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Ministry of Jobs, Economic  
Recovery and Innovation

*Transition Binder*

Ministry of Jobs, Economic Development and Competitiveness  
Transition Binder  
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## Jobs, Economic Development and Competitiveness 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 <sup>1</sup>	2020/21 Estimate	2021/22 Plan	2022/23 Plan
<b>Operating Expenses (\$000)</b>				
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
<b>Total</b>	<b>97,433</b>	<b>93,616</b>	<b>94,327</b>	<b>94,327</b>

Core Business Area	2019/20 Restated Budget <sup>1</sup>	2020/21 Estimate	2021/22 Plan	2022/23 Plan
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
<b>Executive and Support Services</b>	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

<sup>1</sup> For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

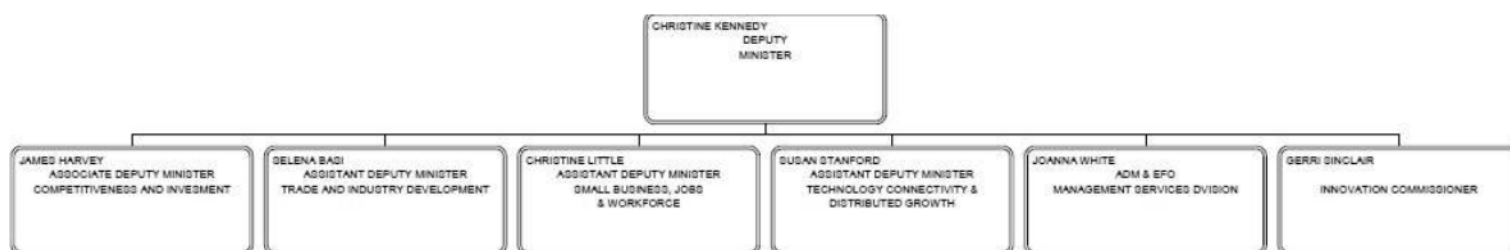
\* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Full Time Equivalents (FTEs):

360 (average FTEs for 2020/21 as at September 30<sup>th</sup>)

Please note: Core Business Areas in the resource summary table reflect the budget information presented in Estimates. The Divisional breakdown in the Executive Org Chart and Divisional Profiles shows the current working structure of the Ministry at November 2020.

Executive Organizational Chart:



## **Deputy Minister's Office Profile**

**Ministry:** Jobs, Economic Development and Competitiveness

**Deputy Minister:** Christine Kennedy

### **Description:**

The Deputy Minister is accountable for meeting the provincial government's objectives related to jobs, economic development and economic recovery, international trade and technology. The position is accountable for developing a motivated and engaged team, and building collaborative working relationships with other ministries, stakeholders and other orders of government.

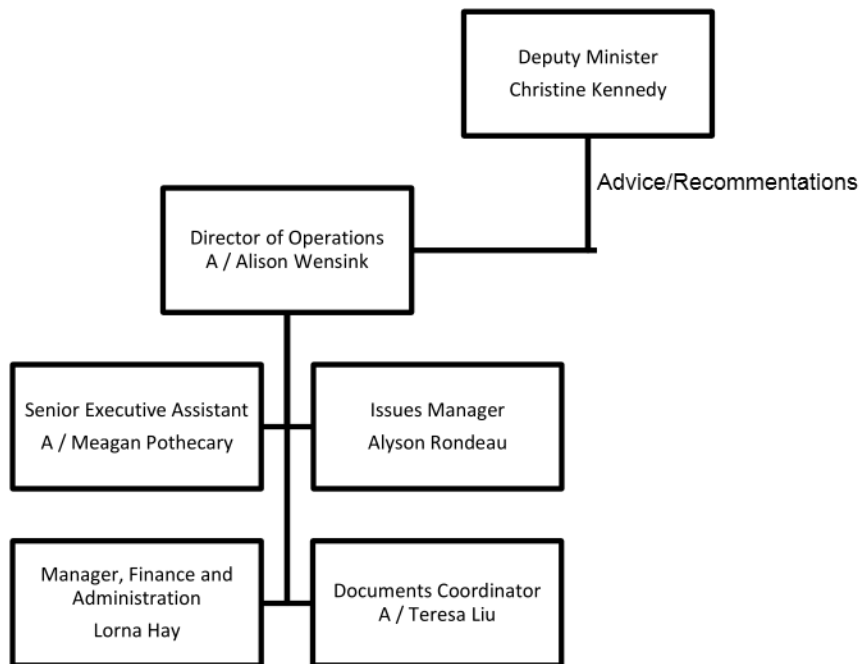
The Deputy Minister's Office (DMO) is responsible for all aspects of information that flows from Elected Officials and the Executive Council (Cabinet) to the ministry by acting as the touchpoint between the elected arm of government and the public service. The office provides strategic advice on issues management, oversees the development of Cabinet material and directs ministry staff. The DMO also ensures the ministry is in compliance with Cabinet approved mandates, Treasury Board directives and other specific issues. The DMO builds strategic alliances across government and works with the Executive team and ministry staff to ensure efficient collaboration, the flow of information and integration within the Ministry to support the achievement of the Ministry's strategic direction and government's overall objectives.

The DMO coordinates materials for the Cabinet Committee on Sustainable Shared Prosperity, which the Minister chairs. The DM chairs the corresponding Deputy Ministers Committee.

The ministry received \$429.95 in StrongerBC economic recovery funding across 8 major initiatives for 2020/21 – more than 4x the ministry's base budget. *Advice/Recommendations*

*Advice/Recommendations*

## Organizational Chart:



**Contact:** Alison Wensink, Director, Executive Operations  
778-974-5757

Nathan Nankivell, Executive Director  
250-387-8131

**CORE BUSINESS AREA**  
**Competitiveness and Investment**  
Division and Branch Profile

**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.

**The division has responsibility for:**

- a. major economic priority projects that have the potential to support quality economic growth and significantly contribute to increasing the standard of living for British Columbians; the division links to and works seamlessly with the Trade and Industry Development division, as well as the Technology Connectivity and Distributed Growth division;
- b. advancing regulatory effectiveness and efficacy including to support major economic priority projects, as well as providing policy advice and direction and advancing initiatives that will contribute to overall competitiveness for B.C. as a jurisdiction for investment, as well as the competitiveness of our core and emerging sectors.

Advice/Recommendations

**Key program areas include:**

- 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.
- Deliver economic recovery initiatives that support the growth or development of new, high-wage industries and that help B.C. businesses adapt to COVID-19.
- 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 commercial and 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.
- Oversight of continued operations of Investment Capital Branch

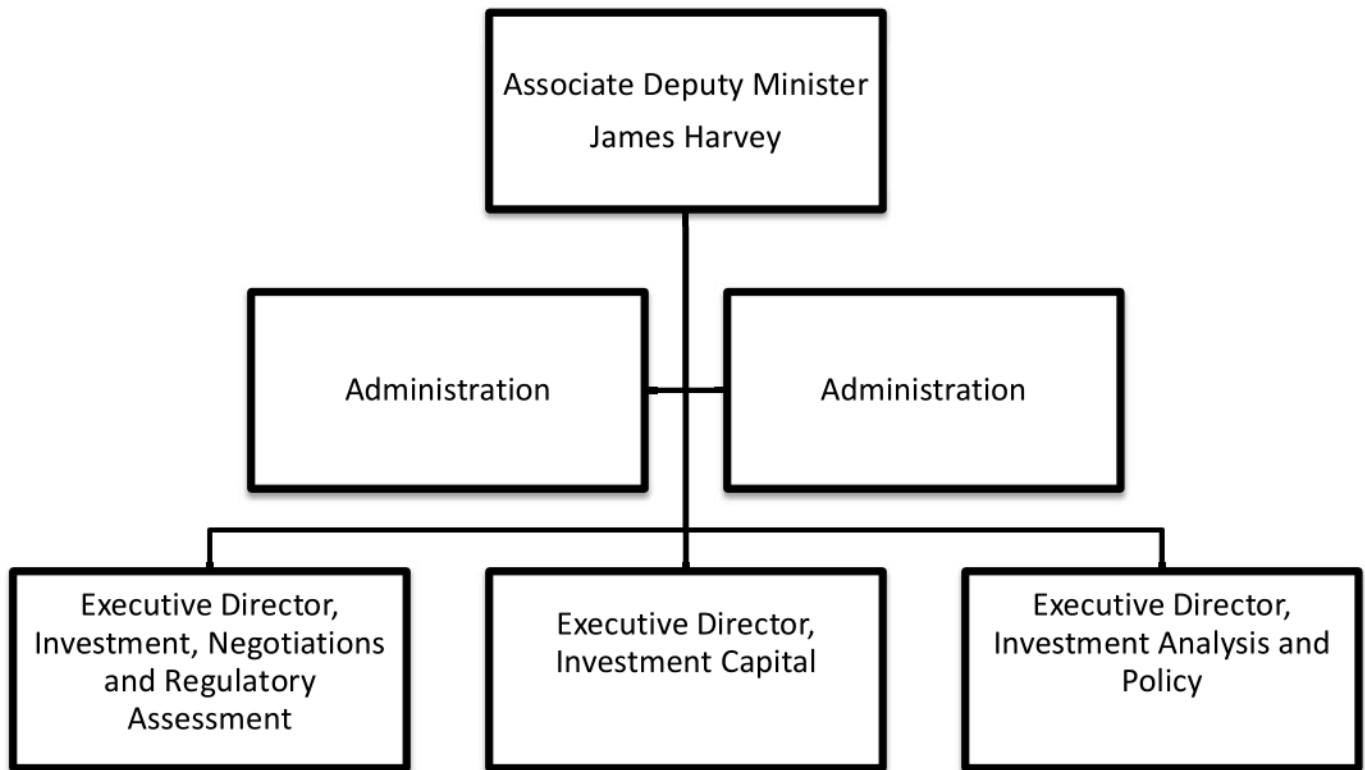
The Division's budget and FTE allocation are currently being established.

**Related Legislation:**

Cabinet Confidences

-

**Organizational Chart:**



## **Competitiveness and Investment Branch Profile**

**Branch:** Investment, Negotiations and Regulatory Assessment

**(New) ED Responsible:** Jessica Prince

**The Branch is primarily responsible for:**

- establishing programming to support the competitiveness of B.C.'s major economic sectors and the development of project or sector competitiveness frameworks that are consistent with and support the goals of BC's Economic Framework;
- conducting regulatory analysis that supports and contributes to regulatory streamlining and making recommendations to improve the regulatory climate to support investment and growth in BC;
- providing advice and intelligence on sector specific and overarching policies to enhance competitiveness;
- supporting major divisional projects and initiatives, including the implementation of the InBC project; and
- supporting cross-ministry and JEDC based initiatives that support the goals of the division.

## Competitiveness and Investment Branch Profile

**Branch:** Investment Analysis and Policy (New)

**ED Responsible:** <sup>Advice/Recommendations</sup>

**The Branch is primarily responsible for:**

- conducting analysis and assessment of project opportunities with high potential including to determine whether the provision of support would generate positive returns to the Province and support quality economic growth;
- provision of bespoke facilitation support for select, significant opportunities that contribute to quality economic growth;
- engaging with high value potential investors that have a realistic and viable project opportunity in collaboration with the Trade and Industry Development and Technology, Connectivity and Distributed Growth divisions and other economic ministries with regulatory authority for specific sectors;
- coordination of complex, major economic opportunities that may require sophisticated negotiations, legal advice, facilitation of many parties at a senior level and the assembly and management of project teams as necessary to facilitate this work;
- provision of support to other ministries that may be leading complex or major economic opportunities as a coordinator/facilitator; and
- supporting strategic initiatives within JEDC or across ministries and emerging priorities as they arise, whether for a term limited or ongoing period, including recovery initiatives.

This function supports the analysis and facilitation related to specific projects (that could be international or domestic in their genesis) to determine what the benefit to British Columbians would be from major engagement with the project, and how and to what degree JEDC <sup>Advice/Recommendations</sup> could support these types of projects. This function would also work closely with the Investor Services and International Branch in discussing specific projects with investors, work with other areas of the ministry in discussing regional economic leads and would support the DM and Associate DM in investment focused files.

## Competitiveness and Investment Branch Profile

**Branch:** Investment Capital Branch (Existing)

**ED Responsible:** David Mortimer

### Overview:

Investment Capital Branch programs help small to medium-sized business enterprises in B.C. access capital for business start-up and expansion. Investment Capital Branch programs consist of administering tax credit programs and managing direct investments in BC companies through its Crown Corporation, InBC Investment Corp.

Tax credit programs:

The branch administers the Small Business Venture Capital Program (SBVC). The SBVC encourages investment in B.C. businesses by providing investors with a 30 percent tax credit for investment in eligible businesses.

The branch also administers the Employee Share Ownership Plan Program (ESOP). The ESOP promotes investment by employees in their employer's company by providing investors with a 20 percent tax credit.

Crown Corporation Operations:

Investment Capital Branch administers InBC Investment Corp. (InBC). Prior to September 16, 2020, InBC was called the BC Immigrant Investment Fund (BCIIF). The BCIIF name was changed to InBC Investment Corp. to align  
Advice/Recommendations

### Key Responsibilities:

- To increase the quality and quantity of the venture capital market in B.C. by exploring new ways to increase B.C. businesses' access to financing.
- To help B.C.'s venture capital system mature and enhance the visibility of B.C. as a market for attractive venture capital opportunities in North America and globally.
- To increase the likelihood that new innovative goods and services in B.C. gain full-scale commercialization.

Tax credit programs:

The tax credit programs administered by the branch are enabled through two pieces of legislation: The Small Business Venture Capital Act and the Employee Investment Act. The tax credits support up to approximately \$130 million of equity capital investment annually, primarily through Small Business Venture Capital (SBVC) tax credits.

SBVC tax credits provide a 30 per cent tax credit to B.C. resident investors who invest directly into eligible companies or in managed funds. Tax credits support up to \$128.3 million of equity capital annually (on up to \$38.5 million in budgeted tax credits).

In order to be eligible to participate in the SBVC tax credit program a company must carry out qualifying activities (e.g manufacturing and processing of goods, research and development of proprietary technology, destination tourism, development of interactive digital media products, development of clean technology,

commercialization). The company must also meet certain restrictions to qualify (e.g. more than 80 per cent of company assets held in BC, and fewer than 100 employees).

Over the 2019 tax year approximately 230 small businesses raised over \$115 million of equity capital under the Small Business Venture Capital Tax Credit program, for which the province issued \$35 million in tax credits to BC investors.

#### Crown Corporation Operations

InBC Investment Corp. (InBC) <sup>Advice/Recommendations</sup>

InBC will invest in high growth potential firms, growing and anchoring talent, intellectual property, innovation and jobs in B.C., and driving economic growth in every region. <sup>Advice/Recommendations</sup>

<sup>Advice/Recommendations</sup>

InBC's current mandate, as reflected in its 2020/21 mandate letter is to:

- Oversee BCRCF investments and provide updates each June and December on how these investments are supporting growth for B.C. tech companies and stimulating job creation in B.C;
- Work with the Ministry of Jobs, Economic Development and Competitiveness, the BC Tech Fund manager and other stakeholders to support the economic growth of B.C. and create a summary report of achievements by December 31, 2020; and
- Ensure the BC Tech Fund is facilitating the availability of capital to B.C. tech companies, so they can grow and stay in B.C.

Prior to September 16, 2020, InBC was called the BC Immigrant Investment Fund Ltd. (BCIIF). InBC has a wholly subsidiary, the BC Renaissance Capital Fund BCRCF which holds the province's venture capital investment portfolios.

BCRCF corporation has two venture capital investment portfolios:

- Portfolio one (the BCRCF) has made capital commitments totaling \$90 million to eight venture capital fund managers in 2007, 2009 and 2011.
- The second portfolio is the \$100 million BC Tech Fund, which was launched in October 2016 and will invest in B.C.-based venture capital funds and may make some direct co-investments in BC-based technology companies. The BC Tech Fund is managed by a private sector fund manager, Kensington Capital Partners.

#### **Alignment with the Economic Framework:**

How does the branch support the goals and objectives of the Economic Framework?

#### Tax Credit Programs

The tax credit programs support the Economic Framework by increasing access to capital for small businesses, enabling these businesses to grow in the province and contribute to quality economic growth. Quality economic growth means environmentally and fiscally sustainable growth fitting into the CleanBC climate plan and supplying good jobs in every corner of our province. The tax credit program supports businesses who created quality economic growth in the following ways:

Environmentally Sustainable Growth and Clean BC: The venture capital tax credit program has a specific budget that supports clean tech businesses raise capital. These businesses develop technologies and products that contribute to a Clean BC.

Distributed Growth: The venture capital tax credit program also has a dedicated budget to support small businesses located in areas outside of the Metro Vancouver and Capital Regional Districts raise capital. This ensures the tax credit program supports business growth in every corner of the province.

Fiscally sustainable growth: The tax credit program supports companies with the potential to scale up and grow in BC. The businesses create jobs that are high wage industries. Business revenues and employee salaries generate provincial tax revenues that support other provincial government programming.

#### Venture Capital Investments

The province's venture capital investments contribute to quality economic growth through investing in companies that create good quality jobs. InBC's legacy venture capital investments have supported over 60 BC companies that have contributed over 2000 jobs in the province. The venture capital portfolio investments generate a positive financial return, and contribute to provincial revenues, which may in turn be directed to other services that help British Columbians.

What is the branch's impact on people and the economy?

Over the last sixteen years, more than \$1.54 billion in investment capital has been raised by small business through the provincial venture capital programs.

Over the 2019 tax year approximately 230 small businesses raised over \$115 million of equity capital under the Small Business Venture Capital Tax Credit program, for which the province issued \$35 million in tax credits to BC investors.

The tax credit budget has a dedicated budget to encourage investment opportunities outside the Metro Vancouver Regional District and the Capital Regional District. \$3 million in tax credits, enabling \$10 million in equity investment are available annually to support regional investment in eligible small businesses. Approximately 30 small businesses in non-urban centers across BC raise capital through the tax credit program every year.

