization's most recent service plan;
- the host Ministry's most recent service plan;
- the most recent annual and quarterly financial and accountability reports;
- an explanation of the organization's key performance indicators;
- a summary of director's liability insurance and indemnity;
- details of any major litigation involving the organization;
- minutes from the last 3-6 board meetings;
- a schedule of dates for upcoming board meetings;

- biographical information and contact information for all directors and key executives; and
- details of board committees and copies of the minutes from the last 3-6 meetings if a new director will be joining a specific committee.

Depending on the organization's nature and scope, an orientation program might be delivered over several days in addition to the time required for the review of written materials. Each orientation program should be customized to take into account the background and skills displayed by individual directors.

When new directors attend their first board meeting, they should be welcomed and encouraged to start participating right away.

Beyond the initial orientation, the board should provide ongoing professional development to ensure that its members maintain or improve their skills, and that they continue to deepen their understanding of the organization and its operating environment. Professional development should include education in the area of director effectiveness.

The education program for directors should be funded by the organization, and the budget for this expenditure should be controlled by the board under direction of the Governance Committee. Ongoing education may take place as part of regular board meetings, as part of the board's annual retreat or in separate educational sessions.

Best Practices Guideline 10

a) The board has a comprehensive orientation program for new directors.

b) The board has a culture that encourages new directors to participate fully and effectively in board activities as soon as possible.

c) The board provides ongoing educational opportunities for directors to learn about the organization, its sector and its corporate governance practices, and maintains a policy encouraging directors to take advantage of these opportunities.

11. Board, Committee and Director Assessment

Boards require feedback on how they are performing as a group, how their committees are functioning, and how individual members are dispatching their responsibilities. The purpose of any assessment is to evaluate effectiveness and make improvements where required. There is no one correct way of carrying out an effective assessment, and the process should be modified over time to retain interest and relevance.

The assessment methodology for individual directors may include self-evaluation or peer evaluation. Whatever the approach, the assessment must be carried out against clear expectations. These expectations will come from the relevant charters and position descriptions.

It is generally recommended that boards introduce evaluation in stages, starting with the full board and committee evaluations, and then moving to assessments of the chair and individual directors. The actual form of the assessment should be tailored to each board and there is no universal template that captures all boards regardless of their stage of development. It follows that an assessment process should be crafted individually by each board in order to best address its own issues.

Board and committee assessments should cover such topics as:

- whether the board or committee has adequately discharged its responsibilities (e.g., strategic planning, budgeting, CEO evaluation and compensation, risk management, etc.);
- the adequacy of board or committee operations and decision-making processes (e.g., adequacy of information, committee structure, board composition, adequate discussion time, etc.); and
- board or committee effectiveness (e.g., board culture, opportunities for meaningful participation, communications with the responsible Minister and Government representatives, communications with management).

Individual director assessment should be conducted with reference to the directors' charter of expectations and should cover such topics as:

- the level of the director's skills, experience and demonstrated expertise;
- the level of a director's preparation for board discussions and the degree of participation in them;
- the director's knowledge about the organization, its strategic direction and its operational environment;
- the director's record of attendance;
- the director's ability to express views and hear the views of others;
- ethical standards; and
- the director's commitment to the best interests of the organization.

It is important that the assessment used by the board be robust and meaningful. It is equally important that there be appropriate follow-up. Once an assessment is completed, the board should make certain that steps are taken where necessary to improve the effectiveness of individual directors, committees or the board as a whole.

Best Practices Guideline 11

a) The board annually assesses its performance and the performance of each of its committees against their respective charters or terms of reference.

b) The board annually assesses the performance of the chair against the chair's position description.

c) The board annually assesses the performance of individual directors against the directors' Charter of Expectations.

12. Communications Strategy

Public sector organizations should be accessible and responsive when communicating with their stakeholders, their employees, the public and Government. It follows that the board should ensure that management has adopted an appropriate communications strategy. The communications strategy should reflect the fact that the organization is part of the public sector where transparency is an important feature of accountability. The board should be satisfied that all salient information about the organization and its operations is made accessible by management. Web-based technologies are well suited for this purpose.

In addition to providing general access to information about the organization, its mandate and activities, a good communication strategy should promote two-way exchange between the organization and Government. This applies especially to communication with the responsible Minister who may be called upon to answer publicly for the organization's actions. Advance briefings are helpful in such circumstances and should be part of the regular dialogue. On these and other occasions, the chair is the authorized spokesperson for the board and the CEO is the primary spokesperson for the organization.

Best Practices Guideline 12

a) An appropriate communication strategy is in place that meets the needs of all stakeholders, employees and Government and reflects a public sector organization's requirement for transparency and accountability.

b) The board chair is the authorized spokesperson for the board and the CEO is the primary spokesperson for the organization.

PART THREE:
BEST PRACTICE GUIDELINES: DISCLOSURE

Disclosure is at the heart of best practice in corporate governance. The duty to disclose information on governance applies with special force in public sector organizations where there are high expectations for public service and accountability. For these organizations, the duty to make governance practice accessible to public view accompanies other disclosure requirements established by provincial legislation or policy.

While some public sector organizations in British Columbia publicize their governance practices, full public disclosure is not yet commonplace. The commentary which follows provides boards with an easy reference guide to their disclosure obligations by enumerating them alongside companion statements about the best practices described in Part Two. The guide will help boards determine whether or not they are meeting best practices in disclosure. Many of the required disclosure items refer to the publication of documents which will require amendment only if and when the document is revised. A few items will require a short paragraph annually to explain the preceding year's practices (e.g., board evaluation process used in the preceding year).

Even for those who have well-developed governance practices and procedures, it will take time for organizations to review these *Best Practice Guidelines*, amend their practices if required, and develop documentation for publication. It is hoped that those organizations that are prepared, will begin to report on their governance practices as soon as possible and that all other organizations will be in a position to meet the disclosure standards set out in this document commencing with their first annual report or service plan report filed after April 2006. Should organizations require assistance with respect to governance practices, documentation or disclosure requirements, the BRDO is available to assist.

1. Board Composition and Succession

Guideline 1	Disclosure Requirement
a) The board is made up of individuals who, collectively, have the required competencies and personal attributes to carry out their responsibilities effectively. b) Unless specified otherwise in the governing legislation, board members are independent from management and have no material interest in the organization. c) The board has a committee that develops director selection criteria and identifies and evaluates potential candidates. d) The board has a competency matrix that is updated annually and when vacancies arise. The competency matrix is used to identify competency "gaps" on the board and direct the search for new candidates. e) The board has a board succession plan to recommend to Government the orderly turnover of directors. f) The board publishes the name, appointment term and a comprehensive biography for each director.	1.1 Describe the process by which the board identifies new candidates for recommendation to Government. 1.2 Disclose whether the board has a committee that identifies and recommends candidates for appointment or reappointment. If the board does not have a nominating committee, describe the process used to identify required competencies and potential candidates. 1.3 Disclose board members' names, appointment terms and detailed biographies on the organization's web site.

2. Board Responsibilities

Guideline 2	Disclosure Requirement
a) The board publishes a charter that details its roles and responsibilities and the governance processes used to fulfill them.	2.1 Disclose the text of the board's charter. If the board does not have a charter, describe how the board delineates its roles and responsibilities.

3. Committees

Guideline 3	Disclosure Requirement
a) The board has committees that address the Finance, Governance, Human Resources and Compensation, and Audit functions as well as other committees relevant to board operations. b) Each board committee has written terms of reference that are available publicly and that outline the committee's composition and responsibilities. c) Each committee keeps informed about emerging best practices in corporate governance relevant to its functions. d) Every board task force and working group established to address board needs has written terms of reference outlining its composition, responsibilities, working procedures and termination date.	3.1 Disclose the members of each committee. 3.2 Disclose the terms of reference for each committee. If the board does not have written terms of reference for any committee, describe how the committee delineates its roles and responsibilities. 3.3 Disclose the terms of reference, including the termination date, for all board task forces and working groups.

4. Audit Committee

Guideline 4	Disclosure Requirement
a) Audit Committee members are financially literate and at least one member has accounting or related financial management expertise. b) Members of the Audit Committee are independent from the external auditors. c) The Audit Committee has written terms of reference that set out its roles and responsibilities. d) The Audit Committee annually reviews its terms of reference and assesses its effectiveness in meeting the needs of the board of directors. e) The external auditor reports directly to the Audit Committee, not to management. f) The Audit Committee has an auditor independence policy or reviews and pre-approves all non-audit services to be provided to the organization or its subsidiaries by the external auditor. g) The Audit Committee periodically reviews the need for an internal audit function. h) If the organization has an internal audit function: i) the internal audit group reports functionally to the Audit Committee and administratively to the Chief Executive Officer; ii) the Audit Committee oversees the work of the internal audit group. i) The Audit Committee meets from time to time with the external and internal auditors without management present. j) The Audit Committee reviews any proposed changes to the position of the organization's chief financial officer. k) The Audit Committee has the authority to engage independent counsel and other advisors, with prior approval from the board chair.	4.1 Disclose the members of the Audit Committee. 4.2 Describe the financial expertise of audit committee members. 4.3 Disclose the text of the Audit Committee's terms of reference. If the Audit Committee does not have written terms of reference, describe how the Audit Committee delineates its roles and responsibilities.

5. The Board Chair

Guideline 5	Disclosure Requirement
a) The positions of chair and CEO are separate. b) The board publishes a position description that sets out in detail the responsibilities of the chair. c) The chair and the responsible Minister communicate regularly to build their working relationship.	5.1 Disclose the text of the chair's position description. If the board has not developed a written position description for the chair, describe how the board delineates the chair's roles and responsibilities. 5.2 Disclose how the board maintains its working relationship with the responsible Minister.

6. Individual Directors

Guideline 6	Disclosure Requirement
a) The board publishes a charter or similar document for directors that details the expectations of individual board members. b) The board develops and publishes minimum attendance expectations for directors and makes public the directors' attendance records. c) As part of public sector transparency, the organization annually discloses the amount of compensation paid to each individual director for the preceding year.	6.1 Disclose the charter of expectations for directors. If the board does not have a charter of expectations for directors, explain how the board makes clear its expectations for individual directors. 6.2 Disclose the annual attendance record of the chair and each director. 6.3 Annually disclose the total remuneration paid to the chair and each director for the preceding fiscal year.

7. The Chief Executive Officer or President

Guideline 7	Disclosure Requirement
a) The board has a job description that sets out in detail the responsibilities of the CEO. b) The board establishes annual performance expectations for the CEO. c) The board annually assesses the CEO's performance against the position description and the performance expectations. d) The directors regularly meet together without management present.	7.1 Disclose the text of the CEO's position description. If the board has not developed a written position description for the CEO, describe how the board delineates the CEO's roles and responsibilities. 7.2 Describe the annual assessment process for the CEO. If there is no formal assessment process, describe how the board satisfies itself that the CEO is performing effectively. 7.3 Disclose the organization's policy on board meetings without management.

8. Corporate Secretary

Guideline 8	Disclosure Requirement
a) The board has a position description that sets out in detail the responsibilities of the corporate secretary.	8.1 Disclose the text of the corporate secretary's position description. If the board has not developed a written position description for the corporate secretary, describe how the board delineates the corporate secretary's roles and responsibilities.

9. Code of Conduct and Ethics

Guideline 9	Disclosure Requirement
a) The board has adopted a Code of Conduct and Ethics that is consistent with the *Standards of Ethical Conduct for Public Sector Organizations*. b) The organization publishes its Code of Conduct and Ethics.	9.1 Disclose whether the board has adopted a written Code of Conduct and Ethics for directors, officers and employees. 9.2 If the board has adopted a written code: i) disclose how an interested party can obtain a copy of the code; and ii) describe how the board monitors compliance with the code. 9.3 If the board has not adopted a written code, describe the steps taken by the board to foster a culture of ethical business conduct. 9.4 Describe the process whereby directors disclose real or potential conflicts of interest. 9.5 If the organization's Code of Conduct and Ethics allows the board to grant waivers for any of its provisions, disclose whether the board granted any such waivers during the preceding year and, if so, the reasons for so doing.

10. Orientation and Professional Development

Guideline 10	Disclosure Requirement
a) The board has a comprehensive orientation program for new directors. b) The board has a culture that encourages new directors to participate fully and effectively in board activities as soon as possible. c) The board provides ongoing educational opportunities for directors to learn about the organization, its sector and its corporate governance practices, and maintains a policy encouraging directors to take advantage of these opportunities.	10.1 Describe what measures the board takes to orient new directors regarding: i) the relationship and division of responsibilities between the board and Government; ii) the role of the board, its committees and directors; and, iii) the mandate and operations of the organization. 10.2 Describe what measures the board takes to provide members with ongoing education. If the board does not provide ongoing educational opportunities, describe how the board ensures that its directors maintain the skills and knowledge necessary to meet their obligations as directors.

11. Board, Committee and Director Assessment

Guideline 11	Disclosure Requirement
a) The board annually assesses its performance and the performance of each of its committees against their respective charters or terms of reference. b) The board annually assesses the performance of the chair against the chair's position description. c) The board annually assesses the performance of individual directors against the directors' charter of expectations.	11.1 Describe the assessment process that was used in the preceding year for the board, its committees and individual directors. If there was no formal assessment process for the board, its committees or individual directors, describe how the board satisfies itself about effective performance.

12. Communications Strategy

Guideline 12	Disclosure Requirement
a) An appropriate communications strategy is in place that meets the needs of all stakeholders, employees and Government and reflects a public sector organization's requirement for transparency and accountability. b) The board chair is the authorized spokesperson for the board and the CEO is the primary spokesperson for the organization.	12.1 Describe the organization's practice for reporting on financial and other affairs of the organization.

APPENDIX 1: LIST OF PUBLIC SECTOR ORGANIZATIONS

BC Assessment Authority
BC Buildings Corporation
BC Games Society
BC Housing Management Commission
BC Hydro and Power Authority
BC Immigrant Investment Fund Ltd.
BC Innovation Council
BC Pavilion Corporation
BC Railway Company
BC Transit Corporation
BC Transmission Corporation
College - Camosun College
College - Capilano College
College - College of New Caledonia
College - College of the Rockies
College - Douglas College
College - Langara College
College - North Island College
College - Northern Lights College
College - Northwest Community College
College - Selkirk College
College - Vancouver Community College
Columbia Basin Trust
Community Living BC
First Peoples Heritage, Language and Culture Council
Forestry Innovation Investment Ltd.
Health Authority - Fraser
Health Authority - Interior
Health Authority - Northern
Health Authority - Provincial Health Services Authority
Health Authority - Vancouver Coastal
Health Authority - Vancouver Island
Homeowner Protection Office
Industry Training Authority
Institute - British Columbia Institute of Technology
Institute - Emily Carr Institute of Art and Design
Institute - Institute of Indigenous Government
Institute - Justice Institute of British Columbia
Institute - Nicola Valley Institute of Technology
Insurance Corporation of British Columbia
Land and Water BC Inc.
Legal Services Society of British Columbia
Organized Crime Agency of British Columbia
Partnerships British Columbia
Provincial Capital Commission
Provincial Rental Housing Corporation
Royal British Columbia Museum
Tourism British Columbia
University - Royal Roads University
University - Simon Fraser University
University - University of British Columbia
University - University of Northern British Columbia
University - University of Victoria
University College - Kwantlen University College
University College - Malaspina University-College
University College - Okanagan University College
University College - University College of the Cariboo
University College - University College of the Fraser Valley
Vancouver Convention Centre Expansion Project

Tab 5 F

TREASURY BOARD DIRECTIVE

TO ALL:	MINISTERS DEPUTY MINISTERS ASSOCIATE DEPUTY MINISTERS ASSISTANT DEPUTY MINISTERS, CORPORATE SERVICES SENIOR FINANCIAL OFFICERS
DIRECTIVE:	1/20
SUBJECT:	Remuneration Guidelines for Appointees to Administrative Tribunals and Regulatory Boards
AUTHORITY:	This Directive is issued pursuant to sections 4 and 27 of the *Financial Administration Act* and other applicable enactments
APPLICATION:	This Directive applies to appointees to Administrative Tribunals and Regulatory Boards
POLICY:	SEE APPENDIX 1
REPEAL OF EXISTING POLICIES:	Treasury Board Directive 1/17
EFFECTIVE DATE:	May 1, 2020

Carole James _____ April 17, 2020

Honourable Carole James
Chair, Treasury Board

Date

TREASURY BOARD DIRECTIVE

APPENDIX 1

REMUNERATION GUIDELINES FOR APPOINTEES TO ADMINISTRATIVE TRIBUNALS AND REGULATORY BOARDS

1. POLICY OBJECTIVES

This directive on remuneration and reimbursement of expenses for appointees to administrative tribunals and regulatory boards has the following objectives:

- Enhance the accountability, openness and transparency of the remuneration and expense system.
- Support a comprehensive framework for appropriate and consistent appointee remuneration and expense reimbursement.
- Affirm the importance and professional nature of the work appointees perform.
- Affirm the importance of attracting and retaining highly skilled and qualified individuals who reflect the diverse identities of British Columbians and the Province's commitment to gender equity and to true and lasting reconciliation with Indigenous peoples in British Columbia.
- Establish and maintain remuneration rate proportionality, where possible, between and among:
    - full-time and part-time appointees;
    - British Columbia administrative tribunals and regulatory boards; and
    - Canadian administrative tribunals and regulatory boards.

2. DEFINITIONS

"administrative tribunal" means an independent entity established by legislation to make quasi-judicial decisions or to resolve disputes that is included on the classification list of administrative tribunals maintained by the Appointee Remuneration Committee.

"appointee" means an individual appointed to an administrative tribunal or regulatory board by the Lieutenant Governor in Council, the minister, or another individual with delegated authority.

"Appointee Remuneration Committee" means the committee established by Treasury Board to administer these Remuneration Guidelines.

"chair" means the individual who is appointed as the chair of an administrative tribunal or regulatory board under the relevant enabling legislation and who is responsible for the management and operation of the administrative tribunal or regulatory board.

"daily rate" as it pertains to full-time appointees, means an annual remuneration rate divided by the number of working days in that year; the daily rate as it pertains to part-time appointees means the rates established consistent with section 6 in these Remuneration Guidelines.

"executive chair" means the individual who is appointed to lead a cluster of tribunals per Part 3 of the *Administrative Tribunals Act*.

"member" means an appointee, other than the chair or a vice chair as defined in these Remuneration Guidelines.

"minister" means the minister who is accountable to government for the administration of the administrative tribunal or regulatory board enabling legislation. Except for the approval of a remuneration plan (see section 4.4), the minister may delegate authority to another individual to carry out the responsibilities of the minister in these Remuneration Guidelines.

"regulatory board" means an independent entity with responsibilities that are regulatory in nature that is included on the classification list of regulatory boards maintained by the Appointee Remuneration Committee.

"remuneration plan" means a formal policy approved by the minister to guide the administration of remuneration for an administrative tribunal or regulatory board consistent with these Remuneration Guidelines.

"tribunal" unless specified otherwise in these Remuneration Guidelines, means both administrative tribunals and regulatory boards.

"vice chair" means an appointee who is designated as a vice chair by the Lieutenant Governor in Council, the minister, or another individual with delegated authority to exercise significant management or administrative responsibilities on behalf of the administrative tribunal or regulatory board.

3. GENERAL APPLICATION

These Remuneration Guidelines set the maximum rates, principles, and general policies for the administration of appointee remuneration.

3.1 An appointee's remuneration must not exceed the maximum rate set for the position within the classification level for their tribunal and there is no requirement that the maximum remuneration rate be paid.

3.2 Remuneration may be differentiated within and across tribunals to recognize varying factors, including but not limited to an appointees' skills, experience, knowledge, and assigned responsibility.

3.3 Each tribunal must have an approved remuneration plan to guide the administration of remuneration consistent with these Remuneration Guidelines. A remuneration plan must be publicly available and may apply to more than one tribunal. In the event of a conflict between a tribunal's remuneration plan and these Remuneration Guidelines, these Remuneration Guidelines prevail.

3.4 An appointee may not receive more than the maximum daily rate unless there are 'extraordinary circumstances' where a tribunal or the appointee is required to contribute time over and above the 'ordinary' expected commitment. No remuneration may be provided under this section unless the criteria for 'extraordinary circumstances' and associated approval process(es) are detailed in the tribunal's remuneration plan or unless the minister requests and either Treasury Board or the Appointee Remuneration Committee grants a temporary exemption. The Appointee Remuneration Committee may not grant a temporary exemption that exceeds 6 months in duration.

3.5 If authorized through statute, the Lieutenant Governor in Council may set remuneration that differs from these Remuneration Guidelines by specifying the remuneration in the letter of appointment or appointing instrument (e.g., through Order-in-Council).

3.6 Permanent exemptions to these Remuneration Guidelines must be approved by Treasury Board.

3.7 Remuneration and reimbursement must be paid to the appointee, not to an employer, corporate entity, or an organization. An appointee is an individual who holds an "office" as defined in federal Goods and Service Tax (GST), Canada Pension Plan (CPP) and Employment Insurance (EI) legislation.

3.8 A government employee appointed to a tribunal in their capacity, or as part of their duties as an employee, is not entitled to be paid any additional remuneration by virtue of the appointment. The employee is entitled to be reimbursed by the ministry or tribunal for travel expenses at the rate of reimbursement to which the employee is entitled by virtue of the employee's employment.

4. TRIBUNAL REMUNERATION PLANS

Each tribunal must have an approved remuneration plan with the following requirements and characteristics, to be reviewed and approved by the minister at least once every three years:

4.1 Must establish the minimum and maximum remuneration rates for the appointee positions within the classification level for the tribunal.

4.2 Must establish the approval processes and/or criteria for increases to appointee remuneration within the established ranges and rates.

4.3 Must be publicly available on the administrative tribunal, regulatory board or ministry website.

4.4 Must be approved by the minister and the approval of a remuneration plan may not be delegated.

4.5 Must provide an explanation as to the treatment of appointees, particularly those remunerated through per diems, for the purposes of Personal Income Tax withholdings, the federal Goods and Services Tax (GST), Canada Pension Plan (CPP), and *Employment Insurance Act* (EI) schemes.

4.6 May outline the criteria and approval process(es) to provide additional remuneration for 'extraordinary circumstances' where an appointee is required to contribute time over and above the 'ordinary' expected commitment.

4.7 May outline how varying levels of skills, experience and knowledge, level of responsibility, and other operational requirements factor into the remuneration rates.

4.8 May outline internal policies regarding the administration of remuneration for individuals appointed to multiple tribunals consistent with part 7 of these Remuneration Guidelines.

4.9 May document any other internal policies regarding the administration of appointee remuneration and expense reimbursement.

5. FULL-TIME APPOINTEES

5.1 Whether appointed by the Lieutenant Governor in Council or any other authority, unless otherwise specified by that appointing authority, full-time appointees are classified as Category C under the definition of "Order in Council Appointees" in Part 1, section 3 of the British Columbia Government's *Terms and Conditions of Employment for Excluded Employees and Appointees*.

5.2 Whether appointed by the Lieutenant Governor in Council or any other authority, unless otherwise specified by that appointing authority, full-time appointees are entitled to benefits as set out in part 10 of the *Terms and Conditions of Employment for Excluded Employees and Appointees*, Category C, or as otherwise specified in the tribunal's remuneration plan.

5.3 Full-time appointees may, at the discretion of the chair and subject to documentation, be scheduled to serve the tribunal on a regular part-time basis. Remuneration and benefits must be prorated to the time commitment. The key distinguishing feature from "part-time" appointees under section 6.1, is that there must be a clear and predictable commitment of hours of service per pay period.

5.4 Minimum and maximum annual remuneration rates for full-time appointees:

Full Time Remuneration						
Classification	**Chair**		**Vice Chair**		**Member**	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Level 1	$124,000	$137,000	$105,000	$116,000	$87,000	$96,000
Level 2	$137,000	$147,000	$116,000	$125,000	$96,000	$103,000
Level 3	$147,000	$168,000	$125,000	$143,000	$103,000	$118,000
Level 4	$168,000	$190,000	$143,000	$161,000	$118,000	$132,000
Level 5	$190,000	$210,000	$161,000	$179,000	$132,000	$147,000

5.5 Whether appointed by the Lieutenant Governor in Council or any other authority, unless otherwise specified by that appointing authority, full-time appointees are entitled to be reimbursed for transportation, accommodation, meal and out of pocket expenses incurred in the course of their duties as an appointee of a tribunal, in accordance with the Group 2 rates, policies, and procedures outlined in the *Terms and Conditions of Employment for Excluded Employees and Appointees*, or as otherwise specified in the tribunal remuneration plan.

6. PART-TIME APPOINTEES

6.1 For the purpose of these Remuneration Guidelines, the defining feature of 'part-time' appointees is that they are remunerated for their service on an "as and when required" basis. Part-time appointees are classified as Category D under the definition of "Order in Council Appointees" in Part 1, section 3 of the Terms and Conditions of Employment for Excluded Employees and Appointees.

6.2 Part-time appointees are entitled to those terms and conditions expressly specified under Category D in part 10 of the Terms and Conditions of Employment for Excluded Employees and Appointees.

6.3 Remuneration for part-time appointees for each twenty-four-hour day in respect of work carried out for a tribunal must not exceed the maximum daily rate for their position and classification as set out below:

Part Time Remuneration – Maximum Daily Rate			
Classification	**Chair**	**Vice Chair**	**Member**
Level 1	$600	$500	$425
Level 2	$650	$550	$450
Level 3	$725	$625	$500
Level 4	$800	$700	$575
Level 5	$900	$800	$650

6.4 The maximum daily rate applies to a medical practitioner appointed to a tribunal on the basis of a requirement for their clinical expertise. If there are documented recruitment and retention challenges, the tribunal's remuneration plan may set rates up to the relevant amounts negotiated in agreements between the BC Medical Association (Doctors of BC), the Government of British Columbia, and the Medical Services Commission.

6.5 A tribunal's remuneration plan may set remuneration for the following up to the applicable part-time vice chair rates:

6.5.1 Appointees who are expressly required by the tribunal's enabling legislation to hold a professional accreditation in order to be appointed to the tribunal.

6.5.2 Appointees with qualifications deemed by the minister to be specifically relevant and required to fulfil the tribunal's mandate.

6.5.3 Appointees designated to:

- Preside at a multi-person panel hearing.
- Conduct a hearing as a single-person panel.
- Conduct a dispute resolution process.
- BC Review Board as an alternate chair under section 672.38(1) of the federal Criminal Code (R.S., 1985, c. C-46).

6.6 The tribunal's remuneration plan must manage remuneration for part-time appointees in line with the following principles or guidelines:

6.6.1 The remuneration plan must set remuneration rates and how remuneration is calculated in respect of work carried out for the tribunal. Remuneration may be set as an hourly rate, a full- or half-day per diem rate, or as a flat rate per file or case assigned, or a combination of such measures.

6.6.2 Appointees may not be remunerated more than one half of the applicable daily rate for attending a tribunal hearing or in-person meeting that lasts four hours or less.

6.6.3 A tribunal hearing includes a final or interim hearing, a pre-hearing conference or a dispute resolution process, and may include a hearing conducted by telephone or video conferencing.

6.7 The remuneration plan may set remuneration and policies for:

6.7.1 Undertaking duties on behalf of the tribunal, other than a hearing or in-person meeting. These duties may include:

- conducting hearings by written submissions;
- preparing for hearings or dispute resolution processes;
- writing reasons for decisions;
- preparing policy documents or proposals;
- required professional development or training; and
- other duties as requested by the chair or their designate.

6.7.2 Instances where a scheduled hearing is cancelled on short notice. In setting such policies, chairs are encouraged to consider assigning the appointee additional duties in lieu of the hearing time where possible.

6.7.3 Travel time to and from hearings and meetings where the location of the hearing or meeting is more than 32 kms from the appointee's residence.

6.8 Part-time appointees are entitled to be reimbursed for transportation, accommodation, meal and out of pocket expenses incurred in the course of their duties as an appointee of a tribunal, in accordance with the Group 2 rates, policies, and procedures outlined in the *Terms and Conditions of Employment for Excluded Employees and Appointees,* or as otherwise specified in the tribunal remuneration plan.

6.9 Appointees are not entitled to be reimbursed for professional dues, membership fees, insurance or other costs, except as otherwise provided by the Attorney General related to Law Society fees.

6.10 An appointee is not entitled to be paid for time spent attending social events.

6.11 Part-time appointees are to be indemnified by the Minister of Finance in accordance with the procedures for indemnification set out in the Guarantees and Indemnities Regulation 258/87 of the *Financial Administration Act*.

6.12 Remuneration paid to part-time appointees:

- Is not subject to CPP or EI deductions if such appointees are not engaged in pensionable or insurable employment under federal CPP and EI legislation.

- Is subject to income tax withholding and is to be reported annually to the Canada Revenue Agency on a T4 Supplementary Slip.
- No GST is payable or collectable on the appointee's services because the appointee provides their services in the course of holding an office and is therefore not engaged in business or commercial activity for the purposes of the federal *Excise Tax Act*. Therefore, the appointee is not making any taxable supplies and no GST is payable or collectable on the appointee's services.

7. APPOINTMENT TO MULTIPLE TRIBUNALS

7.1 To the extent possible, the remuneration for an individual appointed to multiple tribunals should reflect the specific remuneration rates and time commitment to each tribunal.

7.2 An individual appointed to multiple tribunals may not receive more than their maximum daily rate in a 24-hour period pertaining to their highest classification rate unless the circumstances in section 3.4 (extraordinary circumstances) apply.

7.3 Where the chair of an administrative tribunal or regulatory board is cross-appointed as the chair of another regulatory tribunal or regulatory board, or appointed as an "executive chair", the minister may approve additional remuneration not to exceed $25,000 or 20% of the highest applicable remuneration rate, whichever is lower.

7.4 Where the vice chair of an administrative tribunal or regulatory board is cross-appointed as the vice chair of another regulatory tribunal or regulatory board, the Minister may approve additional remuneration not to exceed $15,000 or 10% of the highest applicable remuneration rate, whichever is lower.

8. ROLES AND RESPONSIBILITIES

8.1 **Treasury Board** establishes and may revise these Remuneration Guidelines and may consider requests for exceptions to these Remuneration Guidelines.

8.2 **The Appointee Remuneration Committee:**

8.2.1 Is responsible for classifying new tribunals, or re-classifying existing tribunals, in accordance with the criteria are set out in Schedule 1 to these Remuneration Guidelines.

8.2.2 Administers requests for exceptions to these Remuneration Guidelines to Treasury Board for decision and provides support and recommendations to Treasury Board in its deliberations.

8.2.3 Reviews proposed tribunal remuneration plans or amendments and provides recommendations to the minister prior to the minister's approval of the new or amended remuneration plan.

8.2.4 Resolves any conflicts between these Remuneration Guidelines and an approved tribunal remuneration plan.

8.2.5 Meets at the call of the Appointee Remuneration Committee Chair.

8.2.6 Maintains and makes available publicly on the Public Sector Employers' Council Secretariat website these Remuneration Guidelines, lists of the administrative tribunals and regulatory boards, links to provisions such as the *Terms and Conditions of Employment for Excluded Employees and Appointees*, and other relevant documents and information.

8.2.7 Monitors annual remuneration disclosure and may prescribe the format and timelines in which disclosure must occur.

8.2.8 Reviews these Remuneration Guidelines and makes recommendations to Treasury Board as required, or at least every three years.

8.3 **The Public Sector Employers' Council Secretariat** acts as the secretariat to the Appointee Remuneration Committee and ensures remuneration and classification information is publicly available**.**

8.4 **The minister responsible for a tribunal:**

8.4.1 Will establish and maintain a remuneration plan for the tribunal.

8.4.2 May not delegate the approval of a remuneration plan or amendments to a remuneration plan. For added clarity, approving a remuneration plan is distinct from remuneration adjustments for individual appointees. The approval of remuneration increases for individual appointees may be delegated consistent with the process or criteria established in the tribunal's remuneration plan.

8.4.3 Will request the Appointee Remuneration Committee to classify any new tribunal established by legislation.

8.4.4 Will request the Appointee Remuneration Committee to consider a reclassification of a tribunal if its mandate is changed significantly.

8.4.5 Will request the Appointee Remuneration Committee to review and make recommendations prior to the minister's approval of a tribunal's remuneration plan or subsequent amendments to the plan.

8.4.6 May seek a temporary exception from the Appointee Remuneration Committee or a permanent exemption from Treasury Board to the remuneration provisions of these Remuneration Guidelines. In either case, the minister must submit the request through the Appointee Remuneration Committee.

8.4.7 Will provide actual remuneration information to the Appointee Remuneration Committee when requested and make such information available on the ministry website if there is no tribunal website.

8.5 **The Administrative Tribunal or Regulatory Board,** as overseen by the chair, administers the remuneration, benefits, and expenses payable to appointees**:**

8.5.1 In accordance with these Remuneration Guidelines and the remuneration plan for their tribunal.

8.5.2 In accordance with the classification determination of the Appointee Remuneration Committee or Treasury Board.

8.5.3 Ensures actual remuneration and reimbursement information, as requested by the Appointee Remuneration Committee, is provided to the minister and PSEC Secretariat and is publicly available on the tribunal or ministry website.

9. EXCEPTIONS

BC Securities Commission: Appointee remuneration is established as an exception to the remuneration set out in these Remuneration Guidelines.

10. EFFECTIVE DATE

These Remuneration Guidelines are effective May 1, 2020.

Schedule 1

Administrative Tribunal and Regulatory Board Classification Structure Criteria

Criteria on which administrative tribunals and regulatory boards are to be classified for the purposes of this directive include:

- Primary legislation, regulations and policies
- Accountability and subsequent review processes: level, deference by the courts and privative clause
- Public policy role as defined in legislation
- Scope/focus of function
- Case complexity
- Procedural complexity: complexity of dispute prevention and/or resolution process
- Alternative dispute resolution processes and innovation
- Participant needs
- Scope and complexity of decision-making and skills required
- Strategic importance to government and public policy
- Strategic importance to industry or sector
- Impact on individuals
- Required knowledge, skills, expertise, and experience
- Requirement for external engagement, either with communities, industry, sector,
- government representatives, Indigenous communities, or professions
- Expectations to generate and implement innovation

Criteria for exceptional responsibilities on which chairs of administrative tribunals and regulatory boards are to be classified for the purposes of this directive include:

- All the criteria of the administrative tribunal and regulatory boards of which the chair is responsible
- Complexity of the role: oversight on decisions, HR responsibilities
- Responsibility for more than one administrative tribunal or regulatory board
- Responsibility for an administrative pod
- Overarching responsibilities across administrative tribunals and regulatory boards such as leadership, systems, engagement

Tab 5 G

TREASURY BOARD DIRECTIVE

TO ALL:	MINISTERS DEPUTY MINISTERS ASSOCIATE DEPUTY MINISTERS ASSISTANT DEPUTY MINISTERS, CORPORATE SERVICES SENIOR FINANCIAL OFFICERS
DIRECTIVE:	2/20
SUBJECT:	Remuneration Guidelines for Appointees to Ministry and Crown Agency Boards
AUTHORITY:	This Directive is issued pursuant to sections 4 and 27 of the *Financial Administration Act* and other applicable enactments
APPLICATION:	This Directive applies to appointees to Ministry and Crown Agency Boards
POLICY:	SEE APPENDIX 1
REPEAL OF EXISTING POLICIES:	Treasury Board Directive 2/17
EFFECTIVE DATE:	April 1, 2020

Carole James — Dec. 12, 2019

Honourable Carole James — Date
Chair, Treasury Board

TREASURY BOARD DIRECTIVE

APPENDIX 1

REMUNERATION GUIDELINES
FOR APPOINTEES TO
MINISTRY AND CROWN AGENCY BOARDS

1. POLICY OBJECTIVES

1.1 Ministry and Crown agency boards play a vital role in advancing the Government of British Columbia's policy priorities and objectives and in providing valuable public services such as hydro-electric operations, schools, and health and social services. Strong and effective ministry and Crown agency board governance is an important element of government's commitment to transparent and accountable government.

1.2 Appropriate remuneration for work performed by appointees to ministry and Crown agency boards is part of good governance. In the public sector, the maximum remuneration level should underscore the importance and professional nature of board work and attract and retain qualified individuals to serve. At the same time, there is underlying recognition that service on the board of a ministry or Crown agency entails an element of public service, varying in degree depending on the nature of the organization.

1.3 The policy objectives of these Remuneration Guidelines are to:

1.3.1 Ensure a consistent and transparent approach to remuneration and expense reimbursement for appointees.

1.3.2 Affirm the importance and professional nature of the work that appointees perform.

1.3.3 Establish proportionality of remuneration between ministry and Crown agency boards.

1.3.4 Attract and retain highly-qualified individuals who reflect the diverse identities of British Columbians and the province's commitment to gender equity and to true and lasting reconciliation with Indigenous peoples in British Columbia.

1.3.5 Recognize there is a varying degree of public service expected from all appointees to ministry and Crown agency boards.

2. DEFINITIONS

"advisory board" means a board that does not hold or exercise governance responsibilities over a legal entity and includes ad hoc, time limited, or project-specific entities tasked with public engagement and/or delivering formal reports or recommendations to government.

"appointee" means an individual appointed by the Lieutenant Governor in Council, a minister responsible, or another individual with delegated authority, to serve on the board of a ministry or Crown agency. The appointee may be designated chair, director, member, or some such equivalent description.

"Appointee Remuneration Committee" means the committee established by Treasury Board to administer these Remuneration Guidelines.

"board" means a governing agency, board, commission, committee, council, advisory board, or such equivalent description, established by government, a minister or Crown agency, with or without governing legislation.

"board committee" means any committee established on a permanent or ongoing basis by the board of a ministry or Crown agency to assist the board in carrying out its work.

"Crown agency" means an organization, other than a ministry, within the Government Reporting Entity that is administered with varying levels of independence from Government. Crown agencies are within Government's control under standards defined in the Public Sector Accounting Handbook. The primary test for control is that Government appoints more than fifty percent of the appointees. Crown agencies typically include commercial Crown corporations, service delivery Crown corporations, boards of education, health authorities, and post secondary colleges and institutions, universities, Crown agency subsidiaries, and advisory boards.

"**Crown Agency Registry**" means the list of all Government of British Columbia Crown agencies as maintained by the Crown Agencies and Board Resourcing Office.

"Crown agency subsidiary" means a wholly owned or majority owned subsidiary of a Crown agency.

"meeting fee" means a payment made to an appointee as remuneration for attending a board meeting or board committee meeting, or for other meetings and/or work undertaken attending to the business of the board.

"Minister" means the Minister who is accountable to government for the board. The Minister may delegate authority to another individual to carry out the responsibilities of the Minister in these Remuneration Guidelines.

"Remuneration Grid" means the grid of six remuneration levels into which ministry and Crown agency boards may be classified by the Appointee Remuneration Committee. These provisions are set out in section 5 of these Remuneration Guidelines.

"retainer" means a fixed annual amount payable to an appointee for overall board service including preparation time and travel time.

3. APPLICATION

3.1 These Remuneration Guidelines govern the maximum remuneration and expense reimbursement payable to appointees who serve on the boards of ministries and Crown agencies except administrative tribunals and regulatory boards which are governed by Treasury Board Directive 1/20.

3.2 The criteria used to determine whether a ministry or Crown agency board falls within the scope of application of these Remuneration Guidelines are:

- The Government of British Columbia appoints more than fifty percent of the members on the board.
- The organization is within the Government Reporting Entity.
- The board is operating within an area of direct and active interest of the Government of British Columbia (this is an overarching criterion).

3.3 Classification determinations under these Remuneration Guidelines are made by the Appointee Remuneration Committee.

3.4 Unless classification has been determined by the Appointee Remuneration Committee, appointees are entitled only to reimbursement for expenses in accordance with section 7 of these Remuneration Guidelines.

3.5 Treasury Board may provide direction to the Appointee Remuneration Committee to grant exceptions to the Remuneration Guidelines.

4. ROLES AND RESPONSIBILITIES

4.1 **Treasury Board** establishes, and may revise from time to time, these Remuneration Guidelines and may consider requests for exceptions to these Remuneration Guidelines.

4.2 **The Appointee Remuneration Committee**:

4.2.1 Classifies new, or reviews for re-classification existing ministry or Crown agency boards upon application by the minister, or under its own initiative.

4.2.2 May approve remuneration exceptions that fall within the following parameters:

4.2.2.1 With respect to a Level 1 advisory board, the Appointee Remuneration Committee may provide an exemption for some or all of the appointees to be remunerated up to the relevant maximums for a Level 2 board;

4.2.2.2 With respect to a time-limited or project-specific Level 1 advisory board, the Appointee Remuneration Committee may provide an exemption for

some or all of the appointees to be remunerated up to the relevant maximums for a Level 4 board for a period not to exceed 18 months.

4.2.2.3 With respect to extraordinary circumstance where a board or its chair is required to contribute time over and above the 'ordinary' expected commitment, the Appointee Remuneration Committee may provide an exemption for some or all of the appointees to receive additional remuneration not to exceed 50 percent of the remuneration that is otherwise available to the appointees, for a period not to exceed six months.

4.2.2.4 The criteria used to determine an exception are:

- time-commitment;
- level of expertise required of the board members;
- significance of impact of the advice provided;
- contribution towards reconciliation with Indigenous peoples in British Columbia; and
- gender and diversity factors.

4.2.3 Administers requests for exceptions to these Remuneration Guidelines to Treasury Board for decision and provide support and recommendations to Treasury Board in its deliberations.

4.2.4 Meets at the call of the Appointee Remuneration Committee Chair.

4.2.5 Maintains and makes available publicly on the Public Sector Employers' Council Secretariat website these Remuneration Guidelines, lists of the boards by classification level, links to relevant provisions such as the *Terms and Conditions of Employment for Excluded Employees and Appointees*, and other relevant documents and information.

4.2.6 Monitors annual appointee remuneration disclosure and may post a single remuneration disclosure document on the Public Sector Employers' Council Secretariat website.

4.2.7 Reviews these Remuneration Guidelines and makes recommendations to Treasury Board as required, or at least every three years.

4.3 **The Public Sector Employers' Council Secretariat** acts as the secretariat to the Appointee Remuneration Committee and ensures remuneration and classification information is publicly available.

4.4 **The Crown Agencies and Board Resourcing Office** maintains the Crown Agency Registry.

4.5 **The minister** responsible for a board:

4.5.1 Makes applications to the Appointee Remuneration Committee:

4.5.1.1 To classify a new ministry or Crown agency board prior to appointing its members;

4.5.1.2 To re-evaluate a classification where there is material change to a ministry or Crown agency board mandate;

4.5.1.3 To seek a time-limited remuneration exemption for extraordinary circumstances where a board or its chair is required to contribute time over and above the 'ordinary' expected commitment or if it is expected that there will be a significant temporary decline from the 'ordinary' expected commitment;

4.5.1.4 To seek a permanent exception to these Remuneration Guidelines for Treasury Board decision.

4.5.2 Establishes or approves a remuneration policy for a board that:

4.5.2.1 Sets the retainer amount and meeting fees up to the maximum amounts permitted in the Remuneration Grid for appointees to their ministry and Crown agencies.

4.5.2.2 May differentiate retainer amounts provided to appointees within boards, up to the maximum amounts in the Remuneration Grid, to recognize varying skills and experience or to provide internal equity when recognizing varying travel requirements.

4.5.2.3 Determines the number of meetings up to the maximum number permitted in section 5.9 of these Remuneration Guidelines for appointees in their ministry and Crown agencies.

4.5.2.4 May specify other remuneration policies consistent with these Remuneration Guidelines.

4.5.2.5 Provides an explanation as to the treatment of appointees for the purposes of the Personal Income Tax withholdings, Goods and Services Tax (GST), Canada Pension Plan (CPP), and Employment Insurance Act (EI) schemes.

4.5.3 Ensures the remuneration payable to appointees is in accordance with these Remuneration Guidelines and the remuneration policy established under section 4.5.2.

4.5.4 Provides actual remuneration information and the remuneration policy established under section 4.5.2 to the Appointee Remuneration Committee as per its request and makes such information available on the ministry website, if there is no agency or board website.

4.5.5 Notifies the Appointee Remuneration Committee and the Crown Agencies Board Resourcing Office when a new ministry or Crown agency board is created, regardless of whether its appointees receive remuneration, and when any other changes are required to the Crown Agency Registry.

4.6 **The ministry or Crown agency staff:**

4.6.1 Administers the remuneration, benefits, and expenses payable to appointees in accordance with these Remuneration Guidelines and the remuneration policy established under section 4.5.2.

4.6.2 Ensures actual remuneration information, as requested by the Appointee Remuneration Committee, is provided to the minister and this information, along with the remuneration policy established under section 4.5.2 is publicly available on the board, Crown agency or ministry website.

4.7 **The board chair** oversees the remuneration and expenses paid to appointees in accordance with section 4.6 of these Remuneration Guidelines.

5. REMUNERATION FRAMEWORK

5.1 Upon application by the relevant minister, or upon its own initiative, the Appointee Remuneration Committee will classify a ministry or Crown agency board into one of six level. In determining the classification of each ministry or Crown agency, the Appointee Remuneration Committee shall consider the following criteria:

5.1.1 The type of ministry and Crown agency (commercial, service delivery or advisory board).

5.1.2 The complexity of the service provided (provide advice or produce a product; provide a service or deliver a program; direct agents or manage contracts; coordinate service or program delivery).

5.1.3 The size and complexity of the operation (budget; multiple lines of business; organizational structure; geographical representation).

5.1.4 The degree of knowledge and specialized skills required.

5.1.5 The board's strategic importance to the Province (financial policy, social policy, economic policy, and infrastructure).

5.1.6 Comparability among the ministry and Crown agency boards for internal consistency and fairness.

5.2 No one criterion will be determinative, but the general expectation will be that the classification will align with the following:

Level 1	Advisory Boards
Level 2	Small Service Delivery Crown Corporations Decision Making Boards (not a separate legal entity) Other Boards with Service/Program Responsibilities (not a separate legal entity)
Level 3	Mid-size Service Delivery Crown Corporations
Level 4	Small Commercial and Major Service Delivery Crown Corporations
Level 5	Health Authorities and Large Commercial Crown Corporations
Level 6	Major Commercial Crown Corporations

5.3 There is no requirement that appointees be paid, nor that they be paid at maximum rates.

5.4 Remuneration amounts provided to appointees within a board may be differentiated to recognize varying skills, experience and knowledge, or to provide internal equity when recognizing varying travel requirements.

5.5 Remuneration cannot be provided in excess of the maximum amounts specified for the level at which the applicable ministry or Crown agency board is classified unless an exception has been approved by the Appointee Remuneration Committee or Treasury Board.

5.6 All appointees are eligible for reimbursement of expenses in accordance with section 7 of these Remuneration Guidelines.

5.7 **Meeting fees:**

5.7.1 May be provided for travel time to and from board business when the destination location for meetings is more than 32 kilometres from the appointee's residence and the appointee does not receive a retainer.

5.7.2 Meeting fees are not provided for preparation time for board meetings, or appointee education, conferences, or social functions associated with board business.

5.7.3 The amount of the meeting fee may be prorated to the length of the meeting (including applicable travel time) and must not exceed the maximum amounts set out for the level in the Remuneration Grid assigned to the board. If the

meeting lasts longer than four hours in a twenty-four-hour day, up to the full meeting fee may be payable. If the meeting lasts four hours or less in a twenty-four-hour day, up to one-half of the meeting fee may be payable.

5.8 **Retainers:**

5.8.1 May be payable to appointees in levels 3 through 6 for overall board service, including preparation time and travel time.

5.8.2 Appointees receiving retainers are not eligible for meeting fees provided to remunerate for travel time.

5.8.3 Retainers may be paid for services rendered, quarterly or annually.

5.8.4 Retainers may be paid in advance of service, quarterly for example, subject to reimbursement for no service provided (if an appointee received a quarterly retainer on January 1 but resigned or the appointment was rescinded on January 31, the appointee must reimburse the amount associated with the subsequent three months).

5.9 **Level 1 appointees:**

5.9.1 Level 1 chairs are eligible for meeting fees in accordance with sections 4 and 5 of these Remuneration Guidelines and at the discretion of the minister.

5.9.2 Level 1 appointees, other than the chairs, do not receive any form of remuneration (neither retainers nor meeting fees) unless an exception has been provided under section 4.2.2.

5.10 **Level 2 appointees**, including the chairs, are eligible for meeting fees in accordance with sections 4 and 5 of these Remuneration Guidelines and at the discretion of the minister.

5.11 **Level 3 through 6 appointees**, including the chairs, are eligible for annual retainers and meeting fees in accordance with sections 4 and section 5 of these Remuneration Guidelines and at the discretion of the minister.

5.12 **Crown agency subsidiary board appointees:**

5.12.1 Appointees are not entitled to additional remuneration for time spent on business of the Crown agency subsidiary unless:

5.1.1.1 The subsidiary operates as a stand-alone operating entity with its own board.

5.1.1.2 The Crown agency subsidiary board has been classified by the Appointee Remuneration Committee.

5.1.1.3 In general, the classification of a Crown agency subsidiary board, and associated remuneration, would not be higher than the remuneration paid in respect of the Crown agency parent board.

5.12.2 Appointees to Crown agency subsidiary boards are eligible for reimbursement of expenses in accordance with section 7 of these Remuneration Guidelines.

5.13 **Remuneration Grid:**

Maximum Remuneration	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Retainer – Chair	0	0	6,000	15,000	15,000	30,000
Retainer – Appointee	0	0	3,000	7,500	7,500	15,000
Retainer – Audit Cttee Chair	0	0	2,000	3,000	5,000	5,000
Retainer – Other Cttee Chair	0	0	1,000	2,000	3,000	3,000
Meeting Fee – Chair	350	350	300	500	500	750
Meeting Fee – Appointee	0	250	300	500	500	750

5.14 **The maximum number of full day meeting fees** is limited as follows:

5.14.1 Level 1 board chairs – 18 meetings per year.

5.14.2 Level 2, 3, 4, 5, and 6 board appointees, other than the chairs – 30 meeting fees per year.

5.14.3 Level 2, 3, 4, 5, and 6 board chairs – 60 meeting fees per year.

5.15 Not more than the equivalent of one full day meeting fees will be paid to any appointee for each twenty-four-hour day in respect of attendance at board or subcommittee meetings and for other meetings attending to the business of the board. An appointee may receive additional remuneration during the same day in respect of meetings of another board.

6. ADDITIONAL REMUNERATION PAYMENT GUIDELINES

6.1 Appointees who receive remuneration in respect of their membership on a ministry or Crown agency board from a source outside government (e.g., industry) shall not receive any additional remuneration under these Remuneration Guidelines.

6.2 Members of the Legislative Assembly are not generally eligible for appointment to a ministry or Crown agency board. In the unusual event that they are appointed, Members

of the Legislative Assembly will not receive any additional remuneration beyond the remuneration and rates of reimbursement for travel expenses to which they are entitled by virtue of their position or employment. Travel expenses incurred as a result of their ministry or Crown agency board duties will be reimbursed by the ministry responsible for the organization, and not by the board.

6.3 Government employees are not generally eligible for appointment to a ministry or Crown agency board. Government employees may only be appointed in limited instances such as periods of transition (e.g., start-up and wind-down) and for limited purpose entities established for a limited term. Employees who are appointed to a ministry or Crown agency board as part of their employment will not receive any additional remuneration beyond the remuneration and rates of reimbursement for travel expenses to which they are entitled by virtue of their position or employment. Travel expenses incurred as a result of their ministry or Crown agency board duties will be reimbursed by the ministry responsible for the board, and not by the board.

6.4 An employee of a Crown agency, in his or her individual capacity, may on occasion be appointed to the board of a ministry or another Crown agency whose mandate and operations are wholly unrelated to the appointee's Crown agency employer. In such circumstances, and provided that the appointee is appointed in his or her individual capacity, the appointee shall be entitled to remuneration and expenses in accordance with these Remuneration Guidelines.

6.5 Remuneration will be paid only to the individual named on the instrument appointing that individual to a ministry or Crown agency board.

6.6 Appointees to ministry and Crown agency boards are not employees and are not covered by the Government of British Columbia's *Terms and Conditions of Employment for Excluded Employees and Appointees*. Ministers must ensure that at no time is an employer/employee relationship established.

6.7 Remuneration paid to appointees is subject to Personal Income Tax withholding and is to be reported annually to the Canada Revenue Agency on a T4 Supplementary Slip.

6.8 Limited reimbursements and risk management losses may be provided consistent with part 10 of the *Terms and Conditions of Employment for Excluded Employees and Appointees* for Category D appointees.

7. BUSINESS TRAVEL AND EXPENSE REIMBURSEMENT GUIDELINES

7.1 Appointees incurring transportation, accommodation, meal and out of pocket expenses in the course of their duties as members of a ministry or Crown agency board will be reimbursed in accordance with Group 2 rates, policies, and procedures as outlined in the *Terms and Conditions of Employment for Excluded Employees and Appointees*.

7.2 Appointees will not be reimbursed for professional dues or membership fees.

8. EXCEPTIONS

These Remuneration Guidelines apply to the Electoral Boundaries Commission and Judicial Compensation Commission except for the classification and remuneration rate. The remuneration rate will be reviewed and approved by the Appointee Remuneration Committee when required.

9. EFFECTIVE DATE

These Remuneration Guidelines are effective on April 1, 2020.

Tab 5 H

Treasury Board Remuneration Directive 2/20
Classification List

Classification	Crown Agency Board
Level 1	Aboriginal Business and Investment Council Accounting Policy Advisory Committee BC Emergency Health Services Commission BC Multicultural Advisory Council British Columbia Council on Admissions and Transfer Chinese Canadian Community Advisory Committee Climate Solutions and Clean Growth Advisory Council Drug Benefit Council (approved remuneration exception) Electoral Boundaries Commission (approved remuneration exception) Emerging Economy Task Force Employment Program British Columbia Advisory Committee Forensic Psychiatric Services Commission Forest and Range Practices Advisory Council Independent School Teacher Certificate Standards Committee Minister's Advisory Forum on Poverty Reduction Provincial Child Care Council Provincial Laboratory Advisory Committee Small Business Roundtable BC Student Assistance Programs Appeal Committee Timber Sales Advisory Council
Level 2	BC Games Society BC Patient Safety & Quality Council BC Teachers' Council British Columbia Arts Council Combined Forces Special Enforcement Unit of BC Data Stewardship Committee Degree Quality Assessment Board First Peoples' Cultural Council Insurance Council of British Columbia Judicial Council of BC Local Government Audit Council Minister's Advisory Council on Aboriginal Women Patient Care Quality Review Boards
Level 3	BC Assessment BC Oil and Gas Commission BC Innovation Council

	Columbia Basin Trust Destination British Columbia Forestry Innovation Investment Industry Training Authority Knowledge Network Legal Services Society Powertech Labs Inc. (BC Hydro Subsidiary) Royal BC Museum Corporation
Level 3 **... Continued**	**Colleges**: Camosun College College of New Caledonia College of the Rockies Douglas College Langara College North Island College Northern Lights College Northwest Community College Okanagan College Selkirk College Vancouver Community College **Institutes:** BC Institute of Technology Justice Institute of BC Nicola Valley Institute of Technology **Universities:** Capilano University Emily Carr University of Art and Design Kwantlen Polytechnic University Royal Roads University Simon Fraser University Thompson Rivers University University of British Columbia University of the Fraser Valley University of Northern BC University of Victoria Vancouver Island University

Treasury Board Remuneration Directive 2/20
Classification List

Level 4	BC Housing Management Commission (including Provincial Rental Housing Corp) BC Immigrant Investment Fund (including BC Renaissance Capital Fund – subsidiary) BC Pavilion Corporation BC Transit Columbia Power Corporation Community Living British Columbia Fair Wages Commission Health Employers' Association of British Columbia Partnerships British Columbia Transportation Investment Corporation
Level 5 The HAs have a remuneration exception until the next triennial valuation.	BC Lottery Corporation (including BC Lotto Technology International - subsidiary) BC Clinical and Support Services Society Fraser Health Authority Interior Health Authority Northern Health Authority Provincial Health Services Authority Vancouver Coastal Health Authority Island Health Authority
Level 6	BC Hydro and Power Authority (including Powerex Corporation - subsidiary) Insurance Corporation of British Columbia

Out of Scope List on the following pages.

Treasury Board Remuneration Directive 2/20
Classification List

Out of Scope From December 2016 forward, if any of these organizations are to be reactivated; become predominantly appointed by the provincial government; be brought into the GRE; become of greater interest to government, they may require (re)classification. Any of the above changes should be brought to the attention of the Appointee Remuneration Committee.	Reason for Out of Scope		
	<50% Appointed by Govt.	Out of the Govt. Reporting Entity	Direct or Active Interest of Govt.
Assayer Certification Board of Examiners	NO (100%)	OUT	NO
Auditor Certification Board	YES	OUT	NO
BC Broiler Hatching Egg Commission	YES	OUT	NO
BC Chicken Marketing Board	NO (60%)	OUT	NO
British Columbia College of Social Workers	YES	OUT	NO
BC Cranberry Marketing Commission	YES	OUT	NO
BC Egg Marketing Board	YES	OUT	NO
BC Ferry Authority	YES	OUT	NO
BC Forest Revitalization Trust Advisory Board	YES	OUT	NO
BC Hog Marketing Commission	YES	OUT	NO
BC Law Institute	YES	OUT	NO
BC Milk Marketing Board	YES	OUT	NO
BC Transportation Financing Authority (no board)	NO (100%)	IN	---
BC Treaty Commission	YES	OUT	NO
BC Turkey Marketing Board	YES	OUT	NO
BC Vegetable Marketing Commission	YES	OUT	NO
Board of Examiners (Local Government)	YES	OUT	NO
Board of Examiners in Podiatry	YES	OUT	NO
Canada Rapid Transit Line Incorporated	NO (100%)	OUT	NO
College of Applied Biologists	YES	OUT	NO
College of: Chiropractors... Traditional Chinese	YES	OUT	NO
College of Veterinarians of British Columbia	YES	OUT	NO
Education Advisory Council	YES	OUT	NO
Emergency Medical Assistants Licensing Board	NO (100%)	OUT	NO
Habitat Conservation Trust Foundation	YES	OUT	NO
Haida Gwaii Management Council	YES	OUT	NO
Hospital Boards	YES	OUT	NO
○ Wrinch Memorial Hospital	YES	OUT	NO
○ Louis Brier Home and Hospital	YES	OUT	NO
○ Menno Hospital	YES	OUT	NO
○ Mount St. Mary Hospital	YES	OUT	NO
○ Providence Health Care	YES	OUT	NO
○ St. Joseph's General Hospital	YES	OUT	NO
○ St. Michael's Centre	YES	OUT	NO

Treasury Board Remuneration Directive 2/20
Classification List

Integrated Cadastral Information Society	YES	OUT	NO
Island Coastal Development Initiative Trust	YES	OUT	NO
Islands Trust Fund Board	YES	OUT	NO
Leading Edge Endowment Fund Board	YES	OUT	NO
Medical Services Commission	---	---	---
Minister's Council on Employment & Accessibility (finite funds)	NO (100%)	IN	NO
Muskwa Kechika Advisory Board	NO (100%)	IN	NO
Nechako-Kitamaat Development Fund Society	YES	OUT	NO
Nisga'a Valley Health Authority	YES	OUT	NO
Northern Development Initiative Trust	NO (100%)	IN	NO
Notaries Public Board of Examiners	YES	OUT	NO
Pension Corporation	NO (80/90%)	OUT	NO
Police Boards	YES	OUT	NO
Premier's Technology Council	YES	IN	NO
Private Career Training Institutions Agency	YES	OUT	NO
Private Managed Forest Land Council	NO (100%)	OUT	NO
Rapid Transit Project 2000 Ltd.	YES	OUT	NO
Real Estate Council of BC	YES (57%)	OUT	NO
Real Estate Foundation of BC	YES	OUT	NO
Securities Policy Advisory Committee	YES	OUT	NO
Securities Law Advisory Committee	YES	OUT	NO
Skagit Environmental Endowment Commission	YES	OUT	NO
Southern Interior Development Initiative Trust	YES	OUT	NO
Timber Export Advisory Committee	NO	IN	NO
Victoria Regional Transit Commission			
Commission on Tax Competitiveness (approved exception)			
Judicial Compensation Commission (approved exception)			

Volume 6 - Implementation and Human Resources

Chief of Staff — Tab 1

Office of the Premier ..... A

Appointing New Political Staff ..... B
- Attachment of Offer of Employment for Political Staff
- Political Standards of Conduct

Premier's Office Staff Listing C

Ministers' Office Staff Overview ..... D
- Ministers and Staff Listing

Salary Schedule for Political Staff ..... E

Job Descriptions for Ministers' Office Staff ..... F

Support Services and Office Moves ..... G

Deputy Minister to the Premier — Tab 2

Public Service: ..... A
- Role of Deputy Ministers
- BC Public Service Overview
- HR Statistics and Demographics
- Corporate Plan: Where Ideas Work

Office of the Deputy Minister to the Premier, Cabinet Secretary and Head of the Public Service ..... B
- Office of the Deputy Minister to the Premier Staff
- Deputy Minister to the Premier Office Budget

Deputy Ministers Committee Structure C

Executive Compensation: ..... D
- Executive Appointments
- Executive Recruitment Process Chart
- Attachments to Offer of Employment for Executives
- Excluded Employees – Performance Based In-Range Movement

Deputy Minister Performance ..... E
- BC Public Service Leadership Expectations

Executive Performance and Succession ..... F

Deputy Minister and Associate Deputy Minister Listing ..... G
- Appointment Letters and Orders in Council

Executive Lists: ..... H
- Assistant Deputy Ministers (ADMs)
- Acting ADMs / ADM Vacancies
- Executives not appointed by OIC
- Executive Leads

General — Tab 3

Records Management ..... A

Severance: ..... B

- Employment Law and Severance Contact
- Severance Policy – Order in Council Appointees
- Employment and Severance FAQs for OIC Appointees
- Excluded Employee – Immediate Termination – Sample Letter
- Re-employment and Repayment Requirements
- BC Public Service Agency Workforce Restructuring Services Practices Guideline
- Severance Calculations for:
  - Political Staff
  - Office of the Deputy Minister to the Premier
  - Deputy Ministers and Associate Deputy Ministers
  - Government Communications and Public Engagement

TAB 1

Tab A

Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Chief of Staff**
For Information

Issue: **Office of the Premier**

Background:

The Premier's political office (the Office) is overseen by the Premier's Chief of Staff and is comprised of three components: the political advisors, the Scheduling branch and the Correspondence branch.

The Office is responsible for managing the day-to-day operations of the Premier, coordinating cross-government communications and issues management and developing the strategic objectives of government.

The Office also serves Executive Council by assisting Ministers with the development of new policy, stakeholder relations and ensuring communications and issues management strategies are well-developed and coordinated across government.

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

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

The Office is located on the Security Concern

OFFICE OF THE PREMIER STAFF

PREMIER'S OFFICE STAFF

Currently, the Office includes the following positions:

CHIEF OF STAFF

The Chief of Staff reports directly to the Premier.

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

Key Responsibilities:

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

SPECIAL ADVISOR

The Special Advisor reports directly to the Premier.

Responsible for providing strategic advice on key government initiatives via consultation with external stakeholders.

Key Responsibilities:

- Provide advice to the Premier on key government initiatives and policies.
- Provide expert advice on economic matters to the Premier and Cabinet (as required).
- Liaise with BC's major job-creating industries.
- Consult and engage with external stakeholders on government initiatives.
- Provide assistance in coordinating strategic policy initiatives for the Premier across government.

DEPUTY CHIEF OF STAFF

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

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

The Deputy Chief of Staff is responsible for coordinating key policy initiatives for the Premier across government. As well, the Deputy Chief of Staff is responsible for managing the overall administrative and human resource operations for the Office.

Key Responsibilities:

- Availability to the Executive Council, Ministerial staff, and MLAs to provide advice and manage issues across government.
- Responsible for keeping the Chief of Staff informed of major projects and political developments that arise.
- Responsible for ensuring the implementation of projects assigned by the Chief of Staff to the senior management team and Ministerial staff.
- Interfaces with senior staff in the Legislative caucuses.
- Overall responsibility for the management of Ministerial staff.
- In consultation with the Chief of Staff, responsible for hiring all Senior Ministerial Assistants, Ministerial Assistants and Executive Assistants in Minister's offices.
- Monitors and provides advice on Cabinet committees as necessary and attends Cabinet as required.
- Liaises with the Office of the Deputy Minister to the Premier and Cabinet Operations.
- Consults and engages external stakeholders on policy initiatives as necessary.
- Completes projects as requested by the Chief of Staff.

EXECUTIVE ASSISTANT TO THE PREMIER

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

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

Key Responsibilities:

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

DIRECTOR OF COMMUNICATIONS

The Director of Communications reports to the Chief of Staff.

The Director of Communications serves to coordinate and oversee the communications of the Office. They ensure that the overall strategic vision of the Premier is reflected in all outward communications.

Key Responsibilities:

- Manages the work of the communications units in the Office working appropriately and collaboratively with Ministers and caucus staff.
- Develops and implements communications coordination related to the Premier. This includes:
  - Coordination of news releases, backgrounders, columns, op-eds, letters to the editor, speech notes, ministerial statements, legislative introductions, special acknowledgements, video and radio scripts, quotes, messages, media scans and written publications.
  - Ensuring all proactive communication materials are appropriately structured and communicated to the media
  - Media Relations
- Responsible for keeping the Office apprised of emerging issues and events that are of potential interest to provincial media
- Responsible for ensuring that all media availabilities, scrums and press conferences are conducted in appropriate manner

DEPUTY DIRECTOR OF COMMUNICATIONS

The Deputy Director of Communications reports to the Director of Communications.

The Deputy Director of Communications serves to coordinate and oversee the media relations of the Office. They ensure that the overall strategic vision of the Premier and the direction from the Director of Communications is carried out in a thoughtful and strategic way.

Key Responsibilities:

- Overall responsibility for maintaining and enhancing the working relationship between the Office of the Premier and members of the Legislative Press Gallery and other provincial media
- Develop quarterly reports outlining a clear strategy including but not limited to earned, social, ethnic, regional and paid media that reflects the vision and narrative approved by the Director of Communications
- Work closely with Ministry communications staff to ensure communications strategies and materials achieve government's goals and objectives
- Work closely with the Director of Executive Operations and Scheduling to approve communications plans for Ministry and PO-led events as well as ensure government news releases reflect priorities
- Complete projects as assigned by the Director of Communications
- Interface with senior staff in the BC Government Caucus to ensure MLA's have appropriate communications material as support for significant government announcements and initiatives.

MANAGER OF COMMUNICATIONS

The Manager of Communications reports to the Director of Communications.

The Manager of Communications provides support to the Director of Communications and the Deputy Director of Communications by providing written materials and participating in the development of communications products.

Key Responsibilities:

- Write, edit, and coordinate distribution of speech notes, news releases, backgrounders, ministerial statements, legislative introductions and special acknowledgements, columns, op-eds, letters to the editor, video and radio scripts, quotes, messages, media scans and other written communications support materials for the Premier as required.
- Coordinate Premier's videos and scripts as directed by the Director of Communications and in conjunction with Government Communications and Public Engagement staff.
- Working with the Director of Communications to manage the Premier's online presence.

DIRECTOR OF POLICY

The Policy Director reports to the Chief of Staff.

Responsible for coordinating strategic policy initiatives for the Premier across government; provides strategic advice for government's policy and legislative objectives.

Key Responsibilities:

- Available to the Premier, Executive Council, Ministerial staff, and MLAs to provide advice and manage policy issues across government.
- Coordinates strategic policy initiatives vis a vis Cabinet operations and Ministers' offices
- Monitors and provides advice on Cabinet committees as necessary.
- Works in collaboration with the Director of Communications on announcements and corporate communications of overall government policy.
- Coordinates research and information in support of issues management, policy and communications priorities.
- Consults and engages with external stakeholders on policy initiatives as necessary.

EXECUTIVE DIRECTOR, OPERATIONS AND STRATEGIC INITIATIVES

The Executive Director of Operations and Strategic Initiatives reports to the Chief of Staff.

The Executive Director of Operations and Strategic Initiatives is responsible for the overall operation and management of the Vancouver office and is the primary contact for the Premier's Office budget, expenditures and staffing complement.

Key Responsibilities:

- Responsible for the Vancouver Cabinet Office, ensuring that the Premier and Cabinet have the ability to work within the office with their needs met
- Operationalizes special projects on behalf of the Chief of Staff
- Oversees the Premier's Office Budget, including any expenditure, staffing costs, and space allotment
- Works with the Executive Council and others to manage meetings and follow-up as necessary

DIRECTOR, STRATEGIC OUTREACH & STAKEHOLDER RELATIONS

The Director of Outreach and Stakeholder Relations reports to the Chief of Staff.

The Director of Outreach and Stakeholder Relations leads the planning and execution of engagement and outreach activities, including tour, involving the Premier's Office.

Key Responsibilities:

- Collaboratively develops and implements a comprehensive strategic plan to grow and deepen the outreach activities of the Premier and Cabinet Ministers.
- Works closely with the Director, Operations and Scheduling and the Office communications team to identify and operationalize outreach and tour strategies.
- Follows up on events and tour and outreach activities to evaluate and to ensure impact is maximized.
- Provides strategic advice to the Office and Cabinet Ministers on community engagement and maintains up to date knowledge of engagement tools and trends.
- Consults and engages with external stakeholders as necessary.
- Reports on developments in multi-language media markets and works with Government Communications and Public Engagement to build capacity.
- Leads assigned projects as directed: plans the approach, sets milestones, monitors and reports on outcomes and coordinates linkages with other activities and projects.

EXECUTIVE ADVISOR, PROJECTS & STRATEGIC LIAISON

The Executive Advisor of Projects and Strategic Liaison reports to Deputy Chief of Staff to the Premier.

The Executive Advisor of Project and Strategic Liaison works with the management team in the Office to provide support and strategic advice on government priorities.

Key Responsibilities:

- Coordinates with the Premier's constituency office and monitors the Premier's constituency media and correspondence.
- Works in collaboration with the Director of Executive Operations and Scheduling and the Director of Strategic Outreach and Stakeholder Relations to ensure the schedule reflects strategic priorities.
- Monitors, manages and advises on emerging issues, including at the constituency level.
- Supports the Premier at meetings and events as required.
- Interfaces with senior staff in Ministers' Offices and in the Legislative caucuses.
- Handles enquiries from MLA offices on issues facing British Columbians and Government's policies and programs.
- Completes projects as requested by the Deputy Chief of Staff.

DIRECTOR OF EXECUTIVE OPERATIONS AND SCHEDULING

The Director of Executive Operations and Scheduling reports to the Deputy Chief of Staff to the Premier.

The Director of Executive Operations and Scheduling manages the operations of the Executive Office in Victoria and has overall responsibility for the Premier's calendar. Works closely with the Director of Outreach and Office communications team to develop and execute tour plans.

Key Responsibilities:

- Responsible for the coordination of announcements and events involving the Premier.
- Works closely with Events Services in Government Communications and Public Engagement to provide them with direction and support on events and announcements involving the Premier.
- Works with the Office communications team to anticipate and plan for events and announcements requiring communications materials.
- Ensures the coordination of briefings for the Premier, Ministers and event dignitaries on the parameters, logistics and protocol requirements of each event.
- Primary liaison with the House Leaders' Offices, the Legislative Whips' Offices and the Legislative Caucuses regarding scheduling.
- Primary liaison with the Premier's Protection Detail, the Office of Protocol, and the Office of the Lieutenant Governor.

SENIOR ADVISOR, INTERGOVERNMENTAL RELATIONS

The Senior Advisor of Intergovernmental Relations reports to the Chief of Staff to the Premier.

EXECUTIVE COORDINATOR TO THE CHIEF OF STAFF & DEPUTY CHIEF OF STAFF

The Executive Coordinator to the Chief of Staff and Deputy Chief of Staff reports to the Deputy Chief of Staff.

Provides support to the Chief of Staff and Deputy Chief of Staff in managing stakeholders, government officials and caucus/Cabinet members. Serves as a primary point of contact for internal and external relations on all matters pertaining to the Deputy Chief of Staff. Manages and maintains the Chief of Staff and Deputy Chief of Staff's calendar of appointments, meetings, events and travel arrangements.

Key Responsibilities:

- Manages the Chief of Staff's schedule, travel expenses, correspondence and information technology tools.
- Manages the flow of information such as briefing notes, speaking notes and correspondence, and provides advice on written amendments to the Chief of Staff
- Develops and maintains a tracking system to ensure correspondence, reports, submissions, assignments etc. are completed within critical timelines.
- Coordinates and ensures an integrated approach to records management and freedom of information.
- General support for the Chief of Staff, including attending and coordinating meetings with the Chief of Staff as required
- Responsible for special projects as assigned

EXECUTIVE COORDINATOR TO THE PREMIER

Information is not available.

SCHEDULING OFFICERS

The Scheduling Officer works with the Executive Operations team in the Office to support the management of the Premier's schedule and ensure the smooth administration of all meetings, events and tours.

CORRESPONDENCE BRANCH

Responsible for reviewing, analyzing and developing appropriate and timely responses to Premier's correspondence.

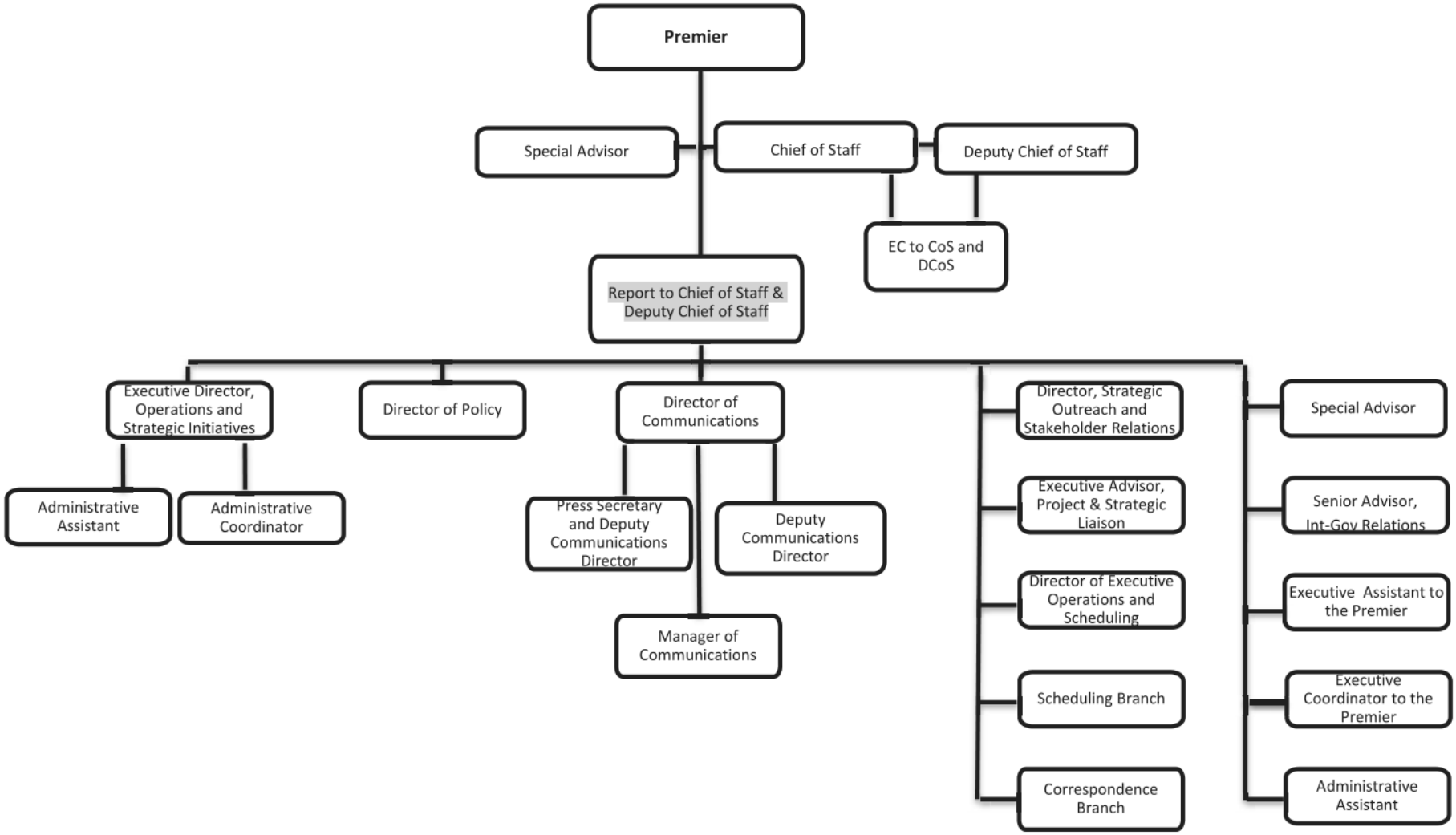
ADMINISTRATIVE COORDINATOR

Reporting to the Executive Director, Operations and Strategic Initiatives, the Administrative Coordinator provides administrative, secretarial and financial support services for the Vancouver Cabinet Office. Working closely with the Administrative Assistant, the position manages the administrative services of the Office; anticipates long-term and daily needs and provides administrative support to the senior management team.

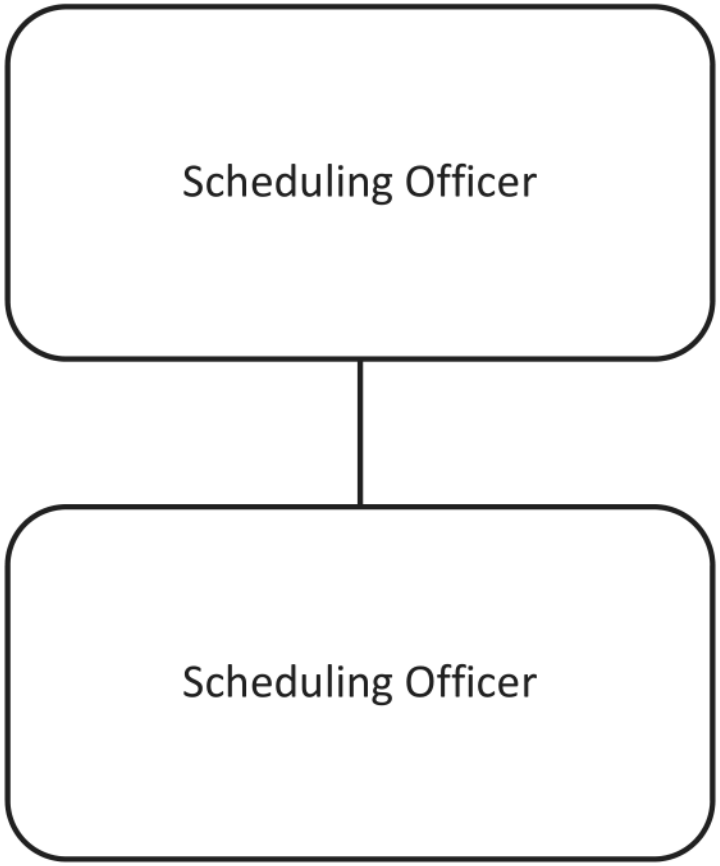
ADMINISTRATIVE ASSISTANT

The Administrative Assistant position functions as a member of the administrative support team under the direction of the Administrative Coordinator and provides a variety of secretarial, clerical and administrative support to the Vancouver Cabinet Office. The position is the primary point of contact for space use at the Vancouver Cabinet Office.

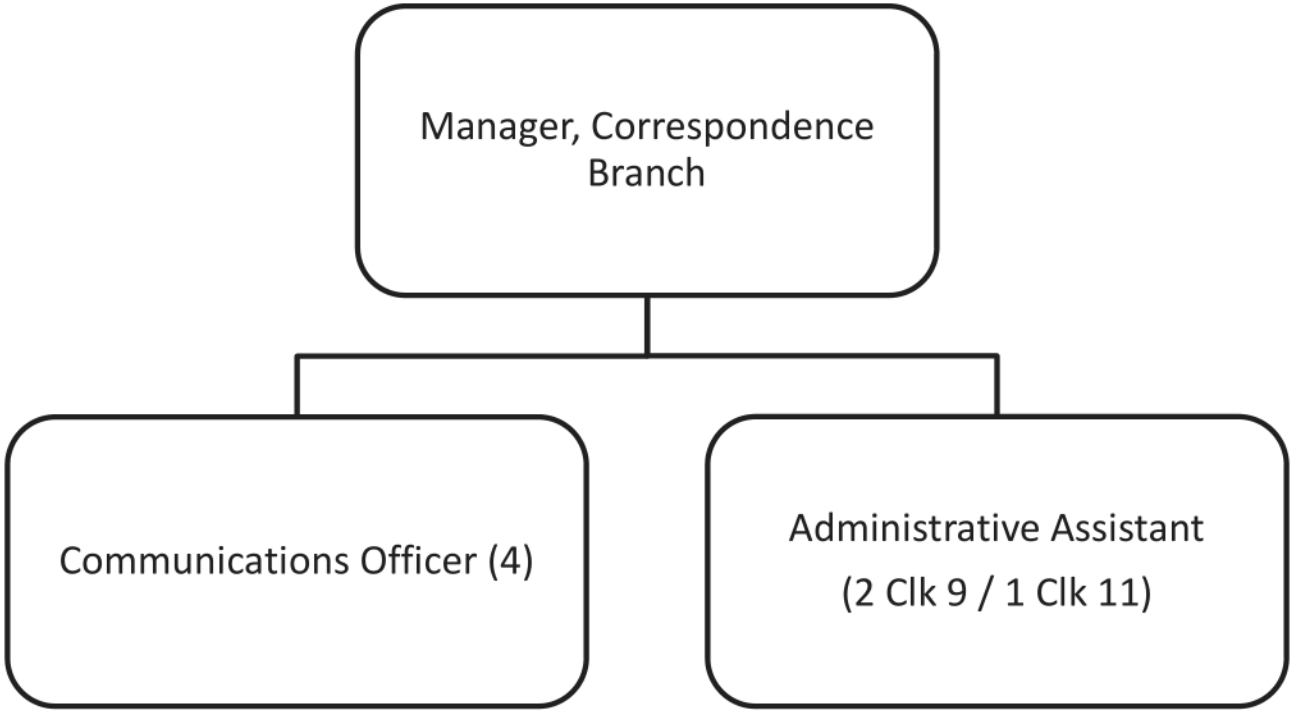
Office of the Premier



Office of the Premier
Scheduling Branch



Office of the Premier
Correspondence Branch



Tab B

Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Chief of Staff**
For Information

Issue: **Appointing New Political Staff**

Background:

A set of terms and conditions and salary considerations are applied when appointing new political staff as follows:

Terms and Conditions

- The legal authorities for the Terms and Conditions include the *Public Service Act,* the *Financial Administration Act,* the *Employment Standards Act,* the *Public Service Benefit Plan Act,* the *Public Sector Employer's Act* and a number of Treasury Board Orders. This legal framework has been in place since the late 1980s.
- Political staff are appointed by the Lieutenant-Governor in Council under Section 15(1)(a) of the *Public Service Act* (the Act) and act in a confidential capacity to the Executive Council or Ministers. These appointees serve 'at pleasure' and may be removed at the discretion of the Lieutenant-Governor in Council.
- The Political Staff Oath and Standards of Conduct for Political Staff applies to all political staff (Senior Ministerial Assistant, Ministerial Assistant, Executive Assistant) recognizing the unique, partisan role they perform.
- Administrative Coordinators and Administrative Assistants, although also s. 15 appointments, are generally considered non-political staff and the Public Service Oath and the Standards of Conduct for Public Service Employees apply to these positions
- The Terms and Conditions is a contract of employment that sets out entitlements to benefits, leaves, allowances, reimbursable expenses, annual vacation, statutory holidays, and other general conditions. (See Attachment to Offer of Employment for Political Appointees)

Salary Upon Appointment

- Salaries for appointees in Ministers' offices are guided by Order in Council 219/2017. Updates to salary ranges are considered updates to the original salary scale OIC.
- All new appointees will normally be placed within the appropriate salary range considering the following factors:
  - Previous salary;
  - Salary relationship to supervisor, subordinates and peers;
  - More, or less, experience and/or qualifications than required for the position;
  - Critical or hard to recruit to field of work;
  - Budget implications.

Salary Administration

- Category B appointees (e.g., Administrative Assistants, Clerks, Office Assistants, Clerk Stenographers) receive a salary increase once in a fiscal year by one additional salary step in the applicable salary grid.

- All other appointees may receive a salary increase annually on their anniversary date if the following criteria are met. Increases will typically be 2%.
  - A performance review has been completed;
  - The minister considers that an adjustment is warranted;
  - The maximum job rate for the job level or sub-level has not been reached or an
  - exception has been approved by the Chief of Staff to the Premier;
  - Funds are available.
- Upon promotion to a higher-level position, appointees will be placed at a salary level within their new salary range considering the same factors that are used when determining placement on an initial hire.
- Salaries rates were last updated:
  - Category B Appointees –April 12, 2020
  - Administrative Coordinator – April 12, 2020
  - All other appointees - July 18, 2020.

ATTACHMENT TO OFFER OF EMPLOYMENT FOR POLITICAL APPOINTEES

The following applies to all Order-In Council appointees except Category "D" appointees.

Attached are the following:
- Compensation & Benefits Summary
- Standards of Conduct for Public Service Employees (for administrative staff in political offices)
- Standards of Conduct for Political Staff

SUMMARY - COMPENSATION AND BENEFITS

Updated October 13, 2020

Pension

Enrolment under the pension plan is mandatory for Order-In-Council Category "A, B, and C" employees new to the provincial government. Currently, the employee's rate of contribution is 7.93% on salary up to the Year's Maximum Pensionable Earnings (YMPE) under the Canada Pension Plan and 9.43% on salary over the YMPE. The employer's rate of contribution is 9.43% on salary up to the YMPE and 10.93% on salary over the YMPE. Vesting is immediate. The value of the pension is based on the best five years average salary, times two percent, times the number of years of pensionable service. Additional information can be found in https://pspp.pensionsbc.ca/.

Flexible Benefits Program for Premier's Office, Ministers' Offices and GCPE

All excluded employees in the BC Public Service have a flexible benefits program that provides choices in coverage for dental, extended health and group life. Further information on the flexible benefits program can be found in the Flexible Benefits Guide on the MyHR website. General information about the health and life insurance plans available is provided below based on the fully funded options for medical, extended health and dental, and the enhanced option for basic life insurance. Other choices are available. Further information on the flexible benefits program can be found at http://www2.gov.bc.ca/gov/content/careers-myhr/all-employees/pay-benefits/excluded.

Traditional Health and Life Insurance Benefits for Constituency Assistants, MLAs and Caucus

The health and life insurance plans consist of the following benefit plans: basic medical, dental, health, and life insurance. The Province pays your medical premiums and a portion of your basic life insurance premiums. There is no cost to enroll in the health and dental plans. Further information on the Traditional Benefit Plan can be found in the Benefits Guide on the MyHR website. Note that the six-month waiting period for extended health and dental for this group is waived. Therefore, coverage begins the first of the month following their appointment. General information about the health and life insurance plans available is provided below.

Dental

The first of the month following an employees' start date (enrolment is automatic after 30 days with the comprehensive option for yourself only), the Province provides employees and their eligible dependents with employer paid dental coverage that reimburses:

- 100 percent of basic dental services;
- 65 percent of crown, dentures and bridges;
- 55 percent of orthodontic services to a lifetime maximum of $3,500 per patient.

Extended Health

The first of the month following an employee's start date (enrolment is automatic after 30 days with the comprehensive option for yourself only), this Plan, which is also employer paid, provides employees and their eligible dependents with additional health care coverage that supplements the Medical Services Plan of British Columbia. The Plan has a yearly deductible of $90 per person or per family and pays 80 percent of the eligible portion of expenses beyond the deductible. Covered items include prescription drugs, eyeglasses, ambulance services, hospital co-insurance, registered psychologist etc. The Plan has a lifetime maximum of $500,000.

Group Life Insurance

Group Life Insurance is mandatory to age 65 and provides life insurance coverage for employees. You must maintain a minimum of $25,000 in coverage. The fully funded option is $80,000 of coverage. If you select three times your annual salary of coverage, the Province pays the premium for the first $80,000 of coverage and the employee pays the balance. Optional Family Funeral Benefit is available. If you would like Optional Life Insurance, you must pick three times your annual salary for Group Life. During initial enrolment, you can select up to $50,000 of employee optional and/or spouse optional life insurance coverage without providing evidence of insurability. During subsequent enrolments, if you wish to increase your or your spouse's coverage, you will be required to provide evidence of insurability to the carrier and your application must be approved before coverage can begin.

Short Term Illness and Injury

This Plan provides employees who are ill or injured with a percentage of their regular salary based on length of service. After six months employees receive 75 percent of regular salary for a maximum of six months with the option to top-up to 100 percent of salary by using other available time allotments such as vacation credits, exclusion supplementary credit. This Plan is integrated with the Long-Term Disability Plan noted below and is completely employer paid.

Long Term Disability

This Plan replaces lost wages for disabled or sick employees unable to work at their own jobs after the sixth month of disability to the end of the 25th month of disability. The benefit level is 70 percent of the first $2,600 of monthly salary and 50 percent of salary over $2,600. If the employee continues to be disabled for all occupations, the benefit continues from the 25th month of disability and may continue to age 65, should the disability continue. Coverage commences after six months active employment.

Group Aviation Accident Insurance

Employees flying on government business are covered by $200,000 of accidental death and dismemberment coverage. This flight insurance is fully paid for by the Province and provides coverage in addition to any other insurance an employee may have, including the Group Life Insurance Plan noted above.

Business Travel Medical Insurance

Employees covered under the BC Public Service extended health group plan who travel out of province or out of country **on business for the BC Public Service** will be covered for medical emergencies to a lifetime maximum of $3 million per person.

Relocation

Relocation assistance will be provided based on the distance of the move if an individual is a new appointee to government.

Vacation

1st -7th year = 20 working days
8th year = 22 working days
9th year = 23 working days
10th -11th year = 25 working days
12th year = 26 working days
13th -15th year = 27 working days
16th - 18th year = 28 working days
19th year = 29 working days
20th year = 31 working days
21st year = 32 working days
22nd year = 33 working days
23 - 24th year = 34 working days
25th +years = 35 working days

Other Paid Leave - Available in a variety of circumstances.

Statutory Holidays - Twelve days per year.

Travel - Transportation and accommodation allowances are based on the BC Public Service Travel Policy.

Canada Pension Plan - The Province participates in the Canada Pension Plan (CPP) and, therefore, pays the employer's portion of Canada Pension Plan premiums.

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
▸ 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.	▸ 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

BRITISH COLUMBIA
BC Public Service

Where ideas work

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.

BRITISH COLUMBIA

Standards of Conduct for Political Staff Acknowledgement

The **Standards of Conduct for Political Staff** can be found online and downloaded in printable format.

The objectives of this policy are to describe the standards of conduct expected of political staff and to define employer and staff responsibilities related to them. Some of the principles described in the policy are reflected in the Political Staff Oath taken by all political staff.

Staff who breach the Standards of Conduct for Political Staff may be subject to disciplinary action up to and including dismissal.

Please ensure you read the policy and adhere to its principles and procedures, noting especially the accountabilities of political staff. **Sign the statement at the bottom of this page and return it to the employer within ten working days.** Retain the attached policy for your records.

I hereby acknowledge that I have received a copy of the Standards of Conduct for Political Staff and that I have read and understood this policy.

Signature	Name	Date

Tab C

Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Chief of Staff**
For Information

Issue: **Premier's Office Staff Listing** (Compiled on 9 October 2020)

Background:

Security Concern

PO STAFF LIST

Employee	Ttile	Band
Geoff Meggs	Chief of Staff	EXMS2
Amber Hockin	Deputy Chief of Staff	EXMS1
Debbie Wade	Executive Coordinator to the Chief of Staff	BMS1
Sage Aaron	Communications Director	BMS6
George Smith	Deputy Communications Director	BMS5
Michael McKinnon	Manager of Communications	BMS3
Jen Holmwood	Press Secretary and Deputy Communications Director	BMS5
Amber Nash	Director of Executive Operations and Scheduling	BMS5
Sheena McConnell	Senior Advisor, Intergovernmental Relations	BMS5
Jarrett Hagglund	Executive Coordinator to the Premier	BMS2
Shannon Russell	Executive Advisor, Project & Strategic Liaison	BMS3
Naveen Girn	Director, Strategic Outreach and Stakeholder Relations	BMS5
Jon Robinson	Director of Policy	BMS5
Elizabeth Parkinson	Scheduling Officer	ADMN O 18R
Chris McLaren	Scheduling Officer	ADMN O 18R
Evan Brown	Executive Assistant to the Premier	BMS1
Don Privett	Administrative Assistant	CLK 11R

Vancouver Cabinet Office (Main Office Line: **604-775-1600**)

Employee	Title	Band
Vanessa Geary	Executive Director, Operations and Strategic Initiatives	EXMS1
Don Bain	Special Advisor	SPEC ADV
Danny Loubert	Administrative Coordinator	ADMIN COOR
Olivia Dixon	Administrative Assistant	CLK 11R

Premier's Correspondence Branch (Main Office Line: 250-387-2160)

Employee	Title	Band
Susan Farmer	Manager, Correspondence Branch	BMS3
Jake Rochon	Correspondence Coordinator	COM OFF 14
Ashley Hampson	Correspondence Writer	COM OFF 14
Kayla Huycke	Correspondence Writer	COM OFF 14
Allegra Wolansky	Correspondence Writer	COM OFF 14
Shandi Shiach	Administrative Assistant (Greetings)	CLK 11R
Amanda Watson	Administrative Assistant	CLK 09R
Gary Hostad	Administrative Assistant (Mail)	CLK 09R

Updated: October 9, 2020

Tab D

Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Chief of Staff**
For Information

Issue: **Ministers' Office Staff Overview**

Background:

Ministers' staff are overseen by the Premier's Chief of Staff and are appointed under section 15 of the Public Service Act by Order-in-Council. Core positions include:

- Senior Ministerial Assistant (SMA) – Category C
- Ministerial Assistant (MA) - Category C
- Executive Assistant (EA) - Category C
- Administrative Coordinator (AC) - Category A
- Administrative Assistant (Category B)

Reporting to the Chief of Staff to the Premier, the role of the Senior Ministerial Assistant has overall responsibility for the management of the Minister's Office including human resources leadership, issues management, policy analysis and budget. The SMA also provides strategic advice to the Minister.

Reporting to the Senior Ministerial Assistant, the Ministerial Assistant is a senior advisor and provides political, policy and communications management within the office and ensures that the overall priorities, direction and objective established by the Premier and Cabinet are supported.

Reporting to the Senior Ministerial Assistant, the Executive Assistant supports the Minister in both portfolio and political roles. The EA also plays a significant role in providing advice and assistance to the Minister while the Minister is travelling. In this capacity, the EA is responsible for the preparation, coordination, and all aspects of Ministerial travel.

Reporting to the Senior Ministerial Assistant, the Administrative Coordinator works with the SMA to ensure the government's priorities are met and reflected throughout the work of the Ministry. The AC provides overall supervision to the Support Staff and ensures the efficient operation of the Minister's office. A major component of this position is to manage the Minister's itinerary in consultation with the SMA.

The Administrative Assistants, under the supervision and direction of the AC, provides a variety of clerical and administrative support to the SMA, MA, EA and AC. The Administrative Assistants serves as the frontline for the Minister's Office.

Funding and Salary – Ministers' Offices

The funding for staffing and operation of all Ministers' Offices is provided by the legislative allocation in Ministry votes.

A new compensation framework for senior political staff was announced in July 2006 and was enacted under Order-in-Council 219-2017. The salary ranges for Senior Ministerial Assistants, Ministerial Assistants and Executive Assistants remain as set in 2017.

Senior Ministerial Assistants are remunerated under Band 3, a salary range starting at $72 000.21 and ending at $100 000.03. Minister Assistants are remunerated under Band 2, a salary range starting at $62 000.18 and ending at $86 000.25. Executive Assistants are remunerated under Band 1, a salary range starting at $53 000.15 and ending at $74 000.21

The salary range for Administrative Coordinators is included in Salary Range Order 721/2019 amendment 108/2020 but was not affected by the compensation framework established for senior political staff. The salary is in accordance with the BCGEU Grid 18, plus 2%, salary grid. Administrative Coordinators are remunerated as follows:

Effective April 12, 2020:

Step	Annual	Monthly	Bi-weekly	Hourly
1	56,032.51	4,669.38	2,147.72	30.6817
2	57,634.39	4,802.87	2,209.12	31.5589
3	59,288.72	4,940.73	2,272.53	32.4647
4	60,998.61	5,083.22	2,338.07	33.4010
5	63,565.27	5,297.11	2,436.45	34.8064

The salary ranges for Administrative Assistants are based on the salary grids managed by the Public Service Agency and ranges from Clerk R9 to Clerk R14.

Administrative Assistants are remunerated as follows:

(Effective April 12, 2020)

Clerk R9			Clerk R11			Clerk R14		
Step	Annual	Bi-weekly	Step	Annual	Bi-weekly	Step	Annual	Bi-weekly
1	42,900.72	1,644.38	1	45,276.94	1,735.46	1	49,145.98	1,883.76
2	44,070.31	1,689.21	2	46,524.79	1,783.29	2	50,522.19	1,936.51
3	45,276.94	1,735.46	3	47,814.12	1,832.71	3	51,944.58	1,991.03
4	46,524.79	1,783.29	4	49,145.98	1,883.76	4	53,415.49	2,047.41
5	48,389.39	1,854.76	5	51,135.29	1,960.01	5	55,609.08	2,131.49

The following are attached:

-Ministers and Staff Listing

Ministers and Staff (updated: Sept 14, 2020)

Ministry	Minister	SMA	MA	EA	AC	Admin
Advanced Education, Skills and Training	Hon. Melanie Mark	Michael Snoddon	Seamus Wolfe	Diego Cardona	Cindy Flesh	Asia Munro
Agriculture	Hon. Lana Popham	Samuel Godfrey	Vacant	Jack Garnier	Lisa Oldham	Josipa Stojkovic
Attorney General	Hon. David Eby	Gala Milne Derrick Harder	Tabitha Bernard	Thea Dowler	Nicole Normand Tanera Nanninga	
Children and Family Development	Hon. Katrine Conroy	Paula Gunn	Edena Brown	Vacant	Sarah Gotto	Kaitlin Morton
Children and Family Development	Min. of State Hon. Katrina Chen	Sareba Talbot	Danika Hammond	Lindsay Banh	n/a	Cherie Wilson
Citizens' Services	Hon. Anne Kang	Krystal Smith	Kassandra Lawal	Hung-Yu (Eugene) Tseng	Kathleen Fleurant	Holly Hubley
Education	Hon. Rob Fleming	Veronica Harrison	Melissa Farrance	Vacant	Lisa Grant	Nicole Hansen
Energy, Mines and Petroleum Resources	Hon. Bruce Ralston	Andrew Cuddy	Bruce Fogg	Theresa Ho	Pauline Robb	Lisa Pommelet Jaelin Ellis
Environment and Climate Change Strategy	Hon. George Heyman	Kelly Sather	Anna Lindsay-Baugh	Reamick Lo	Alyssa Hrenyk	Sarah Shoquist
Finance	Hon. Carole James	Liam Lawson-Tattersall Robyn Spilker	Krystal Thomson Huiyuan (Angela) Liu	Ashley McKay	Heide (Heidi) Reid	Rose Lund
Forests, Lands, Natural Resource Operations and Rural Development	Hon. Doug Donaldson	Timothy Renneberg	Ravi Parmar Kenneth McLaren	Tristan Jones	Lisa Silverio	Sandra Purdy
Health	Hon. Adrian Dix	Alexander MacDonald Amanda van Baarsen	Thuy Thi Nhu Pham Lucinda Yeung Maria Szabo	n/a	Lucia Hansen	Katherine London
Indigenous Relations and Reconciliation	Hon. Scott Fraser	Ann Marie Sam (LTD) James McNish	Celia Pinette	Leslie Loubert	Connie Roberts	Paula Demelo

Ministry	Minister	SMA	MA	EA	AC	Admin
Jobs, Economic Development and Competitiveness	Hon. Michelle Mungall	Danielle Monroe	Patrick Meehan	vacant	Samantha Garvey (mat) Brittany Flamank	Hailey Walters Lori Larson
Jobs, Economic Development and Competitiveness	Min. of State Hon. George Chow	n/a	Stephanie Chang	n/a	n/a	Ilene Duguay
Labour	Hon. Harry Bains	Ramesh Ranjan	Samantha Scott	Jasmeet Sangha	Katherine (Kate) Duncan	Jenelyn Hontiveros
Mental Health and Addictions	Hon. Judy Darcy	Kelly Newhook	Karin Heimlich (STIIP) Matthew Djonlic	Vacant	Yvette Marquis	Nicole Reid
Municipal Affairs and Housing	Hon. Selina Robinson	Craig Ashbourne	Molly Henry Jayne Ducker	Erica Williams	Christine White	Jena Rayner
Public Safety and Solicitor General	Hon. Mike Farnworth	William Maartman Melanie Sanderson	Andrew Douglas		Sara Hembree	Noreen Dunn Charlotte Hunt
Social Development and Poverty Reduction	Hon. Shane Simpson	Alisma Perry	Jeffrey Hannah	Anne Vavrik	Kirsten Detlefsen Valerie McKnight (mat)	Taylor Hixson
Tourism, Arts and Culture	Hon. Lisa Beare	Daniela Bermudez Gardea	Marina Holding Scott Andrews	Alison Copeland	Jennifer Dunnett	Sydney White
Transportation and Infrastructure	Hon. Claire Trevena	William Beale Lia Brewer	Vacant	Matthew Landry	Leah Waters	Charly Leverman

Tab E

MINISTER'S STAFF (CATEGORY B) SALARY SCHEDULE

BRITISH COLUMBIA
PUBLIC SERVICE AGENCY

ANNUAL, BI-WEEKLY AND HOURLY RATES
EFFECTIVE APRIL 12, 2020

SALARY PLAN = OEX BARGAINING UNIT CODE = 0 INCREASE = 2%

Classification Title	Class Code	NOC	Grid Level	Step	Annual	Bi-weekly	Hourly
Administrative Officer R14	351501		14	1	49,145.98	1,883.76	26.9109
				2	50,522.19	1,936.51	27.6644
				3	51,944.58	1,991.03	28.4433
				4	53,415.49	2,047.41	29.2487
				5	55,609.08	2,131.49	30.4499
Administrative Officer R18	351503		18	1	54,933.89	2,105.61	30.0801
				2	56,504.21	2,165.80	30.9400
				3	58,126.18	2,227.97	31.8281
				4	59,802.68	2,292.23	32.7461
				5	62,318.99	2,388.68	34.1240
Clerk R9	351103		09	1	42,900.72	1,644.38	23.4911
				2	44,070.31	1,689.21	24.1316
				3	45,276.94	1,735.46	24.7923
				4	46,524.79	1,783.29	25.4756
				5	48,389.39	1,854.76	26.4966
Clerk R11	351104		11	1	45,276.94	1,735.46	24.7923
				2	46,524.79	1,783.29	25.4756
				3	47,814.12	1,832.71	26.1816
				4	49,145.98	1,883.76	26.9109
				5	51,135.29	1,960.01	28.0001
Clerk R14	351105		14	1	49,145.98	1,883.76	26.9109
				2	50,522.19	1,936.51	27.6644
				3	51,944.58	1,991.03	28.4433
				4	53,415.49	2,047.41	29.2487
				5	55,609.08	2,131.49	30.4499
Clerk Stenographer R9	353103		09	1	42,900.72	1,644.38	23.4911
				2	44,070.31	1,689.21	24.1316
				3	45,276.94	1,735.46	24.7923
				4	46,524.79	1,783.29	25.4756
				5	48,389.39	1,854.76	26.4966
Clerk Stenographer R11	353104		11	1	45,276.94	1,735.46	24.7923
				2	46,524.79	1,783.29	25.4756
				3	47,814.12	1,832.71	26.1816
				4	49,145.98	1,883.76	26.9109
				5	51,135.29	1,960.01	28.0001
Clerk Stenographer R14	353105		14	1	49,145.98	1,883.76	26.9109
				2	50,522.19	1,936.51	27.6644
				3	51,944.58	1,991.03	28.4433
				4	53,415.49	2,047.41	29.2487
				5	55,609.08	2,131.49	30.4499

MINISTER'S STAFF (CATEGORY B) SALARY SCHEDULE

ANNUAL, BI-WEEKLY AND HOURLY RATES
EFFECTIVE APRIL 12, 2020

Classification Title	Class Code	NOC	Grid Level	Step	Annual	Bi-weekly	Hourly
SALARY PLAN = OEX	**BARGAINING UNIT CODE = 0**				**INCREASE = 2%**		
Communications Officer R14	351531		14	1	49,145.98	1,883.76	26.9109
				2	50,522.19	1,936.51	27.6644
				3	51,944.58	1,991.03	28.4433
				4	53,415.49	2,047.41	29.2487
				5	55,609.08	2,131.49	30.4499
Communications Officer R18	351533		18	1	54,933.89	2,105.61	30.0801
				2	56,504.21	2,165.80	30.9400
				3	58,126.18	2,227.97	31.8281
				4	59,802.68	2,292.23	32.7461
				5	62,318.99	2,388.68	34.1240
Financial Officer R21	351404		21	1	59,802.68	2,292.23	32.7461
				2	61,539.18	2,358.79	33.6970
				3	63,365.95	2,428.81	34.6973
				4	65,252.73	2,501.13	35.7304
				5	68,060.72	2,608.76	37.2680
Office Assistant R7	351052		07	1	40,677.13	1,559.15	22.2736
				2	41,771.32	1,601.09	22.8727
				3	42,900.72	1,644.38	23.4911
				4	44,070.31	1,689.21	24.1316
				5	45,816.72	1,756.15	25.0879

BRITISH COLUMBIA
PUBLIC SERVICE AGENCY

MINISTER'S STAFF SALARY SCHEDULE

ANNUAL, BI-WEEKLY AND HOURLY RATES

BARGAINING UNIT CODE = 0

SALARY RATES EFFECTIVE JULY 18, 2017

Classification Title	Salary Plan	Salary Grade	Class Code	Step	Annual	Monthly	Bi-weekly	Hourly	
Band 1	MGT	BMS 1	024001		53,000.15	4,416.68	2,031.49	29.0213	**Minimum**
					74,000.21	6,166.68	2,836.42	40.5203	**Maximum**
Band 2	MGT	BMS 2	024002		62,000.18	5,166.68	2,376.46	33.9494	**Minimum**
					86,000.25	7,166.69	3,296.38	47.0911	**Maximum**
Band 3	MGT	BMS 3	024003		72,000.21	6,000.02	2,759.76	39.4251	**Minimum**
					100,000.03	8,333.34	3,832.99	54.7570	**Maximum**
Band 4	MGT	BMS 4	024004		86,000.25	7,166.69	3,296.38	47.0911	**Minimum**
					112,000.06	9,333.34	4,292.95	61.3279	**Maximum**
Band 5	MGT	BMS 5	024005		100,000.03	8,333.34	3,832.99	54.7570	**Minimum**
					125,000.10	10,416.68	4,791.24	68.4463	**Maximum**
Band 6	MGT	BMS 6	024006		115,000.07	9,583.34	4,407.94	62.9706	**Minimum**
					137,999.87	11,499.99	5,289.52	75.5646	**Maximum**
Executive 1 *(Effective Aug 11, 2017)*	VAR	MS EX 1	023900		165,000.21	13,750.02	6,324.44	90.3491	**Maximum**
Executive 2	VAR	MS EX 2	024000		299,215.05	24,934.59	11,468.88	163.8411	**Maximum**

SALARY RATES EFFECTIVE December 23, 2019

Administrative Coordinator *(Grid 18+2%)*			150006	1	56,032.51	4,669.38	2,147.72	30.6817	
				2	57,634.39	4,802.87	2,209.12	31.5589	
				3	59,288.72	4,940.73	2,272.53	32.4647	
				4	60,998.61	5,083.22	2,338.07	33.4010	
				5	63,565.27	5,297.11	2,436.45	34.8064	
Special Advisor	VAR	NFS	023030		This code is for employees hired under Section 15(1)(b) of the Public Service Act. Salary and benefits for individual employees are dictated by their OIC.				

Tab F

DRAFT CHIEF OF STAFF JOB DESCRIPTION

JOB TITLE	Chief of Staff		
DEPARTMENT/OFFICE	Office of the Premier		
REPORTS TO	Premier		
CLASSIFICATION		**BAND**	6
DATE APPROVED		**REVIEW DATE**	Yearly

Position Summary:

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

The position requires leadership and sound judgement in identifying issues that require action, recommendations and resolution. The position requires attention to detail and an ability to work under tight deadlines while balancing priorities. The person who holds this role must have the ability to influence and exemplify the characteristics of teamwork, ethics, diplomacy, tact and discretion, to ensure public trust and confidence.

Accountabilities/Responsibilities:

The specific accountabilities and responsibilities for this position will be determined by the Premier and may include, but not be limited to the following:

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

Qualifications

A combination of relevant education and experience demonstrating the following:

- Interest in and knowledge of party platforms and policies
- Analytical problem solving and strategic planning
- Ability to comprehend complex regulations and procedures
- Thorough attention to detail and adherence to timelines

- Excellent oral and written communication skills
- Ability to lead and learn through inquiry, respect and openness
- Ability to balance multiple competing demands on resources and time
- Ability to maintain the integrity of confidential information
- Ability to work both collaboratively and independently
- Ability to establish positive, productive working relationships

Contacts and Relationships

The Chief of Staff manages all political staff and reports directly to the Premier.

Confidentiality

As an Order in Council appointee, the Chief of Staff must conduct him/herself in a manner that maintains and enhances the public's trust and confidence in the public service and are accountable for upholding the Standards of Conduct for Political Staff.

The Chief of Staff, must at all times, maintain the confidentiality of highly sensitive information and materials both written and verbal.

Working Conditions

Work will be performed in an office environment. Meetings with stakeholders and partner groups may be held in offices outside government buildings. Must respond to emerging and changing priorities and issues, which may involve intense periods of work, tight deadlines and extended days. Weekend and evening work can be required on short notice. Occasional travel, including driving, may be required.