The BC Tech Fund has invested in 7 B.C. companies directly and invested in 10 funds. Of the 10 funds participating in the BC Tech Fund, 4 funds are managed by firms that had previously established a presence in B.C., while 6 funds have established an office presence in B.C. to participate in the fund. Funds have invested in 29 B.C. companies so far, and this number will increase given participating funds have not finished identifying investment opportunities.

The BC Tech Fund has committed approximately \$90M of the potential \$100M in capital. The BC Tech Fund has funded approximately \$55M of these commitments; the remaining payments are expected to flow over the next 2 to 4 years. This means that B.C. companies will continue to receive the benefit of investment from the BC Tech Fund for the foreseeable future.

**CORE BUSINESS AREA**  
**Small Business, Jobs and Workforce**  
Division Profile

**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 <sup>1</sup>	22,169	21,629	22,037	22,037

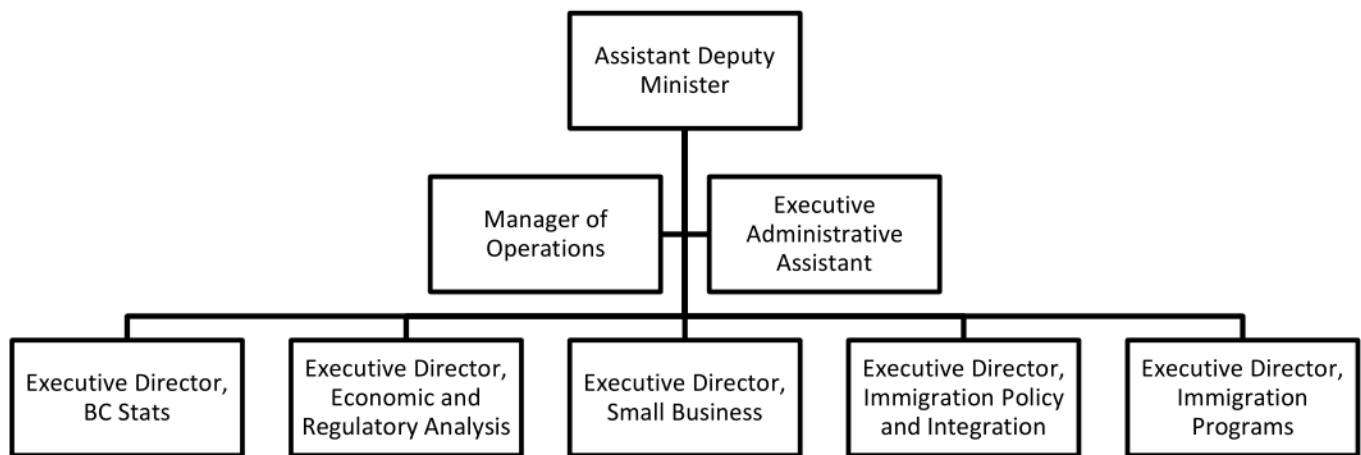
<sup>1</sup> Includes one fully cost recovered organization (Provincial Nominee Program) and one partially cost recovered organization (BC Stats).

**Full Time Equivalents (FTEs):**

- 161 (Average FTEs for 2020/21 as at September 30<sup>th</sup>). 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:**

## Small Business, Jobs and Workforce Branch Profile

**Branch:** BC Stats

**ED Responsible:** James Prouten (acting); Elizabeth Vickery (temporarily assigned to Small and Medium Sized Business Recovery Grants Program)

### Overview:

- Provide statistical information and analysis on economic, social and demographic conditions of the province to support informed decision-making and policy development.
- Routine public release of data and information and reporting of results of surveys and other data collection activities to client ministries and other public sector organizations.
- Provide support to Treasury Board and Cabinet by providing projections of population and migration for input into the annual budget as well as economic assessments of all Treasury Board submissions.

### Key Responsibilities:

- Legislative authority for the Statistics Act
- Economic, demographic and statistical insights and analysis
- Data collection (surveys), analysis and reporting
- Focal point for liaison with Statistics Canada

### Alignment with the Economic Framework:

- BC Stats supports the goals and objectives of the Economic Framework through:
  - Labor Force Survey, CPI, and other monthly and quarterly updates of BC-specific information from Statistics Canada data releases;
  - Weekly economic indicators (trends) reporting;
  - Economic modelling and analysis (input-output modelling) for both public and private sector clients;
  - On-call support for the Premier's Office, JEDC Executive, and Treasury Board Staff to provide economic information as needed; and
  - Surveys, data analysis and reporting on behalf of other sector ministries to support their Economic Framework initiatives.
- As an organization that provides its services to other public sector ministries and agencies, BC Stats has no direct impact on people and the economy. Private sector companies and individual members of the public may make use of published data directly from [the BC Stats public-facing website](#).

## Small Business, Jobs and Workforce Branch Profile

**Branch:** Economic and Regulatory Analysis

**ED Responsible:** Angelo Cocco

### Overview:

The branch carries out analysis and develops programs that focus on a growing economy that provides good jobs and the workforce to support and improve the standard of living for all British Columbians. This is broadly enabled by ensuring government considers the impact of its policy decisions on business and the economy and does not impose avoidable costs, and that people and businesses encounter fewer administrative burdens and have streamlined access to quality government services.

### Key Responsibilities:

- Lead economic analysis and research initiatives to understand key areas of the economy in support of the Framework for Improving British Columbian's Standard of Living (Economic Framework).
- Work to develop a better understanding of the specific growth drivers, constraints and opportunities across the small business continuum in B.C. to help small businesses scale-up and grow, and anchor long-term economic growth in the province.
- Advice/Recommendations
- Work across ministries to develop a package of regulatory changes that improve services and keep B.C.'s regulatory framework current through the Better Regulations for British Columbia process.
- Support ministries in developing legislation, regulations and policies that achieve their intended purpose without creating unnecessary requirements on people and businesses.
- Work with ministries and central agencies to support understanding of the potential economic implications of proposals to Cabinet, including their potential cumulative impacts.
- Provide secretariat support to the FPT Table for Innovation and Economic Development, and coordinate B.C. government activities on FPT working groups to advance economic development issues of shared priority.

### Alignment with the Economic Framework:

The branch supports the goals and objectives of the Economic Framework by working across ministries to:

- Focus on maximizing current opportunities and targeting meaningful, long-term employment outcomes that directly benefit British Columbians.
- Encourage and support the use of an economic development lens for policy and program development and implementation.
- Support understanding of the potential economic implications of proposals to Cabinet, including their potential cumulative impacts.
- Take a comprehensive perspective on identifying and assessing potential competitive challenges and economic growth opportunities in the economy.
- Align priorities across levels of government (local, provincial, federal) to support emerging and expanding sectors of the economy.

The branch impact on people and the economy is a function of directing its work to ensure it supports growing those parts of the economy that contribute the most to prosperity, with a specific focus on activities that:

- Support business scale-up to anchor long-term economic growth in the province,

- Encourage value added processing to enhance the value of B.C. products and resources,
- Increase exports that bring new dollars to B.C.,
- Encourage and support innovation to enhance productivity (where rising productivity supports rising real wage growth),
- Create quality jobs that pay “good” wages and prioritize B.C. residents,
- Support economic growth and prosperity that is broadly distributed across regions (i.e., rural, and urban) of the province and segments (e.g., women, immigrants, Indigenous peoples) of the population, and
- Generate healthy net government revenues that support further investment in core services and infrastructure for British Columbians.

## Small Business, Jobs and Workforce Branch Profile

**Branch:** Small Business Branch

**ED Responsible:** Jaclynn Hunter

### Overview:

- The Small Business Branch supports a thriving and resilient small business sector that advances the province's economic priorities, raising the standard of living for British Columbians - creating good jobs, and building a sustainable, innovative economy that works for everyone.
- The Branch ensures that small businesses are well positioned and supported in their efforts to start-up, grow, build resiliency, and create good jobs, by delivering programs, strategic initiatives and managing key stakeholder relationships.
- The Branch serves in a strategic advisory capacity, providing a small business lens in the design and delivery of programs across government, exerting influencing to meet small business needs and ensuring programs are widely accessible.

### Key Responsibilities:

**Delivering BC's Restart Plan and StrongerBC Economic Recovery Plan**, supporting small businesses impacted by the COVID-19 pandemic through:

- Leveraging the strong partnership with Small Business BC (SBBC) to rapidly implement multiple relief and economic recovery measures, including:
  - Launching the **B.C. Business COVID-19 Support Service**, in partnership with the federal government. The service acts as a single point of contact for BC businesses looking for information on resources available during the COVID-19 pandemic. As of October 29, 2020, the service had served 4,664 calls, 888 emails and 1,946 live chats and recorded 415,803 webpage views.
  - Launching the Small Business Marketplace where businesses can increase their online presence and promote their goods and services at no cost. SBBC also launched a non-medical Personal Protective Equipment Marketplace enabling small businesses to source safety equipment from BC suppliers to safely reopen and operate.
  - Providing support for businesses in navigating the WorkSafeBC Restart Guidelines.
  - Delivering the professional services component of the **BC Small and Medium Sized Business Recovery Grant** including recruiting, orienting, matching and reimbursing professional service providers such as lawyers and accountants who will assist small business applicants to develop viable recovery plans.
- Convening monthly virtual meetings of the Small Business Roundtable since the start of COVID-19, seeking feedback, sharing information on the impacts of COVID-19 on small businesses and identifying opportunities to support the sector.
- Producing a COVID-19 business continuity checklist, a comprehensive and regularly-updated Supports Guide and accompanying webpage summarizing provincial, federal and private sector supports for businesses impacted by COVID-19.
- Utilizing the Roundtable's Building Skills Fund to provide financial support to six key industry associations (Retail Council of Canada – BC Chapter, BC Chamber of Commerce, BC Restaurant and Foodservices Association, Forum for Women Entrepreneurs, the BC Hotel Association, and the Alliance of Beverage Licensees of BC) to further help small business owners navigate the COVID-19 pandemic.

- Leading the Ministry's response to the significant volume of business correspondence concerned with the impacts of COVID-19, often on behalf of multiple ministries.
- Providing branch advice and support for the BC Small and Medium-Sized Business Recovery Grant Project, which is managed as a separate initiative.

Working in partnership with public and private sector organizations to develop and implement **strategic projects** in support of small business, including:

- Providing a small business lens on key programs and initiatives across government, such as Affordability, Technology, Diversity and Inclusion, Procurement and Labour Market engagement.
- Developing key small business resource publications including the *Small Business Profile*, the *Starting a Small Business Guide*, *Import/Export Guide* and *Resource Handouts (including Indigenous Handout)*.
- Leading the Government-wide annual policy engagement approach with the BC Chamber of Commerce network. In 2019, this included an intensive regional engagement with seven regional in-person consultations attended by senior government executives. These sessions included 78 provincial representatives representing 18 ministries (including six DMs and 14 ADMs) and 104 delegates from 62 chambers. The virtual regional engagements planned for fall 2020 were postponed due to the provincial election.

**Development and implementation of small business programs and tools** – working with public and private sector organizations to deliver tools, training and information for small business start-up and growth including:

- Leading the province's relationship and funding agreement with **Small Business BC**, including sitting on SBBC's Board of Directors alongside Western Economic Diversification Canada, and leading ongoing interactions with federal/territorial counterparts to ensure provincial interests are met.
  - SBBC is BC's premier resource centre for business information and services related to starting, growing or exiting a small business. It is a not-for-profit organization that provides guidance, support, training and resources for small businesses in areas such as export-import, e-commerce, registration, planning and market research.
  - SBBC is ranked as the highest performing business resource service centre in Canada. SBBC is a consistent leader among the provinces in terms of the volume of clients served and the variety of services provided, serving close to one million clients in 2018/19.
- Acting as the provincial lead for **BizPaL**, an online service that makes it easier and faster for businesses to identify federal, provincial and local government permit and licence requirements to start or grow a business at a specific location. BizPaL has 132 local government partners across BC representing 88 per cent of the population, serving 31,190 clients in 2019.
  - As a special BizPaL initiative, BC is developing an online Business Structures Wizard to help entrepreneurs determine the best entity type for their business (e.g. sole proprietorship, corporation, etc.)
- Supporting local governments to establish **Mobile Business Licence agreements**, which allow businesses to operate in multiple participating communities with one common business licence. There are 19 agreements in BC, involving 108 communities, with additional agreements currently under consideration.
  - In May 2020, an interim ride-hailing Inter-Municipal Business Licence (IMBL) specific to Transportation Network Services (ride-hailing companies) operating in Region 1 (Lower Mainland, Whistler) came into effect. There are 25 participating municipalities. Work on a permanent IMBL is anticipated to begin in 2021.
- Focusing on initiatives to increase awareness of available products, services and information, including through annual **Small Business Week** activities in October.
- Maintaining and activating relationships with key small business stakeholders including the BC Restaurant and Foodservices Association, Community Futures, Canadian Federation of Independent

Businesses and others to amplify small business service delivery throughout the province.

Managing the **Small Business Roundtable** and all associated activities to help foster the sector's innovation, growth and success, including:

- Planning and facilitating all Roundtable meetings, chaired by the minister responsible for small business;
- Facilitating consultation with the Roundtable for cross government program areas seeking confidential input on policy, program promotion, regional/industry perspectives, and strategies for successful engagement with the small business sector;
- Leading the coordination of the "Open for Business" awards;
- Managing sub-committee work of the Small Business Roundtable; and
- Organizing and facilitating relevant consultations (e.g. small business owners, Indigenous entrepreneurs and external stakeholders).

**Small Business Task Force** – The Branch leads the response to identified recommendations of the December 2018 Report, working with programs across government.

- The Task Force Final Report made 73 recommendations under six key themes, such as awareness of programs, services to support small business and increasing Indigenous participation in BC's economy.
- Advice/Recommendations

#### **Alignment with the Economic Framework:**

A healthy small business sector is vitally important to the BC economy. The Branch's work contributes to economic growth and resiliency, good jobs, strong communities and raising the standard of living by supporting a strong small business sector which contributes nearly 1.1 million jobs and generates 34 per cent of provincial GDP. The Branch helps to ensure that government programs and initiatives are designed with a small business lens.

The Branch supports small businesses to find the resources they need to thrive and grow, ensuring programs are accessible throughout BC and by underrepresented groups such as women and Indigenous entrepreneurs. In 2020, the Branch played a pivotal role in quickly establishing and communicating provincial supports to help businesses navigate the impacts of COVID-19, supporting industries to adapt to changing market conditions and ensuring BC will retain a competitive small business sector that contributes to our economy and communities.

The Small Business Branch directly supports the objectives of the Economic Framework and works to deliver on its goals, including through:

Economic Framework Action	Small Business Branch Work
<b>1) Work with business associations, such as the Business Council of BC, BC Chamber of Commerce and other sector-specific associations to support competitive conditions for their members.</b>	<ul style="list-style-type: none"><li>• Facilitate and lead a cross-government executive-level BC Chamber of Commerce policy engagement process to respond to provincial and regional stakeholder priorities.</li><li>• Active stakeholder engagement through the Small Business Roundtable and other channels.</li></ul>
<b>2) Help small and medium sized businesses scale up.</b>	<ul style="list-style-type: none"><li>• Provide core funding and direction to SBBC to provide training, advisory services and supports as our primary</li></ul>

	<p>service delivery partner.</p> <ul style="list-style-type: none"> <li>• Represent the ministry on the FPT Responsible for Innovation and Economic Development's Sub-Committee for Company Growth and Scale-up.</li> <li>• Provided financial support for the BC Chamber of Commerce #TradeTalks Forum "Scaling Up: Time to Export" attended by business, youth and consular officials.</li> </ul>
<b>3) Maintain a competitive business climate and providing opportunity for business to succeed.</b>	<ul style="list-style-type: none"> <li>• Implement Small Business Task Force recommendations.</li> <li>• Facilitate Small Business Roundtable advice and input on policy issues and government objectives.</li> <li>• Work across government to provide a small business lens on topics such as workforce training, tax policy, registration services, etc.</li> </ul>
<b>4) Provide the conditions for business to succeed, and the framework to ensure that the benefits of growth are fairly shared among our people, including Indigenous people, in every region.</b>	<ul style="list-style-type: none"> <li>• Service delivery through SBBC and building regional supports through collaboration with Community Futures.</li> <li>• Indigenous representation and engagement on the Small Business Roundtable and collaboration with MIRR and the Indigenous Business and Investment Council.</li> </ul>
<b>5) Supporting Reconciliation with Indigenous People.</b>	<ul style="list-style-type: none"> <li>• Indigenous representation and engagement on the Small Business Roundtable and ongoing collaboration with MIRR and the Indigenous Business and Investment Council.</li> </ul>
<b>6) Support to help small and medium-sized businesses prepare for global trade; expanding the Export Navigator program.</b>	<ul style="list-style-type: none"> <li>• Support SBBC's role in delivering the expanded Export Navigator program.</li> <li>• Provided financial support for the BC Chamber of Commerce #TradeTalks Forum "Scaling Up: Time to Export" attended by business, youth and consular officials.</li> </ul>
<b>7) Attracting new businesses and employees to Northern BC; updating immigration programs to support new business entrants; supporting the forestry and sawmill industries; advancing the procurement strategy; and addressing barriers to workforce participation and employment.</b>	<ul style="list-style-type: none"> <li>• Active roles on multiple cross-government strategic initiatives.</li> <li>• Facilitate Small Business Roundtable advice and input on policy issues and government objectives.</li> <li>• Launch updates to the BC Restaurant and Foodservices Association's <i>Restaurant Regulations Made Easy in BC</i> guide which will incorporate workforce recommendations such as GBA+ and hiring individuals with barriers to employment.</li> </ul>

## Small Business, Jobs and Workforce Branch Profile

**Branch:** Immigration Policy and Integration

**ED Responsible:** Carling Helander

### Overview:

With a staff of 21 employees and an annual budget of <sup>Government</sup>Financial the Immigration Policy and Integration Branch works to ensure that:

- Business and communities can access international talent to address identified labour needs and support sustainable economic development;
- Newcomers successfully settle and integrate in B.C., achieving a good standard of living and quality of life; and
- Workers experience fast, fair and transparent credential recognition.