TITLE: SENIOR MINISTERIAL ASSISTANT **CLASSIFICATION:** MANAGEMENT BAND 3

SALARY: $72,000-$100,000

MINISTRY: MINISTERS' OFFICES

SUPERVISOR TITLE: CHIEF OF STAFF TO THE PREMIER

JOB OVERVIEW

Reporting to the Chief of Staff to the Premier, the Senior Ministerial Assistant serves as an advisor in the Minister's Office ensuring that ministry activities support the overall priorities, direction and objectives established by the Premier and Cabinet. In addition to providing appropriate political, policy and communications management within the Minister's Office, the Senior Ministerial Assistant manages the office budget, maintains the operational plan and provides supervision and performance management support to staff.

ACCOUNTABILITIES

The specific accountabilities and responsibilities for this position will be determined by the Chief of Staff to the Premier and may include, but not be limited to the following:

- Provide political and strategic advice for decision and action relative to recommendations in ministry briefing notes, decision documents, legislative proposals and suggested responses to issues.
- Ensure coordination within the Minister's office and with the Premier's Office on issues as they arise.
- Ensures timely production of briefings, speeches and other materials.
- Brief the Minister on relevant current and emerging policies, media and constituency issues and critical matters relating to the policies and programs of the Ministry.
- Work closely with Ministry communications staff to ensure communications strategies and materials achieve the minister's goals and objectives, provide analytical and strategic political input on communications strategies, issues management tactics, speeches and correspondence.
- Review briefing materials from the Ministry required for stakeholder meetings, legislative duties and constituency events.
- Provide advice to the Ministry to ensure strategic, policy and communications initiatives are developed in a manner consistent with the overall political legislative and fiscal priorities of government and that these priorities are reflected in ministry business and performance plans, policy initiatives and program objectives.
- Bring urgent and politically sensitive matters to the attention of the Minister and the Chief of Staff to the Premier, and/or the Premier's Executive Team.
- Handle enquiries from the Premier's office and MLA offices on issues facing British Columbians and Government's policies and programs.
- Establish, support and maintain relationships on behalf of the Minister with key stakeholders.
- Travel with the Minister as required.
- Ensures the effective monitoring and management of the office budget
- Maintains operational plan.
- Supervises the Ministerial Assistant, Executive Assistant, and administrative staff, and assists with performance management issues.
- Complete projects as assigned by the Minister and Chief of Staff to the Premier.

DRAFT

- Ensures confidentiality as required.
- Knowledge about and committed to the code of conduct and ethical standards of political staff.

BEHAVIOURAL COMPETENCIES

- **Decisive Insight** combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down problems, tracing implications and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues.
- **Promoting Empowerment** involves knowledge and skills in using delegation and information sharing to enhance subordinate ownership and empowerment over their task and performance.
- **Building Strategic Alliances** involves knowledge and skills to engage in internal and external stakeholder analysis and to negotiate agreements and alliances based on a full understanding of power and politics**.**
- **Change Management** is the ability to support a change initiative that has been mandated within the organization. It involves helping the organization's members understand what the change means to them, and providing the ongoing guidance and support that will maintain enthusiasm and commitment to the change process. People with this competency willingly embrace and champion change. They take advantage of every opportunity to explain their vision of the future to others and gain their buy-in.
- **Concern for Image Impact** is an awareness of how one's self, one's role and the organization are seen by others. The highest level of this competency involves an awareness of, and preference for, respect for the organization by the community. Concern for Image Impact is particularly appropriate for senior management positions.
- **Reflecting on Difficulties** is the willingness to "work through" the personal experience of having contributed to an unsuccessful outcome. It is expressed by how individuals explain problems, failures or negative events and what they have learned from those difficulties.
- **Cultural agility** is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation. It is examining one's own culture and worldview and the culture of the BC Public Service, and to notice their commonalities and distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of Indigenous people. It is the capacity to relate to or allow for differing cultural perspectives and being willing to experience a personal shift in perspective.

DRAFT

TITLE: MINISTERIAL ASSISTANT **CLASSIFICATION:** MANAGEMENT BAND 2

SALARY: $62,000-$86,000

MINISTRY: MINISTERS' OFFICES

SUPERVISOR TITLE: SENIOR MINISTERIAL ASSISTANT

JOB OVERVIEW

Reporting to the Senior Ministerial Assistant, the Ministerial Assistant serves as an advisor in the Minister's Office. The MA helps to provide appropriate political, policy and communications management within the Minister's Office, ensuring that ministry activities support the overall priorities, direction and objectives established by the Premier and Cabinet.

The position requires leadership and sound judgement in identifying issues that require action, recommendations and resolution. The position requires attention to detail and an ability to work under tight deadlines while balancing priorities. The person who holds this role must have the ability to influence and exemplify the characteristics of teamwork, ethics, diplomacy, tact and discretion, to ensure public trust and confidence.

ACCOUNTABILITIES

The specific accountabilities and responsibilities for this position will be determined by the Chief of Staff to the Premier and may include, but not be limited to the following:

- Be the key point of contact for all Members of the Legislative Assembly.
- Monitor and give direction to the Minister's correspondence and identify potential issues to the Senior Ministerial Assistant.
- Coordinate Ministerial travel in conjunction with the Administrative Coordinator, which may include, but is not limited to: liaising in advance with the Premier's Office, other Ministers' Offices, and Government Caucus MLA's; planning and advancing travel; accompanying the Minister; correspondence; and undertaking any follow-up that is required after a visit.
- Provide political advice for decision and action relative to recommendations in ministry briefing notes, decision documents, legislative proposals and suggested responses to issues.
- Ensure coordination within the Minister's office and with the Premier's Office on issues as they arise.
- Brief the Minister on relevant current and emerging policies, media and constituency issues and critical matters relating to the policies and programs of the Ministry.
- Work closely with Ministry communications staff to ensure communications strategies and materials achieve the minister's goals and objectives, provide analytical and strategic political input on communications strategies, issues management tactics, speeches and correspondence.
- Review briefing materials from the Ministry required for stakeholder meetings, legislative duties and constituency events.
- Bring urgent and politically sensitive matters to the attention of the Senior Ministerial Assistant.
- Establish, support and maintain relationships on behalf of the Minister with key stakeholders.
- Travel with the Minister as required.
- Complete projects as assigned by the Minister and Senior Ministerial Assistant.

DRAFT

- Ensures confidentiality as required.
- Knowledge about and committed to the code of conduct and ethical standards of political staff.

BEHAVIOURAL COMPETENCIES

- **Strategic Orientation** is the ability to link long-range visions and concepts to daily work**.** At lowest levels, it includes simple understanding of strategies; at the highest level it is a sophisticated awareness of the impact of the world at large on strategies, and how in turn that affects choices.
- **Initiative** involves identifying a problem, obstacle or opportunity and taking appropriate action to address current or future problems or opportunities. As such, initiative can be seen in the context of proactively doing things and not simply thinking about future actions. Formal strategic planning is not included in this competency.
- **Building Partnerships with Stakeholders** is the ability to build long-term or on-going relationships with stakeholders (e.g. someone who shares an interest in what you are doing). This type of relationship is often quite deliberate and is typically focused on the way the relationship is conducted. Implicit in this competency is demonstrating a respect for and stating positive expectations of the stakeholder.
- **Self-Confidence** is a belief in one's own capability to accomplish a task and select an effective approach to a task or problem. This includes confidence in one's ability as expressed in increasingly challenging circumstances and confidence in one's decision or opinions.
- **Reflecting on Difficulties** is the willingness to "work through" the personal experience of having contributed to an unsuccessful outcome. It is expressed by how individuals explain problems, failures or negative events and what they have learned from those difficulties.
- **Cultural agility** is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation. It is examining one's own culture and worldview and the culture of the BC Public Service, and to notice their commonalities and distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of Indigenous people. It is the capacity to relate to or allow for differing cultural perspectives and being willing to experience a personal shift in perspective.

DRAFT

TITLE: EXECUTIVE ASSISTANT **CLASSIFICATION:** MANAGEMENT BAND 1

SALARY: $52,000-$74,000

MINISTRY: MINISTERS' OFFICES

SUPERVISOR TITLE: SENIOR MINISTERIAL ASSISTANT

JOB OVERVIEW

Reporting to the Senior Ministerial Assistant, the Executive Assistant provides strategic assistance to the Minister. The EA helps to provide appropriate policy, outreach and logistics support within the Minister's Office and ensures the necessary preparation for and follow-up from Minister meetings with constituents, stakeholders and governmental partners.

The position requires leadership and sound judgement in identifying issues that require action, recommendations and resolution. The position requires attention to detail and an ability to work under tight deadlines while balancing priorities. The person who holds this role must have the ability to influence and exemplify the characteristics of teamwork, ethics, diplomacy, tact and discretion, to ensure public trust and confidence.

ACCOUNTABILITIES

The specific accountabilities and responsibilities for this position will be determined by the Chief of Staff to the Premier and may include, but not be limited to the following:

- Provide assistance to all MLAs (Government and Opposition), constituency offices, and any member of the public with respect to an issue involving the regular business of the ministry and identify potential issues to senior staff within the Minister's Offices.
- Support and maintain relationships with key stakeholders, and attend meetings and events as the Minister requires.
- Coordinate with the Minister's constituency office, monitor the Minister's constituency media and stakeholders, to identify and address potential issues.
- Ensure that any communications with the Minister's constituency office that require Ministerial action are followed up with.
- Coordinate meetings and briefings for the Minister when they are conducting Ministerial business in their constituency office.
- Ensure that political and policy development arising from Ministerial visits are fully discussed and followed up within the Minister's Office.
- Provide political advice and recommendations within the Minister's office.
- Provide briefings on current and emerging political matters relating to the policies and programs of the Ministry as required.
- Complete projects as directed.
- Ensures confidentiality as required
- Knowledge about and committed to the code of conduct and ethical standards of political staff

DRAFT

BEHAVIOURAL COMPETENCIES

- **Strategic Orientation** is the ability to link long-range visions and concepts to daily work**.** At lowest levels, it includes simple understanding of strategies; at the highest level it is a sophisticated awareness of the impact of the world at large on strategies, and how in turn that affects choices.
- **Initiative** involves identifying a problem, obstacle or opportunity and taking appropriate action to address current or future problems or opportunities. As such, initiative can be seen in the context of proactively doing things and not simply thinking about future actions. Formal strategic planning is not included in this competency.
- **Building Partnerships with Stakeholders** is the ability to build long-term or on-going relationships with stakeholders (e.g. someone who shares an interest in what you are doing). This type of relationship is often quite deliberate and is typically focused on the way the relationship is conducted. Implicit in this competency is demonstrating a respect for and stating positive expectations of the stakeholder.
- **Self-Confidence** is a belief in one's own capability to accomplish a task and select an effective approach to a task or problem. This includes confidence in one's ability as expressed in increasingly challenging circumstances and confidence in one's decision or opinions.
- **Reflecting on Difficulties** is the willingness to "work through" the personal experience of having contributed to an unsuccessful outcome. It is expressed by how individuals explain problems, failures or negative events and what they have learned from those difficulties.
- **Cultural agility** is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation. It is examining one's own culture and worldview and the culture of the BC Public Service, and to notice their commonalities and distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of Indigenous people. It is the capacity to relate to or allow for differing cultural perspectives and being willing to experience a personal shift in perspective.

Work will be performed in an office environment. Meetings with stakeholders and partner groups may be held in offices outside government buildings. Must respond to emerging and changing priorities and issues, which may involve intense periods of work, tight deadlines and extended days. Weekend and evening work can be required on short notice. Occasional travel, including driving, may be required.

DRAFT

TITLE: ADMINISTRATIVE COORDINATOR **CLASSIFICATION:** AO18+2% EXCLUDED MANAGEMENT

SALARY: $54,927.63-$62,151.50

MINISTRY: VARIOUS MINISTRIES

SUPERVISOR TITLE: SENIOR MINISTERIAL ASSISTANT

JOB OVERVIEW

Reporting to the Senior Ministerial Assistant, the Administrative Coordinator provides administrative, secretarial and financial support services for the Minister's Office. The position provides direction to administrative support staff and ensures the efficient operation of the Minister's office by ensuring that support services are well integrated and efficient.

ACCOUNTABILITIES

- Coordinates, manages and maintains the Minister's itinerary in consultation with the Senior Ministerial Assistant.
- Develops and implements administration systems within the office.
- Plans, monitors, and administers the Minister's office budget in consultation with the Senior Ministerial Assistant.
- Responsible for travel vouchers and other expense claims to ensure operating guidelines and directives are met.
- Trains support staff, keeps leave records, assists with staff development and related personnel issues.
- Responsible for responding to inquiries, invitations and meeting requests, etc.
- Ensures the established procedures are followed with respect to; Treasury Board Submissions, Cabinet Submissions, and Legislative initiatives; *Document Disposal Act*; and *Freedom of Information and Protection of Privacy Act.*
- Coordinates and ensures an integrated approach to records management and freedom of information.
- Coordinates the distribution of materials and ensures security of confidential and restricted documents.
- Greets persons arriving at the office for meetings and answers telephone calls on an as needed basis.
- Determines issues of priority and flags urgent situations; directs routine matters to other staff.
- Maintains effective and current office systems such as ARCS/ORCS and CLIFF filing, bring forward system and other tracking systems.
- Special projects as assigned.

JOB REQUIREMENTS

- Secondary school graduation and courses in public administration, business administration or equivalent and a minimum of 5 years experience working in an administrative role, preferably for a senior executive, or an equivalent combination of experience and education.
- Experience working with highly sensitive and confidential materials.
- Experience with a correspondence tracking system.
- Experience with a records management systems.

- Experience working in an executive office structure preferred.

Knowledge, Skills and Abilities

- Superior organizational skills with the ability to meet deadlines and manage competing priorities.
- Detail oriented with the ability to maintain a high degree of accuracy.
- Ability to respond to time sensitive requests and assignments.
- High degree of professionalism and collaboration with the ability to resolve volatile and sensitive situations with diplomacy and tact.
- Sound interpersonal skills with the ability to work collaboratively in a strong team environment.
- Effective written and verbal communication skills.
- Proficiency in Microsoft Office, including Outlook, Word, and Excel.
- Successful completion of security screening requirements of the BC Public Service.

BEHAVIOURAL COMPETENCIES

- **Concern for Order** reflects an underlying drive to reduce uncertainty in the surrounding environment. It is expressed as monitoring and checking work or information, insisting on clarity of roles and functions, etc.
- **Organizational Awareness** is the acumen to appreciate and the ability to use the power relationships in either one's own, or other, organization(s). This includes the ability to identify the real decision-makers and the individuals who can influence them; and to predict how new events or situations will affect individuals and groups within the organization.
- **Planning, Organizing and Coordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate.
- **Flexibility** is the ability and willingness to adapt to and work effectively within a variety of diverse situations, and with diverse individuals or groups.
- **Initiative** involves identifying a problem, obstacle or opportunity and taking appropriate action to address current or future problems or opportunities.

Where ideas work

JOB PROFILE
JOB STORE #

TITLE: ADMINISTRATIVE ASSISTANT **CLASSIFICATION:** CLERK 9

SALARY: $40,394.06-$45,617.40

MINISTRY: VARIOUS MINISTERS' OFFICES

SUPERVISOR TITLE: SENIOR MINISTERIAL ASSISTANT

JOB OVERVIEW

The Administrative Assistant position functions as a member of the administrative support team under the direction of the Administrative Coordinator and provides a variety of secretarial, clerical and administrative support to the office.

The Administrative Assistant may be required to be the back-up to Administrative Coordinator during periods of vacation and leaves of absence.

ACCOUNTABILITIES

- Maintains a correspondence log for the office and administers a BF system for the office. Logs and processes incoming and outgoing correspondence, and monitors email accounts.
- Maintains a filing system including designation of material to file, retrieval of material and maintenance of files in accordance with the requirements of the *Document Disposal Act* and the *Freedom of Information and Protection of Privacy Act.*
- Greets persons arriving at the office for meetings.
- Answers telephone calls and responds to general questions/inquiries or directs caller to appropriate area for assistance.
- Provides administrative support to the Minister and Ministerial staff, including scheduling and coordinating meetings and filing expense claims.
- Drafts responses to requests for meetings/greetings as required.
- Flags issues of priority and urgent situations; directs routine matters to appropriate staff.
- General office duties and maintenance as required, including monitoring and ordering supplies, maintaining an orderly office, and liaising with the building cleaning team.
- Ensures the security of confidential documents and information.
- Special projects as assigned.

JOB REQUIREMENTS

EDUCATION AND EXPERIENCE

- Grade 12 or equivalent.
- 1 year experience with a preference given to those with 3 years related experience, or equivalent combination of experience and education.
- Experience working in an environment with strict deadlines, high volumes and shifting priorities.
- Preference maybe given to those who have experience working in an Executive Office structure.

Date: July 2018

KNOWLEDGE, SKILLS AND ABILITIES

- Ability to meet and deal with the public.
- Good knowledge of and experience with routine office practices and procedures and the provision of administrative support.
- Excellent written and oral communications skills.
- Skilled in use of: MSWord; Excel; Outlook; PowerPoint; and operational knowledge of photocopier equipment.
- Good interpersonal skills.
- Demonstrated ability to work as a team player.
- Creative problem solving an asset.
- Knowledge of government structure, decision-making processes an asset.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry.

COMPETENCIES

Service Orientation implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.

Listening, Understanding and Responding is the desire and ability to understand and respond effectively to other people from diverse backgrounds. It includes the ability to understand accurately and respond effectively to both spoken and unspoken or partly expressed thoughts, feelings and concerns of others. People who demonstrate high levels of this competency show a deep and complex understanding of others, including cross-cultural sensitivity.

Problem Solving and Judgement is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

Empathy is the ability to recognize, understand and directly experience the emotion of another. It involves listening with heart, accepting their message and staying focused on their experience rather than reacting. It means understanding that the behaviour may be connected to something outside of the immediate situation.

Teamwork and Cooperation is the ability to work cooperatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

Date: July 2018

Tab G

BRITISH COLUMBIA BC Public Service | Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Chief of Staff**
For Information

Issue: **Support Services and Office Moves**

Background:

Responsibility for the allocation of space in the Legislative Precinct is split. The Legislative Assembly Management Committee (LAMC), chaired by the Speaker, is responsible for the allocation of space relating to the activities of the Legislative Assembly, including office assignments for all Members of the Legislative Assembly and Caucus offices.

Space for Ministerial offices and the functioning of the Executive Council is excluded from the authority of LAMC. Arrangements for this space are handled by the Deputy Chief of Staff on behalf of government. Currently there are 21 Ministerial suites excluding that of the Premier.

Security Concern

Vancouver Cabinet Office

Security Concern

Security This serves as a satellite hub with several small boardrooms used frequently by Ministers, Deputy Ministers and staff.

Ministers' Offices

A lead individual is identified to provide instructions to the key contacts on the coordination of activities including: the allocation of office space for Office of the Premier and for Ministers' Offices, coordination of physical moves, coordination of IT services (computers, cell phones, and multifunctional devices/printers), parking and telecommunications services. This function resides in the Deputy Minister to the Premier's office.

A project team will be convened to support the coordination of ministerial needs (IT services, telecommunications, office equipment). David Henry, Service Manager, Ministry of Finance, and the team will work with Office of the Chief Information Officer (OCIO) on related systems changes (updates to Global Address Lists, LAN access changes) and Paul Smith, Facility Manager, Legislative Assembly will coordinate the physical moves (furniture, changing of locks, signage).

A standard list of IT equipment can be ordered through the government ordering system (IStore).

Moving Process

The coordination of the move of all ministerial offices is done through the Deputy Minister to the Premier's office and starts on the day Cabinet is announced with moves commencing the day after the swearing in. Furniture typically remains in the respective offices with only people and files moving.

Financial Services

The Office of the Premier and the Deputy Minister to the Premier's Office receive financial and support services from the Assistant Deputy Minister and Executive Financial Officer, Ministry of Finance, Tara Richards.

Financial operations assistance to Minister's Offices (e.g. setting up of accounts, travel processing) is managed by Cindy McKinstry, Administrator Financial Operations, Ministry of Finance.

The budget for Minister's Offices resides with the responsible ministry. The Executive Financial Officers for each ministry will work with the Minister's Office on budgeting, payroll etc. Accounts for MLA expenses must be kept separate and apart from Ministerial expenses.

Vehicles and Parking

Current policy allows for the provision of a hybrid vehicle and associated operational costs as a taxable benefit to Ministers, Deputy Ministers and Deputy Minister equivalents (Chief of Staff).

Brian Sugrue, Procurement Specialist, Ministry of Citizens' Services (CITZ), coordinates the leasing and assignment of vehicles and items such as credit cards for fuel.

Parking for Ministers is coordinated by the Sergeant-at-Arms. Parking spaces for Senior Ministerial, Ministerial and Executive Assistants is coordinated through the Premier's Office.

Parking for all other staff is coordinated by the Government Parking Office. They can be contacted by sending an email to Personal Information

Summary of Key Contacts

The key contact for IT project management on moves for Minister's Offices, Office of the Premier and Deputy Minister to the Premier's Office:

Teri Spaven, Assistant Deputy Minister and Executive Financial Officer, Ministry of Finance
teri.spaven@gov.bc.ca Personal Information

David Henry, Service Manager, PremTech Services, Ministry of Finance
david.henry@gov.bc.ca 250-888-8803

The key contact for accounts payable for Minister's Offices, travel and expense reimbursements, time and leave:

Cindy McKinstry, Administrator Financial Operations, Ministry of Finance
cindy.mckinstry@gov.bc.ca 250-508-2096

The key contact for the coordination of physical moves:

Paul Smith, Facility Manager, Legislative Assembly
paul.smith@leg.bc.ca 250-952-8136

The key contact for vehicles:

Brian Sugrue, Procurement Specialist, Ministry of Citizens' Services
brian.sugrue@gov.bc.ca 778-677-1417

	Function	Includes	Current Contact
1	Budgeting	• Chart of Accounts • Forecasting • Financial Monthly Report	• Ministries • Ministries • Ministers' Office Support Services
2	Office Space	• Allocation of Space • Initial set-up/move coordination	• Speaker/Chief of Staff • WSI – Paul Smith
3	Office Equipment	• Multifunction devices • TVs	• Information Management Branch (FIN) • WSI - Randy Spraggett or purchase own from budget
4	Office Furniture	• Furniture	• WSI – Paul Smith
5	Facilities	• Keys and card access	• Kelly Dukeshire is the person responsible for keys and card access and can be reached at Personal Information
6	Human Resources	• Hiring, OICs, start- up papers • Set-up in system/Pay • Relocation • Other HR issues	• Premiers Office • PSA – Stacy Scriver • Premier's Office • PSA/Premier's Office
7	Time and Leave	• Set-up for Ministers' Offices • Set-up for Premier's Office • Leave processing	• Ministers' Office Support Services • Premier's Office • Administrative Coordinator in each office responsible for recording leave in T&L
8	Accounts Payable	• Invoice processing • Petty cash • Spending authority • Purchasing Cards	• Ministers' Office Support Services
9	Travel	• Travel voucher processing • BMO travel cards • Spending Authority	• Ministers' Office Support Services
10	Vehicles	• Lease arrangements • Taxable Benefits • PHH Cards • Vehicle Maintenance	• Brian Sugrue, CITZ
11	Parking for Ministers	• Assign parking spaces	• Sergeant-at-Arms

	Function	Includes	Current Contact
12	Parking for CoS/MAs/EAs	• Assign parking spaces	Premier's office coordinates (Don Privett with Government Parking Office on reserved spots (40 spaces scramble, $38.77 bi-weekly deducted from pay cheque
13	Parking for Office Staff	• Assign parking spaces	• Government Parking Office
14	Computer Technology	• Computers • Help desk services • Network services	• Information Management Branch (FIN)
15	Telecommunications	• Desk phones • Voice Mail • Polycoms • iPhones, BBs, smartphones, etc.	• Information Management Branch (FIN) Note: iPhones, etc., are purchased by each office, set-up, etc., done by IMB
16	Training and Orientation	• For Ministers' Office staff	• Coordinated by Premier's Office

IT EQUIPMENT

All IT Equipment is provided centrally by OCIO.
The standard equipment includes desktops and portable computers, software, printers and Multifunctional devices (MFDs) which provide copying, printing, faxing and scanning functions within a secure environment.

Various devices can be ordered. To ensure security of government data and assets, all purchases of IT Equipment must be made through OCIO.

If you have questions and to order equipment (including non-standard devices) please contact:

David Henry, Service Manager, PremTech Services
david.henry@gov.bc.ca / 250-888-8803
PremTech Services Email: Government Financial Information TEL#: 250-953-5151

Connecting Cell Phones to Email (Mobile Enterprise Service)

The Mobile Enterprise Service integrates government-owned BlackBerry, iPhone and Smartphone devices to the email service. This allows access to your email, calendar, contacts and tasks. The device

and monthly plan are funded by the ministry. The mobile device and monthly plan are purchased directly from a British Columbia based mobile vendor. For more information on purchasing mobile devices and service plans, please see the Corporate Supply Arrangement (CSA) website here:

http://www2.gov.bc.ca/gov/content/governments/services-for-government/bc-bid-resources/goods-and-services-catalogue/cellular-phones

Note: Only BlackBerry, iPhones, Smartphone devices on the government list are supported on the Mobile Enterprise Service. The iPad also requires the Mobile Enterprise service in order to integrate with the messaging service.

PremTech Services - provided through Finance - Information Management Branch (IMB) in association with OCIO.

- Provide direct access to client support staff
- Provide extended hours of support including weekends, holidays as well as outside of regular business hours

Hours of operation:
• 7:00 am -10:00pm - seven days a week

Location coverage:
• On-site, business locations
• On-site, home support for government supplied technology only

PremTech services response time:
- 20-minute email response
- Two business hours for urgent incidents, or at a specified time if requested
- 30 minutes onsite for identified VIPs in the Legislative Precinct while the legislature is in Session

To access PremTech Services contact:
David Henry, Service Manager, PremTech Services
david.henry@gov.bc.ca / 250-888-8803
PremTech Services Email Government Financial Information TEL#: 250-953-5151

Additional Information:

Online support for workstation services:
https://77000.gov.bc.ca

Standard Supported hardware:
https://ssbc-client.gov.bc.ca/services/overviews/workstations.htm

Standard Rates and Lead times:
https://ssbc-client.gov.bc.ca/services/attachments/RatesandLeadTimesministryclients.pdf

If you have questions on IT equipment, please contact:

David Henry, Service Manager, PremTech Services
david.henry@gov.bc.ca /250-888-8803
PremTech Email: Government Financial Information TEL#: 250-953-5151

Page 100 of 460 to/à Page 103 of 460

Withheld pursuant to/removed as

Security Concern

TAB 2

Tab A

Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Deputy Minister to the Premier**
For Information

Issue: **Role of Deputy Ministers**

Background:

In British Columbia, the Deputy Minister is the most senior civil servant in a ministry. The Deputy Minister has responsibility for all day-to-day operational matters including budget, human resources and program development. In essence, the Deputy Minister is the chief executive officer, while the Minister is the ministry's political master.

Deputy Ministers are required to manage a complex set of multiple accountabilities which arise out of the various powers, authorities and responsibilities attached to the position. Deputy Ministers are appointed by Order in Council and report to the Deputy Minister to the Premier. The Deputy Minister to the Premier makes recommendations to the Premier on the appointment of Deputy Ministers.

Policy Advice and Support to Minister

The policy responsibilities of a Deputy Minister can be best understood in the context of the support they provide to Ministers. The Deputy Minister is the principal source of support for a Minister in fulfilling their collective and individual responsibilities and respecting their accountability. In providing this support, the Deputy Minister is responsible for ensuring:

- Sound public service advice on policy development and implementation, both within the Minister's portfolio and with respect to the government's overall policy and legislative agenda;
- Effective ministry management, as well as advice on management of the Minister's entire portfolio; and
- Fulfillment of authorities that have been assigned to the Deputy Minister or other officials either by the Minister or directly by virtue of legislation.

Deputy Ministers also have responsibilities related to the collective management of the government, such as responding to the policies of the Ministry as a whole and ensuring that appropriate cross-ministry consultation occurs on matters that may touch upon broader ministerial responsibilities.

The Deputy Minister is counted on to provide the highest quality of advice on all relevant dimensions of an issue, be it economic, social or administrative. Within the priorities, objectives and standards established by the government, the Deputy Minister must provide advice on the possible

impact of initiatives on the public, the ministry, and the government. Advice must be timely and candid and needs to include the best possible policy options based on impartial review of the public good and the declared objectives of the Minister and the government.

Deputy Ministers' policy advice must also be mindful of the Minister's collective responsibility and should be drawn from an appreciation of the government-wide agenda and the potential impacts of a particular initiative.

Ministry Operations

Deputy Ministers have the responsibility to deliver on the government's mandate for the ministry and provide judgment and balance to the management and stewardship of all resources (human, financial, information and technology resources) to deliver on that mandate.

Human Resources

A major element of the Deputy Minister's job involves the management of human resources. Deputy Ministers lead the ongoing development of the public service as a non-partisan institution that is appointed on merit and is representative of the public service values.

Public Service Values:

Courage, Curiosity, Passion, Teamwork, Service, Accountability

always with integrity

Both Treasury Board and the Public Service Agency delegate some authorities related to human resources management to Deputy Ministers directly. Deputy Ministers must comply with policies, directives, reporting and review procedures, and other standards which may be established by the delegating authority. These personnel management responsibilities are assigned to the Deputy Minister rather than to the Minister.

Since 2006, the BC Public Service has worked to promote employee engagement and a more unified corporate culture. The foundation of this approach is the public service value chain: that staff satisfaction leads to client satisfaction that leads to citizen trust and confidence in government. Deputy Ministers are expected to be models and advocates of the BC Public Service Values and Standards of Conduct in professionally serving government to the highest ethical standards. It is expected that Deputy Ministers recognize and promote employee engagement as part of their strategic human resource approach within the ministry.

Effective ministry management requires careful integration of human resources management strategy with service and business planning. It also requires that employees be properly trained to carry out the duties of their positions, including in particular their financial responsibilities. In the same way that a Deputy Minister must ensure arrangements for proper delegation and accountability for financial authorities, he or she must promote responsibility and accountability for

good human resources management so that the necessary staff with an appropriate balance of skills is maintained.

Although many Deputy Ministers will not be involved in collective bargaining, they do play a leadership role in the day-to-day interpretation of collective agreements through managers in their ministries and set the climate for labour-management relations.

Other Authorities

The Deputy Minister has a number of other direct authorities, including:

- Specific obligations imposed on Deputy Ministers by policy or directive of the Treasury Board;
- Powers flowing from Orders in Council; and
- Powers, duties and functions of Deputy Ministers and other deputy heads at common law, that result from Deputy Ministers' managerial functions.

In some instances, certain statutes explicitly assign power to a particular Deputy Minister for the independent exercise of authority in specified matters. These statutes generally relate to ministries that have regulatory functions. Statutes can also assign powers to officials other than the Deputy Minister. Regardless, the Deputy Minister has a responsibility to balance the exercise of these authorities within the overall duty to administer the ministry and to support the Minister in a way that is consistent with the agenda and direction of the government.

Treasury Board places considerable duties and responsibilities for public funds and property with Deputy Ministers including the prudent management of allocated resources, which are subject to compliance with corporate policies, regulations, standards, and periodic audit. The specific responsibilities assigned to Deputy Ministers with respect to financial management include:

- Ensuring an adequate system of internal control and audit is established so that the budget and spending plans approved by Treasury Board are not exceeded;
- Establishing procedures and maintaining records respecting the control of financial commitments chargeable to each appropriation or item as directed; and,
- Providing the required authorities to authorize any payment to be made.

Deputy ministers also have specific responsibilities related to information management, and technology that include:

- Adhering to corporate information technology governance directions, policies and procedures; and,
- Ensuring an appropriate system is in place to manage and secure government information.

The many accountabilities of Deputy Ministers are interconnected and often overlap. It is the job of a Deputy Minister to balance the accountabilities inherent in the many roles required to support individual and collective responsibilities. This must be done in way that is consistent with the Deputy Minister's position as a professional, non-partisan public servant, and consistent with their

obligation to provide expert, objective and non-partisan advice to the Minister and to the government as a whole.

BC PUBLIC SERVICE OVERVIEW

The BC Public Service is the largest employer in British Columbia, with approximately 35,000 employees working within core government to design, develop and deliver public policies, programs and services in communites across the province.

The BC Public Service is governed by the *Public Service Act*, which applies to employees of all government ministries and "to any board, commission, agency or organization of the government and its members or employees, to which the Lieutenant Governor in Council declares" the Act or its provisions to apply.

Approximately 75 per cent of the BC Public Service are unionized and are employed under the terms of their respective collective agreements. The remaining 25 per cent are excluded employees covered by the Terms and Conditions of Employment for Excluded Employees, which sets out compensation, benefits, leave and other provisions.

All BC Public Service employees covered under the Public Service Act are bound by the Standards of Conduct and swear the Oath of Employment, committing to ensuring their conduct instills public confidence and trust and does not bring the BC Public Service into disrepute. In 2008, these cornerstones of the ethical framework for the public service were added to with the introduction of the BC Public Service Values: courage, curiosity, passion, teamwok, service and accountability, and the overarching value of integrity.

The Deputy Minister to the Premier is the Head of the BC Public Service and is responsible for the overall leadership and management of a professional, non-partisan public service dedicated to serving the people of B.C. through their elected government. Since 2006, the Deputy Minister to the Premier and the Deputy Ministers' Council have overseen the delivery of a Corporate Plan for the BC Public Service designed to strategically manage the human resource and operational direction of the public service as a single employer. The current version of that plan, released in September 2020 under the title *Where Ideas Work*, is built around three themes outlining the type of public service we are striving to be for British Columbians:

1. A TRUSTED PUBLIC SERVICE: a highly professional institution trusted by citizens, elected government and its employees.

2. A TALENTED PUBLIC SERVICE: an inclusive employer that attracts, develops and retains the people we need to meet the current and future needs and expectations of British Columbians and their government.

3. A MODERN PUBLIC SERVICE: an organization with the policies, practices and tools needed to effectively and nimbly respond to the evolving needs of the province and its people.

B.C. is regarded as a national leader in its corporate approach to management of the public service. Partly as a result of this approach, the BC Public Service has been recognized as one of B.C.'s Top Employers every year since sinc 2008, and one of Canada's Top Employers every year since 2010.

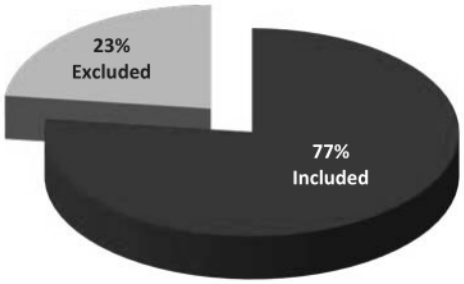
BC Public Service Human Resources Statistics

Current Headcount at Sept 30, 2020
(CORE Government, Regular and Auxiliary employees):

34,907 employees

In the last decade, this is the *peak* headcount

The *lowest* was **28,349** in 2013/14

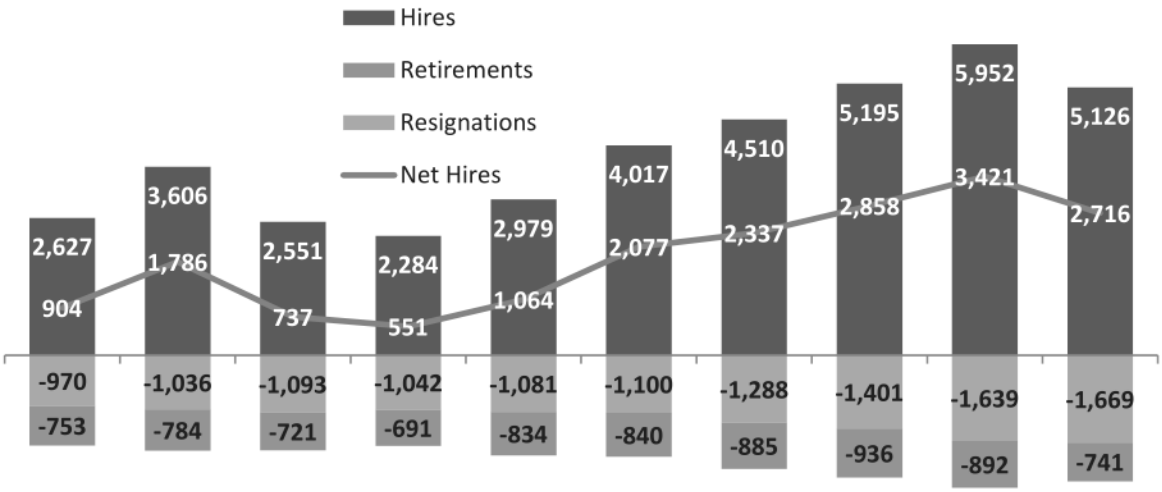


The BC Public Service composition has remained stable in the last decade. Specifically,

- The **regional distribution** of our workforce has been largely the same over time.
- The **ratio of excluded to included** has remained stable with only ~1% variance over the past five years.

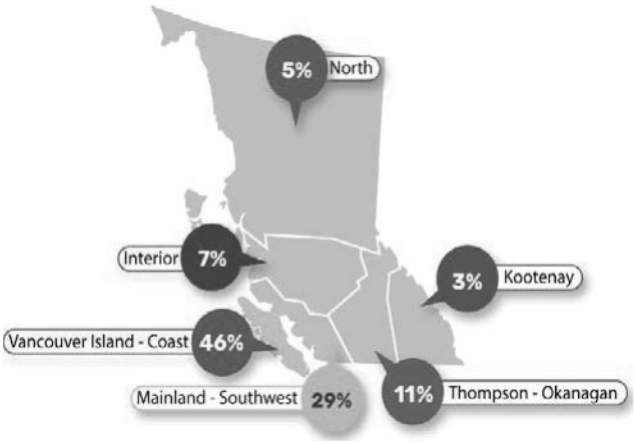
In 2006, forecasts told us the BC Public Service could be as much as 30% smaller by 2016, an impact of an aging workforce. That dramatic outcome has not materialized, and the average age of our workforce has actually decreased.

Changing size of the BC Public Service



Headcount	29,161	29,683	28,988	28,349	28,483	29,548	30,607	31,991	33,716	34,547
Fiscal Year	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20

Employee Regions



BC Public Service employees are located throughout the Province in the proportions shown on the map. The largest two concentrations of employees are in Victoria, with 13,842 employees, making up 40%, and Vancouver, with 3,103 employees making up 9% of the total.

Classification Groups

A breakdown of the classification groups of BC Public Service employees every five years over the last decade is shown below.

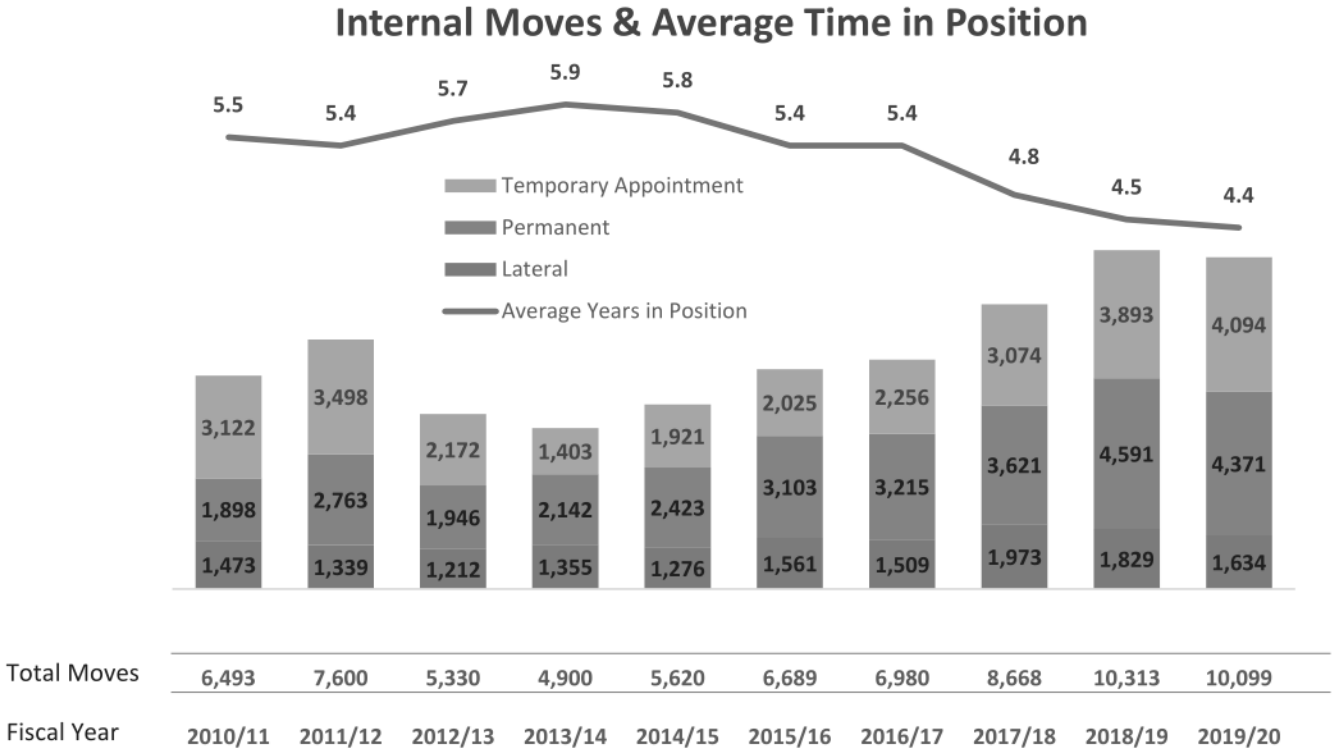
The largest number of BC Public Service positions are within Admin Support. The table below shows the growth of each classification group over the last five years:

Classification Group	2010/11	2015/16	2019/20	5 Year Change
Senior Admin & Research	3,486	3,866	**5,349**	**38%**
Management Bands 1-6	4,418	4,480	**5,451**	**22%**
Information Technology	1,155	1,180	**1,419**	**20%**
Finance & Economics	922	1,028	**1,229**	**20%**
Enforcement & Corrections	2,501	2,532	**2,941**	**16%**
Science & Technical Officers	3,707	3,967	**4,574**	**15%**
Legal Counsel	766	799	**899**	**13%**
Assistant Deputy Minister & Executive Lead	134	137	**153**	**12%**
Health, Education & Social Work	4,741	4,705	**5,194**	**10%**
Admin Support	6,028	5,620	**6,018**	**7%**
Deputy Minister	25	27	**28**	**4%**
Trades & Operations	952	912	**918**	**1%**
Grand Total	29,161	29,548	**34,547**	**17%**

Employee Movement & Time in Position

In the last five years, the average years an employee has been in their current role has dropped by one quarter. Average time in position is at a 10-year historic low point at 4.4 years. Five years ago, about one in four employees had been in their current position less than one year. Today, that has jumped to one in three current employees, as we recruit new talent, and more employees seek out new opportunities across government.

As time in position has been falling, employee movement has been trending up from a 10-year low in 2013 increasing by 51% in the last five years:

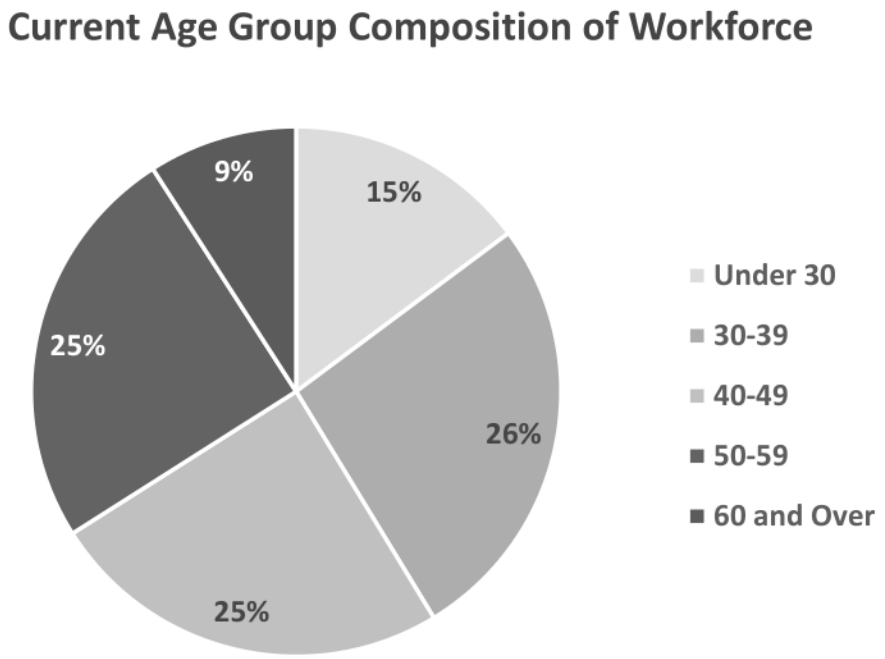


Increasing employee movement requires us to manage in new ways such as: focusing on onboarding, development, knowledge transfer and overall alignment of talent management strategies. Consistency in all these areas and a “one employer” approach is critical to keep pace with this trend.

BC Public Service Demographics

Age composition

The average age in the BC Public Service as of June 30, 2020 is 43.3 years old with 11.7 years of service. Over the past five years, the average age has decreased by 1.5 years and the average years of service has declined by 14%.



Major shifts in the generational composition of the workforce have contributed to the decreasing age of the BC Public Service. The under 30s age group is the fastest growing segment of the BCPS. While the overall BCPS has seen 19.7% growth over the last five years, the under 30s age group has grown by 50%. This growth is partially due to a continued focus on hiring younger employees across the BCPS, which has increased this segment from 11% of the total workforce in 2015 to 14.8% in 2020.

Diversity groups

Diversity information is collected through the corporate surveys, such as the Work Environment Survey (WES). Employees who complete these surveys can self-disclose their demographic information. This information then forms the basis of the Workforce Profiles created by BC Stats. The diversity groups in the profiles are limited to the groups identified in the Federal Employment Equity Act: women, Indigenous people, members of visible minorities, and persons with a disability.

Percentage of Workforce Identifying as Belonging to Diversity Groups

	2011 Workforce		2013 Workforce		2015 Workforce		2018 Workforce	
	BCPS	*Available*	BCPS	*Available*	BCPS	*Available*	BCPS	*Available*
Women	60.60%	*61.30%*	60.90%	*60.70%*	61.60%	*56.40%*	62.10%	*60.90%*
Indigenous People	3.10%	*4.20%*	3.10%	*4.20%*	3.20%	*4.90%*	4.30%	*5.10%*
Visible Minorities	12.50%	*17.30%*	13.10%	*17.50%*	13.90%	*20.70%*	17.00%	*19.10%*
Persons with a Disability	3.40%	*7.00%*	3.10%	*6.90%*	3.90%	*5.30%*	5.00%	*5.10%*

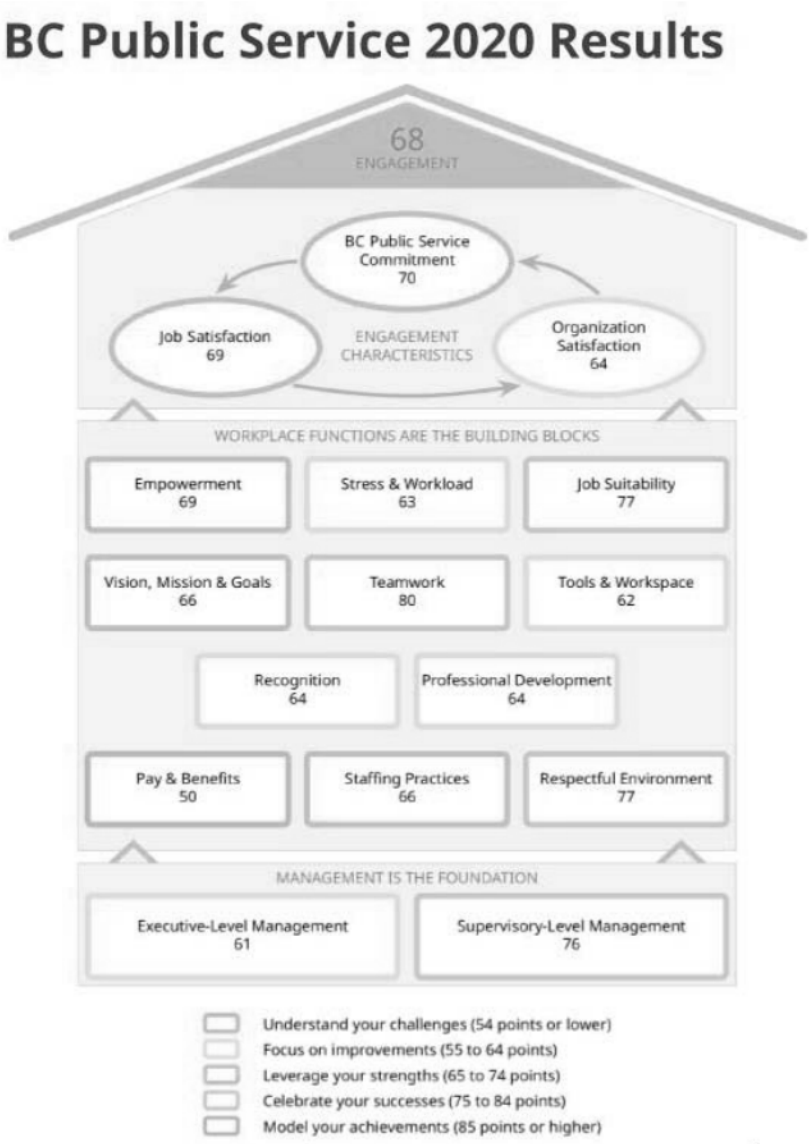
Note: The "Available" workforce reflects only those jobs that are also present in the BC Public Service and so excludes jobs that are not in the BC Public Service (e.g., bartender).

Across all categories, representation for these diversity groups has increased. However, representation still lags behind the available workforce for three of the diversity groups: Indigenous people, members of visible minorities, and persons with a disability.

The BC Public Service Agency's *Indigenous Youth Internship* and the *Work-Able Graduate Internship Programs* aim to increase representation for Indigenous people and persons with a disability, respectively. Additional programs and initiatives have been implemented as part of the Diversity and Inclusion Three-Year Action Plan. The forthcoming Diversity and Inclusion Strategy will continue to support representation, diversity, and inclusion in the workplace. All of these initiatives are under the purview of the Agency's Diversity and Inclusion team.

Employee Engagement in the BCPS

The Work Environment Survey is the corporate employee engagement survey that measures a range of workplace topics and fields every two years. High level results of the most recent survey (February 2020) are shown below. Aggregated employee responses are represented as average scores out of 100.



Overall employee engagement in the BC Public Service has seen a slight increase over the last few years (see table below). Ministry and work unit level results provide more detail and variation across workplace topics. The next fielding of the survey is expected late 2021 or early 2022.

	2010	2011	2013	2015	2018	2020
Overall Engagement Score (out of 100)	64	65	64	66	68	68

WHERE IDEAS WORK

2020 Corporate Plan
FOR THE BC PUBLIC SERVICE

BRITISH COLUMBIA
BC Public Service

Where ideas work

The BC Public Service exists to serve the needs of more than five million British Columbians through a wider and more diverse set of programs and services than any other organization in the province.

CONTENTS

Message from the Deputy Ministers' Council	4
Introduction	6
Profile of a Changing BC Public Service	9
A Trusted Public Service	13
A Talented Public Service	15
A Modern Public Service	18
Remaining True to Our Values	21

MESSAGE FROM THE DEPUTY MINISTERS' COUNCIL

Victoria

Thank you. To all members of the BC Public Service: thank you for all you do on behalf of the people of British Columbia and their elected government. As Deputy Ministers, every one of us is conscious of how lucky we are to lead an organization comprised of so many talented, committed and passionate public service colleagues.

Your dedication to your work has never been more evident than in the public service's response to the COVID-19 pandemic. It is inspiring to see how quickly you adapted to ensure continued services to the people of B.C., while also adopting entirely new ways of working. We have seen the very best of what it means to be a public servant, and the impact of the pandemic validates the direction set out in this plan.

We consistently strive to uphold the trust placed in us by government and the people of B.C.

What all of us in the public service do is more important than ever, and so is how we do it. It matters that we all take an oath to put the public interest ahead of our own when we come to work every day. It matters that we remain an organization grounded in ideas like integrity, loyalty, and service. It matters that we consistently strive to uphold the trust placed in us by government and the people of B.C., delivering the services people depend on and providing the objective, honest and impartial advice government needs. It's not always easy work. And in a sense, it shouldn't be easy – because it's too important. It matters too much.

The BC Public Service continues to be looked to by other jurisdictions for its leadership in adapting to the changing context in which we all pursue our important work. As an employer, we continue to be ranked one of the best not only in B.C. but across Canada. And that continues to attract thousands upon thousands of people seeking to join us and build their careers with one of the leading public service jurisdictions in the country.

We need to respond to the priorities of the government we serve and to the economic and social context around us.

This edition of our corporate plan sets out how we will continue supporting you in your work, whether you are established in your career here or just joining us. As always, we need to respond to the priorities of the government we serve and to the economic and social context around us. Where that requires us to apply different perspectives to our work – like GBA+ or the principles of reconciliation – you'll have continued support in doing so. Where it requires us to adjust to evolving fiscal pressures and changing priorities, you will have our commitment to manage that as thoughtfully and transparently as possible. Where it requires us to listen and adapt, you can expect us to be open to your ideas and input. That is our job: to provide the direction, conditions and support you need to do your job as effectively as possible.

We know that the more effectively you are supported to do your work, the better the public service will be in meeting the needs, expectations and aspirations of British Columbians. As always, we welcome the opportunity to explore that path together with you.

INTRODUCTION

Dawson Creek

"As a member of the BC Public Service, I do solemnly swear that I will loyally serve the people of British Columbia through their democratically elected government." – BC Public Service Oath of Employment

This is why we're here. This is what sets us apart from every other employer in the province. This is the commitment we make as public servants. The BC Public Service exists to serve the needs of more than five million British Columbians through a wider and more diverse set of programs and services than any other organization in the province. As one of the pillars of the executive branch of government, we provide an enduring thread of continuity in times of change. At the same time, we are constantly evolving in response to the needs of the public, the priorities of their government, and the shifting social and economic dynamics of the province and the world. We are a source of stability, while also helping to shape the future.

Our ability to recruit, retain and develop a diverse, inclusive and professional public service underpins everything we do.

The corporate plan for the BC Public Service has always been about precisely that: how do we ensure the public service continues to adapt to our changing world so we can continue to serve the needs of citizens in pursuing their aspirations for themselves, their families and their communities? This edition of the plan maintains that course, continuing to set the strategic vision and guiding direction for the BC Public Service as it continues to evolve.

As you will see from the updated demographic profile included in this plan, the public service workforce is in the midst of a long-anticipated generational shift. This presents some profound issues as we lose the experience and expertise of thousands of dedicated, committed and long-serving employees now entering retirement. But it also creates a unique window of opportunity to refresh and renew the culture of the public service with the influx of a new generation and the continued growth and development of those who still have long careers ahead of them.

Navigating this transition isn't just important for us internally. It's important for the good of the province. Every effort we make to be a better employer is, above all else, because we know that makes us a better public service that is better able to serve British Columbians. Our ability to recruit, retain and develop a diverse, inclusive and professional public service underpins everything we do. At the same time, rethinking how we do our work also requires us to rethink the talent, skillsets and mindsets the public service needs to attract and develop.