The branch undertakes comprehensive policy analysis to provide strategic advice to elected officials and senior executives on all matters relating to immigration and newcomers. The branch also delivers settlement and integration programs that complement federal services and build community capacity to attract and retain immigrants across B.C. The branch's portfolio includes programs that reduce barriers to the recognition of qualifications for internationally trained workers and ensure national labour mobility is maintained. Because jurisdiction over immigration is shared between provinces/territories and the federal government, the branch pursues many of B.C.'s objectives through strategic intergovernmental relations to ensure provincial interests are included in national and regional federal policy development and programming.

### Key Responsibilities:

#### Immigration Policy

- Providing policy advice to ensure that the BC Provincial Nominee Program (PNP)<sup>1</sup> is used as effectively as possible to select immigrants that will contribute to an improved standard of living for all British Columbians in all regions of the province. <sup>Advice/Recommendations</sup>  
Advice/Recommendations
- Developing an annual evidence-based submission to the federal government about how many permanent residents B.C. thinks Canada should admit to the country each calendar year (called the Immigration Levels Plan). This submission also includes a request for how many people B.C. would like to nominate through the PNP each calendar year (called the PNP allocation).

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<sup>1</sup> The BC PNP is the province's only direct immigrant selection program. It allows BC to select prospective economic immigrants and "nominate" them. Nominees can then apply to the federal government for permanent residency. See the Immigration Programs Branch overview for more information.

- Co-managing (with the federal government) the implementation of the Canada-BC Immigration Agreement (CBCIA). Renegotiating a new CBCIA to replace the one scheduled to expire in April 2021 is a key deliverable for 2020/21. The CBCIA must be authorized by an Order in Council under the requirements of the *BC Ministry of International Business and Immigration Act* and federal *Immigration and Refugee Protection Act*.
- Working with the federal government on a range of other immigration policy matters, including federally-selected economic immigrants, family and humanitarian immigration, refugee claimants and temporary foreign workers. The Ministry of Advanced Education, Skills and Training has lead responsibility for international student policy.

### Settlement & Integration

- Overseeing the delivery of two key settlement and integration programs for newcomers:
  - The Career Paths for Skilled Immigrants Program provides services to help immigrants find skilled employment in B.C. that uses the education and experience they bring to Canada. (9 contracts; \$5.8 million/year provincial plus \$2 million/year federal; 1,600 clients/year)
  - The BC Settlement and Integration Services Program provides settlement services to newcomers who are not eligible for federally-funded settlement supports. This includes temporary foreign workers, international students and naturalized citizens. The program also provides specialized services and mental health supports to refugees and asylum seekers. (33 contracts; \$5.9 million/year; services over 16,000 clients/year)
  - Funding for these two programs combined has increased by over 50 per cent since 2017.
- Distributing \$6 million in one-time federal funding to address the housing needs of asylum seekers by increasing housing capacity and improving coordination/referrals and data collection amongst non-profit agencies.

### Credential Recognition / Labour Mobility

- Improving credential recognition outcomes for skilled newcomers in regulated occupations through:
  - Engagement with professional regulatory authorities; and
  - Project funding under the Credential Assessment Improvement Fund <sup>Government</sup> <sub>Financial</sub>. There are currently 15 projects underway.
- Ensuring labour mobility for certified workers from other Canadian jurisdictions under the *Labour Mobility Act*, Canadian Free Trade Agreement and the New West Partnership Trade Agreement.

### Intergovernmental Relations

- Pursuing B.C.'s strategic objectives for immigration through the Forum of Ministers Responsible for Immigration (FMRI), a multilateral (federal/provincial/territorial) forum for collaboration and consultation of immigration policy and program matters.
  - The FMRI has Minister, Deputy Minister, Assistant Deputy Minister and Executive Director-level tables as well as several working groups that branch staff participate in. The working groups include: Levels, Settlement, Economic Operations and the newly formed Economic Policy group which B.C. co-chairs.
- Participating in the Labour Mobility and Foreign Qualifications working group under the Forum of Labour Market Ministers.

### Alignment with the Economic Framework:

The Immigration Policy and Integration Branch supports the Economic Framework goal of **Supplying the Workforce of the Future**. Specifically, the branch is instrumental to:

*[developing] thoughtful provincial immigration policies and advance British Columbia's interests in the design of federal immigration programs, emphasizing our ability to meet the skilled workforce needs of quality economic growth and provide pathways to support the success of new British Columbians.*

The branch's mandate and priorities are directly linked to the key activities outlined in the Framework.

Economic Framework Action	Branch Portfolio Area
i. Evaluating provincially-controlled or provincially influenced immigration programs and policies with a view to providing a skilled workforce to support quality economic growth and meet labour needs beyond the capacity of B.C.'s domestic supply.	Immigration Policy
ii. Preparing for the renewal of Federal – Provincial immigration agreements, including a greater emphasis on creating success pathways for new entrants, and ensuring appropriate federal support for settlement services.	Immigration Policy / Intergovernmental Relations
iii. Increasing the regional focus of our Immigrant Entrepreneur program.	Immigration Policy
iv. Enhancing our support services for new entrants, including providing information on the job opportunities, housing prices and community amenities for a range of British Columbia communities	Settlement & Integration
v. Supporting skilled immigrants to receive recognition for foreign credentials so they can work in provincially-regulated industries. By helping individuals navigate the credential recognition process we can support economic growth, bridge the gap in our domestic labour force and match skilled people with employment opportunities.	Credential Recognition / Labour Mobility

These activities benefit British Columbians by increasing the supply of skilled workers needed to continue growing B.C.'s economy. These workers also provide valuable services to British Columbians, such as in the health care sector. In addition to these direct benefits, newcomers enrich our province's social and cultural diversity.

## Small Business, Jobs and Workforce Branch Profile

**Branch:** Immigration Programs

**ED Responsible:** Deb Zehr

### Overview:

- The Immigration Programs Branch designs and administers the province's only direct immigration program. The BC Provincial Nominee Program (BC PNP) provides a permanent immigration pathway for international workers, entrepreneurs and students to come to B.C. to live, work and raise a family. Complementing a locally trained workforce, the BC PNP is a key tool in addressing B.C.'s labour market and economic development needs and priorities.
- The branch facilitates access to the best pathways to permanent residence for skilled workers, entrepreneur immigrants and multinational company key staff; targeting those who are most able to have a significant economic impact in B.C. This resource is provided in collaboration with the Trade and Industry Development Division to support investment attraction for priority industries, such as technology, and for regions across B.C. to support distributed growth.
- An Office of the Auditor General (OAG) performance audit (June 2020) showed that the BC PNP Skills Immigration program is supporting B.C.'s forecasted labour market and economic development needs. The OAG audit is also informing work underway to improve the branch's ability to combat fraud and mitigate other risks to program integrity.
- The Branch operates under Treasury Board direction to be 100% cost recovery with revenue from BC PNP fees. In fiscal year 2020/21, there are 82 Full Time Equivalent staff with a revenue projection of <sup>Government</sup> Government. The office is located in downtown Vancouver at 605 Robson Street.

### Key Responsibilities:

- **Design and deliver the BC Provincial Nominee Program (BC PNP)**
  - The federal department of Immigration, Refugees and Canadian Citizenship provides an annual allocation for B.C. to nominate applicants for permanent residency. The BC PNP is designed, and nominees are selected based on provincially determined economic criteria, the development of which is led by the Immigration Policy and Integration Branch.
  - The BC PNP is enabled by the 2015 Canada-BC Immigration Agreement (CBCIA) and administered in accordance with the *Provincial Immigration Programs Act* and Provincial Immigration Programs Regulations.
  - Categories under the BC PNP include:
    - Skills Immigration (99% of nominations):
      - to attract needed talents to complement B.C.'s workforce
      - includes: high skilled workers, lower skilled/entry level workers (some restrictions), international students, targeted Tech Pilot
    - Entrepreneur Immigration – Base Program:
      - to attract foreign entrepreneurs as active owner/managers to invest and create jobs in B.C. through the purchase of an existing business or a new start up, across B.C.
    - Entrepreneur Immigration – Regional Pilot:

- in collaboration with local governments and economic development regions, attract and retain foreign entrepreneurs to start new businesses in smaller centres (two-year pilot; March 2019-2021)
- Strategic Projects:
  - Attract and retain key staff for international corporate investments or new establishment of Canadian offices of multinational corporations
- **Administer WelcomeBC.ca (platform and brand) [www.welcomebc.ca](http://www.welcomebc.ca)**
  - Primary online communications channel for potential immigrants and new arrivals to B.C. supporting information to immigrate, study and settle in B.C., and for newcomer integration.
  - Houses all BC PNP program criteria, guides, news and resources and links to federal immigration resources.
  - Links to the BC PNP intake and case management system for registrants/applicants: 10,000+ cases annually; 80,000 cumulative entries.

#### **Alignment with the Economic Framework:**

##### ***How does the branch support the goals and objectives of the Economic Framework?***

- Immigration can bring significant economic benefits to the Province, supporting quality economic growth, in particular supporting distributed investment and the workforce of tomorrow.
- Specific references within the Economic Framework are consistent with current practices and are guiding reviews of both the Skills and Entrepreneur categories to ensure maximum economic benefit to B.C.:

##### ***What is the branch's impact on people and the economy?***

- In 2019, 6,550 BC PNP applicants plus their dependents were nominated for permanent residence. These people were chosen based on B.C. specific economic criteria, including labour market shortages.  
Advice/Recommendations
- As of October 30, 2020, a total of 1,535 tech workers were nominated under the BC PNP Tech Pilot, already exceeding the 2019 total of 1,509 (which was a 33% increase over 2018).
- There were 50,320 people who received their permanent residency in B.C. in 2019 (includes dependent family members). Of these, 30,085 arrived under economic immigration categories, of which 42% (12,580) were selected under the BC PNP
- In 2019, 48 foreign entrepreneurs were nominated through the BC PNP who invested approximately \$22 million in new or existing B.C. businesses and created more than 136 jobs.
- There are over 60 communities participating in the BC PNP Entrepreneur Immigration Regional Pilot which began in March 2019. Prior to the pandemic, many were actively referring prospective entrepreneurs to the BC PNP. As of October 30, 2020, 135 foreign entrepreneurs have been referred and have formally expressed their interest to apply, a significant step in the nomination process. While international border closures have delayed processing in some cases, participating communities continue to see this pilot and the attraction of international talent as critical in supporting economic recovery.

**CORE BUSINESS AREA**  
**Technology, Connectivity and Distributed Growth**  
**Division Profile**

**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/Recommendations  
Advice/Recommendations 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/Recommendations
- Provide oversight and guidance for InnovateBC Advice/Recommendations

Budget: Operating expenses in (\$000)

(budget does not include the Connectivity program as this currently resides with CITZ. <sup>Advice/Recommendations</sup>

Advice/Recommendations

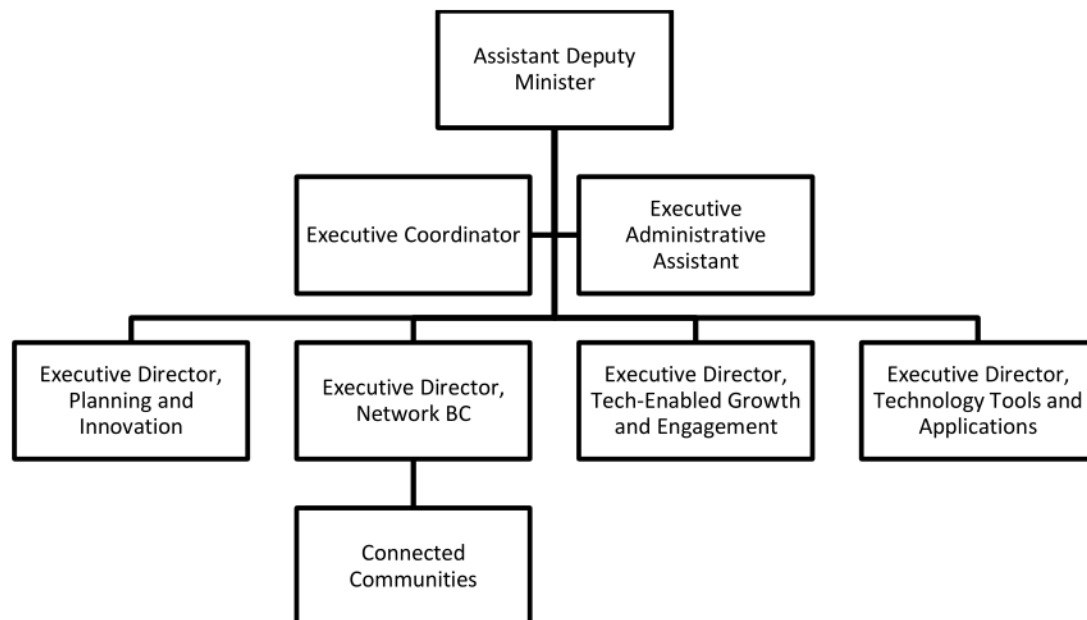
Core Business Area	2019/20 Restated Budget	2020/21 Estimate	2021/22 Plan	2022/23 Plan
Investment, Innovation and Technology Division	10,271	10,811	10,907	10,907

Full Time Equivalents (FTEs): 47 FTEs (average FTEs for 2020/21 as at September 30<sup>th</sup>) 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:



## **Innovation Commissioner Profile**

### **Context and Role:**

As the provincial champion for technology and innovation, the Innovation Commissioner facilitates partnerships, and promotes innovation across all sectors of the economy. This function was created as a Confidence and Supply Agreement commitment.

With a focus on helping companies grow and increasing provincial competitiveness, the Innovation Commissioner compliments existing mandates for technology and innovation.

The Innovation Commissioner is a public service appointment at the Assistant Deputy Minister level. The Innovation Commissioner has a reporting relationship to the Minister of Jobs, Economic Development and Competitiveness but as a public service appointee also reports to the Deputy Minister of Jobs, Economic Development and Competitiveness. She works closely with Assistant Deputy Ministers at JEDC, with other relevant ministries and the CEO of InnovateBC.

### **Term:**

The Innovation Commissioner role is a one-year OIC appointment at the Assistant Deputy Minister level and can be renewed on one-year increments. Dr. Gerri Sinclair was appointed as B.C.'s new Innovation Commissioner on July 17, 2020.

The previous Innovation Commissioner, Dr. Alan Winter, was appointed on February 5, 2018 and was reappointed for a second term on February 5, 2019. His appointment term ended on February 4, 2020.

### **Areas of Focus:**

The first Innovation Commissioner focused on discovery— based on literature, research and international engagement. The Innovation Commissioner role going forward will focus more on implementation, including on the opportunity for technology and innovation to improve the competitiveness, efficiency and environmental performance of other sectors of our economy as part of the economic recovery from COVID-19.

**Implementation:** support the application of technology-related innovation, which may also include initiatives under the Technology and Innovation Policy Framework, Economic Framework, Emerging Economy Task Force, CleanBC and COVID-19 recovery efforts including StrongerBC programs. This may include activities that:

- Advance agritech, advanced manufacturing, mass timber and cluster development
- Build and maintain IP in British Columbia
- Develop talent
- Support technology-enabled adoption across industry sectors

**Funding and Investment:** work with industry, government and other organizations to advocate for private sector, federal and other investment that will help scale companies and establish anchor firms in BC.

**Promotion:** champion innovation across various sectors through speaking engagements and participation in public events and discourse. The Innovation Commissioner role is a board member of Innovate BC.

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## **Technology, Connectivity and Distributed Growth Branch Profile**

**Branch:** Planning and Innovation

**ED Responsible:** Francois Bertrand

**Overview:**

- The Branch supports the growth and expansion of the technology and innovation ecosystem that contributes to sustainable, shared prosperity across communities through the development and implementation of policy, programming and initiatives related to research, innovation, technology adoption and diffusion, and commercialization.

**Key Responsibilities:**

- Proactively engage the technology sector, including each of its major sub-sectors.
- Represent the province on innovation and technology related initiatives:
  - Pursue federal funding opportunities.
  - Engage with other ministries to align JEDC and other provincial programming for and investments in the tech sector.
  - Pursue tech-enabled growth across key sectors of our economy, supporting the development of technology solutions to B.C. opportunities and problems, wherever possible connecting tech companies to B.C. customers.
  - Provide oversight and guidance for Innovate BC and the Quantum Algorithms Institute.
  - Manage the Province's participation in the Digital Technology Supercluster.
  - Oversee and align funding levers to government priorities (e.g. B.C. Knowledge Development Fund).
  - Provide support for B.C.'s Innovation Commissioner.
- Develop and refresh annually BC's Technology and Innovation Policy Framework. The economic landscape has changed dramatically since this framework was released in 2019. The framework was developed as a living document with an expectation of being updated annually to ensure that B.C.'s programming remains aligned with emerging opportunities, challenges and economic conditions. The goals are founded on:
  - Scaling and anchoring innovative companies and their intellectual property in B.C.
  - Concentrating government's technology sector investment on high-return activities that prioritize developing B.C. tech companies and 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 BC).
- Identifying opportunities for technology to accelerate provincial government processes related to economic development (i.e. regulatory overlap or permitting and authorizations) and strengthen B.C.'s investment attraction position; working with other divisions and ministries to present options to streamline processes without impacting statutory decision functions.
- Support government priorities on regional growth and climate change:
  - Develop a cross-government Innovation Corridor investment strategy for Fraser Valley and Surrey as a second downtown initiative.