Being a better public service requires us to be a more agile and responsive organization. We are expected to solve more complex problems than ever, against a backdrop of a society where everything moves faster and we are expected to keep pace. The tension between a public service designed to be thoughtful and deliberative in solving difficult problems and the expectation of quick and simple solutions is up to us to manage. Yet, while we pursue innovation and adapt to our changing context, we can't lose sight of the true understanding of what it means to be a public servant.

The foundational purpose of serving the public interest has not and will not change. Ensuring our shared understanding of that purpose is more important than ever. With the significant influx of new talent in recent years, in a very real and tangible way the public service is being renewed. It is incumbent on us to ensure all those new public servants clearly understand the purpose, role and values of the public service.

Individually, we have the privilege of pursuing our varied and rewarding careers because the people of B.C. trust us to keep our commitment to put them first. Collectively, we are stronger as an organization when we strive to remember that every step we take must somehow improve life for the people we each pledged to serve.

With all these factors in mind, this edition of the corporate plan is built around three themes outlining the type of public service we are striving to be for British Columbians:

1. **A TRUSTED PUBLIC SERVICE:** a highly professional institution trusted by citizens, elected government and its employees.
2. **A TALENTED PUBLIC SERVICE:** an inclusive employer that attracts, develops and retains the people we need to meet the current and future needs and expectations of British Columbians and their government.
3. **A MODERN PUBLIC SERVICE:** an organization with the policies, practices and tools needed to effectively and nimbly respond to the evolving needs of the province and its people.

Under each of these themes, you will find a series of commitments we will pursue over the next three years to ensure we are and remain the trusted, talented and modern public service British Columbians expect and deserve.

We are constantly evolving in response to the needs of the public, the priorities of their government, and the shifting social and economic dynamics of the province.

PROFILE OF A CHANGING BC PUBLIC SERVICE[1]

With approximately 35,000 regular and auxiliary employees, the BC Public Service is the largest single employer in the province.[2] The number of employees has increased over the last five years to support the priorities of government, but we remain one of the leanest public services in Canada.

The BC Public Service workforce is also in the midst of a profound demographic shift. We anticipated this transition as the Baby Boomer generation's participation in the workforce eventually declined. That has now come to pass, and the number of Boomer employees has declined by more than half since 2010, now representing less than one third of the workforce. Generation X employees surpassed Boomers to be the largest generation in the public service in 2015.

---

[1] B.C. demographic data based on employee headcount as of June 30, 2020 unless otherwise noted.

[2] Defined as number of employees per 1,000 population. B.C. is tied with Alberta at 7/1000, with only Ontario lower at 5/1000, according to 2019 data from the Public Service Commissioners of Canada.

Soon Generation X will be surpassed by Millennials, whose representation in the BC Public Service has quadrupled since 2010. As a result, after years of increasing, the average age of the BC Public Service is now the youngest it has been in at least a decade. This is partly shaped by a significant increase in the number of employees under age 30, a cohort that has grown by over 50 per cent in the past five years.

Demographic Shift from 2016 to 2020

46 median age

14 median yrs. of service

	2016	2020
under 30	12%	15%
30-39	23%	26%
40-49	27%	25%
50-59	29%	25%
60+	10%	9%

43 median age

12 median yrs. of service

This generational turnover was inevitable, and it has profound implications for the public service as an employer. With the influx of new talent, the average years of service has declined by 14 per cent since 2015. In the same timeframe, the average years an employee has been in their current role has dropped by one quarter. Five years ago, about one in four employees had been in their current position less than one year. Today that has jumped to one in three current employees, as we recruit new talent and more employees seek out new opportunities across government.

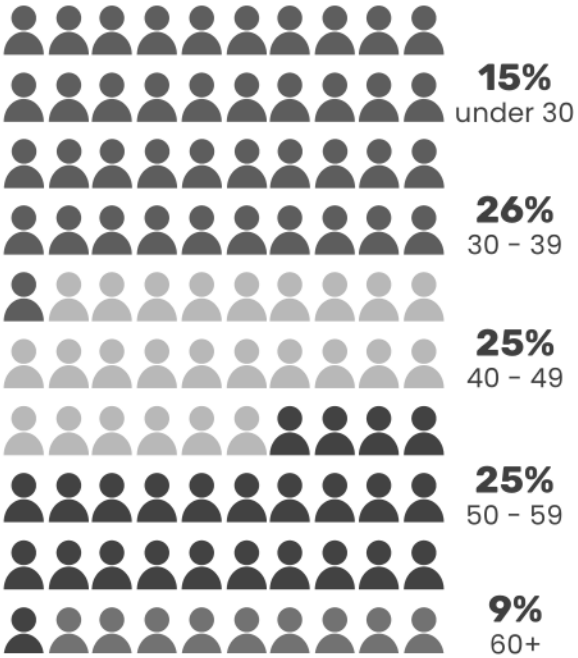
Mobility and the addition of new employees bring the benefit of fresh perspectives and opportunities. But it also requires the public service to pay attention to knowledge transfer as long-serving employees retire and take their experience and expertise with them. Shorter job tenures also require increased attention to employee development, especially in management and leadership roles. A growing number of employees are advancing into leadership roles earlier in their public service careers, requiring accelerated support to ensure they are ready to both lead teams and effectively manage their administrative responsibilities.

35,000+ employees

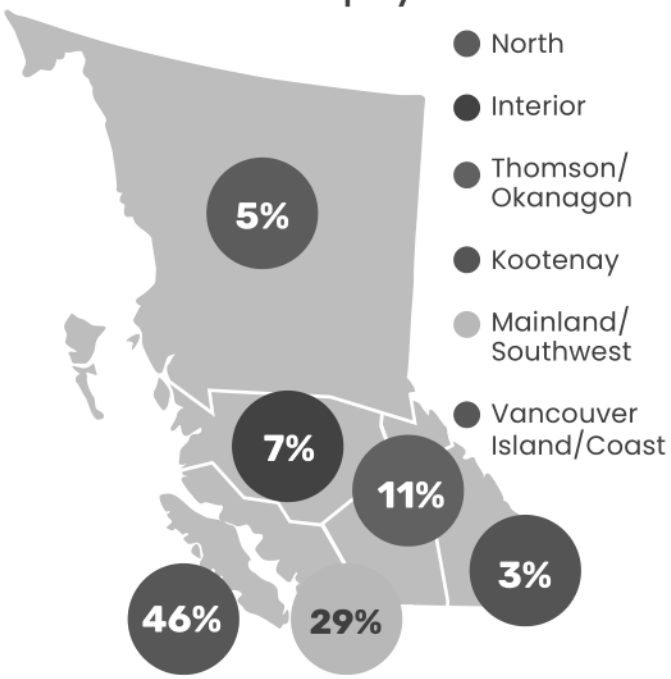
200+ occupations

280+ communities

Demographic Breakdown



Where BCPS Employees Work



Diversity remains a focus for the BC Public Service, building on the Diversity and Inclusion Action Plan approved by Cabinet in the fall of 2017. From a gender perspective, 61 per cent of the BC Public Service are women. But this distribution is not consistent across different employee groups. For example, women have significantly higher representation in administrative roles but are significantly under-represented in enforcement, technology and technical roles.

According to the 2019 Diversity and Inclusion Survey, of the almost 49 per cent of employees who responded:

- 27.4 per cent identified as a visible minority.
- 16.5 per cent identified as having a disability.
- 7.3 per cent identified as LGBTQ2S+.
- 5.0 per cent identified as Indigenous.
- 1.1 per cent identified as trans or gender diverse.

27% Visible minorities

17% Persons with a disability

7% LGBTQ2S+

5% Indigenous peoples

1% Trans or gender diverse

We believe in the value of every individual. Believing anything less is incompatible with the values and responsibilities of the public service.

The results of the survey provide insight into both the progress made to build a more inclusive workplace and the areas where substantive improvement is still required. That information, combined with extensive research and engagement with representative employees, will inform a new and more comprehensive Diversity and Inclusion Strategy to help achieve the BC Public Service's commitment to be an employer where every employee is welcome and where citizens see themselves reflected.

The BC Public Service believes diversity and inclusion are fundamental to our role in society. There is no place for racism or any other form of discrimination within the public service, whether in our interactions with each other or with the public we serve. What does that mean? It means nobody who works alongside us or interacts with the public service should ever be thought of, talked about or treated as less than anyone else because of who they are - not less valued, less worthy, less respected, less capable, or less entitled to opportunity, or less filled with potential. We believe in the value of every individual. Believing anything less is incompatible with the values and responsibilities of the public service.

The path to addressing systemic barriers and building greater inclusion is complex to navigate and requires openness, empathy, leadership and a lasting commitment from all of us, but it is essential to make us a better public service.

There is no place for racism or any other form of discrimination within the public service, whether in our interactions with each other or with the public we serve.

A TRUSTED PUBLIC SERVICE

Prince Rupert

Without the trust placed in us by citizens, by elected government and by our employees, we wouldn't be able to do the work we do. In many ways, our performance can be measured in the social and economic prosperity of our province, its communities and its citizens. We can't be successful in any of those measures if we don't start from a place of trust.

Every one of us is bound by a promise not just to do our jobs, but to do them in ways that maintain and enhance the public's trust in the public service. This is reflected in the Standards of Conduct that govern our work, setting out our responsibilities to work impartially, honestly and respectfully in our relationships with the public and with each other. It is reflected in the values of the public service: courage, passion, teamwork, service, accountability, curiosity and, above all, integrity.

That commitment to integrity is essential to who we are as a public service. It isn't optional. As an employer, we trust and expect our employees to act with integrity at all times. We provide the guidance, resources and training to ensure they can.

Acting with integrity means we do our utmost to make the right choice and do the right thing even in the most difficult of circumstances. It's not always easy. Public servants can face a myriad of competing and compelling interests and pressures, and they need to make countless difficult decisions every day. Some of those decisions will directly affect the lives of citizens, families and communities. Some will influence the long-term future of our province, its environment, its economy and its prosperity. Some will force us to set aside our own personal convictions in favour of supporting the public interest. But whether the choices we face are big or small, they are governed by the ethical compass of integrity. It doesn't mean we never make mistakes. But it means that even when we do, we act with the right intent, we learn, and we improve. Because we know that is what is expected of us, and because we know it is essential to maintaining the trust placed in us by British Columbians.

To further enhance the trust of citizens, government and our employees, we will provide:

- New public-facing online resources to support transparency, awareness and understanding of the role and work of the professional public service.
- New engagement and awareness resources to help all employees understand the ethical framework and obligations of professional public servants.
- Continued enhancements to onboarding and orientation for new employees, including executives, to ensure they get the best possible start to their public service careers and understand their professional responsibilities.
- Continued support and enhancement of the ethics advisory service, to ensure all employees can access advice to help them navigate ethical decisions such as conflicts of interest.
- Policy enhancements and improved training and resources to address systemic barriers and to foster a more inclusive and respectful work environment that is free from discrimination, harassment and bullying.

A TALENTED PUBLIC SERVICE

Kelowna

The BC Public Service is made up of over 35,000 trusted professionals – individuals who chose to make a career in service to the province. A career in the public service isn't for everyone. But it is for you if you're someone who wants work that matters. It's for you if you want work that makes an impact and makes British Columbia better. It's for you if you want a place to build a career that gives you hundreds of different opportunities all with the same employer. It's for you if you want to work with colleagues and an employer that value the full diversity of ideas, perspectives, experiences and identities that define our province and its people.

Working here, we get to build careers that build our province in real, meaningful ways.

Working here, we get to build careers that build our province in real, meaningful ways. The context in which we work today requires a level of collaboration, innovation and dedication that constantly pushes us to rethink how we do our jobs. It requires us to work differently, and to recruit for and develop talented people with different perspectives, skillsets and mindsets. Whether you are currently an employee or are interested in building a career with us, this is the most dynamic and creative period in the long history of the BC Public Service.

To ensure we can continue to attract, develop and retain the talented people we need, over the next three years we will:

- Take a more active outreach approach with applicants to build awareness of positions that are in demand or support government's mandate.
- Ensure educational and experiential requirements are clearly and appropriately aligned with the accountabilities of a job, so we can recruit the best possible candidates.
- Cultivate an inclusive recruitment environment that results in a more diverse BC Public Service, including promotion of more inclusive hiring practices and updating HR systems and forms to reflect gender diversity.
- Enhance the Pacific Leaders Employee Scholarship Program to improve the employee experience by simplifying the eligibility criteria and modernizing the application process.
- Develop a new Corporate Learning Framework to clearly articulate corporate and ministry learning and development roles and responsibilities.
- Enhance our commitment to Indigenous reconciliation by partnering with ministries to expand the House of Indigenous Learning resources.
- Improve and expand learning opportunities for employees by piloting new approaches to self-directed learning and development.
- Establish a corporate leadership development framework that provides a consistent approach to supporting aspiring leaders and helping current leaders refresh their skills.
- Enhancing the performance management experience by encouraging a strengths-based, engagement-focused, developmental approach.

- Support ongoing capacity-building of supervisors, managers and leaders through corporate learning and development programs so they can confidently engage and develop employees.
- Establish a diversity and inclusion resource centre and develop a resource toolkit to support ministries, divisions and branches.
- Create a "conflict-competent" culture by developing and facilitating training and services that expand conflict management knowledge, skills and abilities.
- Work with ministries to build safety-oriented cultures that support psychological health and employee well-being in the workplace.
- Implement a robust, data-driven workforce planning process to identify and address current and future talent needs for the BC Public Service.
- Strengthen knowledge transfer practices to ensure we retain the knowledge of our employees as they move in and out of the workforce.

A MODERN PUBLIC SERVICE

Vancouver

The context in which we work is changing more rapidly than ever. Citizens look to government to solve increasingly complex problems – problems that reach beyond the boundaries of our province and beyond the responsibility of any one government ministry's mandate. In addition, we face the rapidly shifting impact of technology, greater expectations of transparency and citizen input, and the need to maintain and improve existing services and programs.

Harnessing the potential of emerging technologies and the wealth of data and information available to us is part of how we continue to meet this challenge. It means being a public service that understands its role and relevance in a digitally-enabled and rapidly changing world. But being a modern public service is more than just applying this or that technology. It means being a public service that is able to respond to how the society we serve is changing – and finding the right balance in how we deliver that service, whether digitally or in person.

A modern public service means we're exploring different ways of working.

A modern public service means we're exploring different ways of working. It's a public service that is better able to anticipate and respond to emerging issues and opportunities, and not being perceived as a barrier to innovation and progress. We need to become a more nimble public service so we can quickly deploy new solutions and effectively adapt as the social, economic and technological landscape continues to shift. Our ability to do this was proven during the pandemic response. The challenge is to make this agility more of the regular operational DNA of the public service and not something deployed only in times of crisis.

A modern public service designs and develops services, policies and programs through experimentation and data-informed research and analysis. A modern public service is one that can balance the potential of technology without sacrificing the priorities of service, privacy and security. Above all, a modern public service is actually much more human – using innovative methods, tools and approaches to better understand, respond to and even anticipate the diverse needs and expectations of citizens.

To continue to build a more responsive, adaptable and modern public service, we will:

- Provide new and enhanced employee tools, training and resources to support greater collaboration and more effective ways of working across the public service and with partners.
- Enhance our capability to deliver quality policy advice and outcomes with targeted initiatives to identify and develop policy professionals and by fostering a public service culture that values policy excellence.
- Expand the adoption and application of behavioural insights, strategic foresight and other data-driven, evidence-based approaches to policy and program design.
- Introduce a new Framework for Change and supporting resources to continue advancing the shift to a more innovative and experimental public service culture.
- Enable employees to safely, reliably and efficiently access the data they need to understand complex issues.

- Pilot an integrated HR delivery model that introduces a more holistic and coordinated approach to delivering human resource services within the BC Public Service.
- Develop new self-service applications and automated forms so employees can access the HR information, programs or services they need quickly and easily.
- Update our careers website to make it easier to find and apply for public service jobs online.
- Encourage and enable public servants to use active transportation to commute to and from work by providing convenient end-of-trip facilities at government buildings for all newly constructed office spaces or those undergoing a major renovation. Planning and installation will be informed with baseline data and consultation with employees.
- Provide employees with modern workspaces that provide choice and flexibility through a more effective mix of technology, space and culture.
- Pilot shared workspace options with a 10,000 square-foot building in Langford and at the Capital Park-2 location in the Legislative Precinct in Victoria.
- Expand the use of the BC Services Card to support access to a wider range of government services, both in-person and online.
- Support companies to quickly and securely share trusted and verifiable business information with other levels of government, suppliers, banks and partners.
- Make it easier for people to access the government services they count on, no matter where they live in the province by expanding their options beyond online, in-person and phone to include verify-by-video, SMS/text, co-browsing and web chat.
- Transform our approach to engaging British Columbians in dialogue about improving the policies and services that affect them.

We need to become a more nimble public service so we can quickly deploy new solutions and effectively adapt as the social, economic and technological landscape continues to shift.

REMAINING TRUE TO OUR VALUES

Being a trusted, talented and modern public service requires us to constantly adapt to the world around us. We need to be responsive to the emerging issues and opportunities that present themselves. At the same time, there are many aspects of our work that endure and need not change. One of these is the set of BC Public Service Corporate Values defined by our employees: courage, passion, teamwork, service, accountability, curiosity and, above all, integrity.

These values were mapped out more than a decade ago, but they are increasingly relevant in today's world as we face ever more complex challenges to our work and how we do it. By fully embracing these values in how we approach our jobs as individual professionals and how we reimagine our collective role, we can evolve while remaining true to who and what we are as a public service.

Integrity

Above all else, uphold the Standards of Conduct by working impartially, ethically, and respectfully.

Service

Serve the needs, interests and expectations of the public and each other.

Curiosity

Ask questions. Learn different ways to do things. Be open to new ideas. Work with creativity and imagination.

Accountability

Be responsible. Show tenacity to overcome obstacles. Focus on outcomes. Take ownership of decisions and actions.

Teamwork

Collaborate. Seek out and value new ideas and different perspectives. Cultivate trust and respect others.

Passion

Take pride in our work. Lead by example. Motivate others to succeed.

Courage

Take thoughtful risks. Speak up and empower others to do their best.

How do we each apply our passion, curiosity, courage and sense of teamwork, service and accountability in a way that upholds the integrity required of us as impartial public servants?

We cannot be a more creative, effective and innovative public service without living these values – and living these values compels us to be all those things. To harness the full potential and richness of a more diverse and inclusive public service, we need to unleash the true spirit of these values. And being true to that spirit will also inevitably make us a more inclusive place to work. Our values compel us to always strive to be better, and at the same time they are an integral part of what makes us better.

One of the unique challenges of being a public servant is that it requires each of us to set aside our own personal perspectives, opinions and interests in favour of the public interest as represented by a democratically elected government. That is the frame of reference in which we apply the public service values – how do we each apply our passion, curiosity, courage and sense of teamwork, service and accountability in a way that upholds the integrity required of us as impartial public servants?

In an ever-changing and often uncertain context, that can be all the more challenging. But these values are stars by which we can navigate even when our journey takes us beyond what is familiar and comfortable. They help us remain true to our enduring purpose even as we explore the full promise and potential of the public service that lies on the horizon.

BRITISH COLUMBIA
BC Public Service

Where ideas work

Tab B

Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Deputy Minister to the Premier**
For Information

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

Background:

The Deputy Minister to the Premier (DMP) is the most senior non-political official in government and provides professional, non-partisan advice to the Premier on all public policy, management and operational issues. The position is complex and broad in scope and includes three titles: Deputy Minister to the Premier, Cabinet Secretary, and Head of the Public Service.

The DMP supports the Premier in their role as Head of Government; specifically, the DMP is responsible to the Premier for ensuring the efficiency of the machinery of government, maintaining the overall functions of the public service, leading the development and implementation of key policy initiatives, and overseeing the provincial budget. The DMP provides executive leadership for government and plays a key role in building consensus and supporting Deputies in carrying out their multiple accountabilities. The DMP chairs Deputy Ministers' Council (and some of its sub-committees) to facilitate cross-agency coordination and to ensure a strategic and corporate-level approach is undertaken on key priorities.

The Cabinet Secretary part of the role is responsible for corporate planning and pro-actively sets agendas for Cabinet and Cabinet Committees. The Cabinet Secretary also advises on the administrative soundness of proposed policy and legislation. In addition, the Cabinet Secretary liaises with the Lieutenant Governor on matters related to Executive Government and participates in various protocol and ceremonial duties. The Cabinet Secretary is supported in this role by the Deputy Cabinet Secretary.

As the Head of the Public Service, the Deputy Minister to the Premier is responsible for leading and inspiring the workforce. The DMP leads the work of the Corporate Plan to achieve ongoing improvements and efficiencies in the delivery of public services. The DMP oversees the appointments of senior executives for ministries and certain agencies, and all line Deputy Ministers (and certain Associate Deputy Ministers) that functionally report to the Deputy Minister to the Premier.

The Deputy Minister to the Premier's role also has an important intergovernmental component and is in regular contact with their counterparts across the country, including the federal Clerk of the Privy Council. The DMP participates in the Federal-Provincial-Territorial (FPT) meetings and the Council of Federation (CoF) annually. The Deputy Minister to the Premier is supported in this role by the Intergovernmental Relations Secretariat (IGRS) which is led by a Deputy Minister. IGRS resides within the Office of the Premier and works directly with the federal government and all ministries and Crown agencies to ensure that relations with federal, provincial, territorial and international governments advance British Columbia's interests.

The Deputy Minister's Office (DMO) supports the Deputy Minister to the Premier in their roles and provides a co-ordination function between government ministries, agencies, crown corporations and Cabinet. The organization of the DMO has had varied models in the past; currently it has eleven FTEs supporting the Deputy Minister to the Premier – one Associate Deputy Minister, two Assistant Deputy Ministers, two Executive Directors two Directors , and two Executive Administrative Coordinators, one Executive Administrative Assistant and one Administrative Assistant. Staff are Order-in-Council appointments and serve at the pleasure of Cabinet.

Security Concern

Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Deputy Minister to the Premier**
For Information

Issue: **Office of the Deputy Minister to the Premier: Staff**

Background:

Currently, the Office of the Deputy Minister to the Premier (the Office) includes the following staff:

Associate Deputy Minister, Policy & Coordination
Reporting to the Deputy Minister to the Premier, this position is responsible for providing strategic advice, advancing government initiatives, and supporting the Deputy Minister to the Premier on the management of priorities.

Deputy Cabinet Secretary
This position reports to the Deputy Minister to the Premier.

Assistant Deputy Minister, Strategic Issues
This position reports to the Deputy Minister to the Premier.

Executive Director, Policy & Coordination
This position reports to the Associate Deputy Minister, Policy & Coordination.

Director, Policy & Coordination
This position reports to the Associate Deputy Minister, Policy & Coordination.

Director, Corporate Initiatives
Reporting to the Associate Deputy Minister, Policy & Coordination, this position is responsible for assisting the Deputy Minister to the Premier in all matters affecting the Office, coordinating a comprehensive process to ensure executive accountability and the management of highly sensitive issues related to Cabinet and the public service.

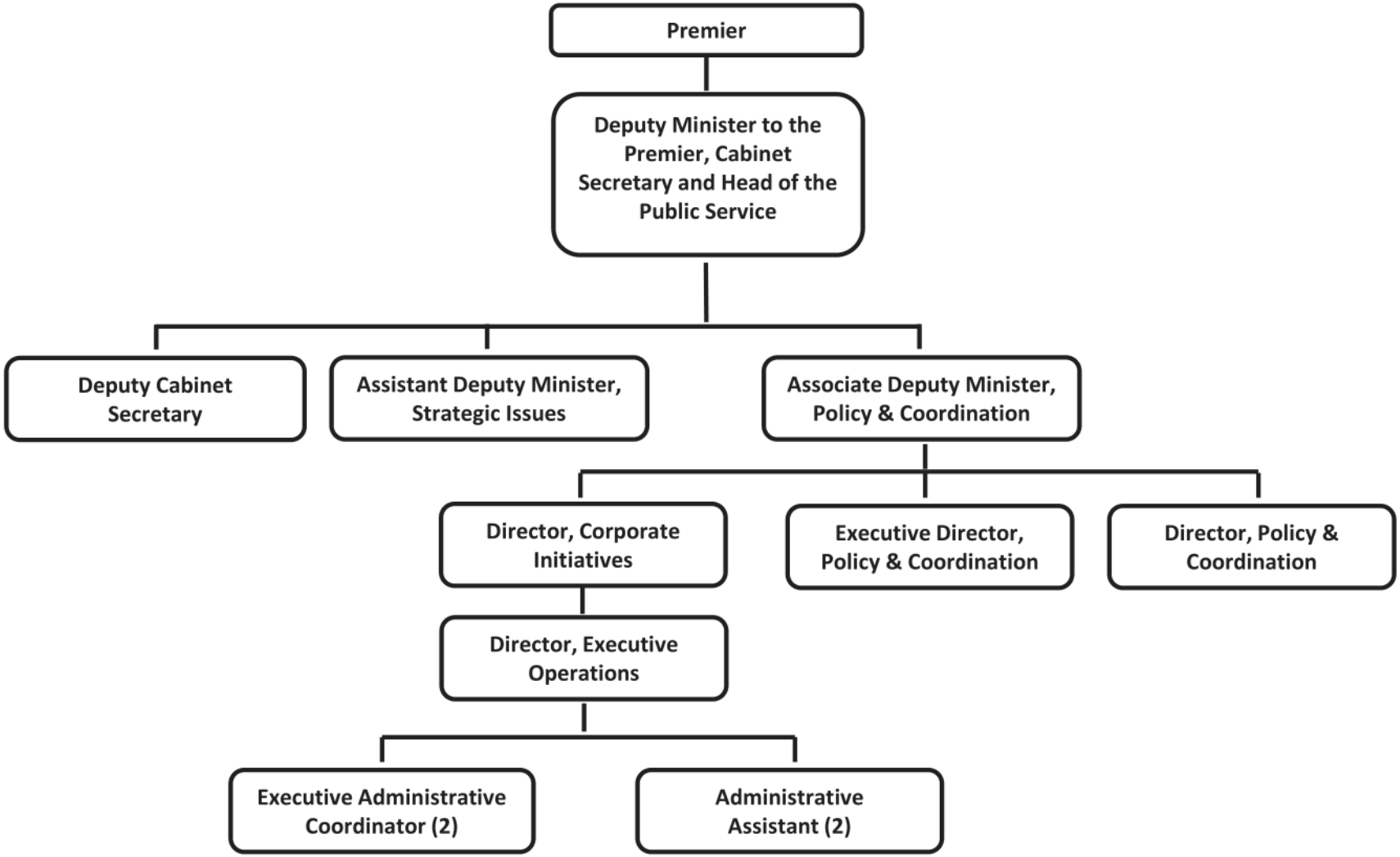
Director, Executive Operations
Reporting to the Director, Corporate Initiatives, this position is responsible for the administration and operations of the Office; management of the overall Premier's Office budget; Freedom of Information requests; and human resources and facilities processes for the Premier's and Ministers' offices.

Executive Administrative Coordinator
Reporting to the Director, Executive Operations, this position is responsible for managing the Deputy Minister to the Premier's and the Associate Deputy Minister's calendar, travel and expenses, and providing administrative support as required.

Administrative Assistant
Reporting to the Director, Executive Operations, this position functions as a member of the administrative support team under the direction of the Director, Executive Operations and provides a variety of secretarial, clerical and administrative support to the Office.

Office of the Premier
Deputy Minister's Office

October 2020



Withheld pursuant to/removed as

Advice/Recommentations; Government Financial Information

Tab C

DEPUTY MINISTER COMMITTEE STRUCTURE

Over the last several years, the senior executive of government has shifted away from a ministry-specific focus to a cohesive organization with a corporate focus, led by the Deputy Minister to the Premier. This culture shift has fostered a collaborative and strategic approach to the achievement of key government priorities and other important initiatives, including public service innovation and renewal. The Deputy Minister to the Premier has used the Deputy Minister Committee model to oversee work in a variety of areas, with great success.

DEPUTY MINISTERS' COUNCIL (DMC)

DMC is chaired by the Deputy Minister to the Premier. The Council considers all matters related to the internal operations of government (for those matters that are not within the purview of Cabinet) and also serves as a forum for information-sharing and strategic discussion. Agendas generally comprise regular updates from the DM to Premier, Cabinet updates (including an overview of decisions from previous meetings and a review of upcoming agendas), Deputy Minister Committee updates and specific topics scheduled as needed for information and discussion.

DMC is comprised of all Deputy Ministers and those Associate Deputy Ministers who report directly to the Deputy Minister to the Premier. Meetings are generally held once per week for 1.5 hours and attendance is mandatory.

DEPUTY MINISTER COMMITTEES

There are several core committees which are ongoing; others exist to mirror a Cabinet Committee and some are topic-based to advance a particular initiative. All committees are sub-committees of Deputy Ministers' Council (DMC) and membership is determined by the Deputy Minister to the Premier. A list of the current committees is attached.

DEPUTY MINISTERS' COMMITTEES – SEPTEMBER 2020

DMs' Committee on Public Service Renewal

Digital Investment Board

DMs' Committee on Natural Resources

DMs' Committee on Social Initiatives

DMs' Committee on Procurement Strategic Contracts

DMs' Committee on Sustainable Shared Prosperity

Joint Steering Committee – BC's Overdose Response

DMs' Committee on Anti-Money Laundering

Forestry Innovation Investment Board

Forestry Innovation Investment Audit and Finance Committee

BC Immigrant Investment Fund Ltd. and BC Renaissance Capital Fund Ltd

Deputy Ministers' Industry and Infrastructure Forum

DMs' Committee on Emergency Management

DMs' Committee on Capital

DMs' Audit Committee

Integrated Data Deputy Minister Board

DMs' Committee on Supercluster

DMs' Committee on Public Service Renewal – Jill Kot (Chair)

- Shannon Baskerville
- Allison Bond
- David Gailbraith
- Kaye Krishna
- Scott MacDonald
- Lori Wanamaker
- Don Wright
- Okenge Yuma Morisho
    - **Meets approximately every 6 weeks**

Digital Investment Board – Jill Kot (Chair)

- Allison Bond
- David Galbraith
- Christine Kennedy
- Peter Pokorny
- CJ Ritchie
- Bobbi Sadler
- Mark Sieben
- Heather Wood
    - **Meets monthly**

DMs' Committee on Natural Resources – John Allan (Chair)

- Doug Caul
- Dana Eckardt
- Tom Ethier
- Kevin Jardine
- Paul Jeakins
- Christine Kennedy
- Grant Main
- Fazil Mihlar
- Wes Shoemaker
- Christina Zacharuk
    - **Meets every 2 weeks**

DMs' Committee on Social Initiatives – David Galbraith (Chair)

- Allison Bond (Co-chair)
- Shauna Brouwer
- Stephen Brown/ David Byres
- Doug Caul
- Richard Fyfe
- Lori Halls
- Trevor Hughes
- Christine Kennedy
- Kaye Krishna
- Jill Kot
- Scott MacDonald
- Neilane Mayhew
- Mark Sieben

- Heather Wood
- Christina Zacharuk
    - **Meets every 2 weeks**

DMs' Committee on Procurement Strategic Contracts – Jill Kot (Chair)

- Stephen Brown/Peter Pokorny
- Richard Fyfe/Barbara Carmichael
- Eric Kristianson
- Grant Main
- Lori Wanamaker/Carl Fisher
- Okenge Yuma Morisho
- Carl Fischer
    - **Meets monthly**

DMs' Committee on Sustainable Shared Prosperity – Christine Kennedy (Chair) Fazil Mihlar (Co--Chair)

- John Allan
- Shannon Baskerville
- Shauna Brouwer
- Doug Caul
- Tom Ethier
- David Galbraith
- Trevor Hughes
- Jill Kot
- Kaye Krishna
- Scott MacDonald
- Grant Main
- Wes Shoemaker
- Don Wright
- Christina Zacharuk
    - **Meets every 3 weeks (approx.)**

Joint Steering Committee – BC's Overdose Response – Neilane Mayhew, DM, MMHA (Chair)

Ministry of Mental Health and Addictions

- Justine Patterson, Executive Director, Overdose Emergency Response Center
- Taryn Walsh, ADM, Strategic Priorities and Initiatives

Office of the Provincial Health Officer

- Dr. Bonnie Henry, Provincial Health Officer
- Dr. Brian Emerson, Acting Deputy Provincial Health Officer

Ministry of Health

- Stephen Brown, Deputy Minister
- David Byres, Associate Deputy Minister

Ministry of Public Safety and Solicitor General

- Lisa Lapointe, Chief Coroner
- Mark Sieben, Deputy Minister

First Nations Health Authority

- Richard Jock,A/ CEO
- Dr. Shannon McDonald, Chief Medical Officer

Provincial Health Services Authority

- Benoit Morin, CEO

External Partners

OERC Clinical Advisory

- Dr. Perry Kendall, Interim Co-Executive Director, BCCSU
- Cheyenne Johnson, Interim Co-Executive Director, BCCSU
- Dr. Mark Gilbert, BC Centre for Disease Control
- Dr. Paul Hasselback, Medical Health Officer, Chief Medical Health Officers Council
- Dr. Nel Weiman, Deputy Chief Medical Officer for First Nations Health Authority
    - **Meets monthly**

DMs' Committee on Anti-Money Laundering - Doug Scott (Chair)

- Brenda Butterworth-Carr
- Christina Dawkins
- Megan Harris
- Mark Sieben
- Lori Wanamaker
    - **Meets monthly**

Forestry Innovation Investment Board – Silas Brownsey (Chair)

- John Allan
- Shannon Baskerville
- Shauna Brouwer
- Michael Loseth
    - **Meets 4x year**

Forestry Innovation Investment Audit and Finance Committee – Shauna Brouwer (Chair)

- John Desjardins (KPMG Canada)
    - **Meets 4x year**

BC Immigrant Investment Fund Ltd. and BC Renaissance Capital Fund Ltd.- Jill Kot (Chair)

Directors

- Silas Brownsey
- Amy Miller

Management

- David Mortimer
- Evan Machin
- Angela Deering
    - **Meets 4x year**

Deputy Ministers' Industry and Infrastructure Forum - Lori Wanamaker and Roger Yager (Knappett Projects Inc) – Co-chairs

Government of BC

- Shannon Baskerville
- Jill Kot
- Kaye Krishna
- Scott MacDonald
- Grant Main
- Peter Pokorny
- Heather Wood

Industry

- Terry Brown (STBR Consulting)
- Clark Campbell (Smith Bros & Wilson BC Ltd)
- Maura Gatensby (Architectural Institute of BC)
- Scott Jacob (Jacob Bros Construction)
- Brad Popoff (Equity Plumbing & Heating Ltd)
- Harshan Radhakrishan (Engineers & Geoscientists BC)
- Tim Stanley (ACEC BC, Stratice Consulting Inc)

Special Advisors

- Caroline Andrewes (Association of Consulting Engineering Companies of BC)
- Chris Atchison (BC Construction Assoc)
- Linda Beardsell (BC Hydro)
- Deborah Cahill (Electrical Contractors Associate of BC)
- Chris Gardner (Independent Contractors & Business Association of BC)
- Mark Liedemann (Partnerships BC)
- Keith Sashaw (Association of Consulting Engineering Companies of BC)
- Kelly Scott (BC Road Builders and Heavy Construction Association of BC)
    - **Meets 4x year**

DMs' Committee on Emergency Management – Lori Halls (Chair)

- Allison Bond
- Shauna Brouwer
- Stephen Brown
- Doug Caul
- Tom Ethier
- Donna Evans
- David Galbraith
- Jill Kot
- Kaye Krishna
- Eric Kristianson
- Grant Main
- Rick Manwaring
- Peter Pokorny
- Wes Shoemaker
- Mark Sieben
- Madeline Maley, Co-Chair of ADMCEM
- David Peterson, Co-Chair of ADMCEM
    - **Meets 4x per year**

DMs' Committee on Capital – Lori Wanamaker (Chair)

- Shannon Baskerville
- Christine Kennedy
- Jill Kot
- Kaye Krishna
- Scott MacDonald
- Grant Main
- Peter Pokorny
- Secretariat – Treasury Board Staff

- Heather Wood
- Don Wright
- Mark Liederman (PBC)
    - **Meets 2-3 times per year**

DMs' Audit Committee - Lori Wanamaker (Chair)

- Carl Fischer
- Richard Fyfe
- David Galbraith
- Grant Main
- Peter Pokorny
- Wes Shoemaker
    - **Meets as needed**

Integrated Data Deputy Minister Board – Jill Kot (Chair)

- Shannon Baskerville
- Allison Bond
- Silas Brownsey
- David Galbraith
- Kevin Jardine
- Eric Kristianson
- Scott MacDonald
- Neilane Mayhew
- Bobbi Plecas
- Peter Pokorny

- Tara Richards
- CJ Ritchie
- Hayden Lansdell
    - **Meets monthly**

DMs' Committee on Supercluster – Silas Brownsey (Chair)

- John Allan
- Corrie Barclay
- Shannon Baskerville
- Doug Caul
- Christine Kennedy

- Jill Kot
- Peter Pokorny
- Lori Wanamaker
    - **Meets as needed**

Tab D

Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Deputy Minister to the Premier**
For Information

Issue: **Executive Appointments**

Background:

- All executive appointments (i.e. Deputy Minister, Associate Deputy Minister and Assistant Deputy Minister) are Order in Council appointments and require the approval of Cabinet and the Lieutenant Governor.

- The recruitment of Deputy Ministers and Associate Deputy Ministers is at the discretion of the Deputy Minister to the Premier whose office effectively maintains the authority for the hiring of Deputy Ministers and Associate Deputy Ministers, in consultation with the Premier. These hiring decisions seldom utilize posted notices/advertising as a means of recruitment.

- Recruitment of Deputy Ministers and Associate Deputy Ministers is conducted with due regard to acquiring skilled and professional leaders for executive roles. The process used to assess candidates varies and may include assessment conducted by staff of the BC Public Service Agency, the utilization of executive professional recruiting firms, or direct appointments and lateral transfers.

- Recruitment for Assistant Deputy Ministers is typically accomplished through an initial review and assessment of the current cohort of executives and senior management employees to determine if there are individuals to be put forward to the DM of the Ministry. In the course of conducting this review, consideration is given to current executives for deployment and career development into a more complex roles and current senior management employees who are ready for their first executive role. If this approach is not considered or successful, or a determination is made that a position is best filled via an internal or external posting, a full competitive recruitment process is undertaken in which the role is posted, marketed, candidates are sourced, applications received, candidates assessed, and the most qualified candidate is selected for the position.

- All proposed Assistant Deputy Minister appointments are submitted to the Deputy Minister to the Premier, on the recommendation of the responsible Deputy Minister and the Deputy Minister of the BC Public Service Agency. Subject to the approval of the Deputy Minister to the Premier, an Order in Council then proceeds to Cabinet and the Lieutenant Governor.

- The BC Public Service Agency supports all executive recruitment and selection activities.

- Newly appointed executives go through an Executive Orientation which helps them successfully transition into their new roles and ensure longer term retention.

Salary Administration:

- Compensation for executives is established through an executive compensation framework that takes into account the complexities of the role, the scope of the role including financial obligations, the degree of political/bureaucratic interface, and decision-making impact on the citizens of British Columbia.

- In 2008 Cabinet approved that the maximum salary range for the Deputy Minister to the Premier and Deputy Ministers would be pegged at 83 per cent of the federal rates. The 83 per cent was a rate recommended by the firm Watson Wyatt. The federal government has an independent body established for the setting of executive wages in the federal public service that is benchmarked to comparator positions in the private and public sector in Canada. The goal was to place BC public service executives between 3rd to 5th amongst other Canadian jurisdictions. This decision allowed for changes in the range without the need for Cabinet to approve each interval.

- The current maximum achievable salaries (effective October 2018) for executives in the BC public service are:
  - Deputy Minister to the Premier and Cabinet Secretary $348,600
  - Deputy Minister 3 $299,215
  - Deputy Minister 2 $280,000
  - Deputy Minister 1 $260,000
  - Associate Deputy Minister $230,000
  - Assistant Deputy Minister 2 $205,000
  - Assistant Deputy Minister 1 $185,000
  - Executive Lead $145,000

- The actual average salary as of September 2020, for Deputy Ministers, Associate Deputy Ministers, Assistant Deputy Ministers and Executives Leads is:
  - Deputy Minister to the Premier and Cabinet Secretary $310,000
  - Deputy Minister 3 $274,155
  - Deputy Minister 2 $254,111
  - Deputy Minister 1 $233,506
  - Associate Deputy Minister $212,277

- Assistant Deputy Minister 2 $196,218
- Assistant Deputy Minister 1 $164,848
- Executive Lead $134,373

- In five Canadian jurisdictions executives work from a base salary plus bonus model of compensation. Some jurisdictions had previously provided compensation in the form of base salary plus bonuses, but the bonus portion has recently been frozen and may be eliminated. Four jurisdictions pay base salary only. At least five jurisdictions pay base salary only. (See below for the "holdback" model of executive compensation).
- In comparison to other Canadian jurisdiction's executive salary ranges, BC ranks third in Deputy Minister's maximum achievable salary and 5th in Assistant Deputy Minister's maximum achievable salary. In other Canadian jurisdictions, the maximum of the salary range is fully utilized. with most executives compensated at or near the top of the salary range. BC is unique in that there tends to be a wider range of compensation levels differentiating both Assistant Deputy Ministers and Deputy Minister positions Very few executive positions in the British Columbia public service are compensated at the maximum of the salary range, and these positions are only within the ADM range. Average DMs salaries are at 90% of their range maximums.

- The maximum achievable salary, for Deputy Ministers and Assistant Deputy Ministers in BC now rank 3rd and 4th, respectively, across the Canadian provincial and federal jurisdictions.

- While the executive compensation guidelines (Appendix 1) has a mechanism established to permit performance based in-range movement, increases have not always occurred due to the financial constraints within the public service. When the increases have occurred, they have been extremely modest and therefore, have not allowed for appropriate movement to adequately recognize performance.

- For 2019/20 performance year, Deputy Ministers voluntarily declined increases. In addition, a freeze is in place on any executive compensation increases for 2020/21.

- In October 2018, the executive compensation structure was updated for the first time since August 2008, to address recruitment and retention challenges. Executive classification levels and names changed from Senior Band A to Executive Lead, ADM Bands B, C, D to ADM 1 and 2 and the DM level was also assigned classification levels DM 1, 2, and 3. The salary ranges were updated, and executive holdbacks were eliminated. The performance based in-range salary movement process was also updated.

- There is greater discretion for the Deputy Minister to the Premier when appointing new Deputy Ministers to utilize the salary range.

- Within the existing executive compensation structure, Government can address compression and inequity concerns by adjusting executive salary ranges to 83 per cent of

federal DM ranges. This would fulfil the 2014 BC Public Sector Compensation Review recommendation endorsed by Cabinet. Going forward, this relationship would be maintained through an annual review and adjustment of executive salary ranges.

- A preliminary, high level review of the relationship between BC public service Deputy Minister salary ranges and federal deputy minister salary ranges indicates that the current ceiling for DM's of $299K would require adjustment to approximately $322K, or an increase of 7.7 per cent. The salary ceiling for the DM to the Premier of $348,600 would require adjustment to $377,000. This adjustment would re-establish the 83 per cent relationship publicly announced in 2008. Current (March 2017) Federal Deputy Minister salary ranges are below.

- The DM 4 range is used for the Clerk of the Privy Council and is the comparator for the Deputy Minister to the Premier in the BC Public Service.

Federal Level	Base Salary Range Minimum	Base Salary Range Maximum	% At Risk*	At Risk Amount	Maximum Base Plus Maximum At Risk
DM 1	192,600	226,500	20	45,300	271,800
DM 2	219,100	260,300	25	65,075	325,375
DM 3	245,400	291,600	25	72,900	364,500
DM 4	274,400	326,500	30	97,950	424,450

**Note: "At risk" pay for Federal deputy ministers is consistent with a traditional salary bonus. It is not a holdback. "At risk" pay is not pensionable.*

Terms and Conditions:

- The Terms and Conditions is a contract of employment that sets out entitlements to benefits, leaves, allowances, reimbursable expenses, annual vacation, statutory holidays, and other general conditions. (See Attachment to Offer of Employment for Deputy Ministers).

APPENDIX 1

Salary Guidelines

Salaries for all Executive positions reflect a combination of the scope and impact for their position and their performance in the position. The scope and impact of the role determines the level assignment for the position and the performance of an individual and any unique skills they may bring to the job determines their salary level within the salary band.

The Executive Compensation Plan is comprised of 8 levels. This includes one Executive Lead level, two Assistant Deputy Minister levels, one Associate Deputy Minister level, three Deputy Minister levels and one level for the position of Cabinet Secretary and Deputy Minister to the Premier.

All executive compensation decisions (including acting assignments) must be managed through the Public Service Agency, Executive Talent Management Branch and require the recommendation of the Deputy Minister, BC Public Service Agency and approval by the Deputy Minister to the Premier.

Scope/Impact Determines Level Placement

The placement of existing positions to an assigned level by comparing the relative scope and impact of the position to other executive positions (e.g. relative to other executive positions within the same ministry and laterally to all positions within the level, e.g. relative to all other similar sized positions) have been confirmed by the Deputy to the Premier.

Band Level	Annual Salary Range - Effective October 1, 2018	Expected Distribution	Distribution September 2020
Deputy to the Premier	Up to $348,600	1 position	1 position
Deputy Minister 3	$260,000 - $299,215	25% of DMs	23% (6)
Deputy Minister 2	$240,000 - $280,000	50% of DMs	38% (10)
Deputy Minister 1	$220,000 - $260,000	25% of DMs	38% (10)
Associate Deputy Minister	$190,000 - $230,000	As needed	As needed (Currently 12)
Assistant Deputy Minister 2	$165,000 - $205,000	20% of ADMs	15% (18)
Assistant Deputy Minister 1	$145,000 - $185,000	80% of ADMs	85% (93)
Executive Lead	$120,000 - $145,000	As needed	As needed (Currently 17)

Level assignments may not be changed without the recommendation of the Deputy Minister, BC Public Service Agency and the approval of the Deputy Minister to the Premier.

Setting Starting Salary

All positions placed within any given level have the potential to reach the maximum of the salary range over time, through performance-based in-range movement. The starting salary of each position varies based upon the individual's experience and skill set. Typically, new executives should receive a starting salary near the bottom of the salary band, recognizing that some differentiation is to be expected.

Individuals who are permanently appointed to an executive position must be assigned an initial salary level that is at least the minimum of their assigned level. Their salary may grow incrementally as they fully perform the responsibilities and demonstrate the leadership required of the position. Upon initial placement to a new level, executives should not be placed at or near the top of their salary band.

Acting Assignments

Typically, senior excluded roles recognize the requirement of individuals to act on a short-term basis in executive roles and therefore additional compensation is normally not provided. However, in order for additional compensation to be deemed necessary, the following considerations must be applied:

a) Where the acting assignment is anticipated to be several months in length and the individual is expected to perform a significant portion of the overall duties, then additional compensation may be considered. In these circumstances, acting compensation will typically be no more than 10% above the individual's base salary, must be consistent with the salaries of other acting assignments, and is generally at a salary below the minimum of the salary range.

b) Where the acting assignment is anticipated to be for short term coverage (4-6 weeks or less), no additional compensation is to be expected. However, should circumstances arise during the acting assignment where a compensation adjustment is warranted, then upon conclusion of the assignment the supervising executive may bring forward a request for consideration.

All acting compensation decisions must be managed through the Public Service Agency, Executive Talent Management Branch and require the approval of the Deputy Minister, BC Public Service Agency.

Performance-Based In-Range Movement

Annual performance measures are set by the Deputy to the Premier for all executive positions. All performance-based increases must be coordinated through the BC Public Service Agency to ensure calibration across ministries.

In the absence of government expenditure restrictions, individual executives are eligible for performance-based in-range salary increases on an annual basis, prorated for the period of time they have been in the role, within the fiscal period. The increases provided are differentiated based on performance AND placement in the salary band as follows:

Position in Range	Ineffective	Developing	Solid Performance	High Achievement	Exceptional Rare
Above mid-point in range	0%	Up to 1%	Up to 2%	Up to 4%	Up to 10%
Below mid-point in range	0%	Up to 1.5%	Up to 3%	Up to 5%	Up to 10%

Note:
All increases are reported to the Public Sector Employers' Council Secretariat and advance approval is obtained where necessary.

Important Note: For the 2020/21 performance year, there will be no increases or adjustments paid to executive-level employees following the direction from the Minister of Finance to freeze executive compensation. This decision was based on the current fiscal context as a result of the COVID-19 pandemic.

Providing larger increases to those below the range mid-point recognizes the steep learning curve at the beginning of the placement into a given level. Limiting increases to those above the range mid-point ensures the maximum is not reached too quickly, while still encouraging performance.

Exceptional rating may apply when either a significant mandate expansion occurs, or an extraordinary event takes place during the fiscal year and the performance demonstrated by the executive is exceptional. Application of this rating category must be supported and approved by the Deputy Minister to the Premier.

The performance assessment for Executive Leads, Assistant Deputy Ministers, and where appropriate, Associate Deputy Ministers is conducted by the supervising Deputy Minister, in consultation with the Deputy Minister, Public Service Agency. The Deputy Minister to the Premier conducts the performance assessments of Deputy Ministers and where appropriate, Associate Deputy Ministers.

Performance-based in-range movement cannot result in the salary exceeding the top of the salary band for the position.

Definitions

Scope/impact: The degree to which the position can influence outcomes for citizens and/or the organization and the significance of the role to government's key priorities. Also includes consideration of the number of FTEs supervised and the budget that the position is responsible for. Narrow scope and impact positions have limited influence, usually only within their ministry, and lead smaller teams with small budgets or limited decision-making influence over their budgets. Broad scope and impact positions will be those positions with influence on broad societal or economic outcomes and/or the key priorities of government. They may supervise large teams of staff and/or have direct decision-making on large budgets.

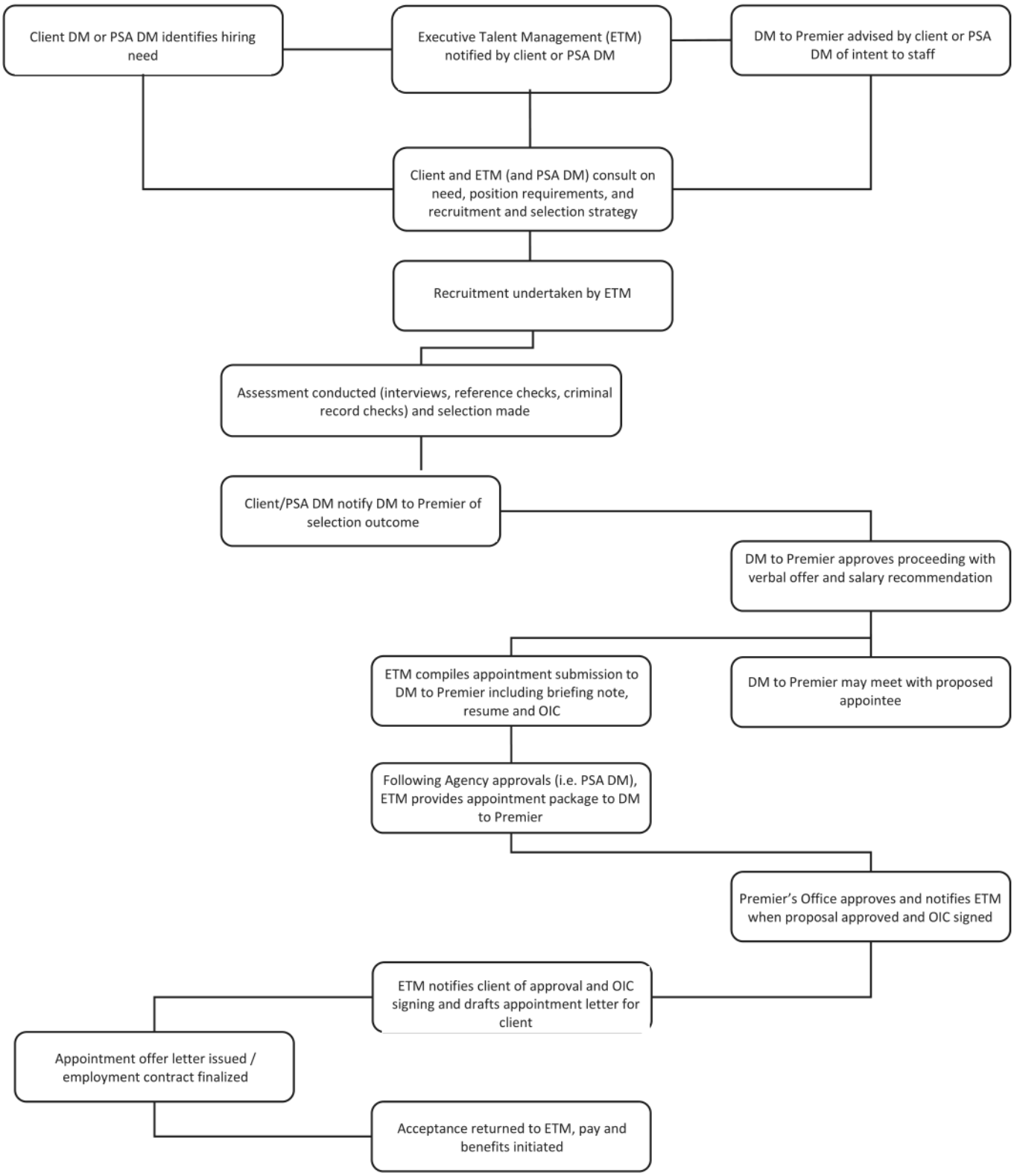
BRITISH COLUMBIA BC Public Service | Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Deputy Minister to the Premier**
For Information

Issue: **Executive Recruitment Process Chart**

Background:

The chart below describes the steps undertaken for filling executive appointments through a competitive process. As per Tab 2D Executive Appointments, the majority of executive appointments are filled through a direct appointment.


Client DM or PSA DM identifies hiring need
Executive Talent Management (ETM) notified by client or PSA DM
DM to Premier advised by client or PSA DM of intent to staff
Client and ETM (and PSA DM) consult on need, position requirements, and recruitment and selection strategy
Recruitment undertaken by ETM
Assessment conducted (interviews, reference checks, criminal record checks) and selection made
Client/PSA DM notify DM to Premier of selection outcome
DM to Premier approves proceeding with verbal offer and salary recommendation
ETM compiles appointment submission to DM to Premier including briefing note, resume and OIC
DM to Premier may meet with proposed appointee
Following Agency approvals (i.e. PSA DM), ETM provides appointment package to DM to Premier
Premier's Office approves and notifies ETM when proposal approved and OIC signed
ETM notifies client of approval and OIC signing and drafts appointment letter for client
Appointment offer letter issued / employment contract finalized
Acceptance returned to ETM, pay and benefits initiated

Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Deputy Minister to the Premier**
For Information

Issue: **Attachments to appointment letters for executives**

Background:

Several attachments are included with letters of appointment that are issued to executives. Below are the contents of the different attachments which are included with letters of appointment for all new executives. The attachments are:

- Employment Termination Standards (Appendix 1)
- Post-Employment Restrictions, includes subject to the *Lobbyists Registration Act.* (Appendix 2)
- Standards of Conduct for Public Service Employees (Appendix 3)

Some of these are also attached to appointment letters of current executives who take on new roles, and some are referenced.

For all executives and particularly new executives, further information may be provided regarding terms and conditions of employment for excluded employees and compensation and benefits.

Appendix 1

This is not the official version

Deposited November 18, 1997

Effective May 1, 1997
B.C. Reg 379/97

O.C. 1266/97

***PUBLIC SECTOR EMPLOYERS ACT* EMPLOYMENT TERMINATION STANDARDS**

The Employment Termination Standards established by the Public Sector Employers Council are adopted as employment termination standards for the purposes of section 14.4 of the *Public Sector Employers Act*.

Definitions

1 In these standards:

"Act" means the *Public Sector Employers Act*;

"employee" has the same meaning as in section 14.1 of the Act;

"notice of termination" means notification by a public sector employer to an employee that his or her contract of employment will be terminated;

"notice period" means the length of time from the date on which notice of termination is given to an employee until the date on which employment will terminate;

"retiring allowance" means a payment that, by a contract of employment, an employee may receive on or after retirement of the employee from his or her employment in recognition of the employee's service, but does not include the following:

(a) superannuation or a pension benefit;

(b) an amount received as a consequence of the death of the employee;

(c) a benefit designated by the minister;

"severance" means the severance payment made in lieu of the notice period;

"successor employer" means a purchaser, lessee or transferee referred to in section 35 of the *Labour Relations Code*.

[am. 2002-64-Sch, s. 1.]

Limitation on notice period and severance

2 (1) An employee must not be given a notice period or severance in the case of

(a) termination for cause,

(b) expiry of a contract of employment with a definite term, or

(c) voluntary resignation or retirement.

(2) Subsection (1) does not prevent an employer from providing severance under a labour adjustment policy or program approved by the minister.

(3) A labour adjustment policy or program approved by the council before this subsection comes into force is deemed to be a labour adjustment policy or program approved by the minister for the purposes of subsection (2).

[am. 2002-64-Sch, s. 2.]

Limitation on retiring allowance

2.1 (1) An employee who receives a notice period or severance must not be given a retiring allowance.

(2) Subsection (1) does not prevent an employer from providing a retiring allowance under a labour adjustment policy or program approved by the minister.

(3) A labour adjustment policy or program approved by the council before this subsection comes into force is deemed to be a labour adjustment policy or program approved by the minister for the purposes of subsection (2).

[en. 2002-64-Sch, s. 3.]

Duties of employee during notice period

3 (1) During the notice period, a public sector employer, in its sole discretion, may

(a) require the employee to continue with his or her duties, assignment, tasks or projects,

(b) assign the employee to other duties, assignments, tasks or projects with the same or a successor employer, notwithstanding that the assignment may amount to a constructive dismissal, if

(i) the assignment is reasonably consistent with the employee's ability and responsibility at the time of the assignment, and

(ii) the employee is not required to relocate unreasonably,

(c) assign the employee to a non-successor employer with the agreement of the employee, or

(d) excuse the employee from performing his or her duties.

(2) If an employee refuses to perform duties assigned by the employer in accordance with this section, the employee is deemed to have voluntarily resigned and is not entitled to a continuation of the notice period or any payment in lieu of the notice period.

Severance payment instead of notice

4 (1) If an employer terminates employment without cause and excuses the employee from performing his or her duties under section 3 (1) (d), the employer, in its sole discretion, may provide the employee with severance.

(2) Severance must be in the form of periodic payments unless the employer, in its sole discretion, considers a lump sum payment to be more appropriate.

Amount of notice and severance

5 (1) A notice period or severance must not exceed the following:

(a) an amount calculated according to an employment termination plan for the employee that has been approved by the minister;

(b) if no employment termination plan has been approved by the council, the lesser of

(i) an amount equal to the remaining term of the contract, or

(ii) an amount provided under common law calculated as though the employee were subject to an indefinite term agreement with no provision regarding severance.

(1.1) An employment termination plan approved by the council before this subsection comes into force is deemed to be an employment termination plan approved by the minister for the purposes of subsection (1).

(2) Despite subsection (1), the maximum notice period that an employee may be given is 18 months.

(3) Despite subsection (1), the maximum severance that an employee may be given is the value of salary and benefits the employee would otherwise be entitled to for the notice period.

[am. 2002-64-Sch, s. 4.]

Executive notice and severance

5.1 (1) In addition to the limits imposed under section 5, this section applies in relation to employees of a public sector employer, other than an employer referred to in paragraph (g) of the definition of "public sector employer" in section 1 of the Act, who are appointed to or employed in the following positions:

(a) deputy minister;

(b) chief executive officer or president of a public sector employer;

(c) superintendent of a school.

(2) The notice period or severance that may be given to an employee in a position referred to in subsection (1) must not exceed

(a) an amount calculated according to an employment termination plan for the employee that has been approved by the Treasury Board, or

(b) if no employment termination plan has been approved by the Treasury Board, the following limits:

(i) up to a 6-month notice period or severance, if the employee has served or been employed in that position for fewer than 12 months;

(ii) up to a 9-month notice period or severance, if the employee has served or been employed in that position for 12 to 17 months;

(iii) up to a 12-month notice period or severance, if the employee has served or been employed in that position for 18 to 35 months;

(iv) up to a 14-month notice period or severance, if the employee has served or been employed in that position for 36 to 47 months;

(v) up to a 16-month notice period or severance, if the employee has served or been employed in that position for 48 to 59 months;

(vi) up to an 18-month notice period or severance, if the employee has served or been employed in that position for 60 or more months.

(3) Treasury Board may not approve an employment termination plan under subsection (2) (a) that would provide an employee more than a 12-month notice period or severance for fewer than 18 months of service or employment.

(4) An employment termination plan approved by the council before this subsection comes into force is deemed to be an employment termination plan approved by the Treasury Board for the purposes of subsection (2).

[en. 2002-64-Sch, s. 5.]

Re-employment in the public sector

6 (1) In this section, **"re-employment"** includes entering into a contract for services with a public sector employer either individually or through a sole proprietorship, partnership or corporation.

(2) An employee must notify the employer of any re-employment with a public sector employer during the notice period or period of notice in lieu of which severance is provided.

(3) If an employee commences employment with a public sector employer during the notice period or period of notice in lieu of which severance is provided,

(a) no severance covering this period of re-employment is payable, and

(b) the employee must pay the government any amount that is attributable to the period during which the employee is re-employed.

(4) During the notice period or period in lieu of which severance is provided, if an employee is re-employed at a lower level of compensation, nothing in this section prevents an employer from providing to the employee an amount equivalent to the difference between their former compensation level and their compensation level upon re-employment.

Term of employment contracts

7 If an employee is employed under a contract of employment for a definite term the contract must

(a) subject to paragraph (b), be for a term of not more than 5 years, and

(b) if employment under the contract may be extended for more than 5 years, make the extension conditional on a renegotiation of the contract during the term of the contract.

[en. 2002-64-Sch, s. 6.]

Provisions of the *Public Sector Employers Act*, R.S.B.C. 1996, c. 384, relevant to the enactment of this regulation: section 14.4]

Appendix 2

POST EMPLOYMENT RESTRICTIONS FOR SENIOR MANAGEMENT IN THE BC PUBLIC SERVICE

Last updated May 1, 2018

Definitions

"confidential information" means information that is unavailable to the public;
"lobby" has the same meaning as defined in the *Lobbyists Registration Act*;
"outside entity" means a person or entity other than a public sector employer as defined in section I of the *Public Sector Employers Act*
"senior management" means any person appointed as Deputy Minister, Associate Deputy Minister, Assistant Deputy Minister, or other equivalent rank under the *Public Service Act*;
The provisions of this policy are in addition to any requirements contained in the *Lobbyists Registration Act*. In the event of a conflict between this policy and the *Lobbyists Registration Act*, the provisions of the latter will apply.

Before Leaving Public Service

1 (1) the following are conditions of your employment with the government:
(a) you must not allow yourself to be influenced in carrying out your employment responsibilities by prospects for or an offer of

(i) employment as an employee of an outside entity, or
(ii) remuneration or other reward from an outside entity for doing anything for it in a capacity other than as an employee of the outside entity;

(b) you must immediately disclose to the Deputy Minister to the Premier and Head of the BC Public Service Agency

(i) any offer described in paragraph (a), if the offer does or could place you in a conflict of interest situation; or
(ii) your acceptance of any offer described in paragraph (a).

After Leaving Public Service

2 (1) The following are conditions of your employment with the government:
(a) after your employment ends, you must not disclose confidential information that you obtained through your employment;
(b) if you had a substantial involvement in dealings with an outside entity at any time during the 12 months immediately preceding the end of your employment then, for a year after the end of your employment, you must not

(i) accept an offer of employment, an appointment to the board of directors or a contract to provide services to that outside entity; or
(ii) give counsel to that outside entity, for its commercial purposes, concerning the programs or policies of any organization or ministry of the government in which you were employed at any time during the 12 months immediately preceding the termination of your employment;

(c) until one year after your employment ends, you must not act for an outside entity in connection with any ongoing proceedings, transaction, negotiation or case in which the outside entity and the government are involved

(i) if you, during your former employment with the government, acted for or advised the government concerning the proceedings, transaction, negotiation or case; and
(ii) acting for the outside entity in that connection would result in the receipt by the outside entity of a private or commercial benefit or of any benefit not for general application.

(d) must not lobby government except as permitted under the *Lobbyists Registration Act.*

Reduction of One-Year Limitation

The Head of the BC Public Service Agency in consultation with the Deputy Minister to the Premier may reduce the one-year restriction, upon your application, after considering the following:

(a) the circumstances under which your employment ended;

(b) your general employment prospects;

(c) the significance to the government of information you possessed by virtue of your position with the government;

(d) the desirability of a rapid transfer of your skills to an employer other than the government;

(e) the degree to which the new employer might gain unfair commercial advantage by hiring you; (f) the authority and influence you possessed while employed by the government;

(g) the disposition of other cases.

Appendix 3

Standards of Conduct for Public Service Employees - Human Resources Policy 09

Last updated Dec. 2, 2019

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 (PIDA) 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;
- 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 regard 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 regard 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.

EXCLUDED EMPLOYEES - PERFORMANCE BASED IN-RANGE MOVEMENT

Background:

- The Province implemented a management compensation freeze for all management and executive employees in the provincial public sector in September 2012. Under the freeze, management employees could not receive any increases in compensation without changing jobs. Provincial public sector compensation policy in B.C. is co-ordinated by the Public Sector Employers' Council Secretariat (PSEC Secretariat), with the PSEC Secretariat providing guidelines and direction to all provincial public sector employers.

- The 2014 B.C. Public Sector Compensation Review made a number of recommendations related to the compensation framework in the Provincial Public Sector. The Review noted that, generally speaking, the core public service pay rates are below those of other public sector organizations.

- In response to the Review, the PSEC Secretariat implemented a new common compensation philosophy for all public sector employers in 2015, ensuring consistent compensation decision-making across the public sector.

- Effective July 2015, employers – including the Public Service – were granted permission to allow performance based in-range movement for employees to a maximum of 2% in a year. Adjustments were intended to address issues of compression, inversion, and employee retention. These increases were not across-the-board general wage increases; employees must meet specific performance criteria, and not all management or executive employees were eligible.

- Annual performance based in-range compensation adjustments for excluded managers of 2% were provided in 2015, 2016, 2017, and 2018.

- The PSEC Secretariat released new direction in September 2018 called the *B.C. Public Sector Employers' Guide to Accountable Compensation*. This new direction increased the flexibility and allowed for rewards based on performance. Following PSEC's new direction, the performance based in-range adjustments provided in 2019 were up to 3% for solid performers and up to 5% for exceptional performers.

- As a result of the COVID-19 pandemic and the current fiscal context, the Deputy Ministers' Council limited increases to 2% for 2020 for both good and exceptional performers. The 2020 increases were approved by the Public Sector Employers' Council Secretariat for the broader public sector employers including the Public Service. The Public Service Agency communicated criteria and instructions to Ministries in June 2020 to facilitate the July 2020 performance based in-range process.

- The eligibility criteria for the July 2020 process included:
  - Increases are limited to 2%.
  - Ministries are required to fund these increases within their existing budgets.
  - No individual can receive an increase above their salary band maximum.
  - Employees were in a full-time or part time excluded management position between July 1, 2019 and June 30, 2020 and have been in the role for sufficient time to assess performance.
  - Employees on long term temporary assignments may be eligible for performance based in-range increases.
  - Employees whose performance cannot be assessed due to an extended absence from work, who would otherwise be eligible, and who are on one of the leaves listed below can receive an in-range adjustment. If an employee has been at work long enough to assess their performance, then that rating should apply. Any adjustments will be applied following the employee's return to work if they are on leave as of July 1st. These leaves include:
    - Maternity/Parental Leave
    - Compassionate Care Leave
    - Leave Respecting Disappearance/Death of Child
    - Jury Duty
    - Critical Illness and Injury Leave
    - Leave respecting domestic or sexual violence
    - Education Leave with Pay
    - Short term illness and injury plan (STIIP)

- It is estimated that 75% of excluded employees are receiving 2020 performance based in-range movement adjustments. (A final percentage will be available after all adjustments have been processed.)

Tab E

BRITISH COLUMBIA BC Public Service | Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Deputy Minister to the Premier**
For Information

Issue: **Deputy Minister Performance**

Background:

When Deputy Ministers are appointed, they receive a letter of appointment indicating salary and standard terms and conditions for executive positions, and expectations around post-employment restrictions.

Deputy Ministers are responsible on an annual basis for achievement of specific deliverables that are developed in consultation with the Deputy Minister to the Premier. Each DM is assessed annually by the Deputy Minister to the Premier to determine their performance and, in the absence of government expenditure restrictions, their eligibility for an in-range salary adjustment.

In November 2018, The Deputy Ministers' Committee on Public Service Innovation implemented leadership expectations for executives. These are included for reference.

Prepared For: **Deputy Minister to the Premier**
For Information

Issue: **BC Public Service Leadership Expectations**

Background:

Executive leaders in the BC Public Service are bound by the same provisions as all employees, including the Standards of Conduct and the Oath of Employment. They are also expected to uphold and model the BC Public Service Values: courage, curiosity, passion, teamwok, service and accountability, and the overarching value of integrity. Reflecting the changing context in which the public service now operates, in 2017 the Deputy Ministers' Committee on Public Service Innovation identified a new set of Leadership Expectations further defining how executives are expected to approach their leadership roles.

Shifting citizen expectations, a rapidly evolving and globally connected economy, a more diverse population, internal and external demographic pressures, and the rapid pace of technological innovation all challenge the opertions of the public service. Particularly at the executive level, these dynamics demand a new set of skills and abilities to be successful. The Leadership Expectations were designed to provide clarity and direction for executives within that context, and complement the expectations set out in the Oath of Employment, the Standards of Conduct and the BC Public Service Values.

In November 2018, the Leadership Expectations were shared with the full membership of the Deputy Ministers Council and were further communicated to all members of Corporate Executive (Deputy Ministers, Associate Deputy Ministers, Assistant Deputy Ministers and Executive Leads). They have since become a component of the performance management framework for executives.

The Leadership Expectations are attached

BC PUBLIC SERVICE
Leadership Expectations

November 2018

BRITISH COLUMBIA
BC Public Service

Where ideas work

LEADING IN A CHANGING CONTEXT

"As a member of the British Columbia Public Service, I do solemnly swear that I will… conduct myself honestly and ethically, in a manner that maintains and enhances the public's trust and confidence in the public service and does not bring it into disrepute."

- BC Public Service Oath of Employment

These are the words sworn by every member of the BC Public Service as a condition of employment. Our ability to fulfil that commitment is challenged more than ever by the more complex context in which we work today. Shifting citizen expectations, a rapidly evolving and globally connected economy, a more diverse population, our own internal demographic pressures, and the relentless march of technological innovation all demand a different kind of public service.

The public service has faced pressures like this before, but rarely if ever of this magnitude and scope. The business model of the public service – its fundamental purpose – remains as valid as ever. But the operating model of the public service – how it delivers on the promise and potential of that purpose – needs to be modernized. Modernizing that operating model requires reconsideration of every aspect of how the public service works, from centuries old conventions, to entrenched policies and practices, to the tools and resources applied and how they are procured, managed and deployed.

Being a part of the leadership team in this context requires an openness to learning and ideas. It requires an authentic focus on citizens and an understanding of their priorities in addition to the priorities of government. It requires the ability to cultivate the power of networks, within the organization and with outside partners. It requires a broad view of the entire operation, from concept to design to execution – and a willingness to embrace new approaches. It requires a commitment to building a truly inclusive workplace culture that can benefit from the potential of a more diverse public service. Particularly at senior levels, there is a new skills and literacy profile required to lead change and to lead in a changing world.

To provide clarity and direction for today's executive and senior leaders, the BC Public Service has introduced the Leadership Expectations set out in this document. These are designed to complement the expectations set out in the BC Public Service Oath of Employment, the Standards of Conduct and the BC Public Service Values with direction specific to senior leaders in the BC Public Service.

BC PUBLIC SERVICE LEADERS WILL:

Be models and advocates of the BC Public Service Values and Standards of Conduct in professionally serving government to the highest ethical standard.

THIS MEANS:

- You model integrity and a commitment to ethical conduct and decisions in everything you do – especially when those decisions challenge you and others.
- You hold colleagues to account for upholding the corporate values and behaviours expected of a professional public servant.
- You reflect on the importance of respect, inclusion, ethics and integrity as part of your regular communication with your team.
- You ensure members of your team are aware of their obligations with regard to ethics and professional conduct.
- You take responsibility for delivering on the priorities of government to the best of your ability.
- You demonstrate commitment to and pride in the BC Public Service, and you contribute to enhancing its reputation.

BC PUBLIC SERVICE LEADERS WILL:

Be active enablers of innovation and engagement as keys to maintaining and enhancing public trust and confidence.

THIS MEANS:

- You visibly and actively invite and advance new ideas within your organization and demonstrate the courage to embrace change.
- You engage regularly and openly with your team, demonstrating a spirit of collaboration, inclusion, honesty and trust.
- You recognize the motivational power of giving others credit for their ideas and you reward thoughtful risk-taking.
- You model a culture of curiosity by asking questions, seeking out new knowledge, encouraging dialogue and inviting competing ideas.
- You encourage curiosity from those around you and challenge unquestioning adherence to the status quo.
- You create the time and space for ideas and experimentation – including those ideas that are potentially disruptive.

BC PUBLIC SERVICE LEADERS WILL:

Demonstrate foresight and an understanding of our modern, digital context to better serve citizens.

THIS MEANS:

- You think and make decisions with consideration of the long-term impacts and context, responding not just to the current need but also emerging priorities.
- You invest in personal and organizational learning about trends and new ideas in your sector and the broader government context, and you expect the same of others.
- You develop and maintain a base level of understanding about current and emerging technologies and how they are relevant to your work.
- You know who the leading thinkers and jurisdictions are in your sector and in your organization, and you actively learn from their expertise.

BC PUBLIC SERVICE LEADERS WILL:

Be proactive, resilient and nimble in taking thoughtful, calculated risks.

THIS MEANS:

- You welcome change, recognizing that effective risk management does not necessarily mean maintaining the status quo.
- You plan for success and identify alternative solutions, but accept failure without casting blame.
- You support and champion those willing to try something new, recognizing their intent and effort even if they are unsuccessful.
- You talk about what doesn't work, learn from it, improve and move forward.
- You refuse to accept ambiguity as a justification for inaction.

BC PUBLIC SERVICE LEADERS WILL:

Be biased to action and removing unnecessary complexity to deliver the best possible service and outcomes for citizens.

THIS MEANS:

- You seek out the best evidence available to you but are prepared to act even when the evidence is incomplete.
- You constructively question assumptions, timelines and recommendations to ensure they are driven by citizens' needs rather than administrative convenience.
- You ask what citizens expect and need, and embrace experimental approaches that help ensure citizen perspectives are reflected in policy and program design.
- You assess your organization's performance based on outcomes for citizens or clients rather than internally focused metrics.
- You demonstrate a citizen focus by using and expecting plain language in all internal and external communication.

BC PUBLIC SERVICE LEADERS WILL:

Act to improve the corporate capacity, capability and commitment of the public service.

THIS MEANS:

- You actively and visibly champion the Corporate Plan for the BC Public Service in your communication and interaction with your teams.
- When faced with a corporate direction that competes with your organization's own interest, you support the corporate direction.
- You foster and demonstrate the power of collaborative teams.
- You actively participate in corporate initiatives, recognizing your role as a collaborative leader not only in your organization but in the BC Public Service as a whole.
- You recognize that identifying, attracting and developing talent is a core part of your role as a leader, and you foster that expectation within your leadership team.
- You promote and contribute to an inclusive public service culture that embraces a respect for the diversity of our communities, perspectives and lived experiences.
- You expect high standards of performance and take responsibility for managing the performance of your team.

Tab F

Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Deputy Minister to the Premier**
For Information

Issue: Executive Performance and Succession

Background:

Between 2011 and 2017, executive performance and succession were conducted biennially. The process in its initial configuration aimed to assess executives' individual performance, potential, strengths and areas for development and inform executive succession planning. The process introduced best-practice rigour into executive talent management, however, it was onerous in terms of preparation and effort required of DMs, executives being reviewed and the BC Public Service Agency and, since it was conducted every two years, the data collected soon became dated.

In 2017 and 2018, additional executive talent management programming was added to improve our ability to identify and address executive development needs and build a more robust executive succession management process. These included:

- *DM Succession and Development Conversations*- which focus specifically on the development needs of each executive and potential successors or succession pools for each executive position.
- *DMC Succession Sessions*-which focus on career tracks of current executives and the executive talent pipeline to ensure succession plans for all executive positions.

Since 2018, Executive Performance Reviews are held annually (by fiscal year) and focus on performance ratings and, subject to government expenditure direction, the related performance based in-range compensation adjustments. Panels are run by sector and no reports are produced.

DMs provide a brief presentation of the accomplishments of each of their executive and describes how they demonstrated behavioural competencies, BC Public Service values and Leadership Expectations during the review period. Other DMs from the sector offer additional comments or questions related to experiences they may have had with the executive being presented. Discussion is by exception.

Assessment ratings are calibrated by the full DMC at the end of the review panels. Results of the performance reviews inform the DM Succession and Development conversations which in turn, inform the DMC Succession Session.

This shift has allowed for a streamlined executive review process and has substantially reduced DM and others' effort and time commitment. It has also eliminated duplication in the collection of executive information.

The full cycle of Executive Performance Reviews, DM Succession and Development Conversations and DMC Succession Sessions is held annually where each of these components feeds into the one that follows. This allows the BC Public Service Agency and DMC to glean up to date information to identify potential future successors for executive roles, consider the career trajectories of the current executive cohort and ensure that executives are supported and set up for success.

Tab G

BRITISH COLUMBIA
BC Public Service
Where ideas work

Transition Briefing Note

BC Public Service Agency
October 2020

Prepared For: **Deputy Minister to the Premier**
For Information

Issue: **Deputy Minister and Associate Deputy Minister Listing**

Background:

Below, a list of Deputy Ministers and Associate Deputy Ministers as of 07 October 2020:

Deputy Ministers:

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Allan, John *	Deputy Minister	DM3	Forests, Lands, Natural Res Ops and Rural Dev	Personal Information			
Baskerville, Shannon	Deputy Minister	DM2	Advanced Education, Skills and Training				
Bond, Allison	Deputy Minister	DM3	Children and Family Development				
Brouwer, Shauna	Deputy Minister	DM1	Tourism, Arts and Culture				
Brown, Stephen *	Deputy Minister	DM3	Health				
Caul, Doug	Deputy Minister	DM2	Indigenous Relations and Reconciliation				
Ethier, Tom	Deputy Minister	DM1	Agriculture				

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Evans, Donna	Deputy Minister	DM1	Government Communications & Public Engagement (FIN)	Personal Information			
Fyfe, Richard *	Deputy Attorney General	DM3	Attorney General				
Galbraith, David	Deputy Minister	DM2	Social Development and Poverty Reduction				
Halls, Lori	Deputy Minister Emergency Management BC	DM1	Emergency Management BC (PSSG)				
Hughes, Trevor	Deputy Minister	DM1	Labour				
Jardine, Kevin	Deputy Minister	DM2	Environment and Climate Change Strategy				
Kennedy, Christine	DM, & DM resp for Asia Pacific Gateway	DM2	Jobs, Economic Dev and Competitiveness				
Kot, Jill *	Deputy Minister	DM2	Citizens' Services				
Krishna, Kaye	Deputy Minister	DM2	Municipal Affairs and Housing				
MacDonald, D Scott	Deputy Minister	DM2	Education				
Main, Grant *	Deputy Minister	DM3	Transportation and Infrastructure				
Mayhew, Neilane	Deputy Minister	DM1	Mental Health and Addictions				
Mihlar, Fazil	Deputy Minister	DM2	Energy, Mines and Petroleum Resources				
Plecas, Bobbi	Deputy Minister	DM1	Intergovernmental Relations Secretariat				
Shoemaker, Wes *	Deputy Minister, Agri-Tech Land Use Secretariat	DM1	Agriculture				

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Sieben, Mark	Deputy Solicitor General	DM2	Public Safety and Solicitor General	Personal Information			
Wanamaker, Lori *	Deputy Minister	DM3	Finance				
Wood, Heather	Deputy Minister, Secretary to Treasury Board	DM1	Finance				
Wright, Don *	DM to the Premier and Cabinet Secretary	DMP	Office of the Premier				
Yuma Morisho, Okenge	Deputy Minister	DM1	Public Service Agency				

Associate Deputy Ministers

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Arend, Elenore	Associate DM/Chief Executive Assessment Officer	Assoc	Environmental Assessment Office	Personal Information			
Brownsey, Silas	Associate DM, Strategic Planning and Land Use	Assoc	Municipal Affairs and Housing				
Byres, David (Secondee)	Associate DM Clinical Leadership	Assoc	Health				
Harvey, James	Associate DM, Competitiveness and Investment	Assoc	Jobs, Economic Development and Competitiveness				
Manwaring, Rick	Associate DM, Forest Sector	Assoc	Forests, Lands, Natural Res Ops and Rural Dev				
Maranda, Pierrette *	Associate DM, Intergov. Relations Secretariat	Assoc	Intergovernmental Relations Secretariat				
Pokorny, Peter	Associate DM, Corporate Services (CAO)	Assoc	Health				
Richter, Kevin	Associate Deputy Minister	Assoc	Transportation and Infrastructure				
Ritchie, Carol 'CJ'	Associate DM and Government CIO	Assoc	Citizens' Services				
Scott, Doug	Associate Deputy Minister	Assoc	Attorney General				
Zacharuk, Christina	Associate DM Policy and Coordination	Assoc	Office of the Premier				

Non-Core

Name	Current Position	Band	Ministry	Salary	Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20	
MacDonald, Ron J *	Chief Civilian Director, IIO	Assoc	Attorney General - IIO	Personal Information				
Mackenzie, Isobel	Seniors Advocate	Assoc	Health					

Personal Information

Deputy Ministers

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

September 11, 2018

John Allan
Personal Information

Dear John:

This letter confirms your appointment to the position of Deputy Minister pursuant to s. 12 of the BC Public Service Act, as specified in your appointing Order in Council, effective September 10, 2018.

Your salary will be $260,000 per annum. I will provide you with the criteria for the performance criteria forming part of your annual performance plan.

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments. Personal Information
Personal Information

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Should your appointment be rescinded, termination would be in accordance with the Employment Termination Standards (attached). Also, you are subject to the Post Employment Restrictions (attached).

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

If you agree to this offer please indicate acceptance in the space provided below.

I look forward to working with you.

Yours truly,

Don

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

_____ _____

John Allan Date

Attachments (2)

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 469 *, Approved and Ordered* September 10, 2018

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that John Allan is appointed as a Deputy Minister, Ministry of Forests, Lands, Natural Resource Operations and Rural Development.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other:

O10258118

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

March 29th, 2016

Shannon Baskerville
Personal Information

Dear Shannon:

I am very pleased to confirm your appointment as Deputy Minister, Ministry of Jobs, Tourism, Skills and Training and Responsible for Labour, effective March 25th, 2016, as specified in your appointing Order in Council.

Your salary will be $245,000 per annum, Personal Information
Personal Informati The other terms and conditions of your employment are those established for Deputy Ministers as category A appointments, set out in the Terms and Conditions for Excluded Employees.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please re-familiarize yourself with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Attached are the Employment Termination Standards and the Post Employment Restrictions for your reference.

Should you have any questions about these policies or your entitlements, please contact Tracy Mandur, Executive Recruitment, BC Public Service Agency.

Once you have reviewed the attached information and signed this letter indicating your acceptance, please return the original letter to my office.

... /2

Office of the Premier Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Kim Henderson
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

Attachments

cc: Lori Halls
Deputy Minister, BC Public Service Agency

Shannon Baskerville

Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 214 *, Approved and Ordered* JUL 18 2017

Judith D. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 18, 2017,

(a) the appointments set out in Schedule 1 are rescinded,

(b) all previous appointments of deputy ministers and associate deputy ministers under section 12 of the *Public Service Act*, R.S.B.C., c. 385, are rescinded, and

(c) the appointments of deputy ministers and associate deputy ministers in Schedule 2 to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12;
Environmental Assessment Act, S.B.C. 2002, c. 43, s. 3.

Other: OIC 586/2010; OIC 135/2011; OIC 377/2013; OIC 129/2014; OIC 149/2015; OIC 475/2015; OIC 93/2016

O10142733

SCHEDULE 1

1 The appointment of Allison Bond as Assistant Deputy Minister, Ministry of Children and Family Development, made by Order in Council 377/2013, is rescinded.

2 The appointment of David Galbraith as Deputy Secretary to Treasury Board and Assistant Deputy Minister, Treasury Board Staff, Ministry of Finance, made by Order in Council 93/2016 is rescinded.

3 The appointment of Trevor Hughes as Assistant Deputy Minister, Industrial Relations, Ministry of Labour, made by Order in Council 586/2010, is rescinded.

4 The appointment of Jill Kot as Assistant Deputy Minister, Ministry of Education, made by Order in Council 129/2014, is rescinded.

5 The appointment of Scott MacDonald as Assistant Deputy Minister, Ministry of Jobs, Tourism and Skills Training, made by Order in Council 377/2013, is rescinded.

6 The appointment of Mark Zacharias as Assistant Deputy Minister, Ministry of Environment, made by Order in Council 135/2011, is rescinded.

7 The appointment of Lori Halls as Agency Head of the Public Service Agency, Ministry of Finance, made by Order in Council 475/2015, is rescinded.

8 The appointment of Kevin Jardine as Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 149/2015, is rescinded.

SCHEDULE 2

Name	Appointment
AHMED, Sarf	Associate Deputy Minister Ministry of Citizens' Services
BASKERVILLE, Shannon	Deputy Minister Ministry of Advanced Education, Skills and Training
BOND, Allison	Deputy Minister Ministry of Children and Family Development
BROWN, Stephen	Deputy Minister Ministry of Health
CARROLL, Sandra	Deputy Minister Ministry of Tourism, Arts and Culture
CAUL, Douglas D.	Deputy Minister Ministry of Indigenous Relations and Reconciliation
DAWES, Jacquie	Deputy Minister Ministry of Municipal Affairs and Housing
DENLINGER, Rebecca Fay	Deputy Minister Emergency Management BC Ministry of Public Safety and Solicitor General
FEULGEN, Sabine	Associate Deputy Minister and Chief Administrative Officer Ministry of Health
FISHER, Jason	Associate Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FYFE, Richard	Deputy Minister with the title Deputy Attorney General Ministry of Attorney General
GALBRAITH, David	Associate Deputy Minister Ministry of Finance
HALLS, Lori	Deputy Minister and Head of the BC Public Service Agency Ministry of Finance
HUGHES, Doug	Deputy Minister Ministry of Mental Health and Addictions

Name	Appointment
HUGHES, Trevor	Deputy Minister Ministry of Labour
JARDINE, Kevin	Associate Deputy Minister and Executive Director Environmental Assessment Office Ministry of Environment and Climate Change Strategy
KOT, Jill	Deputy Minister Ministry of Citizens' Services
LLOYD, Evan	Deputy Minister Government Communications and Public Engagement Ministry of Finance
MACDONALD, Scott	Deputy Minister Ministry of Education
MAIN, Grant	Deputy Minister Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
MAYHEW, Neilane	Associate Deputy Minister Ministry of Indigenous Relations and Reconciliation
MIHLAR, Fazil	Deputy Minister Ministry of Jobs, Trade and Technology
MORISHO, Okenge Yuma	Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
NIKOLEJSIN, Dave	Deputy Minister Ministry of Energy, Mines and Petroleum Resources
PLECAS, Bobbi	Deputy Minister Climate Change Ministry of Environment and Climate Change Strategy
SHELDAN, Tim	Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
SHOEMAKER, Wes	Deputy Minister Ministry of Agriculture

Name	Appointment
SIEBEN, Mark	Deputy Minister Ministry of Public Safety and Solicitor General
STEVENSON, Lynn	Associate Deputy Minister Ministry of Health
TAYLOR, Sheila	Deputy Minister Ministry of Social Development and Poverty Reduction
WANAMAKER, Lori	Deputy Minister Ministry of Finance
WRIGHT, Donald	Deputy Minister to the Premier Cabinet Secretary and Head of the BC Public Service Office of the Premier
ZACHARIAS, Mark	Deputy Minister Environment Ministry of Environment and Climate Change Strategy
ZACHARUK, Christina	Associate Deputy Minister with the title President and Chief Executive Officer Public Sector Employers' Council Secretariat Ministry of Finance

BRITISH
COLUMBIA

PERSONAL AND CONFIDENTIAL

July 27, 2017

Allison Bond
Personal Information

Dear Allison:

This letter confirms your appointment as Deputy Minister, Ministry of Children and Family Development as specified in the appointing Order in Council, effective July 18, 2017.

Your salary will be $240,000 per annum and, consistent with our Executive Compensation Plan, Personal Information
Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Allison Bond

Date Aug 3/17

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 214 *, Approved and Ordered* JUL 18 2017

Judith D. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 18, 2017,

(a) the appointments set out in Schedule 1 are rescinded,

(b) all previous appointments of deputy ministers and associate deputy ministers under section 12 of the *Public Service Act*, R.S.B.C., c. 385, are rescinded, and

(c) the appointments of deputy ministers and associate deputy ministers in Schedule 2 to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12;
Environmental Assessment Act, S.B.C. 2002, c. 43, s. 3.

Other: OIC 586/2010; OIC 135/2011; OIC 377/2013; OIC 129/2014; OIC 149/2015; OIC 475/2015; OIC 93/2016

O10142733

SCHEDULE 1

1 The appointment of Allison Bond as Assistant Deputy Minister, Ministry of Children and Family Development, made by Order in Council 377/2013, is rescinded.

2 The appointment of David Galbraith as Deputy Secretary to Treasury Board and Assistant Deputy Minister, Treasury Board Staff, Ministry of Finance, made by Order in Council 93/2016 is rescinded.

3 The appointment of Trevor Hughes as Assistant Deputy Minister, Industrial Relations, Ministry of Labour, made by Order in Council 586/2010, is rescinded.

4 The appointment of Jill Kot as Assistant Deputy Minister, Ministry of Education, made by Order in Council 129/2014, is rescinded.

5 The appointment of Scott MacDonald as Assistant Deputy Minister, Ministry of Jobs, Tourism and Skills Training, made by Order in Council 377/2013, is rescinded.

6 The appointment of Mark Zacharias as Assistant Deputy Minister, Ministry of Environment, made by Order in Council 135/2011, is rescinded.

7 The appointment of Lori Halls as Agency Head of the Public Service Agency, Ministry of Finance, made by Order in Council 475/2015, is rescinded.

8 The appointment of Kevin Jardine as Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 149/2015, is rescinded.

SCHEDULE 2

Name	Appointment
AHMED, Sarf	Associate Deputy Minister Ministry of Citizens' Services
BASKERVILLE, Shannon	Deputy Minister Ministry of Advanced Education, Skills and Training
BOND, Allison	Deputy Minister Ministry of Children and Family Development
BROWN, Stephen	Deputy Minister Ministry of Health
CARROLL, Sandra	Deputy Minister Ministry of Tourism, Arts and Culture
CAUL, Douglas D.	Deputy Minister Ministry of Indigenous Relations and Reconciliation
DAWES, Jacquie	Deputy Minister Ministry of Municipal Affairs and Housing
DENLINGER, Rebecca Fay	Deputy Minister Emergency Management BC Ministry of Public Safety and Solicitor General
FEULGEN, Sabine	Associate Deputy Minister and Chief Administrative Officer Ministry of Health
FISHER, Jason	Associate Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FYFE, Richard	Deputy Minister with the title Deputy Attorney General Ministry of Attorney General
GALBRAITH, David	Associate Deputy Minister Ministry of Finance
HALLS, Lori	Deputy Minister and Head of the BC Public Service Agency Ministry of Finance
HUGHES, Doug	Deputy Minister Ministry of Mental Health and Addictions

Name	Appointment
HUGHES, Trevor	Deputy Minister Ministry of Labour
JARDINE, Kevin	Associate Deputy Minister and Executive Director Environmental Assessment Office Ministry of Environment and Climate Change Strategy
KOT, Jill	Deputy Minister Ministry of Citizens' Services
LLOYD, Evan	Deputy Minister Government Communications and Public Engagement Ministry of Finance
MACDONALD, Scott	Deputy Minister Ministry of Education
MAIN, Grant	Deputy Minister Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
MAYHEW, Neilane	Associate Deputy Minister Ministry of Indigenous Relations and Reconciliation
MIHLAR, Fazil	Deputy Minister Ministry of Jobs, Trade and Technology
MORISHO, Okenge Yuma	Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
NIKOLEJSIN, Dave	Deputy Minister Ministry of Energy, Mines and Petroleum Resources
PLECAS, Bobbi	Deputy Minister Climate Change Ministry of Environment and Climate Change Strategy
SHELDAN, Tim	Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
SHOEMAKER, Wes	Deputy Minister Ministry of Agriculture

Name	Appointment
SIEBEN, Mark	Deputy Minister Ministry of Public Safety and Solicitor General
STEVENSON, Lynn	Associate Deputy Minister Ministry of Health
TAYLOR, Sheila	Deputy Minister Ministry of Social Development and Poverty Reduction
WANAMAKER, Lori	Deputy Minister Ministry of Finance
WRIGHT, Donald	Deputy Minister to the Premier Cabinet Secretary and Head of the BC Public Service Office of the Premier
ZACHARIAS, Mark	Deputy Minister Environment Ministry of Environment and Climate Change Strategy
ZACHARUK, Christina	Associate Deputy Minister with the title President and Chief Executive Officer Public Sector Employers' Council Secretariat Ministry of Finance

BRITISH
COLUMBIA

PERSONAL AND CONFIDENTIAL

January 29, 2019

Shauna Brouwer
Personal Information

Dear Shauna:

This letter confirms your appointment to the position of Deputy Minister, Ministry of Tourism, Arts and Culture pursuant to s. 12 of the BC Public Service Act, as specified in your appointing Order in Council, effective January 29, 2019.

Your salary will be $220,000 per annum. The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments. As a Deputy Minister, you are eligible for either a vehicle allowance or a leased vehicle. Dawn-Lynn Phillips, HR Executive Support Services Advisor, will send you an email with further details following the Order in Council appointment.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 387-2206 Website: www.gov.bc.ca

I have read and accept the terms and conditions of this appointment.

Shauna Brouwer

Shauna Brouwer

January 29 2019

Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 023 *, Approved and Ordered* January 29, 2019

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointments set out in Schedule 1 to this order are rescinded,

(b) the appointments set out in Schedule 2 to this order are made, and

(c) effective March 4, 2019, the appointment set out in Schedule 3 to this order is made.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 285, s. 12

Other: OIC 214/2017; OIC 369/2017; OIC 36/2018

O10302833

SCHEDULE 1

1 The appointment of Shauna Brouwer as an Assistant Deputy Minister, Ministry of Finance, made by Order in Council 36/2018, is rescinded.

2 The appointment of Lori Halls, Deputy Minister and Head of the BC Public Service Agency, Ministry of Finance, made by Order in Council 214/2017, is rescinded.

3 The appointment of Bobbi Plecas as a Deputy Minister, Climate Change, Ministry of Environment and Climate Change Strategy, made by Order in Council 214/2017, is rescinded.

4 The appointment of Okenge Yuma Morisho as a Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier, made by Order in Council 369/2017, is rescinded.

SCHEDULE 2

1 Shauna Brouwer is appointed as a Deputy Minister, Ministry of Tourism, Arts and Culture.

2 Lori Halls is appointed as a Deputy Minister, Emergency Management BC, Ministry of Public Safety and Solicitor General.

3 Jeremy Hewitt is appointed as an Assistant Deputy Minister, Ministry of Environment and Climate Change Strategy.

4 Bobbi Plecas is appointed as a Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier.

5 Okenge Yuma Morisho is appointed as a Deputy Minister and Head of the Public Service Agency, Ministry of Finance.

SCHEDULE 3

1 Kathryn Krishna is appointed as a Deputy Minister, Ministry of Municipal Affairs and Housing.

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

July 27, 2017

Stephen Brown
Personal Information

Dear Stephen:

This letter confirms your appointment as Deputy Minister, Ministry of Health as specified in the appointing Order in Council, effective July 18, 2017.

Your salary will be $264,000 per annum and, consistent with our Executive Compensation Plan.Personal Information
Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 387-2226 Facsimile: 250 356-7258 Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Stephen Brown

Date Aug 3/17

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 214 *, Approved and Ordered* JUL 18 2017

Judith D. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 18, 2017,

(a) the appointments set out in Schedule 1 are rescinded,

(b) all previous appointments of deputy ministers and associate deputy ministers under section 12 of the *Public Service Act*, R.S.B.C., c. 385, are rescinded, and

(c) the appointments of deputy ministers and associate deputy ministers in Schedule 2 to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12;
Environmental Assessment Act, S.B.C. 2002, c. 43, s. 3.

Other: OIC 586/2010; OIC 135/2011; OIC 377/2013; OIC 129/2014; OIC 149/2015; OIC 475/2015; OIC 93/2016

O10142733

SCHEDULE 1

1 The appointment of Allison Bond as Assistant Deputy Minister, Ministry of Children and Family Development, made by Order in Council 377/2013, is rescinded.

2 The appointment of David Galbraith as Deputy Secretary to Treasury Board and Assistant Deputy Minister, Treasury Board Staff, Ministry of Finance, made by Order in Council 93/2016 is rescinded.

3 The appointment of Trevor Hughes as Assistant Deputy Minister, Industrial Relations, Ministry of Labour, made by Order in Council 586/2010, is rescinded.

4 The appointment of Jill Kot as Assistant Deputy Minister, Ministry of Education, made by Order in Council 129/2014, is rescinded.

5 The appointment of Scott MacDonald as Assistant Deputy Minister, Ministry of Jobs, Tourism and Skills Training, made by Order in Council 377/2013, is rescinded.

6 The appointment of Mark Zacharias as Assistant Deputy Minister, Ministry of Environment, made by Order in Council 135/2011, is rescinded.

7 The appointment of Lori Halls as Agency Head of the Public Service Agency, Ministry of Finance, made by Order in Council 475/2015, is rescinded.

8 The appointment of Kevin Jardine as Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 149/2015, is rescinded.

SCHEDULE 2

Name	Appointment
AHMED, Sarf	Associate Deputy Minister Ministry of Citizens' Services
BASKERVILLE, Shannon	Deputy Minister Ministry of Advanced Education, Skills and Training
BOND, Allison	Deputy Minister Ministry of Children and Family Development
BROWN, Stephen	Deputy Minister Ministry of Health
CARROLL, Sandra	Deputy Minister Ministry of Tourism, Arts and Culture
CAUL, Douglas D.	Deputy Minister Ministry of Indigenous Relations and Reconciliation
DAWES, Jacquie	Deputy Minister Ministry of Municipal Affairs and Housing
DENLINGER, Rebecca Fay	Deputy Minister Emergency Management BC Ministry of Public Safety and Solicitor General
FEULGEN, Sabine	Associate Deputy Minister and Chief Administrative Officer Ministry of Health
FISHER, Jason	Associate Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FYFE, Richard	Deputy Minister with the title Deputy Attorney General Ministry of Attorney General
GALBRAITH, David	Associate Deputy Minister Ministry of Finance
HALLS, Lori	Deputy Minister and Head of the BC Public Service Agency Ministry of Finance
HUGHES, Doug	Deputy Minister Ministry of Mental Health and Addictions

Name	Appointment
HUGHES, Trevor	Deputy Minister Ministry of Labour
JARDINE, Kevin	Associate Deputy Minister and Executive Director Environmental Assessment Office Ministry of Environment and Climate Change Strategy
KOT, Jill	Deputy Minister Ministry of Citizens' Services
LLOYD, Evan	Deputy Minister Government Communications and Public Engagement Ministry of Finance
MACDONALD, Scott	Deputy Minister Ministry of Education
MAIN, Grant	Deputy Minister Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
MAYHEW, Neilane	Associate Deputy Minister Ministry of Indigenous Relations and Reconciliation
MIHLAR, Fazil	Deputy Minister Ministry of Jobs, Trade and Technology
MORISHO, Okenge Yuma	Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
NIKOLEJSIN, Dave	Deputy Minister Ministry of Energy, Mines and Petroleum Resources
PLECAS, Bobbi	Deputy Minister Climate Change Ministry of Environment and Climate Change Strategy
SHELDAN, Tim	Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
SHOEMAKER, Wes	Deputy Minister Ministry of Agriculture

Name	Appointment
SIEBEN, Mark	Deputy Minister Ministry of Public Safety and Solicitor General
STEVENSON, Lynn	Associate Deputy Minister Ministry of Health
TAYLOR, Sheila	Deputy Minister Ministry of Social Development and Poverty Reduction
WANAMAKER, Lori	Deputy Minister Ministry of Finance
WRIGHT, Donald	Deputy Minister to the Premier Cabinet Secretary and Head of the BC Public Service Office of the Premier
ZACHARIAS, Mark	Deputy Minister Environment Ministry of Environment and Climate Change Strategy
ZACHARUK, Christina	Associate Deputy Minister with the title President and Chief Executive Officer Public Sector Employers' Council Secretariat Ministry of Finance

BRITISH COLUMBIA

June 28, 2013

Stephen Brown
Personal Information

Dear Stephen:

I am pleased to confirm your appointment as Deputy Minister, Ministry of Health, effective June 10, 2013, as specified in your appointing Order in Council.

Your salary will be $250,000.00 per annum, Personal Information
Personal Information The other terms and conditions of your employment are those established for Deputy Ministers as Category A appointments, set out in the Terms and Conditions for Excluded Employees.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please familiarize yourself with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Attached are the Employment Termination Standards and the Post-Employment Restrictions for your reference.

Should you have any questions about these policies or your entitlements, please contact Lynda Tarras, Head of the BC Public Service Agency.

Once you have reviewed the attached information and signed this letter indicating your acceptance, please return the original letter to my office.

... /2

Office of the Premier
Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Thank you for your outstanding service to the Province of British Columbia, and congratulations on your appointment.

I look forward to continuing to work with you.

Yours truly,

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

Attachments

cc: Lynda Tarras,
Head, BC Public Service Agency

Stephen Brown

Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 234 *, Approved and Ordered* JUN 10 2013

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointments and rescissions of appointments set out in the Schedule to this order are made,

(b) the appointment of Don Fast as Deputy Minister, Ministry of Community, Sport and Cultural Development, made by Order in Council 69/2011, is rescinded,

(c) the appointment of Cairine MacDonald as Deputy Minister, Innovation and Technology, Ministry of Advanced Education, Innovation and Technology, made by Order in Council 669/2012, is rescinded,

(d) the appointment of Graham Whitmarsh as Deputy Minister, Ministry of Health, made by Order in Council 69/2011, is rescinded, and

(e) John Jacobson is appointed Deputy Minister, Ministry of Technology, Innovation and Citizens' Services.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12

Other:

June 9, 2013 O/291/2013/27

SCHEDULE

Name	Appointment to be Rescinded	New Appointment
DYBLE, John	Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, Office of the Premier	Deputy Minister to the Premier, Cabinet Secretary and Head of the Public Service, Office of the Premier
AHMED, Sarf	Assistant Deputy Minister, Workplace Solutions, Shared Services BC, Ministry of Citizens' Services and Open Government	Associate Deputy Minister, Citizens' Services, Ministry of Technology, Innovation and Citizens' Services
BROWN, Stephen	Deputy Minister, Ministry of Children and Family Development	Deputy Minister, Ministry of Health
BYNG, Dave	Deputy Minister, Ministry of Jobs, Tourism and Skills Training	Deputy Minister, Ministry of Jobs, Tourism and Skills Training
CARR, Steven	Deputy Minister, Ministry of Energy, Mines and Natural Gas	Deputy Minister, Ministry of Natural Gas Development
CARROLL, Sandra	Associate Deputy Minister, with the title of Chief Operating Officer, Ministry of Health	Deputy Minister, Ministry of International Trade
CAUL, Douglas	Assistant Deputy Minister, Ministry of Transportation and Infrastructure	Associate Deputy Minister and Executive Director, Environmental Assessment Office, Ministry of Environment
DENLINGER, Rebecca	Assistant Deputy Minister, Ministry of Justice, with the title of Fire and Emergency Management Commissioner	Deputy Minister, Ministry of Community, Sport and Cultural Development
FYFE, Richard	Deputy Attorney General, Ministry of Justice	Deputy Attorney General, Ministry of Justice
GORMAN, James	Deputy Minister, Ministry of Education	Deputy Minister, Ministry of Advanced Education and Acting Deputy Minister, Ministry of Education
HENDERSON, Kimberly	Deputy Minister, Ministry of Citizens' Services and Open Government	Deputy Minister, Corporate Initiatives, Office of the Premier
HUGHES, Bette-Jo	Assistant Deputy Minister, Service BC, Ministry of Citizens' Services and Open Government	Associate Deputy Minister and Government Chief Information Officer, Ministry of Technology, Innovation and Citizens' Services
MAIN, Grant	Deputy Minister, Ministry of Transportation and Infrastructure	Deputy Minister, Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier	Associate Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier
McEWAN, Tim	Associate Deputy Minister, Major Investment Office, Ministry of Jobs, Tourism and Skills Training	Associate Deputy Minister, Major Investment Office, Ministry of Jobs, Tourism and Skills Training
McKNIGHT, Elaine	Associate Deputy Minister with the title of Chief Administrative Officer, Ministry of Health	Associate Deputy Minister and Chief Administrative Officer, Ministry of Health

SCHEDULE

Name	Appointment to be Rescinded	New Appointment
MENTZELOPOULOS, Athana	Deputy Minister, Government Communications and Public Engagement, Ministry of Citizens' Services and Open Government	Deputy Minister, Government Communications and Public Engagement, Ministry of Technology, Innovation and Citizens' Services and Deputy Minister, Intergovernmental Relations Secretariat
MILBURN, Peter	Deputy Minister, Ministry of Finance	Deputy Minister, Ministry of Finance
MUNRO, Steve	Deputy Minister, Ministry of Aboriginal Relations and Reconciliation	Deputy Minister, Ministry of Aboriginal Relations and Reconciliation
NIKOLEJSIN, Dave	Associate Deputy Minister with the title of Chief Information Officer, Ministry of Citizens' Services and Open Government and Executive Director and Associate Deputy Minister, Environmental Assessment Office, Ministry of Environment	Deputy Minister, Ministry of Energy and Mines
PETERSON, David	Assistant Deputy Minister and Chief Forester, Ministry of Forests, Lands and Natural Resource Operations	Acting Deputy Minister, Ministry of Forests, Lands and Natural Resource Operations
SHOEMAKER, Wes	Deputy Minister, Ministry of Environment	Deputy Minister, Ministry of Environment
SIEBEN, Mark	Deputy Minister, Ministry of Social Development	Deputy Minister, Ministry of Children and Family Development
STURKO, Derek	Deputy Minister, Ministry of Agriculture	Deputy Minister, Ministry of Agriculture
SWEENEY, Neil	Deputy Minister, Corporate Priorities and Planning, Office of the Premier	Deputy Minister, Corporate Policy, Office of the Premier
TARRAS, Lynda	Associate Deputy Minister and Agency Head of the BC Public Service Agency, Ministry of Finance	Deputy Minister and Agency Head of the BC Public Service Agency, Ministry of Finance
TAYLOR, Sheila	Associate Deputy Minister, with the title of Chief Operating Officer, Crown Reviews, Ministry of Finance	Deputy Minister, Ministry of Social Development and Social Innovation
WANAMAKER, Lori	Deputy Minister, with the titles Chief Operating Officer, Justice and Deputy Solicitor General, Ministry of Justice	Deputy Minister and Deputy Solicitor General, Ministry of Justice
WENEZENKI-YOLLAND, Cheryl	Deputy Minister, Ministry of Advanced Education	Associate Deputy Minister, Ministry of Finance

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

July 27, 2017

Douglas Caul
Personal Information

Dear Doug:

This letter confirms your appointment as Deputy Minister, Ministry of Indigenous Relations and Reconciliation as specified in the appointing Order in Council, effective July 18, 2017.

Your salary will be $240,000 per annum and, consistent with our Executive Compensation Plan, Personal Information
Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier Deputy Minister's Office
Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1
Telephone: 250 387-2226 Facsimile: 250 356-7258 Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Douglas Caul

Aug 8/17
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 214 *, Approved and Ordered* JUL 18 2017

Judith D. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 18, 2017,

(a) the appointments set out in Schedule 1 are rescinded,

(b) all previous appointments of deputy ministers and associate deputy ministers under section 12 of the *Public Service Act*, R.S.B.C., c. 385, are rescinded, and

(c) the appointments of deputy ministers and associate deputy ministers in Schedule 2 to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12;
Environmental Assessment Act, S.B.C. 2002, c. 43, s. 3.

Other: OIC 586/2010; OIC 135/2011; OIC 377/2013; OIC 129/2014; OIC 149/2015; OIC 475/2015; OIC 93/2016

O10142733

SCHEDULE 1

1 The appointment of Allison Bond as Assistant Deputy Minister, Ministry of Children and Family Development, made by Order in Council 377/2013, is rescinded.

2 The appointment of David Galbraith as Deputy Secretary to Treasury Board and Assistant Deputy Minister, Treasury Board Staff, Ministry of Finance, made by Order in Council 93/2016 is rescinded.

3 The appointment of Trevor Hughes as Assistant Deputy Minister, Industrial Relations, Ministry of Labour, made by Order in Council 586/2010, is rescinded.

4 The appointment of Jill Kot as Assistant Deputy Minister, Ministry of Education, made by Order in Council 129/2014, is rescinded.

5 The appointment of Scott MacDonald as Assistant Deputy Minister, Ministry of Jobs, Tourism and Skills Training, made by Order in Council 377/2013, is rescinded.

6 The appointment of Mark Zacharias as Assistant Deputy Minister, Ministry of Environment, made by Order in Council 135/2011, is rescinded.

7 The appointment of Lori Halls as Agency Head of the Public Service Agency, Ministry of Finance, made by Order in Council 475/2015, is rescinded.