- Engage in and advise on innovation plans and strategies developed by local governments.
- Coordinate JEDC's work on the CleanBC plan.
- Manage the Cascadia Corridor initiative.
- Deliver the following StrongerBC programs: Marketing Bootcamps and Online Stores

### **Supporting Quality Economic Growth:**

- Quality Economic Growth
  - StrongerBC referenced B.C.'s Economic Framework, which is premised on quality economic growth that cuts across economic sectors, making manufacturing processes, supply logistics, marketing, international shipping and communications more efficient.
  - The B.C. government invests more than \$700 million in technology and innovation every year supporting people, businesses, infrastructure and academic institutions. The annual Technology and Innovation Policy Framework is intended to contribute to sustainable shared prosperity.
  - B.C.'s technology and innovation sector is significant and growing. It was directly responsible for about 6.5 per cent of B.C.'s economic output and 5.4 per cent of B.C.'s workforce in 2018. The sector is well positioned to help increase the competitiveness of all parts of our economy.
  - Technology and innovation are important for all sectors of our economy; they are key to adding value by unlocking new opportunities and increasing productivity, competitiveness and ultimately our resilience.
  - Tech Sector In 2018:
    - Generated \$17.4 billion in GDP and \$34.7 billion in revenues.
    - Exported \$7.7 billion in services and goods.
    - Employed 123,170 people, with average earnings of \$1,740 per week.
    - Comprised 10,941 businesses, with about 27 per cent located outside MVRD and CRD.
  - The Technology and Innovation Policy Framework aligns with the values that underpin B.C.'s broader Economic Framework, by supporting decarbonization objectives, building revenue generation and job creation capacity, fostering the growth of new sectors of our economy while building on the revenue potential of B.C.'s traditional resource and manufacturing sectors. The goals include:
    - Grow globally competitive industry clusters across the province that support British Columbians.
    - Increase diversity and participation in the innovation economy – including Indigenous Peoples and those living in rural areas.
    - Help B.C. companies scale up, anchor and create good-paying jobs for British Columbians.
    - Develop the talent pool to help grow the innovation economy and help attract the right types of investment to B.C.
    - For 2020, this would be refreshed to include COVID-19 response and economic recovery goals.
  - Technology and innovation are broader than the tech sector
    - Tech itself is a diverse group of sub-sectors (i.e. life sciences, artificial intelligence, information and communications technologies).
    - Tech and innovation can contribute to decarbonization objectives while delivering other quality of life improvements for people in regions across B.C.
    - Industrial adoption of technology is often linked to connectivity, as it can depend on access to high-speed internet connectivity.
    - Technology can accelerate productivity improvements and potentially lower GHG outputs in natural resource and other traditional industries via technology co-development,

adoption and diffusion.

- Benefiting British Columbians
  - The Tech Sector contributes to the creation of good jobs across communities (average earnings of \$1,740 per week, compared to \$970 across all industries; currently 27 percent of high technology businesses are outside of MVRD and CRD).
  - B.C. technology jobs are good jobs. They are high-earning and are distributed throughout the province. Double-digit job growth is expected for both 2020 and 2021. Entry-level, intermediate and senior technical specialists are all in demand, as is leadership talent. Jobs are being created in technology companies as well as companies that adopt and deploy new technologies, in areas such as digital marketing and data visualization. Many also align with CleanBC.
  - To support the recovery of both people and businesses through the StrongerBC Economic Recovery Plan, the Tech Sector will benefit from:
    - The increased pool of capital available to support growing high-potential B.C. businesses through the InBC program.
    - Investments in connectivity enable tech companies and employees work remotely and still grow their business.
    - Programs to enable tech companies to support companies adopting and deploying technologies that keep consumers and workers safe and healthy, support clean growth and promote job retention.
    - Reskilling and training for people who want tech-enabled careers and businesses that want to adopt technology and innovation.
  - B.C. is investing in opportunities that will prepare people for new work and support businesses transitioning their operations, including:
    - Introducing micro-credentials to provide up to 2,000 British Columbians with quick, cost-effective and efficient access to high quality education and good jobs, ensuring that British Columbians are first in line for new opportunities in the sector.
    - Offering short-term skills training for in-demand jobs in areas such as technology
    - Launching digital marketing bootcamps for businesses to learn how they can improve e-commerce operations

See attachment for recent Tech Sector activities and contributions.

Region	Sector	Company	Story	Government Aid? If so, what program
Kootenay	Clean Tech	Advanced BioCarbon 3D Ltd	Since 2016 Trail BC-based Advanced BioCarbon 3D Ltd. (ABC3D) has been operating a pilot scale biorefinery deconstructing waste wood, using its proprietary closed loop environmentally friendly process, into its three main components: lignin, cellulose and hemicellulose (sugars). Responding to the demand for BC-based solutions to COVID-related PPE shortages, ABC3D is now working with UBC-BioComposite Network to adapt its process and expand its production specifically for producing sanitizing alcohol and filters for N95 respirators.	Advice/Recommendations
Mainland/Southwest	Manufacturing	Vitacore Industries	Vitacore Industries manufactures personal protective equipment for Canadian frontline workers, including the CAN95 respirator, and medical masks. Vitacore is committed to serving Canadians. All of our current and future PPE is made using a Canadian supply chain and quality Canadian materials.	
Mainland/Southwest	Health	Packright Manufacturing	Colin Chiu says 1,000's of face shields are ready to be shipped out to health care workers as his manufacturing company reconfigures to help with COVID-19. The Packright Manufacturing is pleased with the setup they have established at a now abandoned dance studio.	

Region	Sector	Company	Story	Government Aid? If so, what program
Mainland/ Southwest	Life Sciences	STEMCELL Technologies	Human tissue culture systems developed by STEMCELL were used by researchers at China's Centre for Disease Control (CDC) to grow lung airway cells that could successfully propagate the novel coronavirus SARS-CoV-2. Scientists were then able to isolate the virus, obtain the viral gene sequence, and quickly make the data available to researchers globally. STEMCELL's products are now being used in over 30 COVID-19 studies worldwide focusing on areas ranging from diagnostics and treatments to vaccine development and future prevention. STEMCELL is playing a crucial role in COVID-19 research by providing cutting-edge laboratory tools and reagents, and through close collaborations with scientists, to accelerate the pace of discovery and hopefully lead to a rapid resolution to the global pandemic.	Advice/Recommendations
Mainland/ Southwest	Health	Thrive Health	Health Canada has partnered with BC-based Thrive Health to create the BC COVID-19 app and the Canada COVID-19 app, central resources for accessing personalized, trusted, evidence-based information about the COVID-19 pandemic. The App includes Daily Symptom Tracker, A real-time feed of information about COVID-19 and updates from the Provincial and Federal Governments.	
Mainland/ Southwest	Manufacturing	UBC	UBC researchers are developing components for biodegradable N95 masks that can be made 100% within B.C. The university's BioProducts Institute is researching fibres from pine, spruce, cedar and other local softwoods that have the potential to be moulded and developed into filtering materials that have a wide variety of uses - including biodegradable masks and filters.	

Region	Sector	Company	Story	Government Aid? If so, what program
Mainland/ Southwest	Information and Communications	Traction on Demand	The COVID-19 Supply Hub, an online platform to co-ordinate, source and expedite medical supplies and personal protective equipment (PPE) for provincial health authorities to support front-line health workers fighting COVID-19. The Traction Thrive Critical Care Resource Management app (in partnership with Thrive Health), open source and free to use, enabling hospitals and healthcare practitioners to more accurately track and distribute critical medical staff and resources to meet the immediate needs of COVID-19 response teams. The bettr.me platform is helping ease the shift of businesses into a remote landscape by ensuring team members are engaged and connected, while projects and productivity are kept on track.	Advice/Recommendations
Province-wide	Manufacturing	Distillers and Brewers	B.C. now has over 50% of its artisan distilleries producing hand sanitizer in response to the pandemic. Notably, Parallel 49 Brewery has teamed up with AG Hair to manufacture, package and distribute a large bulk order of hand sanitizer purchased by the B.C. government for frontline workers. Distilleries have opened new revenue streams that could potentially continue after the pandemic.	
Province-wide	Information and Communications	JEDC	A Provincial Orders Support Team and call centre has been established to support local authority staff (e.g. municipal bylaw officers and equivalent local officials) that are supporting compliance of Provincial Orders to prevent the spread of COVID-19. The call centre officially opens in time for the Easter Holiday weekend at 8 am Friday, April 10 and is staffed from 8 am to 11 pm, 7 days per week.	

Region	Sector	Company	Story	Government Aid? If so, what program
Province-wide	Information and Communications	B.C. Business COVID-19 Support Service	The B.C. Business COVID-19 Support Service has served more than 4,200 businesses through phone, chat and email since its launch in April 2020, and has had more than 200,000 visits to its COVID-19 web page. The support service is a crucial link that helps businesses navigate the supports and services offered by the provincial and federal governments, and industry and community partners, during the pandemic. It is operated by Small Business BC (SBBC), a not-for-profit organization that delivers a variety of services to B.C. businesses through financial support from the provincial and federal governments.	Advice/Recommendations
Province-wide	Information and Communications	Kings Distributed Systems	<p>Project Looking Glass will build a decision-support platform that uses predictive modelling to analyze policies and determine which can best protect Canadians in the new normal. Using the tool, decision makers will have the ability to say that policy x will have public health impact y and economic impact z.</p> <p>This project will provide possible benefits and risks based on science-driven modelling to better inform public policy and practice, for government and industry, as physical distancing measures, reopening of schools and businesses, and widespread testing are considered, and the country looks towards a return to work and community.</p>	
Thompson-Okanagan	Manufacturing	Breathe Medical Manufacturing	Kelowna-based company producing medical masks and other personal-protective equipment for BC, Canada and other buyers.	

Region	Sector	Company	Story	Government Aid? If so, what program
Vancouver Island/Coast	Information and Communications	Innovation Island	The Digital Economic Rapid Response Recovery Program (DER3) is a joint initiative between IITA + Island Coastal Economic Trust (ICET) that provides one-to-one business and technical expertise for companies that have to pivot their business models. Or, as IITA likes to put it, the program is a “hyper local, back to business initiative for businesses interested in entering or expanding in the digital economy.”	Advice/Recommendations
Vancouver Island/Coast	Natural Resources	This Fish	This Fish app was an early ICET tech innovation project (2011) that allows consumers to track their fish from the sea to their plate. Not only has the traceability tool allowed for more transparency within the industry’s harvesting practices, but it has also encouraged customers to become more invested in purchasing sustainably-sourced food. Today, what began as a web-based tool, has grown into its own successful tech company.	

## Technology, Connectivity and Distributed Growth Branch Profile

**Branch:** Network BC

**ED Responsible:** Howard Randell

### Overview:

- Network BC facilitates the expansion of connectivity (high-speed internet and cellular services) throughout BC. The Branch provides leadership and support by working directly with governments at all levels (federal, provincial, Indigenous, local) and the private sector (large telecommunications companies and small internet service providers), to align strategies and actions that assist service providers with digital infrastructure investments; to help expand their telecom networks and allow rural, remote and Indigenous communities to fully participate in the digital economy.
- Connected Communities, working with Network BC and Rural Development brings together local governments, Indigenous communities, cross-sector partners and community development leaders to accelerate digital readiness using connectivity as a catalyst for diversifying and building resilient economies, attracting regional investment and talent and enhancing quality of life throughout rural BC.

### Key Responsibilities:

- Lead provincial connectivity program development, industry and community support and monitors performance.
  - Manages the Connecting British Columbia program in cooperation with the program administrator Northern Development Initiative Trust.
  - Between 2015 and 2019, the Province invested \$100 million in connectivity funding through the Connecting British Columbia program. There is currently \$140M of funding in progress, including \$90 under the StrongerBC Economic Recovery program funding.
  - Since July 2017, projects supported through the Province's Connecting British Columbia program are underway or completed in over 500 rural and remote communities, including 87 Indigenous communities.
  - Coordinates with federal funding programs such as the federal Universal Broadband Fund to expand connectivity and capture federal funding for BC-based projects
  - Tracks the progress of connectivity across 1,242 urban, rural and indigenous communities throughout the province.
  - Participates in the development of the national Connectivity Strategy through a Federal Provincial Territorial planning table.
  - Monitors federal government spectrum auctions, telecommunications policy and technology innovations impacting internet access including 5G and low earth orbit satellites.
- Act as the voice of the province on federal telecommunications regulatory issues including proceedings issued by the Canadian Radio-Television and Telecommunications Commission (CRTC).
  - Supports other ministries with CRTC interventions including internet affordability (SDPR), cellular bill transparency (PSSG) and attachment fees to hydro poles (EMPR/JEDC).
  - Responds directly to CRTC proceedings in support of the provincial priorities.
- Expand connectivity mapping and analysis capacity to include highways and other priority locales.
- Proactively work with regional districts and municipalities in connectivity planning, including:

- BC Coastal First Nations (CFN) MoU & Joint Connectivity Planning
  - Working directly with CFN to advance their digital readiness and capacity through connectivity planning in preparation of the Connected Coast project.
  - Supporting indigenous communities navigate their digital potential and linking community leaders to actively plan connectivity projects: [Heiltsuk Video \(Bella Bella\)](#).
- Support advancing local government and regional district digital planning through the uptake of the Connecting Communities planning tools.
  - Connected Communities is supporting a province-wide regional district led connectivity collaboration hub with municipal, Indigenous and regional leaders to identify barriers, seek collective solutions and work towards integrated planning and co-investments in digital infrastructure. (UBCM Connectivity Resolution supported by policy secretariat)

### **Supporting Quality Economic Growth:**

- Connectivity creates economic development opportunities and providing access to e-services – unlocking the skills and talents of a previously-untapped workforce and supporting technology and technology-enabled businesses to establish and grow where lifestyle and the cost of living are a competitive advantage.
- Connectivity supports:
  - A competitive business climate by providing business the tools to remain competitive in a global economy by providing access to vital information and regardless where they do business in BC.
  - Reconciliation with Indigenous peoples by supporting access to digital tools that will unlock the short- and long-term economic potential of rural and remote Indigenous communities.
  - A CleanBC future by allowing British Columbians to work more efficiently and support innovation.
  - Innovation in Transportation and infrastructure by providing the information to the traveling public to make safe and efficient decisions, reduce congestion.
  - Investments in rural BC create economic development opportunities (i.e. Northern Strategy) and provide access to e-services – unlocking the skills and talents of rural community workforce where lifestyle and the cost of living are a competitive advantage.
- Connected Communities fulfils a critical need to focus on building rural digital capacity in tandem with building digital infrastructure that enables investment opportunities. The branch works to aligning connectivity investments with the objectives of the Economic Framework to be achieved at the community level, and investments in connectivity are part of a purposeful, integrated and regional approach to economic resiliency.

### **Benefiting British Columbians**

- Rapid social change, technological innovation, climate change and rising citizen expectations are changing the way government does business.
- The Ministry is focused on delivering better services for people regardless of where they live in the province, providing easy to use online services, making better use of data, and improving collaboration with British Columbians—all requiring reliable connectivity.
- Connectivity is the ability to affordably connect to the internet and access the information and services people need when and where they need them.
- The Ministry will work to ensure everyone, including those living in rural and Indigenous communities, have access to high-speed internet services and can fully participate in the digital economy.
- The most recent Economic Recovery funding will support the expansion of connectivity to 200 rural and Indigenous communities; WiFi at 14 rest areas; 4 call boxes in strategic locations and 140km of new cellular coverage along highways.
  - The lack of connectivity along BC's highways, that are economic and social corridors, have been

- highlighted by the Murdered and Missing Women and Girls report, directly to government officials and through UBCM resolutions.
- Connectivity supports employment in rural and indigenous communities supporting jobs for women and supports for vulnerable populations.
  - Connectivity enables the flow of people, goods, labour and tourism in all corners of the province.
  - Connectivity enables the expansion of telehealth which uses telecommunication and information technology to provide clinical healthcare from a distance. It improves access to medical services that would not otherwise be available in rural communities. It is also used to save lives in critical care and emergency situations.
    - For example, the Ministry, Northern Health Authority (NHA) and First Nations Health Authority use integrated GIS mapping to examine medical transportation needs and patterns, to better coordinate medical transport services for people in Indigenous communities. This includes boosting public awareness about existing medical transport services, and looking at ways to maximize services and schedules, to carry more passengers to hospitals and medical appointments.

See attachment for map of connectivity status.



36% or 315 have 50/10 Access

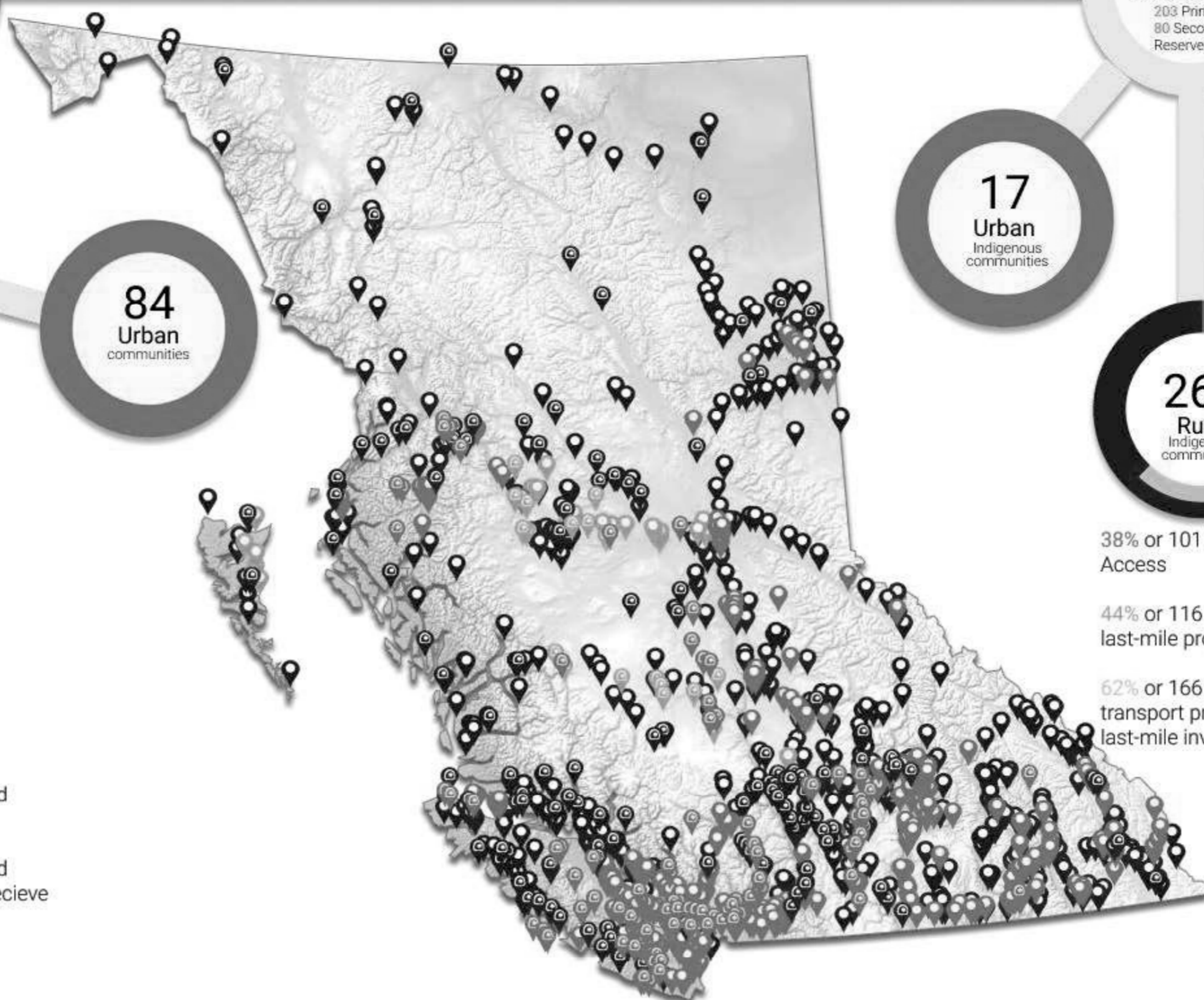
39% or 345 when planned projects complete

49% or 425 when planned transport projects also receive last-mile investment

38% or 101 have 50/10 Access

44% or 116 when planned last-mile projects complete

62% or 166 when planned transport projects also receive last-mile investment



**BROADBAND  
ACCESS  
50Mbps**

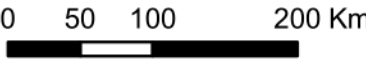
**Current Connectivity  
Performance**



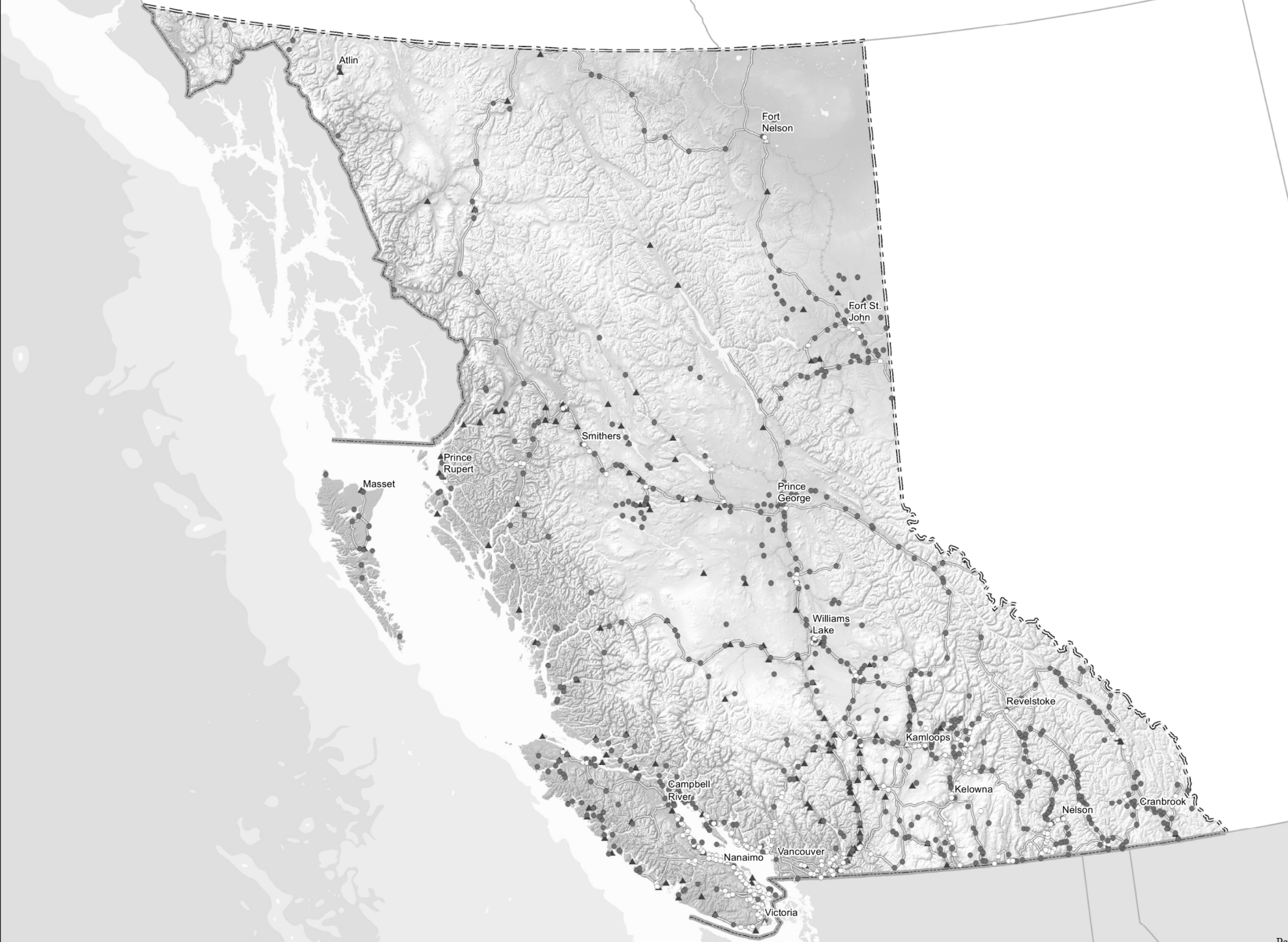
NetworkBC

**Legend**

- Rural non FN Communities **without** 50Mbps (64%)
- Rural non FN Communities **with** 50Mbps (36%)
- ▲ Rural FN Communities **without** 50Mbps (62%)
- △ Rural FN Communities **with** 50Mbps (38%)



© 2019 Government of BC  
Created By: Network BC, 50Mbps



## Technology, Connectivity and Distributed Growth Branch Profile

**Branch:** Tech-Enabled Growth and Engagement (previously Regional Programs and Engagement)

**ED Responsible:** Greg Goodwin

### Overview:

- The Branch supports communities throughout the province of B.C. understanding of the economic development landscape, support and connect Indigenous and non-Indigenous communities in B.C. with the right tools, information and networks to grow and strengthen their local economies.

### Key Responsibilities:

- Regional Programs
  - Provides oversights, acts as liaison, supports Board appointments (where applicable) and leads regulation changes regarding three operationally independent Economic Initiative Trusts (\$300 m capital)
    - Northern Development Initiative Trust (NDIT)
    - Southern Interior Development Initiative Trust (SIDIT)
    - Island Coastal Economic Trust (ICET)
  - Oversight of Crown Corporation: Nechako-Kitimaat Development Fund
  - Publish regional Insights including community cases studies
  - Delivery regional workshops – e.g. TechDev 101
  - Support for the Northern Development Ministers’ Forum FPT
  - Leads stakeholder engagement with selected economic development organizations including BC Economic Development Association (BCEDA)
  - Supports JEDCs participation at Union of BC Municipalities (UBCM) annual conference and First Nations Leaders Gathering (FNLG)
- Supporting community resilience and diversification, hearing and responding to regional economic priorities and needs
  - Develops and conducts surveys, analysis and reporting at the regional district and community level on economic development and planning issues / needs.
  - Leads the [BC Ideas Exchange](#) webinars and success stories posted on the BC Government website.
  - Develops and maintains planning supports for rural and indigenous communities including the investment readiness toolkit.
  - Manages an [economic development tool kit](#) including funding and grants search tool
  - Provides supports and expertise in the design and delivery of conferences and events
- Works in collaboration with MIRR and other ministries to support Indigenous economic development
  - JEDC lead for the Annual First Nations Leaders Gathering
  - Provides secretariat support for the Indigenous Business and Investment Council (IBIC)
  - Co-leads the Indigenous Economic Development Joint Office with MIRR
  - In cooperation with MIRR, develops indicators for Indigenous economic prosperity, including joint study with the BCAFN and cross-government work on program impact and projected benefits
  - Works with the Sector and Regulatory Competitiveness branch to create guidance on

#### Indigenizing the Business and Economic Impact Framework

- Responsible for the following statutes:
  - B.C.-Alcan Northern Development Fund Act
  - Miscellaneous Statutes Amendment Act No. 3 (2010)
  - North Island-Coast Development Initiative Trust Act
  - Northern Development Initiative Trust Act
  - Southern Interior Development Initiative Trust Act

#### Supporting Quality Economic Growth:

- Trusts represent, at varying degrees, economic funders and program owners throughout the province. Engagement with Trusts offers an opportunity to shape grant programs for greater economic benefit over the longer term.
  - Recently the serving area for ICET was expanded to include Juan de Fuca, a rural area that previously did not have access to the Trust's program funds.
  - Works directly with IBIC as an advisory body to focus indigenous economic development opportunities as appropriate.
- Collaborative work with MIRR on the development of economic indicators related to treaty agreements will provide an evidence-based evaluation of indigenous economic contribution.
- Supports a single window suite of on-line tools, resources, contacts and information for economic development practitioners.

#### Benefiting British Columbians:

- Raising awareness with constituency groups of the importance of and path forward for increased indigenous economic participation in the economy.
- Engaged with over 3880 people through workshops, webinars and regional calls and hundreds more at tradeshow and workshops, and 272,900 page views on our websites
- Developed of tools, resources and information to support community resiliency and diversification.

See attachment for engagement summary and landscape of First Nations organizations.

# Technology, Connectivity and Distributed Growth Division

## Regional Programs & Engagement Branch

**We help communities throughout the province of B.C. realize their economic development potential.**

Through our understanding of the economic development landscape, we aim to support and connect Indigenous and non-Indigenous communities in B.C. with the right tools, information and networks to grow and strengthen their local economies.



### REGIONAL PROGRAMS

Economic Trusts  
Regional intel  
Workshops



### ENGAGEMENT

Webinars & Surveys  
EETF  
Gov.bc.ca/economicdevelopment



### INDIGENOUS ECONOMIC OPPORTUNITY

Joint Office  
Economic Reconciliation  
Indigenous Business and Investment Council



### EMERGING ECONOMY TASK FORCE

CASA Commitment

## Results FY 2019/20

We engaged with over **3,880 people** through our workshops, webinars, and regional calls, and hundreds more at tradeshow and conferences. Engagement with our websites included over **272,900** page views.

### Tradeshows and Conferences

- **15** tradeshows and conferences
- **10** tradeshow engagements focused on reconciliation with Indigenous peoples and communities

### Workshops

- **Four** Investment Readiness Assessment pilot sessions - over **80** attendees
- Demystifying Data: Live Analysis for Regional Questions - over **50** attendees
- **Two** Pathways to Collaboration - over **100** attendees
- First Nation and Industry Collaboration and Partnership Seminars – over **1440** attendees
- Indigenous ec dev seminars - over **140** attendees

### Indigenous Speaker Series

- **Four** presentations - over **970** attendees

### Economic Development Webinar Series

- **13** presentations - over **1,000** attendees
- **3,400** views on YouTube

### Regional Insights

- **27** quarterly calls with regional representatives

### Websites

- Economic Development Website - over **217,500** page views
- IBIC Website - over **55,400** page views

### Emerging Economy Task Force

- More than **30** interviews with experts in B.C. and internationally
- Supported regional tours, meetings and received over **20** presentations from leaders in B.C.
- Released final report in **early 2020**

# Regional Programs and Engagement BRANCH

We help communities throughout the province of B.C. realize their economic development potential. Through our understanding of the economic development landscape, we aim to support and connect Indigenous and non-Indigenous communities in B.C. with the right tools, information and networks to grow and strengthen their local economies.

## ACCOMPLISHMENTS 2018-2020

### Stakeholder Engagement

Building and keeping strong connections with a range of stakeholders including, Union of BC Municipalities, BC Economic Development Association, Local Government Management Association, Local Government Leadership Academy, BC Assembly of First Nations, New Relationship Trust, fellow branches and ministries, Trusts, Community Futures, Chambers of Commerce and more.

Local Economic Development and Indigenous surveys with **over 440** responses



Included community stakeholders in website refresh, tool and resource development



Quarterly regional insight calls with local gov, business, and ec dev reps throughout B.C.



**Over 40** tradeshows and conferences

### Workshops

Facilitating workshops in all regions of the province in response to community demand, requests at UBCM, and to support the Ministry's goal to increase capacity of communities to support economic development, diversification and resilience in all regions of B.C.



Delivered **39** workshops and presentations



**~2,300** participants



**16** Tech Dev 101 workshops delivered



**6** Investment Readiness Assessment Pilot sessions

### Ec Dev Website

Managing government's economic development website, providing communities with a range of tools, resources, templates and best practices to help their economic development work.



**Over 200,000** unique visits



**Over 435,000** page views



Most popular: Funding and Grants Search Tool



Completed UX refresh project based on user research

### BC Ideas Exchange

Linking B.C. communities to experts in academia, industry, and government in an affordable, accessible, and environmentally sustainable way to support and build tech, innovation and economic development capacity.



Delivered over **30** webinars



**~2,100** attendees



**Over 5,400** YouTube views



**37** success stories published

### Economic Reconciliation

Supporting the B.C. government's commitment to adopt and implement The United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission of Canada's Call to Action #92: Business and Reconciliation.



Secretariat of the Indigenous Business and Investment Council (IBIC)



Indigenous Speakers Series  
**10** events **1745** attendees



Partnered with UBCM for Pathways to Collaboration



**Over 1200** Indigenous Business Listings on IBIC website

### Corporate & Cross-government Partnerships

Leading corporate supports for the ministry and economy sector, Associate Deputy Minister's office and Deputy Minister's office in the coordination of Estimates, UBCM convention, the Annual Service Plan, Ministry Annual Service Plan Report, and Emerging Economy Task Force Report.



Managing corporate relationship with three Regional Economic Trusts



Released Emerging Economy Task Force final report in early 2020



Cross-ministry & government leadership including Joint Office, GBA+ and 10 Draft Principles



Recognition Committee, Executive Comms Council and Internet Advisory Council

## Technology, Connectivity and Distributed Growth Branch Profile

**Branch:** Technology, Tools and Applications

**ED Responsible:** -

### Overview:

- Develops 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.

### Key Responsibilities:

- The **Community Information Tool (CIT)** is a comprehensive visual tool designed to support investment decisions by incorporating community asset information with digital and other infrastructure data. With the use of this tool, we can better target, align and leverage connectivity, investments and community needs with a more comprehensive view of the landscape.
  - **Sharable information** across public sector organizations so that digital infrastructure can be fully leveraged
  - **Evidence-based approach** to help communities plan their digital needs and utilization of community assets
  - **Enables cross-Ministry planning** and digital infrastructure accommodation
- The CIT will be expanded in 2020-21 to include **industrial lands data** sets to better distribute investment, growth and job creation.
  - While industrial land is the primary objective of this work, the readily available parameters for other land designations (i.e. Agricultural Land Reserve, First Nations lands and others) will be captured and digitally included at the same time.
- The **Restoring Confidence App** addresses consumer concern about the public safety measures businesses with physical locations are required to take to comply with public health officer (PHO) direction, and additional measures they will be taking to respond to customer preferences.
  - The initial version of the App allows restaurants to register and print a poster that easily identifies the required safety measures they've taken.
  - The App was developed in partnership with the Ministry of Health and will be expanded to add new functionality requested by businesses.
- Provide provincial leadership for the Public Safety Broadband Network (PSBN), an Emergency Management and Public Safety initiative.
  - Support other Emergency Management and Public Safety initiatives with ICT components like Public Alerting and Earthquake Early Warning.

### Alignment with BC's Economic Framework:

- Quality Economic Growth
  - The Community Information Tool, when launched before December 31, 2020 will help local governments better plan for economic recovery, growth and resiliency.
    - The CIT enables detailed analysis of information at the community level as well as First

Nations primary and secondary reserves.

- The scarcity of available industrial land in Vancouver is leading to increases in price—sometimes doubling value within 3-years and resulting in investors choosing to invest in other jurisdictions rather than looking at other locations within the province. Integrating industrial lands into the CIT will enable rapid analysis to evaluate investment opportunities and planning to optimize industrial lands throughout the province. By February 2021, the CIT will support more efficiently distributing investment, growth and job creation in line with the Economic Development Framework.
  - Vancouver is projected to run out of industrial land within a decade;
  - Surrey reports having roughly 90% of Metro Vancouver's supply of industrial land and more industrial lands are available around Kamloops, Kelowna and Prince George;
  - High potential economic sectors like AgriTech, food processing, and manufacturing - including recycled plastics manufacturing - will require access to land to support new facilities and jobs;
  - In 2010, 25% of metro Vancouver's jobs and 24% of Vancouver's businesses were located on industrial lands.
  - The Ministry engages with hundreds of potential investors per year. Enhanced access to industrial land data is expected to result in 2-3 new major developments involving more than \$10M in capital investment;
  - While industrial land is the primary objective of this work, the readily available parameters for other land designations (i.e. Agricultural Land Reserve, First Nations lands and others) will be captured and digitized at the same time; and
  - There is no comprehensive inventory available that can be easily accessed to support investors, communities and businesses that are currently looking for lands in and beyond Metro Vancouver.
- Industry feedback and the need to keep the economy functioning and people employment both point to the need for government to help restore consumer confidence in returning to small businesses, which most businesses will need to survive and recover.
  - Many businesses are already facing significant pressures (only 50% of businesses are fully open, 79% of small and medium businesses have seen sales decreases and 31% are not confident their businesses will survive).
  - This data is reinforced with consumer surveys that over 60% continue to be cautious or very cautious about returning to physical business locations and over 90% feel that their needs and expectations have changed as a result of COVID-19.
  - Public caution and anxiety will rise with recent higher COVID-19 case counts, making it even more important that businesses have supports to restore public confidence and maintain revenues and employment.
  - By providing common, easy to use digital tools that all businesses can use at no cost, Government is able to reduce the burden on businesses, create a consistent customer experience that generates greater understanding toward rebuilding confidence, support businesses convey their actions to meet public health requirements, and address citizen concerns and information requirements.
- Benefiting British Columbians
  - The CIT enables government and other organizations to better plan for digital services to rural and indigenous communities as soon as communities are digitally enabled.
    - Health authorities, educational institutions and other organizations use information from the CIT to plan for digital service delivery including tele-health and distance education.