8 The appointment of Kevin Jardine as Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 149/2015, is rescinded.

SCHEDULE 2

Name	Appointment
AHMED, Sarf	Associate Deputy Minister Ministry of Citizens' Services
BASKERVILLE, Shannon	Deputy Minister Ministry of Advanced Education, Skills and Training
BOND, Allison	Deputy Minister Ministry of Children and Family Development
BROWN, Stephen	Deputy Minister Ministry of Health
CARROLL, Sandra	Deputy Minister Ministry of Tourism, Arts and Culture
CAUL, Douglas D.	Deputy Minister Ministry of Indigenous Relations and Reconciliation
DAWES, Jacquie	Deputy Minister Ministry of Municipal Affairs and Housing
DENLINGER, Rebecca Fay	Deputy Minister Emergency Management BC Ministry of Public Safety and Solicitor General
FEULGEN, Sabine	Associate Deputy Minister and Chief Administrative Officer Ministry of Health
FISHER, Jason	Associate Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FYFE, Richard	Deputy Minister with the title Deputy Attorney General Ministry of Attorney General
GALBRAITH, David	Associate Deputy Minister Ministry of Finance
HALLS, Lori	Deputy Minister and Head of the BC Public Service Agency Ministry of Finance
HUGHES, Doug	Deputy Minister Ministry of Mental Health and Addictions

Name	Appointment
HUGHES, Trevor	Deputy Minister Ministry of Labour
JARDINE, Kevin	Associate Deputy Minister and Executive Director Environmental Assessment Office Ministry of Environment and Climate Change Strategy
KOT, Jill	Deputy Minister Ministry of Citizens' Services
LLOYD, Evan	Deputy Minister Government Communications and Public Engagement Ministry of Finance
MACDONALD, Scott	Deputy Minister Ministry of Education
MAIN, Grant	Deputy Minister Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
MAYHEW, Neilane	Associate Deputy Minister Ministry of Indigenous Relations and Reconciliation
MIHLAR, Fazil	Deputy Minister Ministry of Jobs, Trade and Technology
MORISHO, Okenge Yuma	Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
NIKOLEJSIN, Dave	Deputy Minister Ministry of Energy, Mines and Petroleum Resources
PLECAS, Bobbi	Deputy Minister Climate Change Ministry of Environment and Climate Change Strategy
SHELDAN, Tim	Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
SHOEMAKER, Wes	Deputy Minister Ministry of Agriculture

Name	Appointment
SIEBEN, Mark	Deputy Minister Ministry of Public Safety and Solicitor General
STEVENSON, Lynn	Associate Deputy Minister Ministry of Health
TAYLOR, Sheila	Deputy Minister Ministry of Social Development and Poverty Reduction
WANAMAKER, Lori	Deputy Minister Ministry of Finance
WRIGHT, Donald	Deputy Minister to the Premier Cabinet Secretary and Head of the BC Public Service Office of the Premier
ZACHARIAS, Mark	Deputy Minister Environment Ministry of Environment and Climate Change Strategy
ZACHARUK, Christina	Associate Deputy Minister with the title President and Chief Executive Officer Public Sector Employers' Council Secretariat Ministry of Finance

BRITISH
COLUMBIA

PERSONAL AND CONFIDENTIAL

April 2, 2015

Doug Caul
Personal Information

Dear Doug:

This letter confirms your appointment as Deputy Minister, Ministry of Aboriginal Relations and Reconciliation, as specified in your appointing Order in Council, effective April 7, 2015.

Personal Information

Your salary will be $220,000.00 per annum

Personal Information Your terms and conditions of employment remain those established for Deputy Ministers, Category A Order in Council appointments, set out in the Terms and Conditions for Excluded Employees.

As a public service employee you must continue to conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. You must also ensure that you remain familiar with the Standards of Conduct for Public Service Employees.

As you know, as an Order in Council appointee your Order may be rescinded at any time resulting in the termination of your appointment. Should your appointment be rescinded, termination would be in accordance with the *Employment Termination Standards*. A copy of the *Employment Termination Standards and Post-Employment Restrictions* are attached.

Should you have any questions about these policies or your entitlements, please contact Tracy Mandur, Senior Advisor, Executive Talent Management at the PSA.

... /2

Office of the Premier Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Once you have signed this letter indicating your acceptance, please return the original letter to my office.

Congratulations on your appointment. I look forward to working with you.

Yours truly,

John Dyble
Deputy Minister to the Premier, Cabinet Secretary
And Head of the BC Public Service

pc: Elaine McKnight, Deputy Minister, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Doug Caul

April 8/15
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 145 *, Approved and Ordered* April 01, 2015

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective April 7, 2015,

(a) the appointment of Douglas Caul as Associate Deputy Minister and Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 234/2013, is rescinded, and

(b) Douglas Caul is appointed as a Deputy Minister, Ministry of Aboriginal Relations and Reconciliation.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 234/2013

March 30, 2015 O/212/2015/33

BRITISH
COLUMBIA

PERSONAL AND CONFIDENTIAL

May 1, 2020

Tom Ethier
Personal Information

Dear Tom:

This letter confirms your appointment to the position of Deputy Minister, Ministry of Agriculture pursuant to s. 12 of the BC Public Service Act, as specified in your appointing Order in Council, effective May 1, 2020.

Your salary will be $220,000 per annum, consistent with a Deputy Minister 1 in the Executive Compensation Framework. The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments. As a Deputy Minister, you are eligible for either a vehicle allowance or a leased vehicle and have additional special vacation leave of 5 working days per calendar year, prorated for this year. Dawn-Lynn Phillips, HR Executive Support Services Advisor, will send you an email with further details following the Order in Council appointment.

This appointment is subject to a successful completion of a criminal records check. During your employment with the BC Public Service, you are required to notify the Personnel Security Screening Office (Call 1-855-587-0185 and select the menu option for self-reporting an incident) in the event that you are arrested, charged or convicted of any criminal offence.

As a public service employee, you must continue to conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees (attached). Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Should your appointment be rescinded, termination would be in accordance with the Employment Termination Standards (attached). Also, you are subject to the Post Employment Restrictions (attached) and to the *Lobbyists Registration Act* which prohibits you from lobbying any public office holder for a period of two years after the date you cease to be a Deputy Minister.

.../2

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 356-2206 Website: www.gov.bc.ca

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Tom Ethier

Tom Ethier

May 6 / 2020

Date

Attachments (3)

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 215 *, Approved and Ordered* May 01, 2020

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of Thomas Ethier made by Order in Council 292/2012 is rescinded, and

(b) Thomas Ethier is appointed as a Deputy Minister, Ministry of Agriculture.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 292/2012

O10416833

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

February 21, 2019

Donna Evans
Personal Information

Dear Donna:

Subject to an Order in Council (OIC) being signed by the Lieutenant Governor in Council and satisfactory past work performance references being concluded, I am offering you an appointment as Deputy Minister, Government Communications and Public Engagement, Ministry of Finance. This offer of employment is also subject to a satisfactory outcome of all security screening requirements.

Your salary will be $230,000 per annum consistent with a Deputy Minister 1 in the Executive Compensation Framework. The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments with the exception of section 43.3 Annual Vacation. Personal Information
Personal Information
. You are also entitled to an additional special vacation leave of 5 working days per calendar year, pro-rated. As a Deputy Minister, you are eligible for either a vehicle allowance or a leased vehicle. Dawn-Lynn Phillips, HR Executive Support Services Advisor, will send you an email with further details following the Order in Council appointment.

As a public service employee, you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees (attached). Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Should your appointment be rescinded, termination would be in accordance with the Employment Termination Standards (attached). Also, you are subject to the Post Employment Restrictions (attached) and to the *Lobbyists Registration Act* which prohibits you from lobbying any public office holder for a period of two years after the date you cease to be a Deputy Minister.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

.../2

Office of the Premier
Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2206
Website: www.gov.bc.ca

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this conditional offer of appointment.

D Evans
Donna (Freeman) Evans

Feb 21, 2019
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 134 *, Approved and Ordered* March 28, 2019

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective May 1, 2019, Donna Evans is appointed Deputy Minister, Government Communications and Public Engagement, Ministry of Finance.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other:

O10317333

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

July 27, 2017

Richard Fyfe
Personal Information

Dear Richard:

This letter confirms your appointment as Deputy Minister with the title Deputy Attorney General, Ministry of Attorney General as specified in the appointing Order in Council, effective July 18, 2017.

Your salary will be $265,000 per annum and, consistent with our Executive Compensation PlanPersonal Information
Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 387-2226 Facsimile: 250 356-7258 Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Richard Fyfe

effective date:
July 27, 2017
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 214 *, Approved and Ordered* JUL 18 2017

Judith D. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 18, 2017,

(a) the appointments set out in Schedule 1 are rescinded,

(b) all previous appointments of deputy ministers and associate deputy ministers under section 12 of the *Public Service Act*, R.S.B.C., c. 385, are rescinded, and

(c) the appointments of deputy ministers and associate deputy ministers in Schedule 2 to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12;
Environmental Assessment Act, S.B.C. 2002, c. 43, s. 3.

Other: OIC 586/2010; OIC 135/2011; OIC 377/2013; OIC 129/2014; OIC 149/2015; OIC 475/2015; OIC 93/2016

O10142733

SCHEDULE 1

1 The appointment of Allison Bond as Assistant Deputy Minister, Ministry of Children and Family Development, made by Order in Council 377/2013, is rescinded.

2 The appointment of David Galbraith as Deputy Secretary to Treasury Board and Assistant Deputy Minister, Treasury Board Staff, Ministry of Finance, made by Order in Council 93/2016 is rescinded.

3 The appointment of Trevor Hughes as Assistant Deputy Minister, Industrial Relations, Ministry of Labour, made by Order in Council 586/2010, is rescinded.

4 The appointment of Jill Kot as Assistant Deputy Minister, Ministry of Education, made by Order in Council 129/2014, is rescinded.

5 The appointment of Scott MacDonald as Assistant Deputy Minister, Ministry of Jobs, Tourism and Skills Training, made by Order in Council 377/2013, is rescinded.

6 The appointment of Mark Zacharias as Assistant Deputy Minister, Ministry of Environment, made by Order in Council 135/2011, is rescinded.

7 The appointment of Lori Halls as Agency Head of the Public Service Agency, Ministry of Finance, made by Order in Council 475/2015, is rescinded.

8 The appointment of Kevin Jardine as Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 149/2015, is rescinded.

SCHEDULE 2

Name	Appointment
AHMED, Sarf	Associate Deputy Minister Ministry of Citizens' Services
BASKERVILLE, Shannon	Deputy Minister Ministry of Advanced Education, Skills and Training
BOND, Allison	Deputy Minister Ministry of Children and Family Development
BROWN, Stephen	Deputy Minister Ministry of Health
CARROLL, Sandra	Deputy Minister Ministry of Tourism, Arts and Culture
CAUL, Douglas D.	Deputy Minister Ministry of Indigenous Relations and Reconciliation
DAWES, Jacquie	Deputy Minister Ministry of Municipal Affairs and Housing
DENLINGER, Rebecca Fay	Deputy Minister Emergency Management BC Ministry of Public Safety and Solicitor General
FEULGEN, Sabine	Associate Deputy Minister and Chief Administrative Officer Ministry of Health
FISHER, Jason	Associate Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FYFE, Richard	Deputy Minister with the title Deputy Attorney General Ministry of Attorney General
GALBRAITH, David	Associate Deputy Minister Ministry of Finance
HALLS, Lori	Deputy Minister and Head of the BC Public Service Agency Ministry of Finance
HUGHES, Doug	Deputy Minister Ministry of Mental Health and Addictions

Name	Appointment
HUGHES, Trevor	Deputy Minister Ministry of Labour
JARDINE, Kevin	Associate Deputy Minister and Executive Director Environmental Assessment Office Ministry of Environment and Climate Change Strategy
KOT, Jill	Deputy Minister Ministry of Citizens' Services
LLOYD, Evan	Deputy Minister Government Communications and Public Engagement Ministry of Finance
MACDONALD, Scott	Deputy Minister Ministry of Education
MAIN, Grant	Deputy Minister Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
MAYHEW, Neilane	Associate Deputy Minister Ministry of Indigenous Relations and Reconciliation
MIHLAR, Fazil	Deputy Minister Ministry of Jobs, Trade and Technology
MORISHO, Okenge Yuma	Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
NIKOLEJSIN, Dave	Deputy Minister Ministry of Energy, Mines and Petroleum Resources
PLECAS, Bobbi	Deputy Minister Climate Change Ministry of Environment and Climate Change Strategy
SHELDAN, Tim	Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
SHOEMAKER, Wes	Deputy Minister Ministry of Agriculture

Name	Appointment
SIEBEN, Mark	Deputy Minister Ministry of Public Safety and Solicitor General
STEVENSON, Lynn	Associate Deputy Minister Ministry of Health
TAYLOR, Sheila	Deputy Minister Ministry of Social Development and Poverty Reduction
WANAMAKER, Lori	Deputy Minister Ministry of Finance
WRIGHT, Donald	Deputy Minister to the Premier Cabinet Secretary and Head of the BC Public Service Office of the Premier
ZACHARIAS, Mark	Deputy Minister Environment Ministry of Environment and Climate Change Strategy
ZACHARUK, Christina	Associate Deputy Minister with the title President and Chief Executive Officer Public Sector Employers' Council Secretariat Ministry of Finance

BRITISH
COLUMBIA

May 11, 2012

Richard Fyfe
Personal Information

Dear Richard:

I am pleased to confirm your appointment as Deputy Minister, with the title Deputy Attorney General, Ministry of Justice, effective June 16, 2012 as specified in your appointing Order in Council.

Personal Information

Your salary will be $245,000.00 per annum,

Personal Information The other terms and conditions of your employment are those established for Deputy Ministers as Category A appointments, set out in the Terms and Conditions for Excluded Employees.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please familiarize yourself with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Attached are the Employment Termination Standards and the Post-Employment Restrictions for your reference.

Should you have any questions about these policies or your entitlements, please contact Lynda Tarras, Head of the BC Public Service Agency.

Once you have reviewed the attached information and signed this letter indicating your acceptance, please return the original letter to my office.

... /2

Office of the Premier Deputy Minister's Office

Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

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

Attachments

cc: Lynda Tarras
Head, BC Public Service Agency

Richard Fyfe

JUN 0 4 2012

Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 286 , *Approved and Ordered* MAY - 4 2012

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective June 16, 2012,

(a) the appointment of Richard Fyfe as Assistant Deputy Attorney General, made by Order in Council 747/2007, is rescinded,

(b) the appointment of David Loukidelis as a Deputy Minister, with the title Deputy Attorney General, Ministry of Justice, made by Order in Council 50/2012, is rescinded, and

(c) Richard Fyfe is appointed as a Deputy Minister, with the title Deputy Attorney General, Ministry of Justice.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 50/2012; OIC 747/2007

May 3, 2012 O/440/2012/86

BRITISH
COLUMBIA

PERSONAL AND CONFIDENTIAL

February 7, 2018

David Galbraith
Personal Information

Dear David:

This letter confirms your appointment as Deputy Minister, Ministry of Social Development and Poverty Reduction as specified in the appointing Order in Council, effective March 1, 2018.

Your salary will be $240,000 per annum and, consistent with our Executive Compensation Plan, Personal Information
Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 387-2226 Facsimile: 250 356-7258 Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

David Galbraith

Feb 9/18
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 035 *, Approved and Ordered* February 8, 2018

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective March 1, 2018,

(a) the appointment of David Galbraith as an Associate Deputy Minister, Ministry of Finance, made by Order in Council 214/2017, is rescinded,

(b) the appointment of David Galbraith as Secretary to Treasury Board, made by Order in Council 215/2017, is rescinded, and

(c) David Galbraith is appointed as a Deputy Minister, Ministry of Social Development and Poverty Reduction.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12; *Financial Administration Act*, R.S.B.C. 1996, c. 138, s. 3

Other: OIC 214/2017; OIC 215/2017

O10208927

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

January 29, 2019

Lori Halls
Personal Information

Dear Lori:

This letter confirms your appointment to the position of Deputy Minister, Emergency Management BC, Ministry of Public Safety and Solicitor General pursuant to s. 12 of the BC Public Service Act, as specified in your appointing Order in Council, effective January 29, 2019.

Personal Information

Your salary will be $250,206 per annum.
Personal Information

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca).

I look forward to continuing to work with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Lori Halls
Lori Halls

January 29/2019
Date

Office of the Premier Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2206
Website: www.gov.bc.ca

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 023 *, Approved and Ordered* January 29, 2019

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointments set out in Schedule 1 to this order are rescinded,

(b) the appointments set out in Schedule 2 to this order are made, and

(c) effective March 4, 2019, the appointment set out in Schedule 3 to this order is made.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 285, s. 12

Other: OIC 214/2017; OIC 369/2017; OIC 36/2018

O10302833

SCHEDULE 1

1 The appointment of Shauna Brouwer as an Assistant Deputy Minister, Ministry of Finance, made by Order in Council 36/2018, is rescinded.

2 The appointment of Lori Halls, Deputy Minister and Head of the BC Public Service Agency, Ministry of Finance, made by Order in Council 214/2017, is rescinded.

3 The appointment of Bobbi Plecas as a Deputy Minister, Climate Change, Ministry of Environment and Climate Change Strategy, made by Order in Council 214/2017, is rescinded.

4 The appointment of Okenge Yuma Morisho as a Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier, made by Order in Council 369/2017, is rescinded.

SCHEDULE 2

1 Shauna Brouwer is appointed as a Deputy Minister, Ministry of Tourism, Arts and Culture.

2 Lori Halls is appointed as a Deputy Minister, Emergency Management BC, Ministry of Public Safety and Solicitor General.

3 Jeremy Hewitt is appointed as an Assistant Deputy Minister, Ministry of Environment and Climate Change Strategy.

4 Bobbi Plecas is appointed as a Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier.

5 Okenge Yuma Morisho is appointed as a Deputy Minister and Head of the Public Service Agency, Ministry of Finance.

SCHEDULE 3

1 Kathryn Krishna is appointed as a Deputy Minister, Ministry of Municipal Affairs and Housing.

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

July 27, 2017

Trevor Hughes
Personal Information

Dear Trevor:

This letter confirms your appointment as Deputy Minister, Ministry of Labour as specified in the appointing Order in Council, effective July 18, 2017.

Your salary will be $215,000 per annum and, consistent with our Executive Compensation Plan, Personal Information
Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier Deputy Minister's Office

Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Trevor Hughes

August 3/2017.
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 214 *, Approved and Ordered* JUL 18 2017

Judith D. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 18, 2017,

(a) the appointments set out in Schedule 1 are rescinded,

(b) all previous appointments of deputy ministers and associate deputy ministers under section 12 of the *Public Service Act*, R.S.B.C., c. 385, are rescinded, and

(c) the appointments of deputy ministers and associate deputy ministers in Schedule 2 to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12;
Environmental Assessment Act, S.B.C. 2002, c. 43, s. 3.

Other: OIC 586/2010; OIC 135/2011; OIC 377/2013; OIC 129/2014; OIC 149/2015; OIC 475/2015; OIC 93/2016

O10142733

SCHEDULE 1

1 The appointment of Allison Bond as Assistant Deputy Minister, Ministry of Children and Family Development, made by Order in Council 377/2013, is rescinded.

2 The appointment of David Galbraith as Deputy Secretary to Treasury Board and Assistant Deputy Minister, Treasury Board Staff, Ministry of Finance, made by Order in Council 93/2016 is rescinded.

3 The appointment of Trevor Hughes as Assistant Deputy Minister, Industrial Relations, Ministry of Labour, made by Order in Council 586/2010, is rescinded.

4 The appointment of Jill Kot as Assistant Deputy Minister, Ministry of Education, made by Order in Council 129/2014, is rescinded.

5 The appointment of Scott MacDonald as Assistant Deputy Minister, Ministry of Jobs, Tourism and Skills Training, made by Order in Council 377/2013, is rescinded.

6 The appointment of Mark Zacharias as Assistant Deputy Minister, Ministry of Environment, made by Order in Council 135/2011, is rescinded.

7 The appointment of Lori Halls as Agency Head of the Public Service Agency, Ministry of Finance, made by Order in Council 475/2015, is rescinded.

8 The appointment of Kevin Jardine as Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 149/2015, is rescinded.

SCHEDULE 2

Name	Appointment
AHMED, Sarf	Associate Deputy Minister Ministry of Citizens' Services
BASKERVILLE, Shannon	Deputy Minister Ministry of Advanced Education, Skills and Training
BOND, Allison	Deputy Minister Ministry of Children and Family Development
BROWN, Stephen	Deputy Minister Ministry of Health
CARROLL, Sandra	Deputy Minister Ministry of Tourism, Arts and Culture
CAUL, Douglas D.	Deputy Minister Ministry of Indigenous Relations and Reconciliation
DAWES, Jacquie	Deputy Minister Ministry of Municipal Affairs and Housing
DENLINGER, Rebecca Fay	Deputy Minister Emergency Management BC Ministry of Public Safety and Solicitor General
FEULGEN, Sabine	Associate Deputy Minister and Chief Administrative Officer Ministry of Health
FISHER, Jason	Associate Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FYFE, Richard	Deputy Minister with the title Deputy Attorney General Ministry of Attorney General
GALBRAITH, David	Associate Deputy Minister Ministry of Finance
HALLS, Lori	Deputy Minister and Head of the BC Public Service Agency Ministry of Finance
HUGHES, Doug	Deputy Minister Ministry of Mental Health and Addictions

Name	Appointment
HUGHES, Trevor	Deputy Minister Ministry of Labour
JARDINE, Kevin	Associate Deputy Minister and Executive Director Environmental Assessment Office Ministry of Environment and Climate Change Strategy
KOT, Jill	Deputy Minister Ministry of Citizens' Services
LLOYD, Evan	Deputy Minister Government Communications and Public Engagement Ministry of Finance
MACDONALD, Scott	Deputy Minister Ministry of Education
MAIN, Grant	Deputy Minister Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
MAYHEW, Neilane	Associate Deputy Minister Ministry of Indigenous Relations and Reconciliation
MIHLAR, Fazil	Deputy Minister Ministry of Jobs, Trade and Technology
MORISHO, Okenge Yuma	Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
NIKOLEJSIN, Dave	Deputy Minister Ministry of Energy, Mines and Petroleum Resources
PLECAS, Bobbi	Deputy Minister Climate Change Ministry of Environment and Climate Change Strategy
SHELDAN, Tim	Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
SHOEMAKER, Wes	Deputy Minister Ministry of Agriculture

Name	Appointment
SIEBEN, Mark	Deputy Minister Ministry of Public Safety and Solicitor General
STEVENSON, Lynn	Associate Deputy Minister Ministry of Health
TAYLOR, Sheila	Deputy Minister Ministry of Social Development and Poverty Reduction
WANAMAKER, Lori	Deputy Minister Ministry of Finance
WRIGHT, Donald	Deputy Minister to the Premier Cabinet Secretary and Head of the BC Public Service Office of the Premier
ZACHARIAS, Mark	Deputy Minister Environment Ministry of Environment and Climate Change Strategy
ZACHARUK, Christina	Associate Deputy Minister with the title President and Chief Executive Officer Public Sector Employers' Council Secretariat Ministry of Finance

BRITISH
COLUMBIA

PERSONAL AND CONFIDENTIAL

April 23, 2020

Kevin Jardine
Personal Information

Dear Kevin:

This letter confirms your appointment to the position of Deputy Minister, Ministry of Environment and Climate Change Strategy pursuant to s. 12 of the BC Public Service Act, as specified in your appointing Order in Council, effective April 23, 2020.

Your salary will be $245,000 per annum, consistent with a Deputy Minister 2 in the Executive Compensation Framework. The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments. You will continue to be eligible for either a vehicle allowance or a leased vehicle and have the additional special vacation leave of 5 working days per calendar year.

As a public service employee, you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees (attached). Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Should your appointment be rescinded, termination would be in accordance with the Employment Termination Standards (attached). Also, you are subject to the Post Employment Restrictions (attached) and to the *Lobbyists Registration Act* which prohibits you from lobbying any public office holder for a period of two years after the date you cease to be a Deputy Minister.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

.../2

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 356-2206 Website: www.gov.bc.ca

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Kevin Jardine

Jan. 28, 2020.
Date

Attachments (3)

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 183 *, Approved and Ordered* April 23, 2020

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of Kevin Jardine as an Associate Deputy Minister with the title Chief Executive Assessment Officer, Environmental Assessment Office, Ministry of Environment and Climate Change Strategy, made by Order in Council 701/2019, is rescinded,

(b) the appointment of Mark Zacharias as Deputy Minister, Ministry of Environment and Climate Change Strategy, made in Order in Council 176/2019, is rescinded, and

(c) Kevin Jardine is appointed as Deputy Minister, Ministry of Environment and Climate Change Strategy.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 176/2019; OIC 214/2017, OIC 176/2019

O10415327

BRITISH
COLUMBIA

PERSONAL AND CONFIDENTIAL

June 5, 2020

Christine Kennedy
Personal Information

Dear Christine:

I am happy to confirm your appointment to the position of Deputy Minister, Ministry of Jobs, Economic Development and Competitiveness pursuant to s. 12 of the *BC Public Service Act*, as specified in your appointing Order in Council, effective June 5, 2020.

Your salary will be $240,000 per annum, consistent with a Deputy Minister 2 in the Executive Compensation Framework. The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments. You will continue to be eligible for either a vehicle allowance or a leased vehicle and have the additional special vacation leave of 5 working days per calendar year.

As you know, we are expected to conduct ourselves in a manner that maintains and enhances the public's trust and confidence in the public service. I know you are familiar with our Standards of Conduct for Public Service Employees (attached) and I trust I can continue to count on your leadership in this respect.

As required by policy and practice, the BC Public Service Agency will contact you to update your personal information for the purpose of the prescribed criminal records check. Also, as required, I have attached copies of the Employment Termination Standards and the Post Employment Restrictions.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

.../2

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 356-2206 Website: www.gov.bc.ca

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Christine Kennedy

Date

Attachments (3)

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 299 *, Approved and Ordered* June 5, 2020

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective June 5, 2020,

(a) the appointment of Dave Nikolejsin made by Order in Council 475/2015 is rescinded,

(b) the appointment of Fazil Mihlar made by Order in Council 214/2017 is rescinded,

(c) the appointment of Christine Valerie Kennedy made by Order Council 547/2018 is rescinded,

(d) Fazil Mihlar is appointed as a Deputy Minister, Ministry of Energy, Mines and Petroleum Resources, and

(e) Christine Valerie Kennedy is appointed as a Deputy Minister, Ministry of Jobs, Economic Development and Competitiveness.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 475/2015; OIC 214/2017; OIC 547/2018

O10426627

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

July 27, 2017

Jill Kot
Personal Information

Dear Jill:

This letter confirms your appointment as Deputy Minister, Ministry of Citizens' Services as specified in the appointing Order in Council, effective July 18, 2017.

Your salary will be $215,000 per annum and, consistent with our Executive Compensation Plan, Personal Information
Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 387-2226 Facsimile: 250 356-7258 Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Jill Kot

Aug. 9, 2017.
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 214 *, Approved and Ordered* JUL 18 2017

Judith D. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 18, 2017,

(a) the appointments set out in Schedule 1 are rescinded,

(b) all previous appointments of deputy ministers and associate deputy ministers under section 12 of the *Public Service Act*, R.S.B.C., c. 385, are rescinded, and

(c) the appointments of deputy ministers and associate deputy ministers in Schedule 2 to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12;
Environmental Assessment Act, S.B.C. 2002, c. 43, s. 3.

Other: OIC 586/2010; OIC 135/2011; OIC 377/2013; OIC 129/2014; OIC 149/2015; OIC 475/2015; OIC 93/2016

O10142733

SCHEDULE 1

1 The appointment of Allison Bond as Assistant Deputy Minister, Ministry of Children and Family Development, made by Order in Council 377/2013, is rescinded.

2 The appointment of David Galbraith as Deputy Secretary to Treasury Board and Assistant Deputy Minister, Treasury Board Staff, Ministry of Finance, made by Order in Council 93/2016 is rescinded.

3 The appointment of Trevor Hughes as Assistant Deputy Minister, Industrial Relations, Ministry of Labour, made by Order in Council 586/2010, is rescinded.

4 The appointment of Jill Kot as Assistant Deputy Minister, Ministry of Education, made by Order in Council 129/2014, is rescinded.

5 The appointment of Scott MacDonald as Assistant Deputy Minister, Ministry of Jobs, Tourism and Skills Training, made by Order in Council 377/2013, is rescinded.

6 The appointment of Mark Zacharias as Assistant Deputy Minister, Ministry of Environment, made by Order in Council 135/2011, is rescinded.

7 The appointment of Lori Halls as Agency Head of the Public Service Agency, Ministry of Finance, made by Order in Council 475/2015, is rescinded.

8 The appointment of Kevin Jardine as Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 149/2015, is rescinded.

SCHEDULE 2

Name	Appointment
AHMED, Sarf	Associate Deputy Minister Ministry of Citizens' Services
BASKERVILLE, Shannon	Deputy Minister Ministry of Advanced Education, Skills and Training
BOND, Allison	Deputy Minister Ministry of Children and Family Development
BROWN, Stephen	Deputy Minister Ministry of Health
CARROLL, Sandra	Deputy Minister Ministry of Tourism, Arts and Culture
CAUL, Douglas D.	Deputy Minister Ministry of Indigenous Relations and Reconciliation
DAWES, Jacquie	Deputy Minister Ministry of Municipal Affairs and Housing
DENLINGER, Rebecca Fay	Deputy Minister Emergency Management BC Ministry of Public Safety and Solicitor General
FEULGEN, Sabine	Associate Deputy Minister and Chief Administrative Officer Ministry of Health
FISHER, Jason	Associate Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FYFE, Richard	Deputy Minister with the title Deputy Attorney General Ministry of Attorney General
GALBRAITH, David	Associate Deputy Minister Ministry of Finance
HALLS, Lori	Deputy Minister and Head of the BC Public Service Agency Ministry of Finance
HUGHES, Doug	Deputy Minister Ministry of Mental Health and Addictions

Name	Appointment
HUGHES, Trevor	Deputy Minister Ministry of Labour
JARDINE, Kevin	Associate Deputy Minister and Executive Director Environmental Assessment Office Ministry of Environment and Climate Change Strategy
KOT, Jill	Deputy Minister Ministry of Citizens' Services
LLOYD, Evan	Deputy Minister Government Communications and Public Engagement Ministry of Finance
MACDONALD, Scott	Deputy Minister Ministry of Education
MAIN, Grant	Deputy Minister Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
MAYHEW, Neilane	Associate Deputy Minister Ministry of Indigenous Relations and Reconciliation
MIHLAR, Fazil	Deputy Minister Ministry of Jobs, Trade and Technology
MORISHO, Okenge Yuma	Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
NIKOLEJSIN, Dave	Deputy Minister Ministry of Energy, Mines and Petroleum Resources
PLECAS, Bobbi	Deputy Minister Climate Change Ministry of Environment and Climate Change Strategy
SHELDAN, Tim	Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
SHOEMAKER, Wes	Deputy Minister Ministry of Agriculture

Name	Appointment
SIEBEN, Mark	Deputy Minister Ministry of Public Safety and Solicitor General
STEVENSON, Lynn	Associate Deputy Minister Ministry of Health
TAYLOR, Sheila	Deputy Minister Ministry of Social Development and Poverty Reduction
WANAMAKER, Lori	Deputy Minister Ministry of Finance
WRIGHT, Donald	Deputy Minister to the Premier Cabinet Secretary and Head of the BC Public Service Office of the Premier
ZACHARIAS, Mark	Deputy Minister Environment Ministry of Environment and Climate Change Strategy
ZACHARUK, Christina	Associate Deputy Minister with the title President and Chief Executive Officer Public Sector Employers' Council Secretariat Ministry of Finance

BRITISH
COLUMBIA

PERSONAL AND CONFIDENTIAL

January 28, 2019

Kathryn Matheny Krishna
Personal Information

Dear Kaye:

This letter confirms your appointment to the position of Deputy Minister, Ministry of Municipal Affairs and Housing pursuant to s. 12 of the BC Public Service Act, subject to an appointing Order in Council effective March 4, 2019 and successful completion of a criminal records check.

Your salary will be $265,000 per annum. The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments with the exception of section 43.3 Annual Vacation. Personal Information
Personal Information You are also entitled to an additional special vacation leave of 5 working days per calendar year, pro-rated. As a Deputy Minister, you are eligible for either a vehicle allowance or a leased vehicle. Dawn-Lynn Phillips, HR Executive Support Services Advisor, will send you an email with further details following the Order in Council appointment.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Should your appointment be rescinded, termination would be in accordance with the Employment Termination Standards (attached). Also, you are subject to the Post Employment Restrictions (attached).

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

.../2

Office of the Premier Deputy Minister's Office Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 Telephone: 250 387-2206 Website: www.gov.bc.ca

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Kathryn Matheny Krishna

March 1, 2019
Date

Attachments (2)

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 023 *, Approved and Ordered* January 29, 2019

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointments set out in Schedule 1 to this order are rescinded,

(b) the appointments set out in Schedule 2 to this order are made, and

(c) effective March 4, 2019, the appointment set out in Schedule 3 to this order is made.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 285, s. 12

Other: OIC 214/2017; OIC 369/2017; OIC 36/2018

O10302833

SCHEDULE 1

1 The appointment of Shauna Brouwer as an Assistant Deputy Minister, Ministry of Finance, made by Order in Council 36/2018, is rescinded.

2 The appointment of Lori Halls, Deputy Minister and Head of the BC Public Service Agency, Ministry of Finance, made by Order in Council 214/2017, is rescinded.

3 The appointment of Bobbi Plecas as a Deputy Minister, Climate Change, Ministry of Environment and Climate Change Strategy, made by Order in Council 214/2017, is rescinded.

4 The appointment of Okenge Yuma Morisho as a Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier, made by Order in Council 369/2017, is rescinded.

SCHEDULE 2

1 Shauna Brouwer is appointed as a Deputy Minister, Ministry of Tourism, Arts and Culture.

2 Lori Halls is appointed as a Deputy Minister, Emergency Management BC, Ministry of Public Safety and Solicitor General.

3 Jeremy Hewitt is appointed as an Assistant Deputy Minister, Ministry of Environment and Climate Change Strategy.

4 Bobbi Plecas is appointed as a Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier.

5 Okenge Yuma Morisho is appointed as a Deputy Minister and Head of the Public Service Agency, Ministry of Finance.

SCHEDULE 3

1 Kathryn Krishna is appointed as a Deputy Minister, Ministry of Municipal Affairs and Housing.

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

July 27, 2017

Scott MacDonald
Personal Information

Dear Scott:

This letter confirms your appointment as Deputy Minister, Ministry of Education as specified in the appointing Order in Council, effective July 18, 2017.

Your salary will be $240,000 per annum and, consistent with our Executive Compensation Plan, Personal Information
Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Scott MacDonald

August 2, 2017
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 214 *, Approved and Ordered* JUL 18 2017

Judith D. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 18, 2017,

(a) the appointments set out in Schedule 1 are rescinded,

(b) all previous appointments of deputy ministers and associate deputy ministers under section 12 of the *Public Service Act*, R.S.B.C., c. 385, are rescinded, and

(c) the appointments of deputy ministers and associate deputy ministers in Schedule 2 to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12;
Environmental Assessment Act, S.B.C. 2002, c. 43, s. 3.

Other: OIC 586/2010; OIC 135/2011; OIC 377/2013; OIC 129/2014; OIC 149/2015; OIC 475/2015; OIC 93/2016

O10142733

SCHEDULE 1

1 The appointment of Allison Bond as Assistant Deputy Minister, Ministry of Children and Family Development, made by Order in Council 377/2013, is rescinded.

2 The appointment of David Galbraith as Deputy Secretary to Treasury Board and Assistant Deputy Minister, Treasury Board Staff, Ministry of Finance, made by Order in Council 93/2016 is rescinded.

3 The appointment of Trevor Hughes as Assistant Deputy Minister, Industrial Relations, Ministry of Labour, made by Order in Council 586/2010, is rescinded.

4 The appointment of Jill Kot as Assistant Deputy Minister, Ministry of Education, made by Order in Council 129/2014, is rescinded.

5 The appointment of Scott MacDonald as Assistant Deputy Minister, Ministry of Jobs, Tourism and Skills Training, made by Order in Council 377/2013, is rescinded.

6 The appointment of Mark Zacharias as Assistant Deputy Minister, Ministry of Environment, made by Order in Council 135/2011, is rescinded.

7 The appointment of Lori Halls as Agency Head of the Public Service Agency, Ministry of Finance, made by Order in Council 475/2015, is rescinded.

8 The appointment of Kevin Jardine as Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 149/2015, is rescinded.

SCHEDULE 2

Name	Appointment
AHMED, Sarf	Associate Deputy Minister Ministry of Citizens' Services
BASKERVILLE, Shannon	Deputy Minister Ministry of Advanced Education, Skills and Training
BOND, Allison	Deputy Minister Ministry of Children and Family Development
BROWN, Stephen	Deputy Minister Ministry of Health
CARROLL, Sandra	Deputy Minister Ministry of Tourism, Arts and Culture
CAUL, Douglas D.	Deputy Minister Ministry of Indigenous Relations and Reconciliation
DAWES, Jacquie	Deputy Minister Ministry of Municipal Affairs and Housing
DENLINGER, Rebecca Fay	Deputy Minister Emergency Management BC Ministry of Public Safety and Solicitor General
FEULGEN, Sabine	Associate Deputy Minister and Chief Administrative Officer Ministry of Health
FISHER, Jason	Associate Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FYFE, Richard	Deputy Minister with the title Deputy Attorney General Ministry of Attorney General
GALBRAITH, David	Associate Deputy Minister Ministry of Finance
HALLS, Lori	Deputy Minister and Head of the BC Public Service Agency Ministry of Finance
HUGHES, Doug	Deputy Minister Ministry of Mental Health and Addictions

Name	Appointment
HUGHES, Trevor	Deputy Minister Ministry of Labour
JARDINE, Kevin	Associate Deputy Minister and Executive Director Environmental Assessment Office Ministry of Environment and Climate Change Strategy
KOT, Jill	Deputy Minister Ministry of Citizens' Services
LLOYD, Evan	Deputy Minister Government Communications and Public Engagement Ministry of Finance
MACDONALD, Scott	Deputy Minister Ministry of Education
MAIN, Grant	Deputy Minister Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
MAYHEW, Neilane	Associate Deputy Minister Ministry of Indigenous Relations and Reconciliation
MIHLAR, Fazil	Deputy Minister Ministry of Jobs, Trade and Technology
MORISHO, Okenge Yuma	Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
NIKOLEJSIN, Dave	Deputy Minister Ministry of Energy, Mines and Petroleum Resources
PLECAS, Bobbi	Deputy Minister Climate Change Ministry of Environment and Climate Change Strategy
SHELDAN, Tim	Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
SHOEMAKER, Wes	Deputy Minister Ministry of Agriculture

Name	Appointment
SIEBEN, Mark	Deputy Minister Ministry of Public Safety and Solicitor General
STEVENSON, Lynn	Associate Deputy Minister Ministry of Health
TAYLOR, Sheila	Deputy Minister Ministry of Social Development and Poverty Reduction
WANAMAKER, Lori	Deputy Minister Ministry of Finance
WRIGHT, Donald	Deputy Minister to the Premier Cabinet Secretary and Head of the BC Public Service Office of the Premier
ZACHARIAS, Mark	Deputy Minister Environment Ministry of Environment and Climate Change Strategy
ZACHARUK, Christina	Associate Deputy Minister with the title President and Chief Executive Officer Public Sector Employers' Council Secretariat Ministry of Finance

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

July 27, 2017

Grant Main
Personal Information

Dear Grant:

This letter confirms your appointment as Deputy Minister, Ministry of Transportation and Infrastructure as specified in the appointing Order in Council, effective July 18, 2017.

Your salary will be $260,000 per annum and, consistent with our Executive Compensation Plan, Personal Information
Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier Deputy Minister's Office

Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Grant Main

July 18, 2017
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 214 *, Approved and Ordered* JUL 18 2017

Judith D. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 18, 2017,

(a) the appointments set out in Schedule 1 are rescinded,

(b) all previous appointments of deputy ministers and associate deputy ministers under section 12 of the *Public Service Act*, R.S.B.C., c. 385, are rescinded, and

(c) the appointments of deputy ministers and associate deputy ministers in Schedule 2 to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12;
Environmental Assessment Act, S.B.C. 2002, c. 43, s. 3.

Other: OIC 586/2010; OIC 135/2011; OIC 377/2013; OIC 129/2014; OIC 149/2015; OIC 475/2015; OIC 93/2016

O10142733

SCHEDULE 1

1 The appointment of Allison Bond as Assistant Deputy Minister, Ministry of Children and Family Development, made by Order in Council 377/2013, is rescinded.

2 The appointment of David Galbraith as Deputy Secretary to Treasury Board and Assistant Deputy Minister, Treasury Board Staff, Ministry of Finance, made by Order in Council 93/2016 is rescinded.

3 The appointment of Trevor Hughes as Assistant Deputy Minister, Industrial Relations, Ministry of Labour, made by Order in Council 586/2010, is rescinded.

4 The appointment of Jill Kot as Assistant Deputy Minister, Ministry of Education, made by Order in Council 129/2014, is rescinded.

5 The appointment of Scott MacDonald as Assistant Deputy Minister, Ministry of Jobs, Tourism and Skills Training, made by Order in Council 377/2013, is rescinded.

6 The appointment of Mark Zacharias as Assistant Deputy Minister, Ministry of Environment, made by Order in Council 135/2011, is rescinded.

7 The appointment of Lori Halls as Agency Head of the Public Service Agency, Ministry of Finance, made by Order in Council 475/2015, is rescinded.

8 The appointment of Kevin Jardine as Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 149/2015, is rescinded.

SCHEDULE 2

Name	Appointment
AHMED, Sarf	Associate Deputy Minister Ministry of Citizens' Services
BASKERVILLE, Shannon	Deputy Minister Ministry of Advanced Education, Skills and Training
BOND, Allison	Deputy Minister Ministry of Children and Family Development
BROWN, Stephen	Deputy Minister Ministry of Health
CARROLL, Sandra	Deputy Minister Ministry of Tourism, Arts and Culture
CAUL, Douglas D.	Deputy Minister Ministry of Indigenous Relations and Reconciliation
DAWES, Jacquie	Deputy Minister Ministry of Municipal Affairs and Housing
DENLINGER, Rebecca Fay	Deputy Minister Emergency Management BC Ministry of Public Safety and Solicitor General
FEULGEN, Sabine	Associate Deputy Minister and Chief Administrative Officer Ministry of Health
FISHER, Jason	Associate Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FYFE, Richard	Deputy Minister with the title Deputy Attorney General Ministry of Attorney General
GALBRAITH, David	Associate Deputy Minister Ministry of Finance
HALLS, Lori	Deputy Minister and Head of the BC Public Service Agency Ministry of Finance
HUGHES, Doug	Deputy Minister Ministry of Mental Health and Addictions

Name	Appointment
HUGHES, Trevor	Deputy Minister Ministry of Labour
JARDINE, Kevin	Associate Deputy Minister and Executive Director Environmental Assessment Office Ministry of Environment and Climate Change Strategy
KOT, Jill	Deputy Minister Ministry of Citizens' Services
LLOYD, Evan	Deputy Minister Government Communications and Public Engagement Ministry of Finance
MACDONALD, Scott	Deputy Minister Ministry of Education
MAIN, Grant	Deputy Minister Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
MAYHEW, Neilane	Associate Deputy Minister Ministry of Indigenous Relations and Reconciliation
MIHLAR, Fazil	Deputy Minister Ministry of Jobs, Trade and Technology
MORISHO, Okenge Yuma	Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
NIKOLEJSIN, Dave	Deputy Minister Ministry of Energy, Mines and Petroleum Resources
PLECAS, Bobbi	Deputy Minister Climate Change Ministry of Environment and Climate Change Strategy
SHELDAN, Tim	Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
SHOEMAKER, Wes	Deputy Minister Ministry of Agriculture

Name	Appointment
SIEBEN, Mark	Deputy Minister Ministry of Public Safety and Solicitor General
STEVENSON, Lynn	Associate Deputy Minister Ministry of Health
TAYLOR, Sheila	Deputy Minister Ministry of Social Development and Poverty Reduction
WANAMAKER, Lori	Deputy Minister Ministry of Finance
WRIGHT, Donald	Deputy Minister to the Premier Cabinet Secretary and Head of the BC Public Service Office of the Premier
ZACHARIAS, Mark	Deputy Minister Environment Ministry of Environment and Climate Change Strategy
ZACHARUK, Christina	Associate Deputy Minister with the title President and Chief Executive Officer Public Sector Employers' Council Secretariat Ministry of Finance

BRITISH
COLUMBIA
The Best Place on Earth

March 16, 2011

Grant Main
Personal Information

Dear Grant:

I am pleased to confirm your appointment as Deputy Minister, Ministry of Transportation and Infrastructure, effective March 14, 2011 as specified in your appointing Order in Council.

Your salary will be $225,457.00 per annum, Personal Information
Personal Information The other terms and conditions of your employment are those established for Deputy Ministers as Category A appointments, set out in the Terms and Conditions for Excluded Employees.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please re-familiarize yourself with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Attached are the Employment Termination Standards and the Post-Employment Restrictions for your reference.

Should you have any questions about these policies or your entitlements, please contact Lynda Tarras, Head of the BC Public Service Agency.

Once you have reviewed the attached information and signed this letter indicating your acceptance, please return the original letter to my office.

Office of the Premier Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

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

Attachments

cc: Lynda Tarras
Head, BC Public Service Agency

Grant Main

22/03/10.
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 069 *, Approved and Ordered* MAR 14 2011

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointments and rescissions of appointments set out in the Schedule to this order are made,

(b) the appointment of Martyn Brown as Deputy Minister, Ministry of Tourism, Trade and Investment, made by Order in Council 653/2010, is rescinded,

(c) the appointment of Lesley du Toit as Deputy Minister, Ministry of Children and Family Development, made by Order in Council 653/2010, is rescinded,

(d) the appointment of Robin Junger as Deputy Minister, Ministry of Energy, made by Order in Council 653/2010, is rescinded,

(d) the appointment of Ron Norman as Head of Government Communications, Public Affairs Bureau, Ministry of Citizens' Services, made by Order in Council 653/2010, is rescinded, and

(e) the appointment of Allan Seckel as Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, Office of the Premier, made by Order in Council 653/2010, is rescinded.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12

Other: OIC 846/2010; OIC 845/2010; OIC 673/2010; OIC 653/2010; OIC 657/2009

March 13, 2010 **O/166/2011/12**

SCHEDULE

Name	Appointment to be Rescinded	New Appointment
BETHEL, John	Assistant Deputy Minister, Ministry of Health Services	Associate Deputy Minister with the title of Chief Administrative Officer, Ministry of Health
BROWN, Stephen	Associate Deputy Minister with the title of Chief Administrative Officer, Ministry of Health Services	Deputy Minister, Ministry of Children and Family Development
BYNG, Dave	Associate Deputy Minister with the title Chief Operating Officer, Ministry of Transportation and Infrastructure	Associate Deputy Minister with the title of Chief Operating Officer, Ministry of Transportation and Infrastructure
CARR, Steven	Deputy Minister and Chief Operating Officer, Ministry of Natural Resource Operations	Deputy Minister, Ministry of Energy and Mines
DYBLE, John	Deputy Minister, Ministry of Health Services	Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, Office of the Premier
FAST, Don	Deputy Minister, Ministry of Science and Universities	Deputy Minister, Ministry of Community, Sport and Cultural Development
GORMAN, James	Deputy Minister, Ministry of Education	Deputy Minister, Ministry of Education
HAYDEN, Dana	Deputy Minister, Ministry of Forests, Mines and Lands	Deputy Minister, Ministry of Jobs, Tourism and Innovation
HENDERSON, Kimberly	Deputy Minister, Ministry of Citizens' Services	Deputy Minister, Citizens' Services and Open Government, Ministry of Labour, Citizens' Services and Open Government
KONKIN, Doug	Deputy Minister and Chief Executive Officer, Ministry of Natural Resource Operations	Deputy Minister, Ministry of Forests, Lands and Natural Resource Operations
LAPPER, Rob	Deputy Minister, Ministry of Labour	Deputy Minister, Labour, Ministry of Labour, Citizens' Services and Open Government
LOUKIDELIS, David	Deputy Attorney General, Ministry of Attorney General	Deputy Attorney General, Ministry of Attorney General
MacDONALD, Cairine	Deputy Minister, Ministry of Environment	Deputy Minister, Ministry of Environment
MacDOUGALL, Michael	Associate Deputy Minister with the title Chief Operating Officer, Ministry of Health Services	Associate Deputy Minister with the title of Chief Operating Officer, Ministry of Health
MAIN, Grant	Deputy Minister, Ministry of Community, Sport and Cultural Development	Deputy Minister, Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister, Intergovernmental Relations Secretariat, Ministry of Tourism, Trade and Investment	Associate Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier

SCHEDULE

Name	Appointment to be Rescinded	New Appointment
MILBURN, Peter	Deputy Minister, Ministry of Transportation and Infrastructure	Deputy Minister, Ministry of Finance
MUNRO, Steve	Deputy Minister, Ministry of Aboriginal Relations and Reconciliation	Deputy Minister, Ministry of Aboriginal Relations and Reconciliation
NIKOLEJSIN, Dave	Associate Deputy Minister with the title Chief Information Officer, Ministry of Citizens' Services	Associate Deputy Minister with the title of Chief Information Officer, Ministry of Labour, Citizens' Services and Open Government
PHIPPS, Albert	Associate Deputy Minister with the title Chief Operating Officer, Shared Services BC, Ministry of Citizens' Services	Associate Deputy Minister with the title of Chief Operating Officer, Shared Services BC, Ministry of Labour, Citizens' Services and Open Government
SHOEMAKER, Wes	Deputy Minister, Ministry of Agriculture	Deputy Minister, Ministry of Agriculture
SIEBEN, Mark	Deputy Minister, Ministry of Social Development	Deputy Minister, Ministry of Social Development
STEENKAMP, Philip	Deputy Minister, Ministry of Regional Economic and Skills Development	Deputy Minister, Ministry of Advanced Education
STRASZAK, Paul	President and CEO, Public Sector Employers' Council, Ministry of Regional Economic and Skills Development	President and Chief Executive Officer, Public Sector Employers' Council, Ministry Public Safety and Solicitor General
STURKO, Derek	Associate Deputy Minister, with the title Chief Operating Officer, Ministry of Children and Family Development	Associate Deputy Minister with the title of Chief Operating Officer, Ministry of Children and Family Development
SWEENEY, Neil		Deputy Minister, Public Affairs Bureau, Ministry of Labour, Citizens' Services and Open Government
TARRAS, Lynda	Associate Deputy Minister and agency head of the BC Public Service Agency, Ministry of Citizens' Services	Associate Deputy Minister and agency head of the BC Public Service Agency, Ministry of Finance
WANAMAKER, Lori	Deputy Minister, Ministry of Public Safety and Solicitor General	Deputy Minister, Ministry of Public Safety and Solicitor General
WENEZENKI-YOLLAND, Cheryl	Associate Deputy Minister, Environmental Assessment Office, Ministry of Environment	Associate Deputy Minister, Environmental Assessment Office, Ministry of Environment
WHITMARSH, Graham	Deputy Minister, Ministry of Finance	Deputy Minister, Ministry of Health

BRITISH
COLUMBIA

PERSONAL AND CONFIDENTIAL

June 8, 2018

Neilane Mayhew
Personal Information

Dear Neilane:

This letter confirms your appointment as Deputy Minister, Ministry of Mental Health and Addictions as specified in the appointing Order in Council, effective June 8, 2018.

Your salary will be $215,000 per annum and, consistent with our Executive Compensation Plan, Personal Information
Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Office of the Premier Deputy Minister's Office

Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Neilane Mayhew

June 13/18
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 279 *, Approved and Ordered* June 8, 2018

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of Neilane Mayhew as an Associate Deputy Minister, Ministry of Indigenous Relations and Reconciliation, made by Order in Council 214/2017, is rescinded, and

(b) Neilane Mayhew is appointed as a Deputy Minister, Ministry of Mental Health and Addictions.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 214/2017

O10237618

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

June 5, 2020

Fazil Mihlar
Personal Information

Fazil

Dear ~~Fazil~~:

I am happy to confirm your appointment to the position of Deputy Minister, Ministry of Energy, Mines and Petroleum Resources pursuant to s. 12 of the *BC Public Service Act*, as specified in your appointing Order in Council, effective June 5, 2020.

Your salary will be $262,230 per annum, consistent with a Deputy Minister 2 in the Executive Compensation Framework. The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments. You will continue to be eligible for either a vehicle allowance or a leased vehicle and have the additional special vacation leave of 5 working days per calendar year.

As you know, we are expected to conduct ourselves in a manner that maintains and enhances the public's trust and confidence in the public service. I know you are familiar with our Standards of Conduct for Public Service Employees (attached) and I trust I can continue to count on your leadership in this respect.

As required by policy and practice, the BC Public Service Agency will contact you to update your personal information for the purpose of the prescribed criminal records check. Also, as required, I have attached copies of the Employment Termination Standards and the Post Employment Restrictions.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

.../2

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 356-2206 Website: www.gov.bc.ca

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Fazil Mihlar

Date

Attachments (3)

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 299 *, Approved and Ordered* June 5, 2020

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective June 5, 2020,

(a) the appointment of Dave Nikolejsin made by Order in Council 475/2015 is rescinded,

(b) the appointment of Fazil Mihlar made by Order in Council 214/2017 is rescinded,

(c) the appointment of Christine Valerie Kennedy made by Order Council 547/2018 is rescinded,

(d) Fazil Mihlar is appointed as a Deputy Minister, Ministry of Energy, Mines and Petroleum Resources, and

(e) Christine Valerie Kennedy is appointed as a Deputy Minister, Ministry of Jobs, Economic Development and Competitiveness.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 475/2015; OIC 214/2017; OIC 547/2018

O10426627

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

January 29, 2019

Bobbi Plecas
Personal Information

Dear Bobbi:

This letter confirms your appointment to the position of Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier pursuant to s. 12 of the BC Public Service Act, as specified in your appointing Order in Council, effective January 29, 2019.

Your salary will be $242,000 per annum. Personal Information
Personal Information

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

I look forward to continuing to work with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Bobbi Plecas

Jan 29, 2019
Date

Office of the Premier Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2206
Website: www.gov.bc.ca

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 023 *, Approved and Ordered* January 29, 2019

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointments set out in Schedule 1 to this order are rescinded,

(b) the appointments set out in Schedule 2 to this order are made, and

(c) effective March 4, 2019, the appointment set out in Schedule 3 to this order is made.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 285, s. 12

Other: OIC 214/2017; OIC 369/2017; OIC 36/2018

O10302833

SCHEDULE 1

1 The appointment of Shauna Brouwer as an Assistant Deputy Minister, Ministry of Finance, made by Order in Council 36/2018, is rescinded.

2 The appointment of Lori Halls, Deputy Minister and Head of the BC Public Service Agency, Ministry of Finance, made by Order in Council 214/2017, is rescinded.

3 The appointment of Bobbi Plecas as a Deputy Minister, Climate Change, Ministry of Environment and Climate Change Strategy, made by Order in Council 214/2017, is rescinded.

4 The appointment of Okenge Yuma Morisho as a Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier, made by Order in Council 369/2017, is rescinded.

SCHEDULE 2

1 Shauna Brouwer is appointed as a Deputy Minister, Ministry of Tourism, Arts and Culture.

2 Lori Halls is appointed as a Deputy Minister, Emergency Management BC, Ministry of Public Safety and Solicitor General.