- Preventing widespread business closures can mitigate the corresponding ripple effects that would drive up unemployment, increase pressure on our social infrastructure (mental health, addiction, skills training, affordability) and generally reduce affordability and government revenues.
  - There is also a need for government to support key sectors like tourism and retail (60% hotel vacancy rate, 90% of restaurants are reporting lower sales and 64% of retail businesses are making less sales than last year) which employ significant numbers of young people and low income earners in all communities across B.C.

See attachment for summary of the CIT and sample of the Restoring Confidence – Local Business Poster

The **Community Information Tool (CIT)** is a comprehensive visual tool designed to support investment decisions by incorporating community asset information with digital and other infrastructure data. With the use of this tool, we can better target, align and leverage connectivity, investments and community well-being needs with a more comprehensive view of the landscape.

What makes the tool unique, is that it will assist ministries and planners with easy-to-understand visual data not only for an individual community, but also for regional districts. The CIT is built on a scalable business intelligence platform which offers flexibility to incorporate data sets for future business requirements.

#### The data will support:

- Investment opportunities
- Local Government and planners
- Government interests and initiatives

#### It will provide:

- Integrated civic information, government and community asset data such as schools, courthouses, hydro poles and other data sets with digital infrastructure information in a visual presentation
- Information on proximity to transportation infrastructure, access to industrial power or natural resource sector projects
- A view of lifestyle or regional amenities i.e. provincial parks
- Regional and community connectivity status information



#### Benefits:

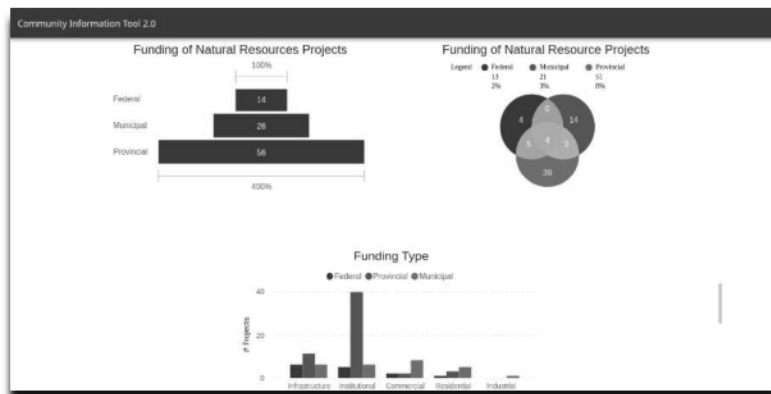
- **Sharable information** across public sector organizations so that digital infrastructure can be fully leveraged
- **Evidence-based approach** to help communities plan their digital needs and utilization of community assets
- **Enables cross-Ministry infrastructure** planning and digital infrastructure accommodation

#### Initial data sets include:

Connectivity ~ Regional Profiles ~ Health Education ~  
Resource industries ~ First Nations ~ First Responders ~  
Forest Fire Risk Indexes ~ ONC and NRCAN Seismic  
Sensors ~ and others.

#### Data sets planned for future release:

- Civic institutions
- Tourism
- Economic indicators
- Clean energy projects
- Oil and Gas industry
- ... and others



## **Pancake House (Test Business)**

123 Main Street, Victoria, BC, V9A 3Z0

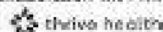
### **Our business is following COVID-19 safety protocols**

- ✓ Keeping 2 meters between staff and guests
- ✓ Using physical barriers where necessary
- ✓ Limiting parties to no more than 6 patrons
- ✓ Posting signs to ensure 2 meters distance respected
- ✓ Providing hand sanitizer for all guests and staff
- ✓ Collecting contact information for one person in every party
- ✓ Assigning tables and ensuring parties remain separate

Scan this QR code to view our COVID-19 safety plan



Built in collaboration with Thrive Health



Download the BC COVID-19 app



This information provided via the QR code is provided as a public service by the Government of British Columbia. The information is provided "as is" without warranty of any kind, whether expressed or implied.

If you have any concerns about the health and safety protocols at this location, please contact the BC Food and Restaurant Association at 250-317-2644 or [info@bcfra.com](mailto:info@bcfra.com)

**CORE BUSINESS AREA**  
**Trade and Industry Development**  
**Division Profile**

**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 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 30<sup>th</sup>)

**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/Recommendations

## Trade and Industry Development Branch Profile

Advice/Recommendations  
**Branch:**

**ED Responsible:** Leslie Teramoto

**\*\*NOTE – this is a recent merger of two branches\*\***

### Overview:

This branch is intended to optimize the export growth and investment attraction potential of the Province and its companies by pursuing a targeted and integrated approach to global markets, reinforced by focused intelligence, analysis and coordination. The goal will be to support exports and attract investments that will generate revenue, create sustainable jobs from investment and from the scale-up of B.C. based companies and exports. The branch is responsible for overseeing B.C.'s trade and investment representatives and in-market staff in locations around the world, and for managing the inflow/outflow of investment enquiries, opportunities and maintaining ongoing relationships with international contacts, including Global Affairs Canada. The Branch is comprised of five sub-teams:

- **Investor Services** – key interface with potential and existing investors, and advisory and/or support for Line Ministries. This is an existing team focused on promoting B.C. as a jurisdiction for investment, targeting investors that understand and align with the principles of quality economic growth, forming long-term relationships with prospective investors, facilitating defined investment interests or projects, and providing follow up services, or “after care” with established partners to ensure retention and encourage re-investment or expansion. The branch collaborates closely with Industry Development branch, other line ministries that may field investment enquiries or engage directly with investors (such as Ministry of Energy, Mines and Petroleum Resources), as well as Federal, Municipal and Foreign governments.
- **Global Markets** – manages the administrative components of B.C.'s overseas office operations and manages the inflow/outflow of communication between the Ministry, other parts of government and the in-market teams located in jurisdictions throughout the world. This team conducts information gathering and reporting as it relates to the in-market teams, manages the financial and administrative components of the contracts and agreements that are in place, track outcomes and activities in accordance with established work plans, and works with other areas of the Division to support relationship management, business development opportunities, and (when they can occur) logistics and planning for inbound or outbound missions.
- Advice/Recommendations

-

- **Missions and Events** –provides cross- government support to support and manage international missions and domestic events. Services are intended to primarily support the export, investment and industry initiatives of the Ministry, as well as providing advice to and assisting the overseas offices network achieve its deliverables and workplans.

**Key Responsibilities:**

- Promotes B.C.'s regions with our international partners and guiding investors to consider investment and business activities in every region of our province.
- Facilitates the attraction of investment into B.C. in the form of new business operations or re-investment by current investors, with an emphasis on sectors and siting that contribute most to British Columbians' prosperity, and on investments aligned with focus areas including the Economic Plan, Reconciliation and CleanBC. Ensures aftercare of our existing investor community to provide sustainable, continual economic impact in B.C.
- Supports B.C.'s existing economic base by assisting small and medium sized B.C. businesses in scaling up with additional capital from outside B.C., and supporting exporting companies to maximize market opportunities
- Operationalizes and manages the B.C.'s global network of offices.
- Develops and implements market-specific work plans.
- Collects and communicate market intelligence to inform B.C.'s approach and response to market trends and opportunities.
- Supports B.C. businesses in all regions of the Province with a specialized objective to internationalize and export to key priority markets
- Advice/Recommendations
- Conducts targeted analytics on export and investment activity within the province and in global markets leading to a proactive approach to Ministry priorities.
- Produces material for divisional knowledge to inform decisions regarding trade and investment activities, as well as develop and disseminate market-related and investment- related knowledge within the ministry, across government and to other agencies
- Anchor mission and event planning activities to project manage deliverables, logistics, timelines and best practices. Manage associated fiscal, procurement, privacy and security program requirements, including compliance with the B.C. International Travel Risk Management Program
- Lead development of virtual, hybrid and in-person event options to enhance client engagement activities and support business outcomes both in international markets as well as for domestic development efforts on both within the Export Markets and Industry Development branches.

The branch supports the goals and objectives of the Economic Framework by working across ministries to:

- Attract investments into existing industries that comprise our economic base, including forestry, agriculture and mining,
- Work directly with British Columbians, assisting in scaling up their companies - enabling additional good-paying jobs, community investment and government revenues for other initiatives improving the lives of citizens.

- Focus on steering the resources in our trade offices on activities that will most contribute to the values of the Framework, communicating priorities and strategic goals.
- Attract international capital to B.C. and world leading companies to establish operations in the province in order to support a higher standard of living with new employment opportunities, investments in research and development, innovations creating new intellectual property in B.C. and the addition of economic activity in the province supporting increased prosperity.
- Identify and attracting international investors that match high-quality, regionally distributed growth objectives and share our values.
- Support B.C.'s primary exporting industries to promote export of goods that in turn support B.C.'s economic base.
- Connect B.C. capabilities and capacity with the global demand markets in a streamlined way to maximize the potential growth of sectors and businesses.
- Advice/Recommendations
- 

The branch's impact on people and the economy is a function of directing its work to ensure it supports growing those parts of the economy that contribute the most to prosperity, with a specific focus on activities that:

- Create new jobs with high wages through the attraction of new companies to establish in the province.
- Enhance the growth of key sectors supporting CleanBC and other priorities with additional capital and new corporate participation in B.C.
- Encourage investments into Indigenous communities and enterprises.
- Distribute investment in B.C. by advocating and promoting the suburban and rural regions of B.C. as options that companies may not otherwise be considering.
- Ensure our export resources are focused on the right mix of services, and the right customers to optimize trade opportunities for B.C.'s key exporting industries.
- Facilitate diverse supply chains of goods and services from all corners of the province, to meet the demands of major and niche client bases.
- Highlight a data-driven path for new opportunities for market development to support the Economic Plan, CleanBC, economic reconciliation opportunities, and the Food Security and Emerging Economy Task force report recommendations.

## Trade and Industry Development Branch Profile

**Branch:** Trade Policy and Negotiations Branch

**ED Responsible:** Steve Anderson

**Overview:** The Trade Policy & Negotiations Branch (TPN) provides broad policy oversight to trade related matters across all government sectors, working closely with line agencies and the Federal Government to ensure that B.C. companies, workers and investors have secure, predictable and competitive access to opportunities in domestic and international markets. Key activities include:

- representing and defending B.C.'s interests in trade negotiations (e.g. the Canada-United States-Mexico Agreement negotiations and domestic negotiations like the New West Partnership Trade Agreement), and trade disputes (e.g. US duties against Canadian newsprint and US investigation of imported blueberries).
- delivering outreach sessions to ensure that businesses in all B.C.'s regions are able to leverage opportunities in free trade agreements (FTAs), and
- working across government to advise and assist in the development of trade-consistent economic development initiatives.

**Key Responsibilities:** TPN's four key functions and accountabilities include: trade negotiations; trade disputes and dispute avoidance; FTA outreach and promotion; and, trade policy advice/other (e.g. activities like FTA implementation).

This involves:

- regularly engaging in and participating in processes related to negotiations and dispute resolution
- preparing materials to ensure that Minister (JEDC) is prepared to participate in engagements and meetings, including Federal-Provincial-Territorial meetings
- liaising with colleagues in line ministries to ensure that all interests are represented when tabled at negotiations or during dispute processes
- engaging regularly with the Federal government to ensure an up-to-date understanding of potential risks/threats
- monitoring the geo-political landscape and considering/preparing information to be responsive to potential/perceived trade actions
- providing policy advice to colleague across government that may be developing legislation or policy that has a potential impact on trade related matters
- conducting information and outreach sessions to ensure that businesses throughout B.C. have a sound understanding of the trade agreements that are in place, and what opportunities/benefits these create for B.C. based businesses in terms of market access

**Alignment with the Economic Framework:** The work of TPN directly and indirectly supports the Economic Framework and impacts British Columbians and economy in many ways:

### B.C. Relies on Trade

B.C. is a small, open economy that depends on our ability to sell products to other parts of the world in order to be able to support our economic base, which in turn supports the services that British Columbians rely on. B.C.'s standard of living depends on the value of the goods and services that are sold to people and businesses living outside of the province. Exports bring dollars into B.C. that form the "economic base" of the Province, as identified in the Framework. B.C. exports, on average, over \$100B in goods and services to other parts of the world.

The work of TPN ensures that there are foundational conditions and agreements (Free Trade Agreements) in place with our key trading partners to ensure open, unfettered market access for B.C. based businesses without the threat of duties/tariffs that would make it less competitive, and result in less revenues returned to businesses/into our economic base. FTAs expand access for B.C. workers and businesses in other markets, reduce the barriers to market access, and increase certainty and predictability to improve outcomes for B.C. based businesses, and enhance the productivity and competitiveness of our exporting sectors (see graphic attached for a breakdown of B.C.'s key exporting sectors).

Most recently, the Branch did considerable work to contribute to the negotiation of the Canada-United States-Mexico Agreement (CUSMA) negotiations (the modernized NAFTA that came into effect in July 2020). The CUSMA preserved the NAFTA's elimination of most tariffs on goods traded between the three countries. It was important to preserve this as B.C. businesses have been operating in a nearly duty-free environment since 1994, and tariffs being re-introduced would have had a significant negative impact. Other important outcomes included new Environment and Labour Chapters, and the preservation of the Agreement's dispute settlement system (critical under NAFTA for softwood lumber disputes).

TPN is actively monitoring and contributing to a variety of active domestic trade negotiations:

- Canadian Free Trade Agreement – Financial Services negotiations;
- Canadian Free Trade Agreement – Non-medicinal Cannabis negotiations;
- New West Partnership Trade Agreement – negotiations for Ontario to accede; and,
- Negotiations to reconcile technical standards with Canada, other provinces, and territories.

TPN is also contributing to ongoing international trade negotiations:

- Canada-UK transitional trade agreement negotiations;
- Canada-Mercosur FTA negotiations;
- Canada-Pacific Alliance FTA negotiations; and,
- Several WTO negotiations. TPN consults across government to develop B.C.'s positions that feed into the broader Canadian position (e.g. WTO investment facilitation negotiations).

TPN also defends B.C.'s industries when they are being treated unfairly by other jurisdictions – through participating in formal dispute settlement processes and in trade remedies processes like countervailing duty investigations. Where possible, the Branch undertakes negotiations with trading partners in order to avoid formal and costly dispute settlement processes. These disputes – particularly those involving countervailing duties or other duties – can make it very difficult for B.C. companies to continue to compete in export markets because duties add to the cost of their products in their destination markets, making them less competitive.

TPN is currently monitoring or participating in five key disputes affecting B.C. interests:

- Softwood lumber dispute with the US (FLNRD lead);
- US aluminum tariffs – temporarily on hold;
- US and Australia World Trade Organization (WTO) challenges of B.C. wine policies;
- US investigation of blueberry imports; and,
- TPN is also aware of a possible US investigation of strawberry, bell pepper imports and raspberry imports.

#### Quality Economic Growth

The FTAs B.C. is covered by, whether domestic or international, support quality economic growth and diversification in several ways including:

- improving the terms of trade and removing unnecessary barriers to trade, investment, and labour mobility. This can lower businesses' costs and improve the competitiveness of B.C. exports. This is achieved through the removal of tariffs (duties) and non-tariff barriers (e.g. barriers like requiring businesses undertake duplicate testing for their goods in the export destination, which adds business costs). For example, under the Comprehensive and Progressive Agreement for Trans-Pacific Partnership, B.C. exports benefit from preferential treatment that other exporters without an FTA do not receive);
- giving B.C. manufacturers access to more cost-effective inputs, which can help make their manufacturing more viable in B.C.; and,
- giving B.C. businesses access to new consumers in other jurisdictions.

#### Impact of key FTAs:

- Canada-Korea Free Trade Agreement (CKFTA)
  - the annual value of B.C.'s goods exports to South Korea grew by 24% in 2019 compared to 2014 (the year before the CKFTA entered into force), while bilateral trade preceding the CKFTA showed a minimal growth of +1.8% per year on average (2010-2015).
- Canada-EU Comprehensive Economic and Trade Agreement (CETA)
  - In 2018-2019, first two full years of the CETA, B.C.'s goods exports grew by 24% when compared to 2016-2017 pre-CETA period.
- Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) (currently in effect for Canada, Mexico, Australia, New Zealand, Japan, Singapore, and Vietnam)
  - In Jan-August 2019 to Jan-August 2020, B.C. exports to Singapore, Australia, and Mexico increased by 80%, 4.5%, and 2% respectively. Paper/paperboard exports to Vietnam increased by 268%.
  - B.C. has better market access to Japan than the US, which does not yet have a full FTA with Japan (the US' agreement covers certain agricultural and industrial goods, and digital trade. Under the CPTPP, all sectors services, investment, digital trade, government procurement, etc. were covered).

TPN's FTA Outreach Initiative ensures that B.C. workers, investors, and businesses in every region of B.C. are armed with the information and tools to leverage opportunities in FTAs. Since 2019, TPN has led or contributed to 62 FTA information outreach sessions in every region of B.C. These sessions have attracted over 2,000 attendees, plus over 2,100 views on webinar recordings posted online.

TPN staff often receive questions from businesses who have questions about FTAs or who are facing difficulties exporting their goods. In this regard, TPN provides support/advice to businesses, and has advocated for the removal of trade barriers impacting B.C. businesses by raising concerns/solutions to Global Affairs Canada and foreign governments. As trade protectionism increases in other jurisdictions and as B.C. businesses seek to recover economically by expanding and diversifying trade, these kinds of concerns are likely to increase (supporting the concept of an International Engagement Framework, as referenced in the Economic Framework, which seeks to ensure that B.C. has robust and diversified trade relationships to ensure continued market activity in the event of geopolitical instabilities and emerging policies).

TPN's work also supports Indigenous reconciliation through consulting First Nation organizations in the lead up to negotiations (e.g. the CUSMA negotiations) and through protections in FTAs (e.g., rules allowing government to adopt or maintain measures it deems necessary to fulfill its legal obligations to Indigenous peoples). TPN also delivers dedicated FTA outreach sessions to Indigenous businesses, so that they have the information and tools to leverage opportunities in FTAs.

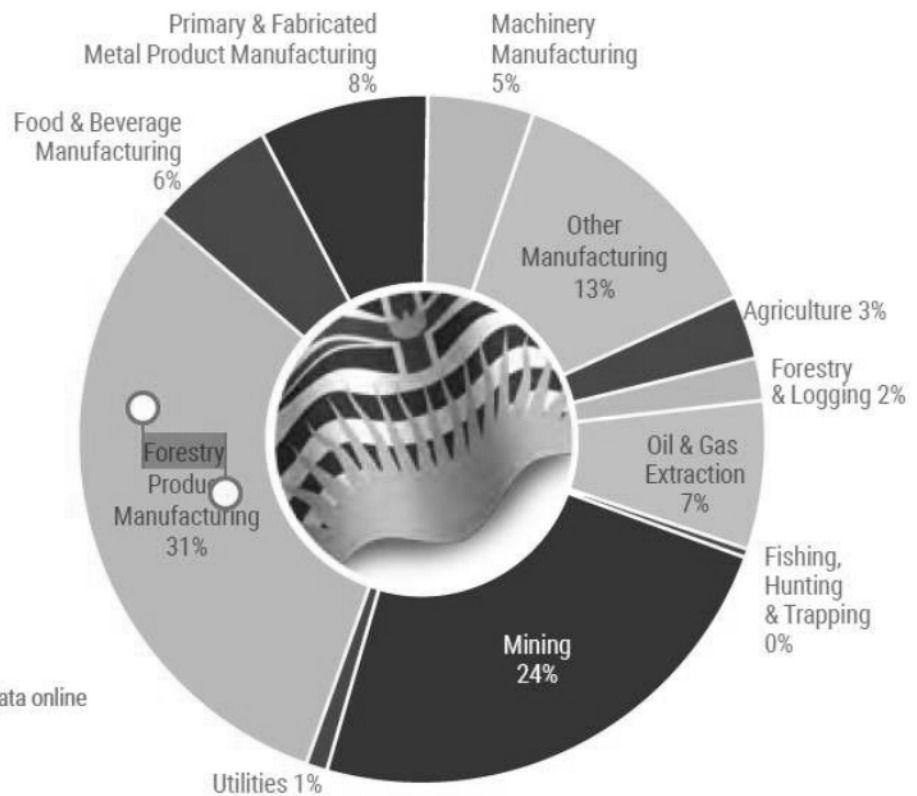
### Higher Standard of Living

The FTAs TPN negotiates support a higher standard of living for all British Columbians through job creation. As B.C. businesses secure new export markets, they can expand and create new, well-paying jobs in B.C. Consumer choices are also enhanced through FTAs giving British Columbians access to a wider range of goods and services from around the world.

Canada's FTA negotiations increasingly emphasize inclusive trade, which seeks to ensure the benefits of trade accrue to as many people as possible. This is something the Branch has strongly supported in negotiations through enforceable labour and environment rules in trade agreements (a key commitment is that Parties agree not to waive or weaken their environmental and labour laws in an effort to attract trade and investment), and rules to enhance the participation of small business, Indigenous businesses, and women-led businesses in international trade. Inclusive trade has also been a focus of TPN's FTA Outreach Initiative.

B.C. relies on trade to generate good jobs in all regions of the province. It is important that B.C. exports its goods and services across the globe, finding new markets and expanding trade diversification for shared prosperity and a strong economy, and raising the standard of living for all British Columbians. FTAs open new markets, advance and protect B.C.'s competitive advantages, provide certainty, and are a critical part of attracting new investment into B.C.'s regions. B.C. is a leader and active partner in numerous domestic and international trade-related initiatives to support the Province's economic competitiveness by improving market access and removing restrictive and unnecessary barriers to trade, investment, and labour mobility. This work is particularly critical in today's uncertain economic context and plays an important role in B.C.'s economic recovery.

# British Columbia's Origin Exports by Industry 2018



Source: Government of Canada – Trade data online

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Withheld pursuant to/removed as

Advice/Recommendations

**Core Business Area**  
**Management Services Division**  
**Division Profile**

**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 30 <sup>th</sup>	
MAH	71
JEDC	34
<b>Total Economy Sector FTEs</b>	<b>105</b>

Related Legislation: N/A

**Organizational Chart:**



## 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 will brief the Minister on existing programming and options to deliver 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. Cost estimates are incremental to existing budgets.

	Commitment	Min	Implementation information
	<b>Equality, inclusion &amp; human rights.</b>		
1.	<b>Increase immigrants' participation in the workplace</b> Page: 32 <i>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.</i> Ad Estimated Operating: Governm Estimated Capital: TBC	JEDC	Advice/Recommendations; Government Financial Information

## 2020 BC NDP Platform: Working for You

<p><b>2. Create a more welcoming province</b>  Page: 32  <i>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.</i>  Estimated Operating: Gov  Estimated Capital: TBC</p>	JEDC	<p>Settlement and career paths are in progress  Advice/Recommendations  Advice/Recommendations  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/Recommendations; Government Financial Information</p>
<b>A strong future for resource workers &amp; communities</b>		
<p><b>3. Maximize government support for workers and communities</b>  Page: 41  <i>Establish a new Worker Training &amp; 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. A</i>  Estimated Operating: TBC  Estimated Capital: TBC</p>	JEDC	Advice/Recommendations
<p><b>4. More jobs and opportunities through a world class BC shipbuilding industry</b>  Page: 42  <i>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.</i>  Estimated Operating: TBC  Estimated Capital: TBC</p>	JEDC	<p>Advice/Recommendations; Intergovernmental Communications</p> <p>More broadly, policy analysis was conducted jointly between TRAN and JEDC in 2018. Some policy work done in previous years that could be leveraged and built upon. Please note that the Ministry/Government does not control BC Ferries capital investment decisions.</p> <p>Advice/Recommendations</p>

## 2020 BC NDP Platform: Working for You

5.	<b>Capitalize on potential of BC's aerospace industry – open up new global markets</b> Page: 42 <i>Support BC's aerospace industry by partnering with the industry to open up new global markets.</i> Estimated Operating: TBC Estimated Capital: TBC	JEDC/AEST	Advice/Recommendations
<b>Becoming a global producer of low-carbon products &amp; services</b>			
6.	<b>Help create more jobs and train more people – more ISI grants</b> Page: 44 <i>Provide start-ups with more ISI grants to hire new grads – with a priority on placements for women, Indigenous people, transitioning workers and others.</i> Estimated Operating: Govern Estimated Capital: TBC	JEDC	Advice/Recommendations
7.	<b>Deliver high-speed connectivity throughout the province</b> Page: 44 <i>\$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.</i> Estimated Operating: TBC Estimated Capital: TBC	JEDC/TRAN	
8.	<b>Make BC a preferred location for new ideas and tech (IP first patent)</b> Page: 44 Adv Estimated Operating: Govern Estimated Capital: TBC	JEDC/FIN	
9.	<b>Support innovation clusters across BC</b> Page: 44 <i>Foster that collaboration, with a particular focus on emerging industries, where BC</i>	JEDC/AEST	Advice/Recommendations Advice/Recommendations To be effective, clusters need to involve post secondary institutes and industry - AEST and line regulatory ministry participation. Advice/Recommendations

Advice/Recommendations

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Last Updated:20/11/05

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## 2020 BC NDP Platform: Working for You

	<i>companies have developed the early lead – such as life sciences, emergency management technology, engineered wood, clean tech, artificial intelligence, quantum, and virtual reality technologies.</i> Ad Estimated Operating: Advice Estimated Capital: TBC		Advice/Recommendations; Government Financial Information
10.	<b>Help innovative BC-based start-ups grow and hire</b> Page: 44 <i>Through InBC, the strategic investment fund announced as part of the Economic Recovery plan, make targeted investments in high-potential, innovative businesses based in BC.</i> A Estimated Operating: Govern Estimated Capital: TBC	JEDC/FIN	Cabinet Confidences; Advice/Recommendations
<b>Promoting the strengths of BC's small &amp; medium-sized businesses</b>			
11.	<b>Connect small business owners to mentors</b> Page: 46 <i>Expand the successful RevUp program that brings business owners together with experienced mentors who provide coaching and advice on growing a successful, innovative business.</i> A Estimated Operating: Govern Estimated Capital: TBC	JEDC	Cabinet Confidences; Advice/Recommendations; Government Financial Information
12.	<b>Help small businesses access new markets</b> Page: 46 <i>Expand BC's Export Navigator program which helps local businesses find and access new global markets.</i> Ad Estimated Operating: Govern Estimated Capital: TBC	JEDC	

## 30/60/90 DAY DECISION NOTE

### Issue:

- InBC Investment Corporation was established and announced on September 17, 2020. Cabinet Confidences; Advice/Recommendations
- 

### 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/Recommendations
  - 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/Recommendations
- 
- 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/Recommendations

● Cabinet Confidences; Advice/Recommendations

- 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/Recommendations*. 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), *Advice/Reco*  
*Cabinet Confidences; Advice/Recommendations*

- InBC will be required to submit annual reports pursuant to the *Budget Transparency and Accountability Act* *Advice/Recommendations*

*Advice/* The aim will be to operate the fund as transparently as possible and to disclose as much information as possible on its website. *Advice/Recommendations*  
*Advice/Recommendations*

- 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/Recommendations*  
*Advice/Recommendations* 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/Recommendations

## 30/60/90 DAY DECISION NOTE

### Issue:

- Cabinet Confidences; Advice/Recommendations

### 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/Recommendations

### Decision required:

- Cabinet Confidences; Advice/Recommendations

## 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.

## 30/60/90 DAY DECISION NOTE

### Issue:

- Cabinet Confidences; Advice/Recommendations
- 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/Recommendations; 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/Recommendations; Intergovernmental Communications

## CORPORATE ISSUE/OPPORTUNITY NOTE

**Issue:** The United States (US) International Trade Commission (ITC) safeguard investigation of blueberry imports to the US.

### Background:

- The US is conducting a trade investigation on global imports of blueberries, which could lead to tariffs on blueberries imported to the US.
- The investigation is in response to concerns that imports of seasonal and perishable products risk harming the US industry  
Intergovernmental Communications
- Canada is the fourth largest exporter of blueberries to the US (after Peru, Chile and Mexico).
- In 2019, BC exported \$253 million of frozen and fresh blueberries to the US, with over 90% of BC's exports going to the US.
- Trade Policy and Negotiations (TPN) Branch is working closely with the Ministry of Agriculture, Agriculture and Agri-Food Canada (AAFC) and Global Affairs Canada (GAC) to coordinate a national defense.
- TPN has also met with the BC Blueberry Council, which has retained its own counsel.

### Issue/Opportunity:

- Advice/Recommendations; Government Financial Information
- The US International Trade Commission will ultimately report its findings to the US President on March 29, 2021. The US President decides what trade action, if any, will be taken.
- The Canada-US-Mexico Agreement (CUSMA) allows for Canadian imports to be reviewed separately from other countries, as opposed to being lumped together, if imports from Canada are not a substantial share of total imports; or, if Canadian imports are not contributing importantly to serious injury to the US industry.
- Advice/Recommendations; Intergovernmental Communications
- To ensure BC's interests are well represented the Government of BC has retained US legal counsel, Akin Gump; the same firm representing the province in the softwood lumber dispute.
- The investigation will take several months to conduct, and include three separate phases of hearings, submissions of briefs by interested parties and witness statements.
- BC will be providing a written submission for the upcoming hearing (December 29, 2020).

## ADVICE TO MINISTER

### CONFIDENTIAL ISSUES NOTE

Ministry of Jobs, Economic Development and  
Competitiveness

Date: August 27, 2020

Updated: November 24, 2020

## Softwood Lumber Dispute

### ADVICE AND RECOMMENDED RESPONSE:

*Nov. 24, 2020 US Department of Commerce administrative review decision:*

- **Today is an important and welcomed step to reduce the impacts of unwarranted duties on B.C.'s lumber exports to the U.S.**
- **The forest sector is vital to our province's economy and to the hardworking people whose livelihoods depend on it.**
- **That said, any duties applied to our softwood lumber exports to the U.S. are unjustified.**

Advice/Recommendations

- 

1

- **B.C. will continue to defend the 57,000 hard-working people whose livelihoods depend on B.C.'s forest industry against these unfair and unjustified tariffs.**

Advice/Recommendations

- 

- 

### KEY FACTS REGARDING THE ISSUE:

On November 24, 2020, The U.S. Department of Commerce's (US DOC) issued its final determination in its first Administrative Review in the softwood lumber case. They significantly revised down the rates compared to what companies are currently paying: West Fraser would

1

move to a total rate of 8.16% (from 23.56%); Canfor to 4.93% (from 20.52%); and all others to 8.83% (from 20.23%). These rates will be applied retroactively to exports during the period of the review (April 28, 2017 through December 31, 2018).

Rates that will apply to new shipments after the publication of the Administrative Review final determination are as follows: West Fraser 8.97%, Canfor 4.62% and all others 8.99%. These rates are subject to change depending on the outcome of the second Administrative Review, which is already underway.

Cash deposits that have accumulated since duties were first put in place will be held in trust until the completion of all appeals.

On August 24, 2020, the World Trade Organization (WTO) dispute-resolution panel found that the US DOC determination of countervailing duties on Canadian softwood lumber exports were inconsistent with the WTO agreement. In 2017 the US DOC found that Canada's regulated forest industry provided unfair subsidies based on flawed methodology.

In particular, the WTO panel agreed with Canada's argument that Commerce made a number of errors in determining the benchmark timber prices it used to determine whether producers in Canada were paying adequate stumpage fees to the provinces.

On May 22, 2020, a North American Free Trade Agreement (NAFTA) panel issued its final ruling in the dispute settlement process examining the U.S. International Trade Commission (ITC) determination that the Canadian lumber industry has harmed the U.S. industry. The panel affirmed the ITC's decision.<sup>Advice/Recommendations; Intergovernmental Communications</sup> As the ruling is final, this avenue of appeal is now finished. Two other NAFTA panel processes have been initiated in this case.<sup>Advice/Recommendations; Intergovernmental Communications</sup>

On May 13, 2020 the US DOC issued a post preliminary decision memorandum on "additional countervailable subsidies" provided to softwood lumber producers as part of its first Administrative Review. It found that the majority of programs it investigated (13) were not countervailable; two others were found countervailable.<sup>Advice/Recommendations; Intergovernmental Communications</sup>

## **Background:**

The softwood lumber dispute was initiated on November 25, 2016, when the U.S. industry filed a petition with the U.S. Department of Commerce alleging that Canadian lumber exports are subsidized, that Canadian exporters were dumping lumber into the U.S. below cost, and that these actions injure the U.S. industry. The U.S. Department of Commerce identified four companies as mandatory respondents for the subsidy and dumping investigations; three of them are B.C.-based companies (Canfor, West Fraser and Tolko).

On November 2, 2017, the U.S. Commerce Department issued final determinations in the countervailing duty and antidumping duty cases. The final duty rates were published on

## ADVICE TO MINISTER

January 3, 2018 after the U.S. corrected certain ministerial errors. Most Canadian producers pay a combined countervailing and anti-dumping rate of 20.23 percent (see table below).

Company	Countervailing	Anti-dumping	Total
West Fraser	17.99%	5.57%	23.56%
Canfor	13.24 %	7.28%	20.52%
Tolko	14.85%	7.22%	22.07%
Resolute	14.70%	3.20%	17.90%
J.D. Irving	3.34%	6.58%	9.38%
All others	14.19%	6.04%	20.23%

With the first Administrative Review, completed on November 24, 2020, the rates changed as follows (Countervailing duty = CVD; Antidumping duty = AD):

	Rates applied to imports from 2017 through December 31, 2018 (retroactive reconciliation with current rates*)			Rates that will apply to new shipments after publication of the AR1 final determination		
Company	CVD	AD	Total	CVD	AD	Total
Canfor	<b>2.94%</b> (13.24)	<b>1.99%</b> (7.28)	<b>4.93%</b> (20.52)	<b>2.63%</b>	<b>1.99%</b>	<b>4.62%</b>
Irving	<b>3.43%</b> (3.34)	<b>1.57%</b> (6.04)	<b>5.00%</b> (9.38)	<b>2.66%</b>	<b>1.57%</b>	<b>4.23%</b>
Resolute	<b>18.71%</b> (14.70)	<b>1.15%</b> (3.20)	<b>19.86%</b> (17.90)	<b>19.10%</b>	<b>1.15%</b>	<b>20.25%</b>
West Fraser	<b>6.76%</b> (17.99)	<b>1.40%</b> (5.57)	<b>8.16%</b> (23.56)	<b>7.57%</b>	<b>1.40%</b>	<b>8.97%</b>
All others	<b>7.26%</b> (14.19)	<b>1.57%</b> (6.04)	<b>8.83%</b> (20.23)	<b>7.42%</b>	<b>1.57%</b>	<b>8.99%</b>

\* Bracketed value is the current duty rates being paid. The difference between this value and the final rates would constitute the refund at the completion of all appeals or settlement.

### NAFTA challenges:

Canada has filed notices of intent to appeal under Chapter 19 with the NAFTA secretariat: November 14, 2017 for the countervailing duty determination; December 5, 2017 for the anti-dumping determination; and January 19, 2018 for the International Trade Commission's (ITC) material injury determination.

On November 28, 2018, a binational panel was formed to review the ITC's material injury determination. The panel is composed of three Canadians and two Americans, appointed to make a ruling under NAFTA's Chapter 19 dispute resolution system. Under this process, each country appointed two panelists and the fifth member was chosen by lot.

On September 4, 2019, the NAFTA panel ruled that the ITC determination that Canadian lumber imports "injured" the U.S. lumber industry was flawed in several areas. The panel remanded the decision back to the ITC for revision, and on December 19, 2019, the ITC sent its revised

decision to the NAFTA panel. The ITC re-affirmed its original finding that Canadian lumber had harmed U.S. industry.