3 Jeremy Hewitt is appointed as an Assistant Deputy Minister, Ministry of Environment and Climate Change Strategy.

4 Bobbi Plecas is appointed as a Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier.

5 Okenge Yuma Morisho is appointed as a Deputy Minister and Head of the Public Service Agency, Ministry of Finance.

SCHEDULE 3

1 Kathryn Krishna is appointed as a Deputy Minister, Ministry of Municipal Affairs and Housing.

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

May 1, 2020

Wes Shoemaker
Personal Information

Dear Wes:

This letter confirms your appointment to the position of Deputy Minister, Agricultural-Industrial Lands Implementation, Ministry of Agriculture, pursuant to s. 12 of the BC Public Service Act, as specified in your appointing Order in Council effective May 1, 2020.

Your salary Personal Information remain the same.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I accept the terms and conditions of this appointment.

W. Shoemaker
Wes Shoemaker

May 6/20
Date

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 356-2206 Website: www.gov.bc.ca

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 218 *, Approved and Ordered* May 01, 2020

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of Wesley Shoemaker made by Order in Council 214/2017 is rescinded, and

(b) Wesley Shoemaker is appointed as a Deputy Minister, Agricultural-Industrial Lands Implementation, Ministry of Agriculture.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 214/2017

O10417133

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 262 *, Approved and Ordered* May 22, 2020

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of Wesley Shoemaker made by Order in Council 218/2020 is rescinded, and

(b) Wesley Shoemaker is appointed as a Deputy Minister, Agri-Tech Land Use Secretariat, Ministry of Agriculture.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 218/2020

O10422933

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

July 27, 2017

Mark Sieben
Personal Information

Dear Mark:

This letter confirms your appointment as Deputy Minister, Ministry of Public Safety and Solicitor General as specified in the appointing Order in Council, effective July 18, 2017.

Your salary will be $250,000 per annum and, consistent with our Executive Compensation Plan, Personal Information
Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Mark Sieben

August 4th 2017
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 214 *, Approved and Ordered* JUL 18 2017

Judith D. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 18, 2017,

(a) the appointments set out in Schedule 1 are rescinded,

(b) all previous appointments of deputy ministers and associate deputy ministers under section 12 of the *Public Service Act*, R.S.B.C., c. 385, are rescinded, and

(c) the appointments of deputy ministers and associate deputy ministers in Schedule 2 to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12;
Environmental Assessment Act, S.B.C. 2002, c. 43, s. 3.

Other: OIC 586/2010; OIC 135/2011; OIC 377/2013; OIC 129/2014; OIC 149/2015; OIC 475/2015; OIC 93/2016

O10142733

SCHEDULE 1

1 The appointment of Allison Bond as Assistant Deputy Minister, Ministry of Children and Family Development, made by Order in Council 377/2013, is rescinded.

2 The appointment of David Galbraith as Deputy Secretary to Treasury Board and Assistant Deputy Minister, Treasury Board Staff, Ministry of Finance, made by Order in Council 93/2016 is rescinded.

3 The appointment of Trevor Hughes as Assistant Deputy Minister, Industrial Relations, Ministry of Labour, made by Order in Council 586/2010, is rescinded.

4 The appointment of Jill Kot as Assistant Deputy Minister, Ministry of Education, made by Order in Council 129/2014, is rescinded.

5 The appointment of Scott MacDonald as Assistant Deputy Minister, Ministry of Jobs, Tourism and Skills Training, made by Order in Council 377/2013, is rescinded.

6 The appointment of Mark Zacharias as Assistant Deputy Minister, Ministry of Environment, made by Order in Council 135/2011, is rescinded.

7 The appointment of Lori Halls as Agency Head of the Public Service Agency, Ministry of Finance, made by Order in Council 475/2015, is rescinded.

8 The appointment of Kevin Jardine as Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 149/2015, is rescinded.

SCHEDULE 2

Name	Appointment
AHMED, Sarf	Associate Deputy Minister Ministry of Citizens' Services
BASKERVILLE, Shannon	Deputy Minister Ministry of Advanced Education, Skills and Training
BOND, Allison	Deputy Minister Ministry of Children and Family Development
BROWN, Stephen	Deputy Minister Ministry of Health
CARROLL, Sandra	Deputy Minister Ministry of Tourism, Arts and Culture
CAUL, Douglas D.	Deputy Minister Ministry of Indigenous Relations and Reconciliation
DAWES, Jacquie	Deputy Minister Ministry of Municipal Affairs and Housing
DENLINGER, Rebecca Fay	Deputy Minister Emergency Management BC Ministry of Public Safety and Solicitor General
FEULGEN, Sabine	Associate Deputy Minister and Chief Administrative Officer Ministry of Health
FISHER, Jason	Associate Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FYFE, Richard	Deputy Minister with the title Deputy Attorney General Ministry of Attorney General
GALBRAITH, David	Associate Deputy Minister Ministry of Finance
HALLS, Lori	Deputy Minister and Head of the BC Public Service Agency Ministry of Finance
HUGHES, Doug	Deputy Minister Ministry of Mental Health and Addictions

Name	Appointment
HUGHES, Trevor	Deputy Minister Ministry of Labour
JARDINE, Kevin	Associate Deputy Minister and Executive Director Environmental Assessment Office Ministry of Environment and Climate Change Strategy
KOT, Jill	Deputy Minister Ministry of Citizens' Services
LLOYD, Evan	Deputy Minister Government Communications and Public Engagement Ministry of Finance
MACDONALD, Scott	Deputy Minister Ministry of Education
MAIN, Grant	Deputy Minister Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
MAYHEW, Neilane	Associate Deputy Minister Ministry of Indigenous Relations and Reconciliation
MIHLAR, Fazil	Deputy Minister Ministry of Jobs, Trade and Technology
MORISHO, Okenge Yuma	Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
NIKOLEJSIN, Dave	Deputy Minister Ministry of Energy, Mines and Petroleum Resources
PLECAS, Bobbi	Deputy Minister Climate Change Ministry of Environment and Climate Change Strategy
SHELDAN, Tim	Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
SHOEMAKER, Wes	Deputy Minister Ministry of Agriculture

Name	Appointment
SIEBEN, Mark	Deputy Minister Ministry of Public Safety and Solicitor General
STEVENSON, Lynn	Associate Deputy Minister Ministry of Health
TAYLOR, Sheila	Deputy Minister Ministry of Social Development and Poverty Reduction
WANAMAKER, Lori	Deputy Minister Ministry of Finance
WRIGHT, Donald	Deputy Minister to the Premier Cabinet Secretary and Head of the BC Public Service Office of the Premier
ZACHARIAS, Mark	Deputy Minister Environment Ministry of Environment and Climate Change Strategy
ZACHARUK, Christina	Associate Deputy Minister with the title President and Chief Executive Officer Public Sector Employers' Council Secretariat Ministry of Finance

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

March 29th, 2016

Mark Sieben
Personal Information

Dear Mark:

I am very pleased to confirm your appointment as Deputy Minister, Ministry of Public Safety and Solicitor General, effective May 30th, 2016, as specified in your appointing Order in Council.

Personal Information

Your salary will be $245,000 per annum,

Personal Information The other terms and conditions of your employment are those established for Deputy Ministers as category A appointments, set out in the Terms and Conditions for Excluded Employees.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please re-familiarize yourself with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Attached are the Employment Termination Standards and the Post Employment Restrictions for your reference.

Should you have any questions about these policies or your entitlements, please contact Tracy Mandur, Executive Recruitment, BC Public Service Agency.

Once you have reviewed the attached information and signed this letter indicating your acceptance, please return the original letter to my office.

... /2

Office of the Premier Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Kim Henderson
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

Attachments

cc: Lori Halls
Deputy Minister, BC Public Service Agency

Mark Sieben

April 5 2016
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 183 , *Approved and Ordered* March 21, 2016

~~*Lieutenant Governor*~~
Administrator

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the ~~Lieutenant Governor~~ *Administrator*, by and with the advice and consent of the Executive Council, orders that, effective May 30, 2016,

(a) the appointment of Mark Sieben, made by Order in Council 234/2013, is rescinded,

(b) the appointment of Lori Wanamaker, made by Order in Council 761/2015, is rescinded,

(c) Mark Sieben is appointed as a Deputy Minister, Ministry of Public Safety and Solicitor General, with the title Deputy Solicitor General, and

(d) Lori Wanamaker is appointed as a Deputy Minister, Ministry of Children and Family Development.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 234/2013; OIC 761/2015

March 18, 2016 O/247/2016/27

BRITISH
COLUMBIA

PERSONAL AND CONFIDENTIAL

July 27, 2017

Lori Wanamaker
Personal Information

Dear Lori:

This letter confirms your appointment as Deputy Minister, Ministry of Finance as specified in the appointing Order in Council, effective July 18, 2017.

Your salary will be $260,000 per annum and, consistent with our Executive Compensation Plan Personal Information
Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 387-2226 Facsimile: 250 356-7258 Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Lori Wanamaker

July 27, 2017
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 214 *, Approved and Ordered* JUL 18 2017

Judith D. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 18, 2017,

(a) the appointments set out in Schedule 1 are rescinded,

(b) all previous appointments of deputy ministers and associate deputy ministers under section 12 of the *Public Service Act*, R.S.B.C., c. 385, are rescinded, and

(c) the appointments of deputy ministers and associate deputy ministers in Schedule 2 to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12;
Environmental Assessment Act, S.B.C. 2002, c. 43, s. 3.

Other: OIC 586/2010; OIC 135/2011; OIC 377/2013; OIC 129/2014; OIC 149/2015; OIC 475/2015; OIC 93/2016

O10142733

SCHEDULE 1

1 The appointment of Allison Bond as Assistant Deputy Minister, Ministry of Children and Family Development, made by Order in Council 377/2013, is rescinded.

2 The appointment of David Galbraith as Deputy Secretary to Treasury Board and Assistant Deputy Minister, Treasury Board Staff, Ministry of Finance, made by Order in Council 93/2016 is rescinded.

3 The appointment of Trevor Hughes as Assistant Deputy Minister, Industrial Relations, Ministry of Labour, made by Order in Council 586/2010, is rescinded.

4 The appointment of Jill Kot as Assistant Deputy Minister, Ministry of Education, made by Order in Council 129/2014, is rescinded.

5 The appointment of Scott MacDonald as Assistant Deputy Minister, Ministry of Jobs, Tourism and Skills Training, made by Order in Council 377/2013, is rescinded.

6 The appointment of Mark Zacharias as Assistant Deputy Minister, Ministry of Environment, made by Order in Council 135/2011, is rescinded.

7 The appointment of Lori Halls as Agency Head of the Public Service Agency, Ministry of Finance, made by Order in Council 475/2015, is rescinded.

8 The appointment of Kevin Jardine as Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 149/2015, is rescinded.

SCHEDULE 2

Name	Appointment
AHMED, Sarf	Associate Deputy Minister Ministry of Citizens' Services
BASKERVILLE, Shannon	Deputy Minister Ministry of Advanced Education, Skills and Training
BOND, Allison	Deputy Minister Ministry of Children and Family Development
BROWN, Stephen	Deputy Minister Ministry of Health
CARROLL, Sandra	Deputy Minister Ministry of Tourism, Arts and Culture
CAUL, Douglas D.	Deputy Minister Ministry of Indigenous Relations and Reconciliation
DAWES, Jacquie	Deputy Minister Ministry of Municipal Affairs and Housing
DENLINGER, Rebecca Fay	Deputy Minister Emergency Management BC Ministry of Public Safety and Solicitor General
FEULGEN, Sabine	Associate Deputy Minister and Chief Administrative Officer Ministry of Health
FISHER, Jason	Associate Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FYFE, Richard	Deputy Minister with the title Deputy Attorney General Ministry of Attorney General
GALBRAITH, David	Associate Deputy Minister Ministry of Finance
HALLS, Lori	Deputy Minister and Head of the BC Public Service Agency Ministry of Finance
HUGHES, Doug	Deputy Minister Ministry of Mental Health and Addictions

Name	Appointment
HUGHES, Trevor	Deputy Minister Ministry of Labour
JARDINE, Kevin	Associate Deputy Minister and Executive Director Environmental Assessment Office Ministry of Environment and Climate Change Strategy
KOT, Jill	Deputy Minister Ministry of Citizens' Services
LLOYD, Evan	Deputy Minister Government Communications and Public Engagement Ministry of Finance
MACDONALD, Scott	Deputy Minister Ministry of Education
MAIN, Grant	Deputy Minister Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
MAYHEW, Neilane	Associate Deputy Minister Ministry of Indigenous Relations and Reconciliation
MIHLAR, Fazil	Deputy Minister Ministry of Jobs, Trade and Technology
MORISHO, Okenge Yuma	Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
NIKOLEJSIN, Dave	Deputy Minister Ministry of Energy, Mines and Petroleum Resources
PLECAS, Bobbi	Deputy Minister Climate Change Ministry of Environment and Climate Change Strategy
SHELDAN, Tim	Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
SHOEMAKER, Wes	Deputy Minister Ministry of Agriculture

Name	Appointment
SIEBEN, Mark	Deputy Minister Ministry of Public Safety and Solicitor General
STEVENSON, Lynn	Associate Deputy Minister Ministry of Health
TAYLOR, Sheila	Deputy Minister Ministry of Social Development and Poverty Reduction
WANAMAKER, Lori	Deputy Minister Ministry of Finance
WRIGHT, Donald	Deputy Minister to the Premier Cabinet Secretary and Head of the BC Public Service Office of the Premier
ZACHARIAS, Mark	Deputy Minister Environment Ministry of Environment and Climate Change Strategy
ZACHARUK, Christina	Associate Deputy Minister with the title President and Chief Executive Officer Public Sector Employers' Council Secretariat Ministry of Finance

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

June 1, 2020

Heather Wood
Personal Information

Heather

Dear Heather:

I am happy to confirm your appointment to the position of Deputy Minister, Secretary to Treasury Board, Ministry of Finance pursuant to s. 12 of the *BC Public Service Act*, as specified in your appointing Order in Council, effective May 22, 2020.

Your salary will be $229,730 per annum, consistent with a Deputy Minister 1 in the Executive Compensation Framework. The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments. You will continue to be eligible for either a vehicle allowance or a leased vehicle and have the additional special vacation leave of 5 working days per calendar year.

As you know, we are expected to conduct ourselves in a manner that maintains and enhances the public's trust and confidence in the public service. I know you are familiar with our Standards of Conduct for Public Service Employees (attached) and I trust I can continue to count on your leadership in this respect.

As required by policy and practice, the BC Public Service Agency has contacted you to update your personal information for the purpose of the prescribed criminal records check. Also, as required, I have attached copies of the Employment Termination Standards and the Post Employment Restrictions.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

.../2

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 356-2206 Website: www.gov.bc.ca

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Heather Wood

Heather Wood

Oct 6, 2020

Date

Attachments (3)

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 263 *, Approved and Ordered* May 22, 2020

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of Heather Wood made by Order in Council 039/2018 is rescinded,

(b) Heather Wood is appointed as a Deputy Minister, Ministry of Finance, and

(c) Heather Wood is appointed Secretary to Treasury Board.

Minister of Finance and Deputy Premier

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12; *Financial Administration Act*, R.S.B.C. 1996, c. 138, s. 3

Other: OIC 039/2018

O10423033

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

August 15, 2017

Donald J. Wright
(Hand Delivered)

Dear Don:

This letter confirms your appointment as Deputy Minister to the Premier, Cabinet Secretary and Head of the Public Service, Office of the Premier as specified in the appointing Order in Council, effective July 18, 2017.

Your salary will be $310,000 per annum and, consistent with our Executive Compensation Plan, Personal Information

Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier Deputy Minister's Office

Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

John J. Horgan

Honourable John Horgan
Premier of British Columbia

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

D Wright

Donald J. Wright

Aug 15/17

Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 214 *, Approved and Ordered* JUL 18 2017

Judith D. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 18, 2017,

(a) the appointments set out in Schedule 1 are rescinded,

(b) all previous appointments of deputy ministers and associate deputy ministers under section 12 of the *Public Service Act*, R.S.B.C., c. 385, are rescinded, and

(c) the appointments of deputy ministers and associate deputy ministers in Schedule 2 to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12;
Environmental Assessment Act, S.B.C. 2002, c. 43, s. 3.

Other: OIC 586/2010; OIC 135/2011; OIC 377/2013; OIC 129/2014; OIC 149/2015; OIC 475/2015; OIC 93/2016

O10142733

SCHEDULE 1

1 The appointment of Allison Bond as Assistant Deputy Minister, Ministry of Children and Family Development, made by Order in Council 377/2013, is rescinded.

2 The appointment of David Galbraith as Deputy Secretary to Treasury Board and Assistant Deputy Minister, Treasury Board Staff, Ministry of Finance, made by Order in Council 93/2016 is rescinded.

3 The appointment of Trevor Hughes as Assistant Deputy Minister, Industrial Relations, Ministry of Labour, made by Order in Council 586/2010, is rescinded.

4 The appointment of Jill Kot as Assistant Deputy Minister, Ministry of Education, made by Order in Council 129/2014, is rescinded.

5 The appointment of Scott MacDonald as Assistant Deputy Minister, Ministry of Jobs, Tourism and Skills Training, made by Order in Council 377/2013, is rescinded.

6 The appointment of Mark Zacharias as Assistant Deputy Minister, Ministry of Environment, made by Order in Council 135/2011, is rescinded.

7 The appointment of Lori Halls as Agency Head of the Public Service Agency, Ministry of Finance, made by Order in Council 475/2015, is rescinded.

8 The appointment of Kevin Jardine as Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 149/2015, is rescinded.

SCHEDULE 2

Name	Appointment
AHMED, Sarf	Associate Deputy Minister Ministry of Citizens' Services
BASKERVILLE, Shannon	Deputy Minister Ministry of Advanced Education, Skills and Training
BOND, Allison	Deputy Minister Ministry of Children and Family Development
BROWN, Stephen	Deputy Minister Ministry of Health
CARROLL, Sandra	Deputy Minister Ministry of Tourism, Arts and Culture
CAUL, Douglas D.	Deputy Minister Ministry of Indigenous Relations and Reconciliation
DAWES, Jacquie	Deputy Minister Ministry of Municipal Affairs and Housing
DENLINGER, Rebecca Fay	Deputy Minister Emergency Management BC Ministry of Public Safety and Solicitor General
FEULGEN, Sabine	Associate Deputy Minister and Chief Administrative Officer Ministry of Health
FISHER, Jason	Associate Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FYFE, Richard	Deputy Minister with the title Deputy Attorney General Ministry of Attorney General
GALBRAITH, David	Associate Deputy Minister Ministry of Finance
HALLS, Lori	Deputy Minister and Head of the BC Public Service Agency Ministry of Finance
HUGHES, Doug	Deputy Minister Ministry of Mental Health and Addictions

Name	Appointment
HUGHES, Trevor	Deputy Minister Ministry of Labour
JARDINE, Kevin	Associate Deputy Minister and Executive Director Environmental Assessment Office Ministry of Environment and Climate Change Strategy
KOT, Jill	Deputy Minister Ministry of Citizens' Services
LLOYD, Evan	Deputy Minister Government Communications and Public Engagement Ministry of Finance
MACDONALD, Scott	Deputy Minister Ministry of Education
MAIN, Grant	Deputy Minister Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
MAYHEW, Neilane	Associate Deputy Minister Ministry of Indigenous Relations and Reconciliation
MIHLAR, Fazil	Deputy Minister Ministry of Jobs, Trade and Technology
MORISHO, Okenge Yuma	Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
NIKOLEJSIN, Dave	Deputy Minister Ministry of Energy, Mines and Petroleum Resources
PLECAS, Bobbi	Deputy Minister Climate Change Ministry of Environment and Climate Change Strategy
SHELDAN, Tim	Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
SHOEMAKER, Wes	Deputy Minister Ministry of Agriculture

Name	Appointment
SIEBEN, Mark	Deputy Minister Ministry of Public Safety and Solicitor General
STEVENSON, Lynn	Associate Deputy Minister Ministry of Health
TAYLOR, Sheila	Deputy Minister Ministry of Social Development and Poverty Reduction
WANAMAKER, Lori	Deputy Minister Ministry of Finance
WRIGHT, Donald	Deputy Minister to the Premier Cabinet Secretary and Head of the BC Public Service Office of the Premier
ZACHARIAS, Mark	Deputy Minister Environment Ministry of Environment and Climate Change Strategy
ZACHARUK, Christina	Associate Deputy Minister with the title President and Chief Executive Officer Public Sector Employers' Council Secretariat Ministry of Finance

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

January 29, 2019

Okenge Yuma Morisho
Personal Information

Dear Okenge:

This letter confirms your appointment to the position of Deputy Minister, BC Public Service Agency, Ministry of Finance pursuant to s. 12 of the BC Public Service Act, as specified in your appointing Order in Council, effective January 29, 2019.

Your salary will be $242,000 per annum Personal Information
Personal Information

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca).

I look forward to continuing to work with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Okenge Yuma Morisho

January 29, 2019
Date

Office of the Premier Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2206
Website: www.gov.bc.ca

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 023 *, Approved and Ordered* January 29, 2019

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointments set out in Schedule 1 to this order are rescinded,

(b) the appointments set out in Schedule 2 to this order are made, and

(c) effective March 4, 2019, the appointment set out in Schedule 3 to this order is made.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 285, s. 12

Other: OIC 214/2017; OIC 369/2017; OIC 36/2018

O10302833

SCHEDULE 1

1 The appointment of Shauna Brouwer as an Assistant Deputy Minister, Ministry of Finance, made by Order in Council 36/2018, is rescinded.

2 The appointment of Lori Halls, Deputy Minister and Head of the BC Public Service Agency, Ministry of Finance, made by Order in Council 214/2017, is rescinded.

3 The appointment of Bobbi Plecas as a Deputy Minister, Climate Change, Ministry of Environment and Climate Change Strategy, made by Order in Council 214/2017, is rescinded.

4 The appointment of Okenge Yuma Morisho as a Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier, made by Order in Council 369/2017, is rescinded.

SCHEDULE 2

1 Shauna Brouwer is appointed as a Deputy Minister, Ministry of Tourism, Arts and Culture.

2 Lori Halls is appointed as a Deputy Minister, Emergency Management BC, Ministry of Public Safety and Solicitor General.

3 Jeremy Hewitt is appointed as an Assistant Deputy Minister, Ministry of Environment and Climate Change Strategy.

4 Bobbi Plecas is appointed as a Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier.

5 Okenge Yuma Morisho is appointed as a Deputy Minister and Head of the Public Service Agency, Ministry of Finance.

SCHEDULE 3

1 Kathryn Krishna is appointed as a Deputy Minister, Ministry of Municipal Affairs and Housing.

Associate Deputy Ministers

BRITISH
COLUMBIA

PERSONAL AND CONFIDENTIAL

September 21, 2020

Elenore Arend
Personal Information

Dear Elenore:

This letter confirms your appointment to the position of Associate Deputy Minister and Chief Executive Assessment Officer, Ministry of Environment and Climate Change Strategy pursuant to s. 12 of the *BC Public Service Act*, as specified in your appointing Order in Council, effective September 21, 2020.

Your salary will be $200,659 per annum, consistent with an Associate Deputy Minister in the Executive Compensation Framework. The terms and conditions of employment for Associate Deputy Ministers are those established for Category A Order in Council appointments. As an Associate Deputy Minister, you are eligible for either a vehicle allowance or a leased vehicle. Dawn-Lynn Phillips, HR Executive Support Services Advisor, will send you an email with further details following the Order in Council appointment. You are also entitled to an additional special vacation leave of 5 working days per calendar year, pro-rated for the rest of this year.

As you know, we are expected to conduct ourselves in a manner that maintains and enhances the public's trust and confidence in the public service. I know you are familiar with our Standards of Conduct for Public Service Employees (attached) and I trust I can continue to count on your leadership in this respect.

As required by policy and practice, the BC Public Service Agency has been in contact with you to update your personal information for the purpose of the prescribed criminal records check. Also, as required, I have attached copies of the Employment Termination Standards and the Post Employment Restrictions.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

.../2

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 356-2206 Website: www.gov.bc.ca

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips. I look forward to working with you Elenore.

Yours truly,

Kevin Jardine
Deputy Minister
Ministry of Environment and Climate Change Strategy

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Elenore Arend

Date Sept 21/20

Attachments (3)

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 519 *, Approved and Ordered* September 18, 2020

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective September 21, 2020

(a) the appointment of Scott A. Bailey as Acting Associate Deputy Minister with the title of Chief Executive Assessment Officer, Environmental Assessment Office, Ministry of Environment and Climate Change Strategy, made by Order in Council 296/2020, is rescinded,

(b) the appointment of Elenore Arend as an Assistant Deputy Minister, Ministry of Public Safety and Solicitor General, made by Order in Council 944/2016, is rescinded, and

(c) Elenore Arend is appointed as an Associate Deputy Minister with the title of Chief Executive Assessment Officer, Environmental Assessment Office, Ministry of Environment and Climate Change Strategy.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12;
Environmental Assessment Act, S.B.C. 2018, c. 51, s. 3

Other: OIC 296/2020; OIC 944/2016

O10448427

BRITISH COLUMBIA

May 1, 2020

Silas Brownsey
Personal Information

Dear Silas:

This letter confirms your appointment to the position of Associate Deputy Minister, Strategic Planning and Land Use, Ministry of Municipal Affairs and Housing, pursuant to s.12 of the BC Public Service Act, as specified in your appointing Order in Council, effective May 1, 2020.

Your salary Personal Information will remain the same.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca).

I look forward to working with you.

Yours truly,

Kaye Krishna
Deputy Minister

pc: Dawn-Lynn Phillips, BC Public Service Agency

I accept the terms and conditions of this appointment.

Silas Brownsey

May 14/2020
Date

Ministry of Municipal Affairs and Housing

Office of the Deputy Minister

Mailing Address:
PO Box 9490 Stn Prov Govt
Victoria BC V8W 9N7
Phone: 250 387-9108
Fax: 250 387-7973

Location:
6th Floor, 800 Johnson Street
Victoria BC V8W 9N7

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 216 *, Approved and Ordered* May 01, 2020

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of Silas Brownsey made by Order in Council 544/2018 is rescinded, and

(b) Silas Brownsey is appointed as an Associate Deputy Minister, Ministry of Municipal Affairs and Housing.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 544/2018

O10416933

BRITISH COLUMBIA

Secondment Into Government
Contract # 2019-111

MINISTRY OF HEALTH
SECONDMENT AGREEMENT

THIS AGREEMENT (herein called the "Agreement") dated for reference the 16th day of November, 2018

BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA
represented by the Minister of Health
BC Ministry of Health
Office of the Deputy Minister
5th Floor, 1515 Blanshard Street
Victoria BC V8W 3C8
(the "Province")

OF THE FIRST PART

AND

Providence Health Care (PHC), a body corporate, incorporated under the laws of the Province of British Columbia. Having its offices at 1190 Hornby Street, Vancouver BC V6Z 2K5

OF THE SECOND PART

AND

David Byres (the "Secondee")

OF THE THIRD PART

WHEREAS the Secondee is currently the employee of Providence Health Care,

AND WHEREAS the Province wishes to utilize the services of the Secondee,

AND WHEREAS Providence Health Care agrees to the secondment of the Secondee to the Province,

AND WHEREAS the parties hereto agree as follows:

APPOINTMENT, TERM AND LOCATION

1. The Province retains the Secondee to provide the services of Associate Deputy Minister, described in Schedule "A" to this Agreement (the "Services") during the term commencing November 16, 2018 and will continue until terminated by either of the parties, (the "Term"), subject to the Secondee obtaining and keeping, which is subject to the pleasure of the Lieutenant Governor (LG), an Order in Council (OIC) as Associate Deputy Minister.

PAYMENT

2. The Province will pay to PHC in full for the provision of the Services in the amount, manner and time as set out in Schedule "B" to this Agreement, and PHC will accept the same as full payment and full reimbursement.

3. During the Term, PHC will pay the Secondee the salary and benefits established pursuant to Schedule B.

4. During the Term, the Province will reimburse the Secondee for expenses as set out in Schedule "B" to this Agreement.

RECORDS

5. In connection with the provision of the Services, PHC and the Secondee will establish and maintain all records, books of account, invoices, receipts and vouchers (herein called the "Records") to verify compliance with Schedule "A" and Schedule "B" to this Agreement and will permit the Province free access at all reasonable times to the Records for the purposes of copying and/or auditing.

6. The parties agree to the sharing of information between the Province and the PHC for the purposes of managing this secondment agreement and the employment relationship notwithstanding that it may contain the personal information of the secondee.

CONTRACTUAL RELATIONSHIP

7. The Secondee will, at all times, remain the employee of PHC and not be a servant or an employee of the Province. PHC will, at all times, be responsible for the secondee's salary and benefits costs relating to this secondment and will pay and/or remit any and all taxes, Employment Insurance premiums, Canada Pension Plan premiums or contributions and any other statutory payments or assessment of any kind that are payable as a result of monies paid or payable by the Province to Secondee pursuant to this Agreement.

8. Neither PHC nor the Secondee may commit or purport to commit the Province to any expenditure or financial or other liability without the express written permission of the Province.

9. During the Term, the Secondee will report directly to and be directly accountable to the Province.

10. The Secondee will be bound by the terms, conditions and statements reflected in the Province's "Standards of Conduct for Public Service Employees" and "Oath of Employment" during the Term.

11. The Secondee is required to comply with the Province's policy on the use of the internet, the use of email, and other workplace policies expected of other employees and agents of the Province.

OWNERSHIP

11. All material that is produced, received or acquired by, or provided by the Province to the Secondee as a result of this Agreement, whether complete or otherwise, including all findings, data, specifications, drawings, working papers, reports, tapes, films, documents and, without limiting the generality of the foregoing, computer software and other computer materials of whatsoever nature (herein called the "Material"), and any equipment, machinery or other property provided by the Province to the Secondee as a result of this Agreement will be:

    a) the exclusive property of the Province, and
    b) forthwith delivered by the Secondee to the Province upon the Province giving notice to the Secondee requesting delivery of same, whether such notice is given before, upon or after the expiration or sooner termination of the Agreement.

12. a. Without prejudice to any rights which may exist in the Province by virtue of any prerogative rights and powers or by virtue of the *Copyright Act (Canada)* as amended from time to time, the Secondee agrees that all present and future rights in the copyright in the Material are vested absolutely and immediately in the Province.

    b. Furthermore, the Secondee agrees to confirm subsection (a) by executing a written assignment in any form requested by the Province and delivering the assignment to the Province on or before the end of the Term with the deliverables described in the Services and other Material appended to it.

    c. Where a fully executed assignment and waiver are not submitted as required under this section, notwithstanding any other provision contained in this Agreement:

        i) no further payment by the Province under this Agreement is due and owing; and
        ii) all payments made pursuant to Schedule "B" of this Agreement are deemed to be a debt due to the Province hereby without claim or request forthwith payable to the Province

    d. The Secondee warrants that the Secondee is the only person who has or will have moral rights in the Material and the Secondee waives in favour of the Province all of the

Secondee's moral rights, as provided for in the law of copyright, in the Material, and upon the Material coming into existence, the Secondee agrees to execute any document requested by the Province acknowledging the waiver of the Secondee's moral rights in the Material.

REPORTS

13. The Secondee will, upon the request of the Province:

    a. fully inform the Province of the work done and to be done in connection with the provision of the Services outlined in Schedule "A"; and
    b. permit the Province at all reasonable times to inspect, examine, review and copy any and all Material.

CONFIDENTIALITY

14. The Secondee will treat as confidential and will not, without prior written consent of the Province, publish, release or disclose or permit to be published released or disclosed, before, upon or after the expiration or sooner termination of this Agreement, the Material or any information supplied to, obtained by, or which comes to the knowledge of the Secondee as a result of this Agreement except insofar as such publication, release or disclosure is necessary to enable the Secondee to fulfill their obligations under this Agreement.

ASSIGNMENT AND SUBCONTRACTING

15. The Secondee and PHC will not assign, either directly or indirectly, this Agreement or sub-contract any obligation of the Secondee or PHC under this Agreement.

CONFLICT

16. The Secondee will not, during the Term, perform a service for or provide advice to any person, firm, or corporation where the performance of the service or the provision of the advice may or does, in the reasonable opinion of the Province, give rise to the conflict of interest between the obligations of the Secondee to the Province under this Agreement and the obligations of the Secondee to such other person, firm, or corporation.

TERMINATION

17. Notwithstanding any other provision of this Agreement, if the Secondee is unable to provide the Services for any reason or fails to comply with any provision of this Agreement then, in addition to any other remedy or remedies available to the Province the Province may, at its option, terminate this Agreement by the Province giving written notice of termination to the Secondee and PHC. This is an OIC appointment and is at the pleasure of the LG and if rescinded it terminates the secondment agreement.

18. This agreement may be terminated prior to the end date specified in Terms of Agreement by the Province, PHC or David Byres provided that at least 30 days written notice to all parties and payment of funds as required to be made pursuant to paragraph 17 will discharge the Province of all of its liability to David Byres and PHC under this Agreement.

NON-WAIVER

19. No provision of this Agreement and no breach of any provision of this Agreement by the Secondee or PHC will be deemed to have been waived unless such waiver is in writing and signed by the Province.

20. A written waiver by the Province of any breach under paragraph 20 shall not be considered a waiver of the provision itself, which shall remain in full force and effect. Similarly, such a waiver will not be considered to be a waiver of any subsequent breach of the provision of any other provision of this Agreement.

APPROPRIATION

21. Notwithstanding any other provision of this Agreement, the payment of money by the Province to PHC pursuant to this Agreement is subjected to:

a) there being sufficient monies available in an appropriation, as defined in the *Financial Administration Act*, S.B.C. 1981, c.15 (the *Financial Administration Act* and every amendment made thereto being herein collectively called the "Act"), to enable the Province, in any fiscal year or part thereof when any payment of money by the Province to PHC falls due pursuant to this Agreement, to make that payment; and
b) Treasury Board, as defined in the Act, not having controlled or limited, pursuant to the Act, an expenditure under any appropriation referred to in subparagraph (a) of this paragraph.

REFERENCES

22. Every reference to the Province in this Agreement will include the Minister, the Deputy Minister and any person designated by either of them to act for or on their respective behalf with respect to any provision or provisions of this Agreement.

INDEMNIFICATION

23. Subject to the approval of the Director of the Risk Management Branch, the Province agrees that for the purposes of this Secondment Agreement, the Secondee will be indemnified in the same manner and to the same extent as if the Secondee were an excluded employee of government and covered by the Excluded Employees (Legal Proceedings) Indemnity Regulation BC Reg 62/2012.

NOTICE

24. Any notice, payment, or any or all of the Material that either party may be required or may desire to give or deliver to the other will be conclusively deemed validly given or delivered to and received by the addressee, if delivered personally on the date of such personal delivery or, if mailed, on the third business day after the mailing of the same in British Columbia by prepaid post addressed,

if to the Province:
Stephen Brown
Deputy Minister
Deputy Minister's Office
Ministry of Health
5th Floor, 1515 Blanshard Street
Victoria BC, V8W 3C8

if to PHC:
Fiona Dalton
President and CEO
Providence Health Care
c/o 1081 Burrard Street
Vancouver BC V6Z 1Y6

if to the Secondee:
David Byres
c/o Providence Health Care,
1081 Burrard Street
Vancouver BC V6Z 1Y6

MISCELLANEOUS

25. Any party may, from time to time, advise the other by notice in writing of any change of address of the party giving such notice and from and after the giving of such notice the address therein specified will, for the purposes of 23, be conclusively deemed to be the address of the party giving such notice.

26. This Agreement will be governed by and construed in accordance with the laws of the Province of British Columbia.

27. The Schedules to this Agreement are an integral part of this Agreement as if set out in length in the body of the Agreement.

28. This Agreement embodies the entire Agreement between the parties and no understanding or Agreement, verbal or otherwise, exists.

29. This secondment agreement replaces and serves to terminate the existing June 29, 2016 secondment agreement 2016-HS060116.

30. The headings appearing in this Agreement have been inserted for reference and as a matter of convenience and in no way define, limit or enlarge the scope of any provision of this Agreement.

31. No amendment or modification to this Agreement will be effective unless it is in writing and duly executed by the parties.

32. This Agreement may be executed by the parties in separate counterparts, each of which when so executed and delivered shall be an original and all such counterparts may be delivered by facsimile transmission and such transmission shall be considered an original.

The parties hereto have executed this Agreement on the day and year as set out above.

SIGNED AND DELIVERED on behalf of PHC by an authorized representative of PHC.

Fiona Dalton
President and Chief Executive Officer
Providence Health Care

(Signature)

SIGNED AND DELIVERED by the Secondee.

David Byres

(Signature)

SIGNED AND DELIVERED on behalf of the Province by an authorized representative of the Province.

Stephen Brown
Deputy Minister
Ministry of Health

(Signature)

SCHEDULE "A"
SERVICES

During the term of this agreement, the Secondee will perform the duties of the Associate Deputy Minister.

The Secondee will remain an employee of Providence Health Care during the term of Secondment.

Providence Health Care will not be liable in any way, shape or form for damages caused or implied in the present or the future as a result of direct or indirect actions of David Byres while performing duties for the Ministry of Health under the terms of this Agreement.

During the term of this agreement, the parties acknowledge the Secondee's principal residence is in Vancouver, BC, but will work on average 2-3 days per week in Victoria, BC. This may vary according to the workload and meeting requirements of the position. Travel and accommodation expenses will be reimbursed in accordance with the terms outlined in Schedule B. While working in Vancouver an office will be provided at a location to be determined. While working in Victoria, the Secondee will be based at the following address:

Ministry of Health
1515 Blanshard Street
Victoria BC

If the Secondee's principal residence changes, Schedule B will be amended accordingly.

The duties related to the Associate Deputy Minister will include, but not be limited to, the following:

- Reporting to the Deputy Minister of Health, the Associate Deputy Minister is accountable for ensuring that over-arching policies of government are communicated and coordinated, and that matters and sensitive issues requiring strategic direction on the part of government are monitored to ensure their expeditious resolution.
- Provides leadership and guidance to an executive management team and contributes to the achievement of corporate, sector and ministry initiatives and goals.
- Responsible for the effective management of significant human, fiscal, information and program resources and for ensuring value added coordination and linkages between divisional strategic agendas and for ensuring effective communication.
- Partner with the Deputy in exercising his/her responsibilities and is responsible for those files assigned and delegated by the Deputy Minister. Specifically, as currently configured:

- Support the Deputy Minister by providing clinical leadership and advice to health authorities and the broader health sector; is responsible for the oversight of clinical integration and practice on behalf of the ministry
- Takes on specific clinical projects as assigned by the Deputy Minister which will currently include: provincial clinical polity and integration; patient safety and quality initiatives; Indigenous health improvement and culture safety and humility.
- Supports the Deputy Minister by providing leadership and advice for assigned ADMs to ensure they are successful in performing their accountabilities using formal 1-1 routine support and informal individual mentorship.

The Associate Deputy Minister provides oversight and leadership to all health services policy areas of the Ministry of Health in the absence of the Deputy Minister of Health or when requested to do so.

Divisions:

- Population and Public Health
- Primary Care Transformation
- Specialized Health Services
- Pharmaceutical Services
- Provincial Health Services, Hospital Health Services and Laboratory Medicine

Additional Accountabilities:

- Indigenous Health
- Clinical Services Secretariat and Provincial Clinical Policy
- Beneficiaries/Patients as Partners

SCHEDULE "B"
FEES AND EXPENSES

1. PHC will pay a sum equivalent to the annual salary of $230,000 and benefits of the Secondee for the duration of the secondment term. In accordance with the PAYMENT clause of the Agreement, any salary increases aligned with HEABC compensation direction that the Secondee is eligible for will be considered in the amount the Province will pay to PHC for the provision of the Secondee Services. The Ministry agrees to ensure that the Secondee's vacation hours accrued are honoured as time off and provide PHC, as and when required, with a record of any leave taken during the secondment period. Any accrued vacation earned but not paid during the Term will remain the obligation of PHC. PHC agrees to advise the Ministry in advance of any adjustments to the amounts of salary and benefits. [If the secondee should return to his Range 16 role at PHC at some point, his rate of pay will revert back to $114.881951/hour (*approximately $224,881.42 per annum based on a 1957.5 hour work year - with the exception that any future HEABC-approved increases for the Secondee's Range 16 role at PHC will also be applied.)]*

2. The Secondee will not be entitled to any benefits from the Ministry of Health, except for application indemnity protection and expense reimbursement identified below.

3. The Ministry agrees to pay to PHC quarterly within 60 days of receiving an invoice an amount equal to the Secondee's regular salary costs plus benefits costs.

4. During this Agreement, the Ministry will provide the Secondee with an allowance of $1500 per month for meals and accommodation while in Victoria.

5. Expenses related to travel within Victoria and to other locations will be reimbursed by the Ministry in accordance with BC Government expense reimbursement and policy guidelines. Where requested to travel during the Term, the Province will reimburse the Secondee for travel and telecommunication expenses at Group 2 rates in accordance with government policy, provided the same are support by receipts where required.

6. The Secondee will submit to the Province, on Travel Voucher Form FIN10, all claims for expense reimbursement with attached receipts, where applicable. Within 30 days of receipt by the Province of any such expense claim, the expenses referred to in paragraph 3 of this Schedule will be paid by the Ministry to the Secondee.

7. The Ministry will reimburse, upon submission of suitable receipts, two (2) memberships yearly as follows:

    a. For RN licensure (CRNBC)
    b. Membership in Canadian College of Health Leaders

8. The Ministry will provide reasonable access and will fund continuing education that has been agreed upon between the Ministry and the Secondee.

9. As per Schedule 6 of the Terms and Conditions of Excluded employees, Associate Deputy Ministers are entitled to a vehicle lease of $625 per month or vehicle allowance of $580 per month.

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 610 *, Approved and Ordered* November 19, 2018

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of David Byres as an Assistant Deputy Minister, with the title Chief Nurse Executive and Assistant Deputy Minister, Ministry of Health, made by Order in Council 396/2017, is rescinded, and

(b) David Byres is appointed as an Associate Deputy Minister, Ministry of Health.

Judy Darcy

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 396/2017

O10276233

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

July 13, 2020

James Harvey
Personal Information

Dear James:

I am pleased to confirm your appointment to the position of Associate Deputy Minister, Competitiveness and Investment, Ministry of Jobs, Economic Development and Competitiveness pursuant to s. 12 of the *BC Public Service Act*, as specified in your appointing Order in Council, effective July 13, 2020.

Your salary will remain at $222,766 per annum, consistent with an Associate Deputy Minister in the Executive Compensation Framework. Personal Information
Personal Information As an Associate Deputy Minister, you are eligible for either a vehicle allowance or a leased vehicle. Dawn-Lynn Phillips, HR Executive Support Services Advisor, will send you an email with further details following the Order in Council appointment. You are also entitled to an additional special vacation leave of 5 working days per calendar year, pro-rated for the rest of this year.

As you know, we are expected to conduct ourselves in a manner that maintains and enhances the public's trust and confidence in the public service. I know you are familiar with our Standards of Conduct for Public Service Employees (attached) and I trust I can continue to count on your leadership in this respect.

As required by policy and practice, the BC Public Service Agency has been in contact with you to update your personal information for the purpose of the prescribed criminal records check. Also, as required, I have attached copies of the Employment Termination Standards and the Post Employment Restrictions.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Ministry of Jobs, Economic Development and Competitiveness

Office of the Deputy Minister

Mailing Address:
PO Box 9812 Stn Prov Govt
Victoria BC V8W 9W1

Phone: 250 952-0102
www.gov.bc.ca

BRITISH COLUMBIA

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips. I look forward to working with you James.

Yours truly,

Christine Kennedy
Deputy Minister

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

James Harvey

July 15 2020.
Date

Attachments (3)

Ministry of Jobs, Economic Development and Competitiveness

Office of the Deputy Minister

Mailing Address:
PO Box 9812 Stn Prov Govt
Victoria BC V8W 9W1

Phone: 250 952-0102
www.gov.bc.ca

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 386 *, Approved and Ordered* July 6, 2020

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 13, 2020,

(a) the appointment of James Harvey made by Order in Council 612/2016 is rescinded, and

(b) James Harvey is appointed as an Associate Deputy Minister, Ministry of Jobs, Economic Development and Competitiveness.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 612/2016

O10432443

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

May 24, 2018

Rick Manwaring
Personal Information

Rick

Dear Rick:

I am very pleased to confirm your appointment as Associate Deputy Minister, Forest Sector, Ministry of Forests, Lands and Natural Resource Operations, effective May 24th, 2018, as specified in your appointing Order in Council.

Your salary will be $195,000 per annum and, consistent with our Executive Compensation Plan, Personal Information
Personal Information

The terms and conditions of employment for Associate Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Office of the Premier Deputy Minister's Office
Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1
Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

Attachment

pc: Dawn-Lynn Phillips, BC Public Service Agency

Rick Manwaring

May 31/18
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 253 *, Approved and Ordered* May 24, 2018

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of Richard Manwaring made by Order in Council 20/2012 is rescinded, and

(b) Richard G. Manwaring is appointed as an Associate Deputy Minister, Ministry of Forests, Lands, Natural Resource Operations and Rural Development.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other:

O20231533

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

July 27, 2017

Pierrette Maranda
Personal Information

Dear Pierrette:

This letter confirms your appointment as Associate Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier as specified in the appointing Order in Council, effective July 18, 2017.

Your salary will be $195,000 per annum and, consistent with our Executive Compensation Plan, Personal Information
Personal Information

The terms and conditions of employment for Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips.

Office of the Premier Deputy Minister's Office
Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1
Telephone: 250 387-2226 Facsimile: 250 356-7258 Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Pierrette Maranda
Pierrette Maranda

August 5, 2017
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 214 *, Approved and Ordered* JUL 18 2017

Judith D. Guichon
Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective July 18, 2017,

(a) the appointments set out in Schedule 1 are rescinded,

(b) all previous appointments of deputy ministers and associate deputy ministers under section 12 of the *Public Service Act*, R.S.B.C., c. 385, are rescinded, and

(c) the appointments of deputy ministers and associate deputy ministers in Schedule 2 to this order are made.

John J. Horgan
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12;
Environmental Assessment Act, S.B.C. 2002, c. 43, s. 3.

Other: OIC 586/2010; OIC 135/2011; OIC 377/2013; OIC 129/2014; OIC 149/2015; OIC 475/2015; OIC 93/2016

O10142733

SCHEDULE 1

1 The appointment of Allison Bond as Assistant Deputy Minister, Ministry of Children and Family Development, made by Order in Council 377/2013, is rescinded.

2 The appointment of David Galbraith as Deputy Secretary to Treasury Board and Assistant Deputy Minister, Treasury Board Staff, Ministry of Finance, made by Order in Council 93/2016 is rescinded.

3 The appointment of Trevor Hughes as Assistant Deputy Minister, Industrial Relations, Ministry of Labour, made by Order in Council 586/2010, is rescinded.

4 The appointment of Jill Kot as Assistant Deputy Minister, Ministry of Education, made by Order in Council 129/2014, is rescinded.

5 The appointment of Scott MacDonald as Assistant Deputy Minister, Ministry of Jobs, Tourism and Skills Training, made by Order in Council 377/2013, is rescinded.

6 The appointment of Mark Zacharias as Assistant Deputy Minister, Ministry of Environment, made by Order in Council 135/2011, is rescinded.

7 The appointment of Lori Halls as Agency Head of the Public Service Agency, Ministry of Finance, made by Order in Council 475/2015, is rescinded.

8 The appointment of Kevin Jardine as Executive Director, Environmental Assessment Office, Ministry of Environment, made by Order in Council 149/2015, is rescinded.

SCHEDULE 2

Name	Appointment
AHMED, Sarf	Associate Deputy Minister Ministry of Citizens' Services
BASKERVILLE, Shannon	Deputy Minister Ministry of Advanced Education, Skills and Training
BOND, Allison	Deputy Minister Ministry of Children and Family Development
BROWN, Stephen	Deputy Minister Ministry of Health
CARROLL, Sandra	Deputy Minister Ministry of Tourism, Arts and Culture
CAUL, Douglas D.	Deputy Minister Ministry of Indigenous Relations and Reconciliation
DAWES, Jacquie	Deputy Minister Ministry of Municipal Affairs and Housing
DENLINGER, Rebecca Fay	Deputy Minister Emergency Management BC Ministry of Public Safety and Solicitor General
FEULGEN, Sabine	Associate Deputy Minister and Chief Administrative Officer Ministry of Health
FISHER, Jason	Associate Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FYFE, Richard	Deputy Minister with the title Deputy Attorney General Ministry of Attorney General
GALBRAITH, David	Associate Deputy Minister Ministry of Finance
HALLS, Lori	Deputy Minister and Head of the BC Public Service Agency Ministry of Finance
HUGHES, Doug	Deputy Minister Ministry of Mental Health and Addictions

Name	Appointment
HUGHES, Trevor	Deputy Minister Ministry of Labour
JARDINE, Kevin	Associate Deputy Minister and Executive Director Environmental Assessment Office Ministry of Environment and Climate Change Strategy
KOT, Jill	Deputy Minister Ministry of Citizens' Services
LLOYD, Evan	Deputy Minister Government Communications and Public Engagement Ministry of Finance
MACDONALD, Scott	Deputy Minister Ministry of Education
MAIN, Grant	Deputy Minister Ministry of Transportation and Infrastructure
MARANDA, Pierrette	Associate Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
MAYHEW, Neilane	Associate Deputy Minister Ministry of Indigenous Relations and Reconciliation
MIHLAR, Fazil	Deputy Minister Ministry of Jobs, Trade and Technology
MORISHO, Okenge Yuma	Deputy Minister Intergovernmental Relations Secretariat Office of the Premier
NIKOLEJSIN, Dave	Deputy Minister Ministry of Energy, Mines and Petroleum Resources
PLECAS, Bobbi	Deputy Minister Climate Change Ministry of Environment and Climate Change Strategy
SHELDAN, Tim	Deputy Minister Ministry of Forests, Lands, Natural Resource Operations and Rural Development
SHOEMAKER, Wes	Deputy Minister Ministry of Agriculture

Name	Appointment
SIEBEN, Mark	Deputy Minister Ministry of Public Safety and Solicitor General
STEVENSON, Lynn	Associate Deputy Minister Ministry of Health
TAYLOR, Sheila	Deputy Minister Ministry of Social Development and Poverty Reduction
WANAMAKER, Lori	Deputy Minister Ministry of Finance
WRIGHT, Donald	Deputy Minister to the Premier Cabinet Secretary and Head of the BC Public Service Office of the Premier
ZACHARIAS, Mark	Deputy Minister Environment Ministry of Environment and Climate Change Strategy
ZACHARUK, Christina	Associate Deputy Minister with the title President and Chief Executive Officer Public Sector Employers' Council Secretariat Ministry of Finance

BRITISH
COLUMBIA
The Best Place on Earth

October 25, 2010

Pierrette Maranda
Personal Information

Dear Pierrette:

I am pleased to confirm your appointment as Associate Deputy Minister, Intergovernmental Relations Secretariat, Ministry of Tourism, Trade and Investment, as specified in your appointing Order in Council. In this capacity you will report directly to me.

Your salary will be $195,000.00 per annum, Personal Information
Personal Information The other terms and conditions of your employment are those established for Deputy Minister equivalents as Category A appointments, set out in the Terms and Conditions for Excluded Employees.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please re-familiarize yourself with the Standards of Conduct for Public Service Employees. Further, as an Order in Council appointee, your order may be rescinded at any time resulting in the termination of your appointment. Attached are the Employment Termination Standards and the Post-Employment Restrictions for your reference.

Should you have any questions about these policies or your entitlements, please contact Lynda Tarras, Head of the BC Public Service Agency.

Once you have reviewed the attached information and signed this letter indicating your acceptance, please return the original letter to my office.

Office of the Premier Deputy Minister's Office
Mailing Address:
Box 9041 Stn Prov Govt
Victoria BC V8W 9E1
Telephone: 250 387-2226
Facsimile: 250 356-7258
Website: www.gov.bc.ca

Congratulations on your appointment. I look forward to working with you.

Yours faithfully,

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

Attachments

cc: Lynda Tarras
Head, BC Public Service Agency

Pierrette Maranda
Pierrette Maranda

October 25, 2010
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 653 *, Approved and Ordered* OCT 25 2010

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointments and rescissions of appointments set out in the Schedule to this order are made,

(b) the appointment of Bob de Faye as Deputy Minister, Ministry of Aboriginal Relations and Reconciliation, made by Order in Council 285/2009, is rescinded, and

(c) the appointment of Dale Wall as Deputy Minister, Ministry of Community and Rural Development, made by Order in Council 285/2009, is rescinded.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, ss. 5 and 12

Other: OIC's 477/2010; 312/2010; 130/2010; 128/2010; 47/2010; 514/2009; 434/2009; 285/2009; 16/2009; 615/2008; 611/2008; 193/2007; 780/2006; 700/2006; 560/2006

October 24, 2010 **O/924/2010/12**

SCHEDULE

Name	Appointment to be Rescinded	New Appointment
BROWN, Martyn	Chief of Staff, Office of the Premier	Deputy Minister, Ministry of Tourism, Trade and Investment
BROWN, Stephen	Assistant Deputy Minister, Ministry of Health Services	Associate Deputy Minister with the title of Chief Administrative Officer, Ministry of Health Services
BROWNSEY, Lorne	Deputy Minister, Corporate Initiatives and Intergovernmental Relations, Office of the Premier	Deputy Minister, Corporate Initiatives, Office of the Premier
BYNG, Dave	Associate Deputy Minister with the title Chief Operating Officer, Ministry of Transportation and Infrastructure	Associate Deputy Minister with the title Chief Operating Officer, Ministry of Transportation and Infrastructure
CARR, Steven	President and CEO, Integrated Land Management Bureau, Ministry of Forests and Range	Deputy Minister and Chief Operating Officer, Ministry of Natural Resource Operations
du TOIT, Lesley	Deputy Minister, Ministry of Children and Family Development	Deputy Minister, Ministry of Children and Family Development
DYBLE, John	Deputy Minister, Ministry of Health Services	Deputy Minister, Ministry of Health Services
FAST, Don	Deputy Minister, Ministry of Small Business, Technology and Economic Development	Deputy Minister, Ministry of Science and Universities
GORMAN, James	Deputy Minister, Ministry of Education	Deputy Minister, Ministry of Education
HAYDEN, Dana	Deputy Minister, Ministry of Forests and Range	Deputy Minister, Ministry of Forests, Mines and Lands
HENDERSON, Kimberly	Deputy Minister, Ministry of Citizens' Services	Deputy Minister, Ministry of Citizens' Services
JUNGER, Robin	Deputy Minister, Ministry of Energy, Mines and Petroleum Resources	Deputy Minister, Ministry of Energy
KONKIN, Doug	Deputy Minister, Ministry of Environment	Deputy Minister and Chief Executive Officer, Ministry of Natural Resource Operations
LAPPER, Rob	Deputy Minister, Ministry of Labour	Deputy Minister, Ministry of Labour
LOUKIDELIS, David	Deputy Attorney General, Ministry of Attorney General	Deputy Attorney General, Ministry of Attorney General
MacDONALD, Cairine	Deputy Minister, Ministry of Housing and Social Development	Deputy Minister, Ministry of Environment
MacDOUGALL, Michael	Associate Deputy Minister with the title Chief Operating Officer, Ministry of Health Services	Associate Deputy Minister with the title Chief Operating Officer, Ministry of Health Services
MAIN, Grant	Deputy Minister, Ministry of Healthy Living and Sport	Deputy Minister, Ministry of Community, Sport and Cultural Development

SCHEDULE

Name	Appointment to be Rescinded	New Appointment
MARANDA, Pierrette	Assistant Deputy Minister, Intergovernmental Relations Secretariat, Office of the Premier	Associate Deputy Minister, Intergovernmental Relations Secretariat, Ministry of Tourism, Trade and Investment
MILBURN, Peter	Deputy Minister, Ministry of Transportation and Infrastructure	Deputy Minister, Ministry of Transportation and Infrastructure
MORHART, David	Public Security Commissioner and Deputy Solicitor General, Ministry of Public Safety and Solicitor General	Deputy Minister, Ministry of Social Development
MUNRO, Steve	Assistant Deputy Minister, Negotiations, Ministry of Aboriginal Relations and Reconciliation	Deputy Minister, Ministry of Aboriginal Relations and Reconciliation
NORMAN, Ron	Head of Government Communications, Public Affairs Bureau, Ministry of Citizens' Services	Head of Government Communications, Public Affairs Bureau, Ministry of Citizens' Services
SECKEL, Allan	Deputy Minister to the Premier and Cabinet Secretary, Office of the Premier	Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, Office of the Premier
PHIPPS, Albert	Associate Deputy Minister with the title Chief Operating Officer, Shared Services BC, Ministry of Citizens' Services	Associate Deputy Minister with the title Chief Operating Officer, Shared Services BC, Ministry of Citizens' Services
SHOEMAKER, Wes	Deputy Minister, Ministry of Agriculture and Lands	Deputy Minister, Ministry of Agriculture
SIEBEN, Mark	Associate Deputy Minister with the title Chief Operating Officer, Ministry of Children and Family Development	Associate Deputy Minister, with the title Chief Operating Officer, Ministry of Children and Family Development
STEENKAMP, Philip	Deputy Minister, Ministry of Advanced Education and Labour Market Development	Deputy Minister, Ministry of Regional Economic and Skills Development
STRASZAK, Paul	President and CEO, Public Sector Employers' Council, Ministry of Advanced Education and Labour Market Development	President and CEO, Public Sector Employers' Council, Ministry of Regional Economic and Skills Development
TARRAS, Lynda	Associate Deputy Minister and agency head of the BC Public Service Agency, Ministry of Citizens' Services	Associate Deputy Minister and agency head of the BC Public Service Agency, Ministry of Citizens' Services
WANAMAKER, Lori	Deputy Minister, Ministry of Tourism, Culture and the Arts	Deputy Minister, Ministry of Public Safety and Solicitor General
WENEZENKI-YOLLAND, Cheryl	Comptroller General, Ministry of Finance	Associate Deputy Minister, Environmental Assessment Office, Ministry of Environment
WHITMARSH, Graham	Deputy Minister, Ministry of Finance	Deputy Minister, Ministry of Finance

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

May 31, 2019

Peter Pokorny
Personal Information

Dear Peter,

This letter confirms your appointment to the position of Associate Deputy Minister, Chief Administrative Officer, Ministry of Health, pursuant to s.12 of the BC Public Service Act, as specified in your appointing Order in Council, effective June 3, 2019.

Your salary will be $195,000 per annum. The terms and conditions of employment for Associate Deputy Ministers are those established for Category A Order in Council appointments.

As an Associate Deputy Minister, you are eligible for either a vehicle allowance or a leased vehicle, Dawn-Lynn Phillips will send an email with further details.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency. Please indicate acceptance of this appointment in the space provided below and scan and return the letter to Dawn-Lynn Phillips.

I look forward continuing working with you.

Yours truly,

Stephen Brown
Deputy Minister

Ministry of Health Office of the Deputy Minister PO Box 9639 STN PROV GOVT Victoria BC V8W 9P1

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Peter Pokorny

May 31, 2019
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 267 *, Approved and Ordered* May 31, 2019

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective June 3, 2019,

(a) the appointment of Peter Pokorny as an Assistant Deputy Minister, Ministry of Health, made by Order in Council 645/2018 is rescinded,

(b) Peter Pokorny is appointed as an Associate Deputy Minister with the title of Chief Administrative Officer, Ministry of Health, and

(c) Susan Wood is appointed as an Assistant Deputy Minister, Ministry Health.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 645/2018

O20335527

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

December 5, 2018

Kevin Richter
Personal Information

Dear Kevin:

This letter confirms your appointment as Associate Deputy Minister, Ministry of Transportation and Infrastructure, as specified in your appointing Order in Council, effective December 6, 2018.

Your salary will be $200,568 per annum, consistent with an Associate Deputy Minister in the Executive Compensation Framework. The terms and conditions of employment for Associate Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must continue to conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Once you have signed this letter indicating your acceptance, please email to Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), BC Public Service Agency.

Lastly, I want to extend my best wishes for your success in this role.

Yours truly,

Grant Main
Deputy Minister

pc: Dawn-Lynn Phillips, BC Public Service Agency

Ministry of Transportation & Infrastructure

Office of the Deputy Minister

Mailing Address:
PO Box 9850 Stn Prov Govt
Victoria BC V8W 9T5
Telephone: 250 387-3280

Location:
5B – 940 Blanshard St
Victoria, BC V8W 9T5
www.gov.bc.ca/tran

I have read and accept the terms and conditions of this appointment.

Kevin Richter

Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 685 *, Approved and Ordered* December 6, 2018

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of Kevin Richter as an Assistant Deputy Minister made by Order in Council 609/2010 is rescinded, and

(b) Kevin Richter is appointed as an Associate Deputy Minister, Ministry of Transportation and Infrastructure.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 609/2010

O10290718

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

January 9, 2018

CJ Ritchie
Personal Information

Dear CJ:

This letter confirms your appointment as Associate Deputy Minister and Government Chief Information Officer, Ministry of Citizens' Services, as specified in the appointing Order in Council effective January 9, 2018.

Your salary will be $195,000 per annum and, consistent with our Executive Compensation Plan,Personal Information
Personal Information

The terms and conditions of employment for Associate Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Once you have signed this letter indicating your acceptance, please email to Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), BC Public Service Agency.

.../2

Office of the Deputy Minister
Ministry of Citizens' Services

Mailing Address:
Box 9440 Stn Prov Govt
Victoria BC V8W 9V3

Telephone: 250 387-8852
Facsimile: 250 387-8561
Email: MTICDeputyMinister@gov.bc.ca

Best wishes for your success in this role.

Sincerely,

Jill Kot
Deputy Minister

Attachment

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

CJ Ritchie

JAN. 5/ 2018.
Date

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 004 *, Approved and Ordered* January 9, 2018

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of Carol Ritchie made by Order in Council 613/2016 is rescinded, and

(b) Carol J. Ritchie is appointed as an Associate Deputy Minister and Government Chief Information Officer, Ministry of Citizens' Services.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 613/2016

O10199233

BRITISH COLUMBIA

January 18, 2018

PERSONAL AND CONFIDENTIAL

Douglas Scott
Personal Information

Dear Douglas:

This letter confirms your appointment as Associate Deputy Minister, Ministry of Attorney General, as specified in the appointing Order in Council effective January 18, 2018.

Your salary will be $197,000 per annum and, consistent with our Executive Compensation Plan. Personal Information
Personal Information

The terms and conditions of employment for Associate Deputy Ministers are those established for Category A Order in Council appointments.

As a public service employee you must conduct yourself in a manner that maintains and enhances the public's trust and confidence in the public service. Please ensure you are familiar with the Standards of Conduct for Public Service Employees. Also, you are subject to the Post Employment Restrictions, a copy of which is attached.

Once you have signed this letter indicating your acceptance, please email it to Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), BC Public Service Agency.

Best wishes for your success in this role.

Sincerely,

Richard J. M. Fyfe, QC
Deputy Attorney General

Attachment

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

Douglas Scott

2018/01/18
Date

Ministry of Attorney General
Office of the Deputy Attorney General
Mailing Address: PO Box 9290 Stn Prov Govt Victoria BC V8W 9J7
Telephone: 250-356-0149
Facsimile: 250-387-6224
Website: www.gov.bc.ca/ag

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 009 *, Approved and Ordered* January 18, 2018

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

(a) the appointment of Douglas Scott made by Order in Council 930/2016 is rescinded, and

(b) Douglas Shaw Scott is appointed as an Associate Deputy Minister, Ministry of Attorney General.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 930/2016

O40196933

BRITISH COLUMBIA

PERSONAL AND CONFIDENTIAL

June 12, 2020

Christina Zacharuk
Personal Information

Dear ~~Christina~~: christina

I am happy to confirm your appointment to the position of Associate Deputy Minister, Policy and Coordination, Office of the Premier pursuant to s. 12 of the *BC Public Service Act*, as specified in your appointing Order in Council, effective June 12, 2020.

Your salary will be $224,976 per annum, consistent with an Associate Deputy Minister in the Executive Compensation Framework. The terms and conditions of employment for Associate Deputy Ministers are those established for Category A Order in Council appointments. You will continue to be eligible for either a vehicle allowance or a leased vehicle and have the additional special vacation leave of 5 working days per calendar year.

As you know, we are expected to conduct ourselves in a manner that maintains and enhances the public's trust and confidence in the public service. I know you are familiar with our Standards of Conduct for Public Service Employees (attached) and I trust I can continue to count on your leadership in this respect.

As required by policy and practice, the BC Public Service Agency will contact you to update your personal information for the purpose of the prescribed criminal records check. Also, as required, I have attached copies of the Employment Termination Standards and the Post Employment Restrictions.

Should you have any questions about these policies or your entitlements, please contact Dawn-Lynn Phillips (Dawn-Lynn.Phillips@gov.bc.ca), HR Executive Support Services Advisor at the BC Public Service Agency.

.../2

Office of the Premier | Deputy Minister's Office | Mailing Address: Box 9041 Stn Prov Govt Victoria BC V8W 9E1 | Telephone: 250 356-2206 Website: www.gov.bc.ca

Once you have signed this letter indicating your acceptance, please scan and email to Dawn-Lynn Phillips. I look forward to working with you Christina.

Yours truly,

Don Wright
Deputy Minister to the Premier, Cabinet Secretary
And Head of the Public Service

pc: Dawn-Lynn Phillips, BC Public Service Agency

I have read and accept the terms and conditions of this appointment.

C. A. Zacharuk
Christina Zacharuk

June 15 / 20
Date

Attachments (3)

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 314 *, Approved and Ordered* June 12, 2020

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that, effective June 12, 2020,

(a) the appointment of Christina Zacharuk as Associate Deputy Minister with the title President and Chief Executive Officer, Public Sector Employers' Council Secretariat, Ministry of Finance, made by Order in Council 214/2017 is rescinded, and

(b) Christina Zacharuk is appointed as an Associate Deputy Minister, Office of the Premier.

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Public Service Act*, R.S.B.C. 1996, c. 385, s. 12

Other: OIC 214/2017

O10426843

Tab H

BRITISH COLUMBIA BC Public Service Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Deputy Minister to the Premier**
For Information

Issue: **Assistant Deputy Minister (ADM) Listing**

Background:

Below, a list of ADMs as of October 7, 2020:

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Brewster, Kevin	ADM EFO Financial and Management Services	ADM1	Advanced Education, Skills and Training	Personal Information			
Lemmer, Nicola	ADM Post-Secondary Policy and Programs	ADM1	Advanced Education, Skills and Training				
Sawchuk, Bindi	ADM Workforce Innovation and Skills Training	ADM1	Advanced Education, Skills and Training				
Boyd, Wes	ADM EFO Corporate Services, NRS	ADM1	Agriculture				
Lalani, Arif	ADM Business Development	ADM1	Agriculture				

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
McGuire, Jennifer	ADM Agriculture Science, Policy and Innovation	ADM1	Agriculture	Personal Information			
Carmichael, Barbara	ADAG Legal Services	ADM2	Attorney General				
Juk, Peter	ADAG BC Prosecution Services	ADM2	Attorney General				
MacLeod, Sam *	ADM Gaming Policy and Enforcement	ADM1	Attorney General				
Maloughney, Mary Sue	ADM Liquor Cannabis and Regulation	ADM1	Attorney General				
Sandstrom, Kurt	ADM Justice Services	ADM2	Attorney General				
Byers, Rob	ADM EFO Finance and Corporate Services	ADM1	Children and Family Development				
Devenny, Denise	ADM Partnership and Indigenous Engagement	ADM1	Children and Family Development				
Dobmeier, Teresa	ADM Service Delivery	ADM2	Children and Family Development				
Heavener, Cory	ADM Child Welfare	ADM2	Children and Family Development				
Kamper, Carolyn	ADM Strategic Integration, Policy and Legislation	ADM1	Children and Family Development				
Massey, Christine	ADM Early Years and Inclusion	ADM2	Children and Family Development				

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Dhaliwal, Sunny	ADM Real Property Division	ADM1	Citizens' Services	Personal Information			
Dicks, Bev	ADM Service BC	ADM1	Citizens' Services				
Hume, David	ADM Government Digital Experience	ADM1	Citizens' Services				
Lansdell, Hayden	ADM Digital Platforms & Data	ADM1	Citizens' Services				
MacLennan, Alex	ADM OCIO Enterprise Services	ADM1	Citizens' Services				
Pridmore, Kerry	ADM Corporate Information and RMO	ADM1	Citizens' Services				
Sadler, Bobbi	ADM Procurement and Supply	ADM1	Citizens' Services				
Skinner, Dean	ADM EFO Corporate Services	ADM1	Citizens' Services				
Barton, Sally	ADM Service and Technology	ADM1	Education				
Bawa, Reg	ADM Resource Management and EFO	ADM1	Education				
Godin, Keith	ADM Governance and Analytics	ADM1	Education				
McCrea, Jennifer	ADM Learning	ADM1	Education				
Stewart, Melanie	ADM Education Programs	ADM1	Education				

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Maley, Madeline	ADM Response Operations	ADM1	Emergency Management BC (PSSG)	Personal Information			
Peterson, J Dave *	ADM Recovery Planning and Disaster Risk Reduction	ADM1	Emergency Management BC (PSSG)				
Amann-Blake, Nathaniel	ADM Mining Health, Safety and Enforcement	ADM1	Energy, Mines and Petroleum Resources				
Carr, Michelle	ADM LNGCanada Implementation Secretariat	ADM1	Energy, Mines and Petroleum Resources				
Coley, Simon	ADM Strategic and Indigenous Affairs	ADM1	Energy, Mines and Petroleum Resources				
MacLaren, Les M *	ADM Electricity and Alternative Energy	ADM1	Energy, Mines and Petroleum Resources				
Mah-Paulson, May	ADM Oil and Gas	ADM1	Energy, Mines and Petroleum Resources				
Robb, Peter	ADM Mines, Competitiveness and Authorizations	ADM1	Energy, Mines and Petroleum Resources				
Hewitt, Jeremy	ADM Climate Action Secretariat	ADM1	Environment and Climate Change Strategy				
Mack, James	ADM Environmental Sustainability and Strategic Policy	ADM1	Environment and Climate Change Strategy				

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Nash, Laurel	ADM Environmental Protection	ADM1	Environment and Climate Change Strategy	Personal Information			
Standen, James A	ADM BC Parks and Conservation Officer Service	ADM1	Environment and Climate Change Strategy				
Bailey, Scott	ADM Deputy Chief Executive Assessment Officer	ADM1	Environmental Assessment Office				
Rossander, Denise	ADM and CIO	ADM1	Environmental Assessment Office				
Fisher, Carl	ADM Comptroller General	ADM1	Finance				
Foster, Douglas *	ADM Strategic Initiatives	ADM1	Finance				
Goss, Jordan	ADM Revenue Programs	ADM1	Finance				
Hopkins, James *	ADM Provincial Treasury	ADM2	Finance				
MacMillan, Elizabeth	ADM Gender Equity	ADM1	Finance				
Noseworthy, Micheal	Superintendent of Real Estate	ADM1	Finance				
Richards, Tara C	ADM Policy and Legislation	ADM2	Finance				
Spaven, Teri	ADM EFO CSD	ADM1	Finance				
Austin, Matt	ADM Integrated Resource Operations	ADM1	Forests, Lands, Natural Res Ops and Rural Dev				

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Dohan, Trisha *	ADM EFO Corporate Services, NRS	ADM1	Forests, Lands, Natural Res Ops and Rural Dev	Personal Information			
Nicholls, Diane R	Chief Forester	ADM1	Forests, Lands, Natural Res Ops and Rural Dev				
O'Donoghue, Eamon	ADM Regional Operations, North Area	ADM1	Forests, Lands, Natural Res Ops and Rural Dev				
Rasmussen, Paul	ADM Regional Operations, South Area	ADM1	Forests, Lands, Natural Res Ops and Rural Dev				
Sanderson, Melissa	ADM Forest Policy and Indigenous Relations	ADM1	Forests, Lands, Natural Res Ops and Rural Dev				
Sutherland, D Craig *	ADM Regional Operations, Coast Area	ADM1	Forests, Lands, Natural Res Ops and Rural Dev				
Poorooshasb, Nammi	ADM Strategic Communications	ADM1	Government Communications & Public Engagement (FIN)				
Zadravec, Don *	ADM Communications & Media Relations	ADM1	Government Communications & Public Engagement (FIN)				
Armitage, Mark	ADM Health Sector Workforce and Beneficiary Services	ADM1	Health				
Barclay, Corrie	ADM Health Sector IM/IT	ADM1	Health				

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Collins, Teri M	ADM Health Services	ADM1	Health	Personal Information			
Moneo, Mitch	ADM Pharmaceutical Services	ADM2	Health				
Patterson, Ted	ADM Primary Care	ADM1	Health				
Rongve, Ian	ADM Provincial Hospital and Laboratory Health Services	ADM1	Health				
Twyford, Philip	ADM EFO Financial and Corporate Services	ADM2	Health				
Wood, Susan	ADM Workforce Planning and Strategic Initiatives	ADM1	Health				
Wright, Martin	ADM Health Sector Information, Analysis and Reporting	ADM1	Health				
Balcaen, Trish	ADM Negotiations & Regional Operations	ADM2	Indigenous Relations and Reconciliation				
Melles, Jennifer	ADM Strategic Partnerships and Initiatives	ADM1	Indigenous Relations and Reconciliation				

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Wood, Jessica	ADM Reconciliation Transformation and Strategy	ADM1	Indigenous Relations and Reconciliation	Personal Information			
Basi, Selena	ADM Trade and Industry Development	ADM1	Jobs, Economic Development and Competitiveness				
Little, Christine L	ADM Small Business, Jobs and Workforce Dev	ADM1	Jobs, Economic Development and Competitiveness				
Stanford, Susan	ADM Technology Connectivity and Distributed Growth	ADM2	Jobs, Economic Development and Competitiveness				
White, Joanna	ADM & Executive Financial Officer, JEDC, LBR	ADM1	Jobs, Economic Development and Competitiveness				
Leduc, Danine	ADM Labour	ADM1	Labour				
Grant, Nick	ADM Strategic Policy and Planning	ADM1	Mental Health and Addictions				
Walsh, Taryn	ADM Strategic Priorities and Initiatives	ADM1	Mental Health and Addictions				
Curtis, David	ADM Community and Management Services/EFO	ADM1	Municipal Affairs and Housing				
Faganello, Tara	ADM Local Government	ADM1	Municipal Affairs and Housing				
May, Cheryl	ADM Housing and Construction Standards	ADM1	Municipal Affairs and Housing				

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Vasey, Jeffrey Paul	ADM Mass Timber Implementation	ADM1	Municipal Affairs and Housing	Personal Information			
Kristianson, Eric	ADM Strategic Issues	ADM1	Office of the Premier				
Miller, Amy	Deputy Cabinet Secretary	ADM1	Office of the Premier				
Anderson, Lisa R	ADM Corrections	ADM2	Public Safety and Solicitor General				
Boyle, Patricia *	ADM RoadSafety BC/Superintendent Motor Vehicles	ADM1	Public Safety and Solicitor General				
Butterworth-Carr, Brenda	ADM Director of Police Services	ADM2	Public Safety and Solicitor General				
Campbell, Tracy	ADM and Executive Financial Officer	ADM2	Public Safety and Solicitor General				
Lapointe, Lisa J	Chief Coroner	ADM1	Public Safety and Solicitor General				
Rathbone, Chris**	ADM Labour Relations	ADM1	Public Sector Employers' Council (Finance)				
Davison, John C.	ADM Employee Relations	ADM1	Public Service Agency				
Godfrey, Deb	ADM People and Organizational Development	ADM1	Public Service Agency				
Hanson, Joanne	ADM Hiring and Service Operations	ADM1	Public Service Agency				
Richmond, Bruce	ADM Corporate Services and EFO	ADM1	Public Service Agency				
Brown, Chris *	ADM ELMSD	ADM1	Social Development and Poverty Reduction				

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Christensen, Suzanne	ADM Research, Innovation & Policy Development	ADM2	Social Development and Poverty Reduction	Personal Information			
Dubé, Johnathan	ADM Corporate Services and EFO	ADM1	Social Development and Poverty Reduction				
Harrington, Madeline *	ADM Research, Innovation & Policy Development	ADM1	Social Development and Poverty Reduction				
Robinson, Sheila	ADM Social Sector Information Services	ADM1	Social Development and Poverty Reduction				
Upton, Debi L	ADM Service Delivery Division	ADM1	Social Development and Poverty Reduction				
Avison, Claire	ADM Arts and Culture	ADM1	Tourism, Arts and Culture				
Azam, Salman	ADM Tourism Sector Strategy	ADM1	Tourism, Arts and Culture				
Bhat, Asha	ADM Creative, Multiculturalism and Sport	ADM1	Tourism, Arts and Culture				
Bain, Nancy A *	ADM EFO Finance & Management Services	ADM1	Transportation and Infrastructure				
Bowman, Deborah *	ADM Transportation Policy and Programs	ADM1	Transportation and Infrastructure				
Mounteney, Renée	ADM Highway Services	ADM1	Transportation and Infrastructure				

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Volk, Kevin	ADM Major Projects Infrastructure and Properties	ADM2	Transportation and Infrastructure	Personal Information			
Brewster, Kevin	ADM EFO Financial and Management Services	ADM1	Advanced Education, Skills and Training				
Lemmer, Nicola	ADM Post-Secondary Policy and Programs	ADM1	Advanced Education, Skills and Training				
Sawchuk, Bindi	ADM Workforce Innovation and Skills Training	ADM1	Advanced Education, Skills and Training				
Boyd, Wes	ADM EFO Corporate Services, NRS	ADM1	Agriculture				
Lalani, Arif	ADM Business Development	ADM1	Agriculture				
McGuire, Jennifer	ADM Agriculture Science, Policy and Innovation	ADM1	Agriculture				
Carmichael, Barbara	ADAG Legal Services	ADM2	Attorney General				
Personal Information							
Personal Information							

Non-Core ADMs

Name	Current Position	Band	Ministry	Salary	Estimated Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Sinclair, Gerri *	Innovation Commissioner	ADM2	Jobs, Economic Development and Competitiveness	Personal Information			
Lawson, Blain *	GM and CEO, Liquor Distribution Branch	ADM2	Attorney General				

Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Deputy Minister to the Premier**
For Information

Issue: **Acting ADMs and ADM Vacancies**

Background:

Below, a list of Acting ADMs and ADM vacancies.

Ministry	ADM Portfolio	Acting Employee-Vacant Position	Acting Employee - Incumbered Position
Attorney General	Assistant DM & CIO	Lowe, Charmaine	
Attorney General	ADM Court Services	Manton, Jenny	
Education (Sally Barton)	ADM Service and Technology		Liddy, Eleanor
Finance (PSEC) (Chris Rathbone)	ADM Labour Relations		Pauliszyn, Robert
Forests Lands Nat Res Ops & Rural Dev	ADM Resource Stewardship	Muter, David	
Forests Lands Nat Res Ops & Rural Dev	ADM Rural Opportunities, Tenures & Eng	Fraser, Sarah	
Health	ADM Planning and Innovation	Ackenhusen, Mary (Secondee)	
Public Safety and Solicitor General	ADM Community Safety & Crime Prev	Mezzarobba, Marcie	

Where ideas work	**Transition Briefing Note** BC Public Service Agency October 2020

Prepared For: **Deputy Minister to the Premier**
For Information

Issue: **Non-OIC Appointments**

Background:

All permanent Assistant and Associate Deputy Ministers have been appointed by Order in Council. Individuals in temporary, acting Assistant/Associate Deputy Minister roles, are not appointed by Order in Council. These are listed below:

Ministry	Name	Job Code Description	Position Title
Transportation and Infrastructure	Richter, Kevin	DM Non-OIC	(Acting) Deputy Minister, Trans and Infrastructure
Finance – PSEC	Rathbone, Chris	AssocDM Non-OIC	(Acting) President & CEO, PSEC
Attorney General	Lowe, Charmaine	ADM Non-OIC	(Acting) ADM & CIO
Attorney General	Manton, Jennifer	ADM Non-OIC	(Acting) ADM Court Services
Education	Liddy, Eleanor	ADM Non-OIC	(Acting) ADM Service & Technology
Finance – PSEC	Pauliszyn, Robert	ADM Non-OIC	(Acting) ADM Labour Relations
Forests Lands Natural Res Ops & Rural Dev	Muter, David	ADM Non-OIC	(Acting) ADM Resource Stewardship
Forests Lands Natural Res Ops & Rural Dev	Fraser, Sarah	ADM Non-OIC	(Acting) ADM, Rural Opportunities, Tenures & Eng.
Health	Ackenhusen, Mary (Secondee)	ADM Non-OIC	(Acting) ADM Planning and Innovation
Public Safety and Solicitor General	Mezzarobba, Marcie	ADM Non-OIC	(Acting) ADM Community Safety & Crime Prev

Prepared For: **Deputy Minister to the Premier**
For Information

Issue: **Executive Lead Listing**

Background:

Executive Lead positions are non-Order in Council and provide an ideal experiential learning opportunity for those considering, or being considered for, future executive roles in the BC Public Service.

Reporting to the Deputy Minister, an Executive Lead position may lead and direct multiple program areas of significant size and complexity and or focus on projects that have achieved a final investment decision. Executive Lead positions exercise authority to make decisions that have significant strategic impacts and outcomes and may be sensitive and highly public in nature.

An Executive Lead may supervise a ministry team and/or cross government resources responsible for negotiating, managing, overseeing and/or implementing initiatives with wide scope and long-term impacts. Projects may be taken from original concept through to final completion. Executive Leads provide key contributions and commit to action the business goals of government.

Below, a listing of Executive Leads compiled on 07 October 2020.

Name	Title	Band	Ministry	Salary	Approximate Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Loughran, Tony	Exec Lead Governance Legislation & Corp Planning	EL	Advanced Education, Skills and Training	Personal Information			
Cairns, Holly	Exec Lead Crown Agencies & Corp Strat Initiatives	EL	Attorney General				
Manahan, Suzanne	Exec Lead Woodfibre Implementation Group	EL	Energy, Mines and Petroleum Resources				
Trumpy, Chris	Exec Lead Mining Regulatory Reform	EL	Energy, Mines and Petroleum Resources				
Beresford, Charlotte *	Sr Exec Lead, CABRO	EL	Finance				
Dawkins, Christina	Exec Lead, Policy and Legislation	EL	Finance				
Groot, Jeff	Exec Lead, Strategic Priorities	EL	Government Communications and Public Engagement (Finance)				
Hrycuik, Lorie	Exec Lead, Population and Public Health	EL	Health				
Landry, Dara	Exec Lead, Corporate Services	EL	Mental Health and Addictions				
Holmes, Rachel	Exec Lead, Strategic Public Safety Initiatives	EL	Public Safety and Solicitor General				
Shaw, Mary	Exec Lead, Cannabis Legalization and Reg	EL	Public Safety and Solicitor General				
Lewis, Cameron	Exec Lead, EM Modernization	EL	Public Safety and Solicitor General - Emergency Management BC				

Name	Title	Band	Ministry	Salary	Approximate Tenure in Current Position	Estimated Years of Service	Age as of 07OCT20
Chandler, Alexander	Exec Lead, Corporate Support Services	EL	Public Safety and Solicitor General - Emergency Management BC	Personal Information			
Bronee, Rueben	Exec Lead, Policy, Innovation & Engagement	EL	Public Service Agency				
Turcott, Sam	Exec Lead, Accessibility	EL	Social Development and Poverty Reduction				
Greer, David	Exec Lead, Integrated Transportation Dev Plan	EL	Transportation and Infrastructure				
Haywood, Steven	Exec Lead, Taxi Modernization & Ride Hailing	EL	Transportation and Infrastructure				

Personal Information

TAB 3

Tab A

RECORDS MANAGEMENT

Deputy Ministers are responsible for the proper management of government records in the care of their Minister's office.

The Government Records Service (GRS) in the Ministry of Citizens' Services is available to provide assistance to ministries as required. GRS Records Officers are also available to provide DMo staff with support within Minister's Offices during the interregnum period.

DMO staff are encouraged to contact their GRS Records Officer for guidance and to schedule support requests. Please note that the Records Officers support multiple ministries and early scheduling of any assistance requests is encouraged.

There are three types of records:

1. Personal and MLA records;
2. Cabinet records;
3. Government records.

The following procedures apply to the management of these records during the interregnum and transition periods:

1. Personal and MLA Records

Under the direction of the Deputy Minister, Ministers' administrative staff are responsible for ensuring that government records are separated from the Minister's personal and MLA records prior to the interregnum.

Personal records are records that are personal in nature and relate to one's private life and are not received or created as part of one's daily ministry business activities. MLA records include records created by a Minister while acting as an MLA, e.g., constituency operations and meetings, caucus committee meetings, committees of the Legislative Assembly, etc. Please refer to the GRS Records Information Management Glossary for definitions of government records, nongovernment records, and MLA records.

Minister's non-government, personal or MLA documents in an electronic form will be printed. If the Minister wishes to keep non-government, personal or MLA documents in an electronic form, the record can be saved to a removable/external memory device. Once completed, these electronic records on the government system must be deleted.

The Minister should indicate where these records are to be delivered. If a location is not given, they should be sent to the caucus office. Under a standing agreement with the Office of the Speaker, GRS will store any member's personal and MLA papers for up to five years and transfer to the BC Archives or until directed to ship them to another location.

2. Cabinet Records

Procedures for the management of Cabinet records respect the British Parliamentary tradition that all Cabinet records are considered to be privileged information of the government of the day. A succeeding administration of a different political party does not normally have access to them. This protects the confidentiality of the cabinet decision-making process.

Ministers' administrative staff, under the direction of the Deputy Minister, will identify all Cabinet records located in the Minister's office. Cabinet records may include memoranda, submissions, reports, recommendations, agendas, minutes, notes, and other confidential documents, audio-visual and presentation material that reflect on the decisions or discussions of Cabinet and its committees and includes as well, briefing notes, opinions, and advice to Ministers and correspondence between Ministers expressing their views and opinions and other documents reflecting such views and opinions.

As soon as possible after the writs have been issued, the Deputy Minister will ensure that all Cabinet designated records are removed from the Minister's offices and placed in a secure location under the control of the Deputy Minister. Your Records Officer at GRS will inform you of the procedures associated with the transfer of these records. The documents will remain in the custody of the Deputy Minister and you will have access to the records to process them in accordance with the policies relating to Cabinet records and the *Information Management Act (IMA).*

During the interregnum and transition periods, control of access to Cabinet designated records remains with the Cabinet Secretary. In cases where a ministry requires access to these files in order to process a request under the *Freedom of Information and Protection of Privacy Act (FOIPPA)* or for litigation, the Deputy Minister of that ministry will send a written request to the Cabinet Secretary. The Cabinet Secretary will advise the Deputy Minister of his decision to approve or not approve the release of records. The ministry will then process the request according to existing procedures for Cabinet records under *FOIPPA* or in response to litigation.

During the transition period, should a change in administration occur and the ministry is required to prepare material on an issue to which previously prepared Cabinet records pertain; the proper procedure is to create a new document.

3. Government Records

As defined in the *Information Management Act (IMA),* government information consists of all recorded information created or received by a ministry or other government body in connection with government business. Government information is created in a variety of digital and physical formats, and within any government office there may be several storage locations (e.g., LAN/shared drive, EDRMS TRIM, CLIFF, SharePoint sites, personal email folders, physical file banks, desk drawers). Government information is subject to the *IMA,* Core Policy, and approved information schedules.

Management of government records must be done in a manner ensuring confidentiality and security. Ministerial offices should contact their Ministry Records Officer on current policies. During the interregnum period all commercial document shredding is to be suspended.

FOIPPA also requires that any personal information used to make a decision about an individual must be retained for at least one year after the information was used.

Mail logs of government correspondence are government records and should be retained. If the mail log contains information on personal/political correspondence, that information should be removed before the mail log is filed. As referenced above, Ministers' administrative staff under the direction of the Deputy Minister will be responsible for ensuring that all personal and MLA information has been removed. Once the Minister's personal and MLA records and Cabinet records have been removed, the remaining government records stay in the Minister's Office or appropriate ministry responsibility centre (e.g. Deputy Minister's Office) so as to maintain the administration of the ministry.

When a new Cabinet is appointed, government records are sent to the newly appointed Minister's Office. The Chart of Accounts code indicates where the administrative records are to be sent. If a ministry is disestablished (i.e. ceases to exist) its records are to be sent to the ministry that inherits the functions of the disestablished ministry. If a ministry ceases to exist and its functions are transferred to more than one ministry, a protocol will be established between those ministries as to the sharing of access to the records. One of the ministries will be identified in the protocol as the subsequent physical custodian of the records. GRS Records Officers are available to assist with this process as needed.

Tab B

Contact for Employment Law and Severance:

Mr. Norm Macphee
Legal Counsel
Labour Employment & Human Rights
Legal Services Branch
Ministry of Attorney General
Work Phone: Personal Information
Cell Phone: Personal Information
Email: Norm.Macphee@gov.bc.ca
Address: PO Box 9280 Stn Prov Gov't
Victoria BC V8W 9J7

SEVERANCE POLICY – ORDER IN COUNCIL APPOINTEES

Background:

- Employers must give reasonable notice when terminating an employee without cause. Severance may be paid in lieu of giving notice.

- When paying severance, an employee is given the option of either bi-weekly payments or lump sum settlement, unless the employer, in its sole discretion, determines to exercise its entitlement to provide only lump sum payments.

- The Employment Termination Standards Regulation under the *Public Sector Employers Act* sets out the severance/termination standards for excluded and executive compensation practices in British Columbia's public sector including, all Order In Council appointees appointed under the *Public Service Act.*

- The regulation, first introduced in 1997, was amended effective October 21, 2002 by Bill 66. These changes included: prohibiting retiring allowance for employees receiving a severance, reducing the maximum severance payable from 24 to 18 months, and specifying limits on severance for Deputy Ministers.

- The termination standards also address:
  - repayment of excessive severances;
  - re-employment in the public sector;
  - public disclosure of compensation information; and
  - enforcement of the Employment Termination Standards.

- The Employment Termination Standards include a grid that limits severance payable to Deputy Ministers in the public service. This severance grid is designed to bring certainty to severances for senior public sector employees and applies to all employment contracts, including definite and indefinite term contracts.

- The Practice Guidelines are attached for specific rules regarding Deputy Minister and Associate Deputy Minister severances.

Process:

Pre-Termination Consultation

- The process commences when a Deputy Minister submits an inquiry to the Agency regarding an excluded termination. A calculation is performed and options regarding termination are discussed with the Deputy Minister.

- Any leave bank (e.g. vacation entitlements) that an employee is entitled to receive, as per Part 8, section 52 of the Terms and Conditions for Excluded Employees and Appointees, will be paid out

upon termination of employment. These leave banks are not included in the severance calculation documentation as they must be verified for accuracy at the time of departure and therefore, are individually determined at the last possible moment and are managed separately from severance payments.

- The Agency drafts a termination letter and sends it to the Deputy Minister for review and signature. A transition consultant may be retained to assist the terminated employee on announcement day and a severance information package is prepared and provided to the manager.

Announcement Day

- The meeting takes place with the employee and the employee's Deputy Minister. The employee is presented with the termination letter and the severance information package.

- The transition consultant may then be introduced to assist the employee through the process.

Post Termination

- The employee may be offered outplacement services in the form of career transition support and financial management consultation. These services are provided by independent consultants and are in accordance with human resources best practices.

- Negotiations with the employee (or their legal representative) may occur. When negotiations conclude, the employee signs a release. If the employee obtains re-employment during their severance period, repayment provisions may apply.

Employment and Severance FAQs
For OIC Appointees

The purpose of this communication is to provide staff with information regarding potential changes that may result following a change in administration:

Severance for OIC Appointees

How is severance for OIC or excluded staff calculated?

Under common law, when an employment relationship is terminated by an employer without cause, the employer is required to give a reasonable period of notice or severance in lieu of notice. For employees under the *Public Service Act*, the provisions of the *Public Sector Employment Termination Standard Regulation* under the *Public Sector Employers Act* apply.

In determining the appropriate period of notice, the Agency bases its assessment of severance on factors used by the courts in awarding reasonable notice periods, and on the information it has regarding individual employees. The primary factors are the age of the employee, length of service, opportunity for re-employment, and character of employment.

What date is used when calculating a severance?

The employee's start date is used so long as service has been continuous. Leaves such as time off to work on a campaign, maternity or sick leave is not considered a break in service and that time is included when looking at years of service.

I used to work for Caucus and now I'm an OIC appointment under section 15(1)(a) of the Public Service Act. Does my time served at Caucus count towards my years of service?

So long as there were no breaks in service and you moved directly from Caucus into your OIC role, yes your time would be included and would be based on your start date with Caucus.

Prior to my current job, I worked in a ministry. Would that time count towards my years of service?

So long as there was not a break in service, yes your time would be included.

How is severance paid?

Typically the employer provides options to have severance disbursed in either bi-weekly payments or in a lump-sum. But, in limited cases, the employer may exercise its discretion to only offer one of these options. The details for each option are summarized below, however the specific terms would be outlined in the severance package that would be sent by Workforce Restructuring Services of the BC Public Service Agency.

You would be encouraged to consider this information and seek independent financial counselling, where appropriate, in making your selection.

Bi-weekly Severance Instalments (Salary Continuance)

- With this option, bi-weekly payments equivalent to your bi-weekly pay are made for the duration of the severance settlement period through the pay system. These payments are subject to normal payroll deductions such as income tax, Employment Insurance (EI), Canada Pension Plan (CPP), and Public Service Pension Plan (pension).
- Extended health and dental, and group life insurance continue, subject to applicable deductions, to the end of the bi-weekly disbursement period. However, you do not have coverage for Short Term Illness and Injury Plan (STIIP), Long Term Disability Plan (LTD), leave provisions, or vacation accrual.

Lump-Sum Payment

- The lump-sum payment option provides you with a lump-sum payment equivalent to your salary and benefits, subject to withholding tax and other statutory deductions required from severance payments.
- All benefit coverages cease effective the date your OIC is rescinded.

Special Paid Absence Prior to Retirement

- If you are eligible to retire and proceed directly to pension, you can select a special paid absence prior to retirement.
- Under this option, you can remain on the pay system and utilize unused leave entitlements and your severance.

Some employees who have served for a very short time with the BC Public Service may not meet the minimum criteria for these options. In such cases, these employees will be paid as per the provisions under the *Employment Standards Act.*

Will it be possible to earn pensionable service for the severance settlement period?

If you choose the bi-weekly severance instalments or are eligible for the special paid absence prior to retirement, you will automatically earn pensionable service for the duration you remain in receipt of severance payments.

Re-employment and Repayment

If you are re-employed during the severance period the following repayment requirements apply:

A. **If you choose Biweekly Severance Instalments and:**

I. **you obtain a permanent position with the BC Public Sector:** Severance Instalments will cease and any severance payments made to you after commencing the re-employment must be repaid. If required, the Province will top up your bi-weekly salary paid by the BC Public Sector organization to match what you would have received while on severance to the end of your severance period, and this top up may remain in effect up to and including the end of your severance period minus any amount required to be repaid. All other payments will cease.

II. **you obtain a permanent position outside the BC Public Sector:** Severance Instalments will cease and any severance payments made to you after commencing the re-employment must be repaid. You will receive a lump sum severance payment equal to 50% of your former basic salary payable from the date of re-employment up to and including the end of your severance period

minus any amount required to be repaid. This payment is subject to withholding tax and other statutory deductions required from severance payments.

III. **you receive earnings not covered by I) or II) above by way of employment or contract with any employer during the severance payment period**: The earnings will be offset dollar for dollar against any monies already paid to you, and you will, therefore, be required to repay any monies owed. You must notify Workforce Restructuring Services with the BC Public Service Agency immediately upon (a) entering into a contract for services, and (b) obtaining any remuneration from a contract for services.

B. **If you choose Lump Sum Severance Payment, and you earn remuneration from employment, including self-employment (which includes entering into a contract for services either individually, or through a sole proprietorship, partnership or corporation) directly or indirectly from a British Columbia Public Sector Employer up to and including the end of your severance period:** You must repay the severance payment on a pro rata basis. If you are re-employed to a position with a lower salary, the repayment provision will be based on the lower salary. You must inform Workforce Restructuring Services with the BC Public Service Agency, immediately upon obtaining such employment.

C. **If you choose a combination of Biweekly Severance Instalments and Lump Sum Severance Payment,** the repayment obligations under each respective option as described above will be in effect during the period associated with that option. The lump sum severance payment will be made at the conclusion of the biweekly severance instalments period.

"British Columbia Public Sector Employer" includes the Government and an employer who receives a substantial portion of its funding either directly or indirectly from the Province and includes, but is not limited to, public sector employers as defined in the *Public Sector Employers Act*. Some examples include school districts, post-secondary education institutions, health authorities and some Crown corporations. Caucus is not a British Columbia Public Sector Employer . In the event there are uncertainties as to whether an employer fits the above definition, the BC Public Service Agency (Workforce Restructuring Services) will determine whether repayment is required.

What is a severance mitigation period?

A severance mitigation period extends for the full notice period of your settlement and during this time, you are obligated to report if you have been re-employed as per the provisions listed above.

If during my severance mitigation period I am offered a job with a new administration or another employer and I choose not to take it, would it impact my severance?

When provided with severance, an employee has the legal obligation to mitigate his/her losses by seeking out comparable forms of alternate employment. It is expected that any reasonable offer of employment would thereby be accepted. However if the offer is not deemed to be reasonable (i.e. requires relocation or is not a good fit for the employee) then an employee would not be penalized when an offer is not deemed to provide suitable employment.

If I'm in receipt of bi-weekly salary continuance and get re-employed outside of the BC Public Sector and receive a lump sum payment of 50% of my former base salary, is that 50% payment based on the gross or net amount?

It will be based on the gross amount, however it will be subject to any applicable statutory deductions as per the Canada Revenue Agency.

Benefits and Pension

What happens to my benefit coverages if my OIC is rescinded?

Extended Health and Dental coverages cease the day your OIC is rescinded or, if you choose bi-weekly severance instalments, Extended Health and Dental coverage ceases the last day you are on pay. You may obtain individual coverage under these plans through our carrier, the Great West Life Assurance Company. Great West Life can be contacted at 1-855-644-0538.

Group Life coverage ceases the end of the month in which your OIC is rescinded or, if you choose bi-weekly severance instalments, the end of the month in which you are on pay. You have the option of converting your group life coverage to an individual policy with our carrier Great West Life Assurance Company without the need to complete a medical examination. You have 60 days from the end of the month in which your employment is terminated to action this conversion privilege and must contact Great West Life directly. The group life policy is no. GL 6878 (5).

Benefits Service Centre Contact Information:
Block E, 2261 Keating Cross Road
Saanichton BC V8M 2A5
Email: Mybenefits@gov.bc.ca
Phone: 1-877-277-0772 (toll free) Option 1

If I get a severance would I be eligible for Employment Insurance (EI) benefits?

Employment Insurance eligibility is determined by Service Canada and the amount of severance you receive may impact when you would qualify to receive benefits. For more information regarding this, please visit the Service Canada website at: http://www.servicecanada.gc.ca/eng/sc/ei/index.shtml

What options do I have under the Public Service Pension Plan?

Your pension is administered by the Pension Corporation and options regarding your pension may be available depending on your personal circumstances. For specific questions specific to your Public Service pension, please contact the Pension Corporation directly at 1 866 876-6777.

If I choose to run for elected office, is my pension transferrable to the MLA pension plan?

MLA pensions also fall under the Public Service Pension Plan, however please contact the Pension Corporation directly at 1 866 876-6777 for further information.

Am I still covered by Employee and Family Assistance Services?

You will continue to be covered by Employee and Family Assistance Services for three months after the date on which your OIC is rescinded. To access these services please contact Morneau Shepell directly at 1-800-655-5004 or via this website: http://www2.gov.bc.ca/gov/content/careers-myhr/all-employees/safety-health-well-being/health/efas.

Services offered under Employee and Family Assistance Services include:

- Short-term Counselling
- Career Support Services
- Family Support Services
- Financial and Legal Services
- Healthy Living Services

Applying on BC Public Service Positions

After I have been terminated, will I still have access to MyHR and/or the hiring system to view positions?

Yes, you can view MyHR and Postings as an external user and can see both external and internal postings.

Can an OIC appointee be temporarily appointed to work in a ministry?

No. Employees appointed under Section 15.1(a) of the *Public Service* Act are not eligible to apply on temporary appointments. An OIC appointee may not be placed in a temporary appointment as (i) Article 9 of Terms and Conditions specifically prohibits such appointments, and (ii) OIC appointees do not have a regular base position as is required to be processed as a temporary appointment. Further, TAs are intended to provide career development opportunities for current employees. OIC appointees are not considered public service employees under the Act (most of the Act does not apply to them and it is not required that they be appointed via a merit-based competition).

Can I obtain auxiliary work in a ministry?

Yes, OIC employees are eligible for auxiliary work. But if auxiliary work is accepted before your termination date you have effectively resigned your OIC position and are not eligible for severance. If you find auxiliary work during your severance mitigation period, the re-employment and repayment provisions outlined above will apply.

Rescinding an OIC and In-Service Status

Does an OIC appointee whose appointment has been rescinded have in-service status for applying on positions in the BC Public Service?

An OIC appointee has in-service status for 60 days after their OIC is rescinded. For employees who are in receipt of bi-weekly salary continuance, their in-service status remains in place for the duration they are in receipt of bi-weekly payments, which may be longer than 60 days.

I'm a Clerk 11 in a minister's office and if I submit a resume to the new administration and am offered a Clerk 9 position, will my salary be red-circled?

Your salary would not be red-circled as this would be deemed a voluntary demotion as you would be applying to a lower paid position. The impact to your salary would depend on where you are paid within the range but as a Clerk 9, your salary would have to paid within the range for that position and any adjustments would be as per our regular processes.

Rescinding an OIC and Pacific Leaders Scholarships and Loan Forgiveness

If an OIC enrolled in the Pacific Leaders Loan Forgiveness program has their appointment rescinded, what is the impact on their loan forgiveness status?

The Pacific Leaders Loan Forgiveness program is set up so that at the end of each full year of service, one third of their total B.C. student loan debt is forgiven. The debt is forgiven once the year has been completed. Loan forgiveness is not pro-rated which means that an employee who is terminated partway through a year is not eligible to receive the benefit of a loan payment for that year. Additionally, they must start making payments on the B.C. portion of their Canada-B.C. integrated student loan.

If an OIC who has received a Pacific Leaders Scholarship has their appointment rescinded and they have not completed their return of service commitment, what is the impact?

For every 12-month period that scholarship funding is provided, an employee commits to a "return of service" agreement to work in the BC Public Service for an additional 24 months beyond their scholarship year. If an employee voluntarily leaves employment before completing their return of service, they would be expected to repay a pro-rated amount of their scholarship funding. However, in the event of a without cause termination, no repayment will be sought.

Rescinding an OIC and Maternity Leave

What happens to severance to an employee already on maternity/parental leave?

If an employee is on maternity (or parental) leave when their OIC is rescinded, the maternity/parental leave will continue as scheduled and severance will take effect following the conclusion of the maternity/parental leave.

For further questions please contact the following individuals at Workforce Restructuring Services:

Lori Fischer
Manager, Workforce Restructuring
Lori.Fischer@gov.bc.ca
778-698-4115

Caroline Chu
Specialist, Workforce Restructuring
Caroline.Chu@gov.bc.ca
778-698-7922

The purpose of this communication is to provide staff with information regarding potential changes that may result following the October 2020 Election.

Severance

1. *Q – How is severance for OIC or excluded staff calculated?*

   A. Under common law, when an employment relationship is terminated by an employer without cause, the employer is required to give a reasonable period of notice or severance in lieu of notice. In determining the appropriate period of notice, the Agency bases its assessment of severance on factors used by the courts in awarding reasonable notice periods, and on the information it has regarding individual employees. The primary factors are the age of the employee, length of service, opportunity for re-employment, and character of employment.

2. *Q. If I would receive a severance payment, how would it be paid to me?*

   A. You would be able to choose to have your severance disbursed in either bi-weekly payments or in a lump-sum. Further details for each option are summarized below, however the specific terms would be outlined in the severance package that would be sent to you by Workforce Restructuring Services of the BC Public Service Agency.

   You would be encouraged to consider this information and seek independent financial counselling, where appropriate, in making your selection.

   Bi-weekly Severance Instalments (Salary Continuance)
   - With this option, bi-weekly payments equivalent to your bi-weekly pay are made for the duration of the severance settlement period through the pay system. These payments are subject to normal payroll deductions such as income tax, Employment Insurance (EI), Canada Pension Plan (CPP), and Public Service Pension Plan (pension).
   - Extended health and dental, and group life insurance continue, subject to applicable deductions, to the end of the bi-weekly disbursement period. However, you do not have coverage for Short Term Illness and Injury Plan (STIIP), Long Term Disability Plan (LTD), leave provisions, or vacation accrual.

   Lump Sum Payment
   - The lump-sum payment option provides you with a lump-sum payment equivalent to of your salary and benefits, subject to withholding tax and other statutory deductions required from severance payments.
   - All benefit coverages cease effective the date your OIC is rescinded.

   Special Paid Absence Prior to Retirement
   - If you are eligible to retire and proceed directly to pension, you can select a special paid absence prior to retirement.
   - Under this option, you can remain on the pay system and utilize unused leave entitlements and your severance.

3. *Q. Will I earn pensionable service for the severance settlement period?*

A. If you choose the bi-weekly severance instalments or are eligible for the special paid absence prior to retirement, you will automatically earn pensionable service for the duration you remain in receipt of severance payments.

4. *Q. What happens to my severance if I'm currently on maternity leave?*

A. If you are on maternity (or parental) leave when your OIC is rescinded, your maternity/parental leave will continue as scheduled and your severance will take effect following the conclusion of your maternity/parental leave.

Re-employment and Repayment

5. *If I'm in receipt of bi-weekly salary continuance and get re-employed outside of the BC Public Sector and receive a lump sum payment of 50% of my former base salary, is that 50% payment based on the gross or net amount?*

A. It will be based on the gross amount, however it will be subject to any applicable statutory deductions as per Canada Revenue.

6. *Q. If offered a job with the new administration and I choose not to take it, would it impact my severance?*

A. If the incoming administration continues your current employment, you may choose to continue or to resign in which case no severance is payable. If the incoming administration offers you a different position, it is recommended you obtain independent professional advice to determine if you must accept the change in job duties. Even if the change represents a fundamental change to your employment, an employee may have a legal obligation to mitigate his/her income losses by accepting a reasonable offer of employment.

Benefits and Pension

7. *Q. What happens to my benefit coverages if my OIC is rescinded?*

A. **Extended Health and Dental coverages** cease the day your OIC is rescinded or, if you choose bi-weekly severance instalments, Extended Health and Dental coverage ceases the last day you are on pay. You may obtain individual coverage under these plans through our carrier, the Great West Life Assurance Company. Great West Life can be contacted at 1-855-644-0538.

Group Life coverage ceases the end of the month in which your OIC is rescinded or, if you choose bi-weekly severance instalments, the end of the month in which you are on pay. You have the option of converting your group life coverage to an individual policy with our carrier Great West Life Assurance Company without the need to complete a medical examination. You have 60 days from the end of the month in which your employment is terminated to action this conversion privilege and must contact Great West Life directly. The group life policy is no. GL 6878 (5).

Benefits Service Centre Contact Information:
Block E, 2261 Keating Cross Road
Saanichton BC V8M 2A5
Email: Mybenefits@gov.bc.ca
Phone: 1-877-277-0772 (toll free) Option 1

8. *Q. If I get a severance would I be eligible for Employment Insurance (EI) benefits?*

   Employment Insurance eligibility is determined by Service Canada and the amount of severance you receive may impact when you would qualify to receive benefits. For more information regarding this, please visit the Service Canada website at: http://www.servicecanada.gc.ca/eng/sc/ei/index.shtml

9. *Q. What options do I have under the Public Service pension plan?*

   A. Your pension is administered by the Pension Corporation and options regarding your pension may be available depending on your personal circumstances. For specific questions specific to your Public Service pension, please contact the Pension Corporation directly at 1 866 876-6777 http://www.pensionsbc.ca/portal/page/portal/pen_corp_home/pspp_home_page/pspp_retired_members/

10. *Q. Is my pension transferrable to an MLA position?*

    A. For specific questions regarding what is considered transferrable to other pension plans, please contact the Pension Corporation directly at directly at 1 866 876-6777 http://www.pensionsbc.ca/portal/page/portal/pen_corp_home/pspp_home_page/pspp_retired_members/

11. *Q. Am I still covered by Employee and Family Assistance Services?*

    A. You will continue to be covered by Employee and Family Assistance Services for three months after the date on which your OIC is rescinded. To access these services please contact Morneau Shepell directly at 1-800-655-5004.

Pacific Leaders

12. *Q. If I am enrolled in the Pacific Leaders Loan Forgiveness program and am terminated, what is the impact on my loan forgiveness status?*

    A. The Pacific Leaders Loan Forgiveness program is set up so that at the end of each full year of service, one third of their total B.C. student loan debt is forgiven. The debt is forgiven once the year has been completed. Loan forgiveness is not pro-rated which means that an employee who is terminated partway through a year is not eligible to receive the benefit of a loan payment for that year. Additionally, they must start making payments on the B.C. portion of their Canada-B.C. integrated student loan

13. *Q. If I have received a Pacific Leaders Scholarship and am terminated before completing my return of service commitment, what is the impact?*

    A. For every 12-month period that scholarship funding is provided, an employee commits to a "return of service" agreement to work in the BC Public Service for an additional 24 months beyond their scholarship year. If an employee voluntary leaves employment before completing their return of service, they would be expected to repay a pro-rated amount of their scholarship funding. However, in the event of a termination without cause, no repayment will be sought.

Applying on BC Public Service Positions

14. *Q. After I have been terminated, will I still have access to MyHR and/or the hiring system to view positions?*

    A. Yes, you can view MyHR and Postings as an external user and can see both external and internal postings.

15. *Q. Do I continue to have access to internal positions? And if so for how long?*

    A. An OIC appointee continues to have in-service status for 60 days after their appointment is rescinded regardless of which severance disbursement they select. All employees (OIC and regular employees) who are in receipt of bi-weekly salary continuance will retain in-service status for the sole purpose of applying on competitions for the duration they are in receipt of bi-weekly payments. Please refer to the "Accessing In-Service Postings without IDIR" document.

For further questions please contact the following individuals at Workforce Restructuring Services:

Lori Fischer – 778-698-4115

Caroline Chu – 778-698-7922

Page 445 of 460 to/à Page 446 of 460

Withheld pursuant to/removed as

Advice/Recommentations

Page 447 of 460 to/à Page 451 of 460

Withheld pursuant to/removed as

Government Financial Information

Page 452 of 460 to/à Page 460 of 460

Withheld pursuant to/removed as

Government Financial Information; Personal Information