The panel issued its opinion on this ITC remand on May 22, 2020 and unanimously affirmed the ITC's December 19, 2019 decision. This decision is final.

Panels have not yet been composed for the other two NAFTA appeals Intergovernmental  
Communications  
Intergovernmental Communications

#### WTO challenges:

On Nov. 28, 2017, Canada filed a request for consultations with the U.S. with the World Trade Organization (WTO) Dispute Settlement Body regarding both the antidumping and countervailing duty calculations. On December 20, Canada filed a separate 'systemic' challenge of U.S. decisions through the WTO dispute settlement process. Canada argues that the U.S. violated numerous articles of the Antidumping Agreement and the Agreement on Subsidies and Countervailing Measures. Panels for the WTO challenges of the countervailing and antidumping duties were established on April 9, 2018. Canada has not yet requested establishment of a panel in the "systemic" challenge.

On April 9, 2019, the WTO panel for the antidumping appeal issued its report. The panel agreed with one of Canada's three claims that the U.S. had improperly aggregated export price differences across separate categories to create a single pattern of dumping. For this aspect of the appeal, the panel ordered the U.S. to bring one aspect of its decision into conformity with WTO rules. However, the panel ruled that the U.S. Commerce Department's practice of zeroing was permissible. The ruling marks the first time the WTO upheld the U.S. practice of "zeroing", as previous panels and the Appellate Body rulings have rejected the Commerce Department's practice. By definition, "zeroing" occurs when the investigating authority ignores, by treating as zero, cases where export prices are higher than prices at home. Critics have said this artificially inflates dumping margins. Canada has appealed the ruling; however, the U.S. has blocked the appointment of new Appellate Body members, creating an impasse in the appeals process.

The WTO countervailing duties panel had its first hearing Feb 26-28, 2019 with a final report in September 2020. The panel agreed with Canada on all major points of the appeal – a significant win for Canada.

Advice/Recommendations; Intergovernmental Communications

Although both sides of the dispute had long been attempting to negotiate a solution to the dispute, negotiations were suspended once the investigation completed in January 2018. Advice/Re  
Comments  
Advice/Recommendations

## **ADVICE TO MINISTER**

Communications Contacts: Lara Perzoff (Sr. PAO)/ Brad Spencer (CD)

Program Area Contacts: Janna Jessee (Dir.)/ Steve Anderson (ED)/ Selena Basi (ADM)/  
Christine Kennedy (DM)

FLNRO-GCPE contacts: Nova Pierson (PAO)/Glen Plummer (CM)/ David Haslam (CD)

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Advice/Recommendations; Intergovernmental Communications

# Economic Recovery Indicator Report

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Report prepared by BCStats

Data as of: November 20, 2020



## B.C. Summary - Key Economic Recovery Indicators

INDICATOR	Reference period	TREND		
		Latest Reporting Period Over Same Period Last Year	Year-to-date Over Same Period of 2019	Latest Reporting Period Over previous Period
OVERALL ECONOMY				
International Merchandise Exports (\$Thousands, SA)	Sep	↓	↓	↑
Non-Residential Building Permits (\$Thousands, SA)	Sep	↓	↓	↓
US Housing Starts (Thousands, SAAR)	Oct	↑	↑	↑
BUSINESSES				
Manufacturing Sales (\$Thousands, SA)	Sep	↑	↓	↑
Retail Trade (\$Thousands, SA)	Sep	↑	↓	↑
Food Services and Drinking Places (\$Thousands, SA)	Aug	↓	↓	↑
Visitor Entries (Persons, SA)	Aug	↓	↓	↑
Hotel Occupancy Rate (%, NSA)	Aug	↓	↓	↑
TransLink Boardings (NSA)	Nov-14	↓	↓	↓
BRITISH COLUMBIANS				
Employment (Thousands, SA)	Oct	↓	↓	↑
Participation Rate (%, SA)	Oct	↓	↓	↑
Average Hourly Wage Earnings (\$, NSA)	Aug	↑	↑	↑
Employment Insurance Applicants (1) (Persons, NSA)	Nov-08	n.a.	↑	↓
Unemployment Rate (%, SA)	Oct	↑	↑	↓
Consumer Price Index (All Items, NSA)	Oct	↑	↑	↑

Note. All statistics are monthly, except Translink ridership and Employment Insurance Statistics.

(1) For Employment Insurance Applicants, the year-to-date comparison represents the current period compared to just prior to the onset of the pandemic or the week ending March 5.

## B.C. Summary - Key Exports by Destination and Commodity

INDICATOR	Reference period	Latest Reporting Period Estimate	TREND	
			Latest Reporting Period Over Same Period Last Year	Year-to-date Over Same Period of 2019
EXPORTS BY DESTINATION AND COMMODITY (\$Thousands, NSA)				
United States	Sep	2,072,537	↑	↓
Lumber	Sep	515,967	↑	↑
Pulp	Sep	31,408	↑	↓
Copper	Sep	0	n.a.	n.a.
Aluminum	Sep	29,677	↓	↑
Natural Gas	Sep	142,207	↓	↓
Coal	Sep	4,298	↑	↓
Mainland China	Sep	505,429	↓	↓
Lumber	Sep	30,234	↓	↓
Pulp	Sep	153,352	↑	↓
Copper	Sep	159,445	↑	↓
Aluminum	Sep	32	↑	↑
Natural Gas	Sep	0	↓	↑
Coal	Sep	34,502	↓	↓
Japan	Sep	243,474	↓	↓
Lumber	Sep	31,975	↓	↓
Pulp	Sep	9,566	↓	↓
Copper	Sep	46,145	↓	↑
Aluminum	Sep	0	n.a.	↓
Coal	Sep	93,222	↓	↓
Taiwan	Sep	54,889	↓	↓
Lumber	Sep	3,686	↓	↓
Pulp	Sep	406	↓	↓
Copper	Sep	0	n.a.	↓
Aluminum	Sep	0	n.a.	n.a.
Coal	Sep	11,042	↓	↓
Other Asia	Sep	327,190	↓	↓
Lumber	Sep	11,966	↓	↓
Pulp	Sep	29,817	↑	↓
Copper	Sep	87,462	↓	↓
Aluminum	Sep	0	n.a.	↓
Natural Gas	Sep	0	n.a.	n.a.
Coal	Sep	115,132	↓	↓

Note. Trends for latest reporting period over previous period are not available since data are not seasonally adjusted

## B.C. Summary - Key Exports by Commodity

INDICATOR	Reference period	Latest Reporting Period Estimate	TREND	
			Latest Reporting Period Over Same Period Last Year	Year-to-date Over Same Period of 2019
EXPORTS BY COMMODITY (\$Thousands, NSA)				
Lumber	Sep	610,308	↑	↓
Pulp	Sep	228,437	↑	↓
Copper	Sep	293,052	↓	↑
Aluminum	Sep	30,928	↓	↓
Natural Gas	Sep	142,207	↓	↓
Coal	Sep	282,635	↓	↓

Note: Trends for latest reporting period over previous period are not available since data are not seasonally adjusted

For more information on other commodities or countries visit:

<https://www2.gov.bc.ca/gov/content/data/statistics/business-industry-trade/trade/trade-data>

## B.C. Detailed Summary - Key Commodity Prices

INDICATOR	Reference Month	Estimate	Compared to previous month		Compared to 12 months ago		Year-to-date compared to same period 12 months ago	
			# Chg	% Chg	# Chg	% Chg	# Chg	% Chg
Commodity Price								
Lumber (\$Canadian (\$/1000 board ft, SPF 2x4 #2&BTR)	Oct	1,121	-151.9	-11.9%	628.6	127.8%	285.4	59.1%
Pulp (Northern Europe \$Canadian/tonne)	Oct	1,123	12.1	1.1%	68.1	6.5%	-174.5	-13.4%
Copper (\$Canadian London \$/lb.)	Oct	4.02	0.0	-0.2%	0.6	16.9%	0.0	-0.1%

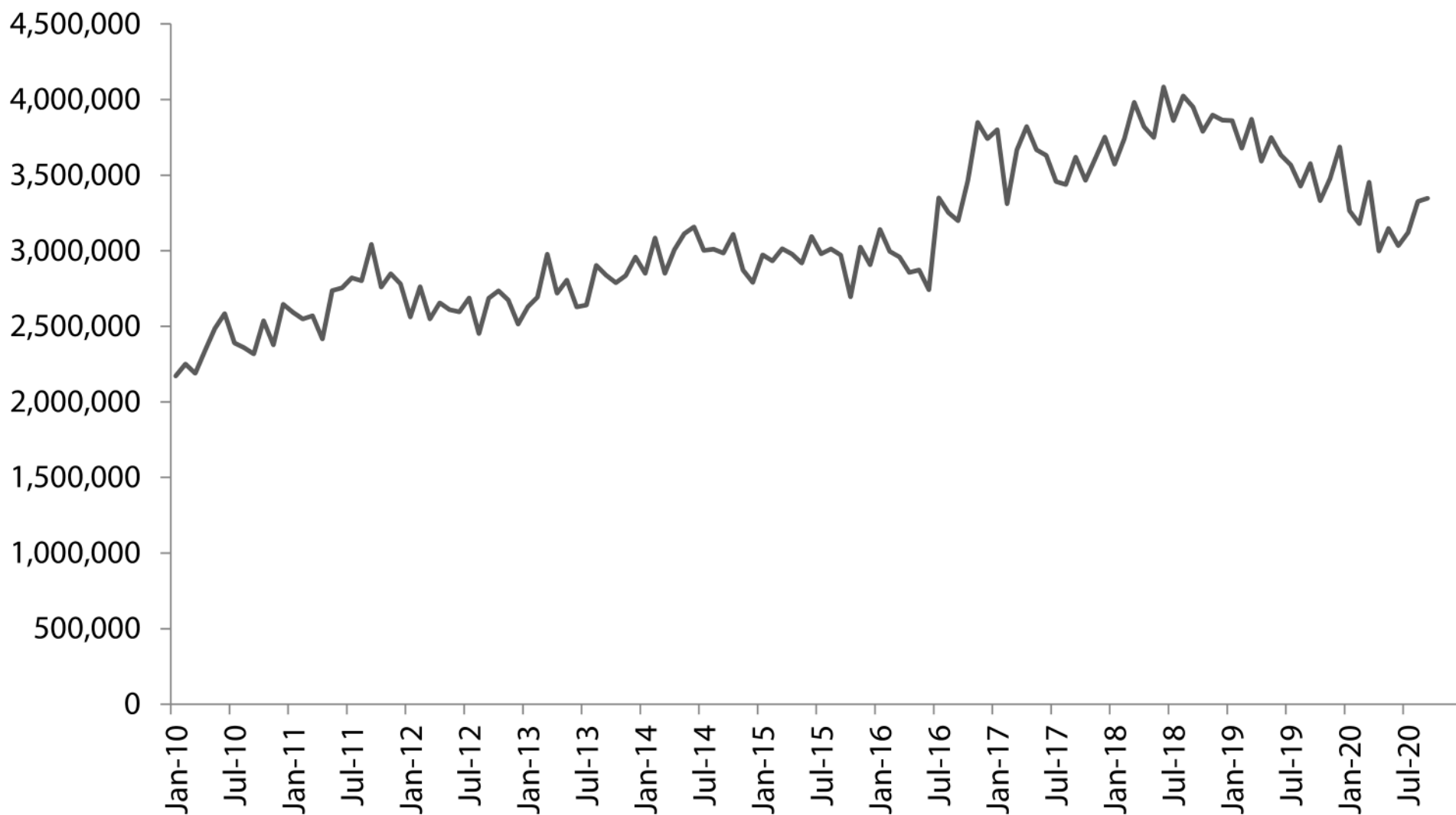
## B.C. Detailed Summary - Key Economic Recovery Indicators

INDICATOR	Reference Month	Estimate	Compared to previous month		Compared to 12 months ago		Year-to-date compared to same period 12 months ago	
			# Chg	% Chg	# Chg	% Chg	# Chg	% Chg
OVERALL ECONOMY								
International Merchandise Exports (\$Thousands, SA)	Sep	3,347,903	21,879	0.7%	-229,084	-6.4%	-4,085,144	-12.4%
Non-Residential Building Permits (\$Thousands, SA)	Sep	418,196	-2,312	-0.5%	-280,128	-40.1%	-1,244,625	-24.9%
US Housing Starts (Thousands, SAAR)	Oct	1,530	71	4.9%	190	14.2%	95	7.6%
BUSINESSES								
Manufacturing Sales (\$Thousands, SA)	Sep	4,577,744	73,972	1.6%	192,584	4.4%	-2,638,624	-6.5%
Retail Trade (\$Thousands, SA)	Sep	7,786,372	130,974	1.7%	574,554	8.0%	-361,382	-0.6%
Food Services and Drinking Places (\$Thousands, SA)	Aug	873,344	34,512	4.1%	-217,286	-19.9%	-2,277,666	-26.2%
Visitor Entries (Persons, SA)	Aug	22,081	3,126	16.5%	-695,254	-96.9%	-3,969,016	-69.1%
Hotel Occupancy Rate (%, NSA)	Aug	52.9%	8.9	n.a.	-33.1	n.a.	-32.2	n.a.
TransLink Boardings (NSA)	Nov-14	3,336,400	-531,900	-13.8%	-4,921,600	-59.6%	-4,481,748	-50.9%
BRITISH COLUMBIANS								
Employment (Thousands, SA)	Oct	2,478	34	1.4%	-86	-3.3%	-180	-7.0%
Participation Rate (%, SA)	Oct	64.3%	0.6	n.a.	-1.0	n.a.	-2.7	n.a.
Average Hourly Earnings (\$, NSA)	Aug	27.51	0.43	1.6%	1.60	6.2%	1.72	6.7%
Employment Insurance Applicants (1) (Persons, NSA)	Nov-08	9,424	-983	-9.4%	n.a.	n.a.	3,947	72.1%
Unemployment Rate (%, SA)	Oct	8.0%	-0.4	n.a.	3.2	n.a.	4.6	n.a.
Consumer Price Index (All Items, NSA)	Oct	132.9	0.4	0.3%	0.7	0.5%	1.0	0.7%

Note. All statistics are monthly, except Translink ridership and Employment Insurance Statistics.

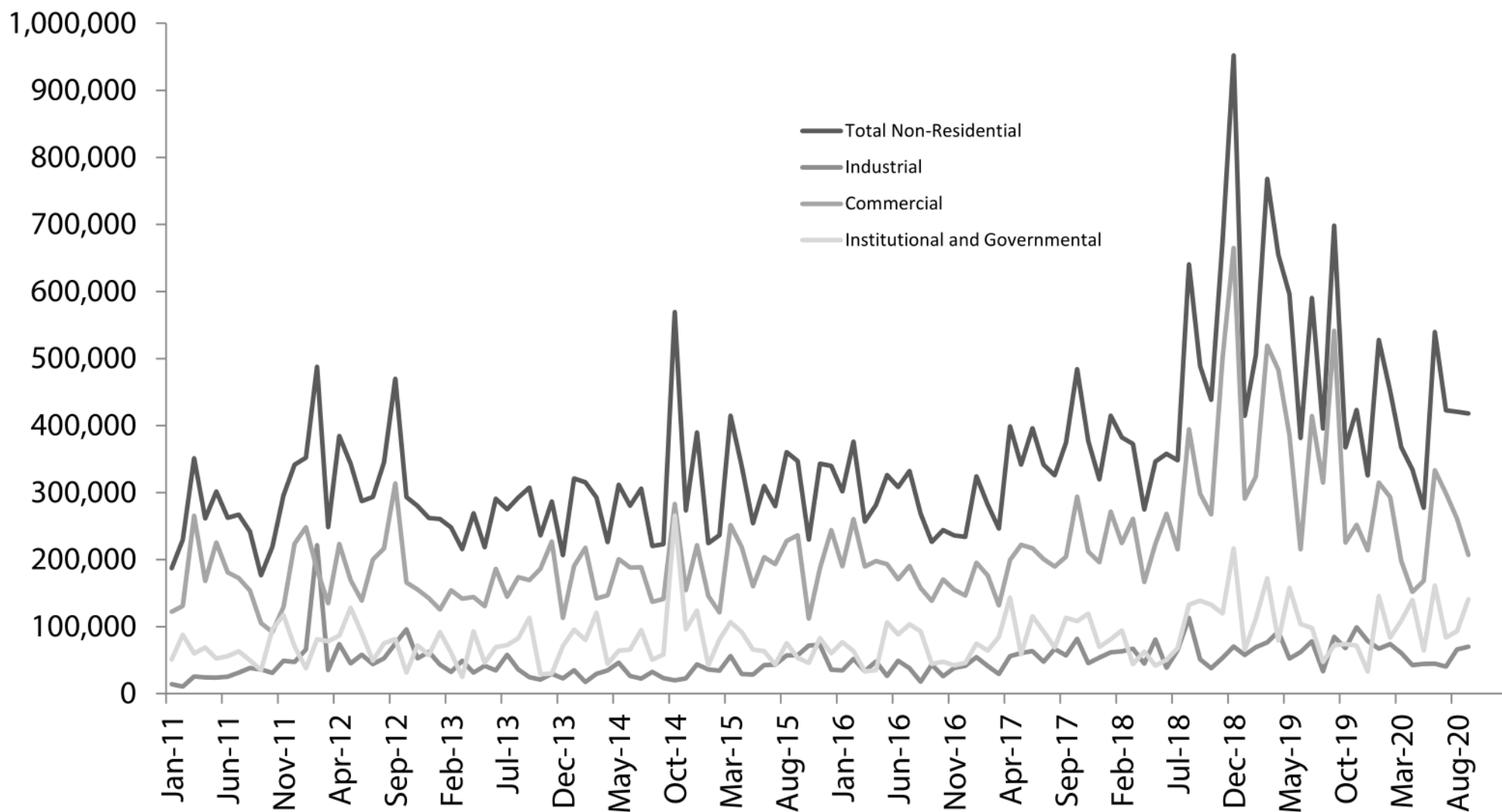
(1) For Employment Insurance Applicants, the year-to-date comparison represents the current period compared to just prior to the onset of the pandemic or the week ending March 5.

### B.C. International Merchandise Exports (\$Thousands, SA)



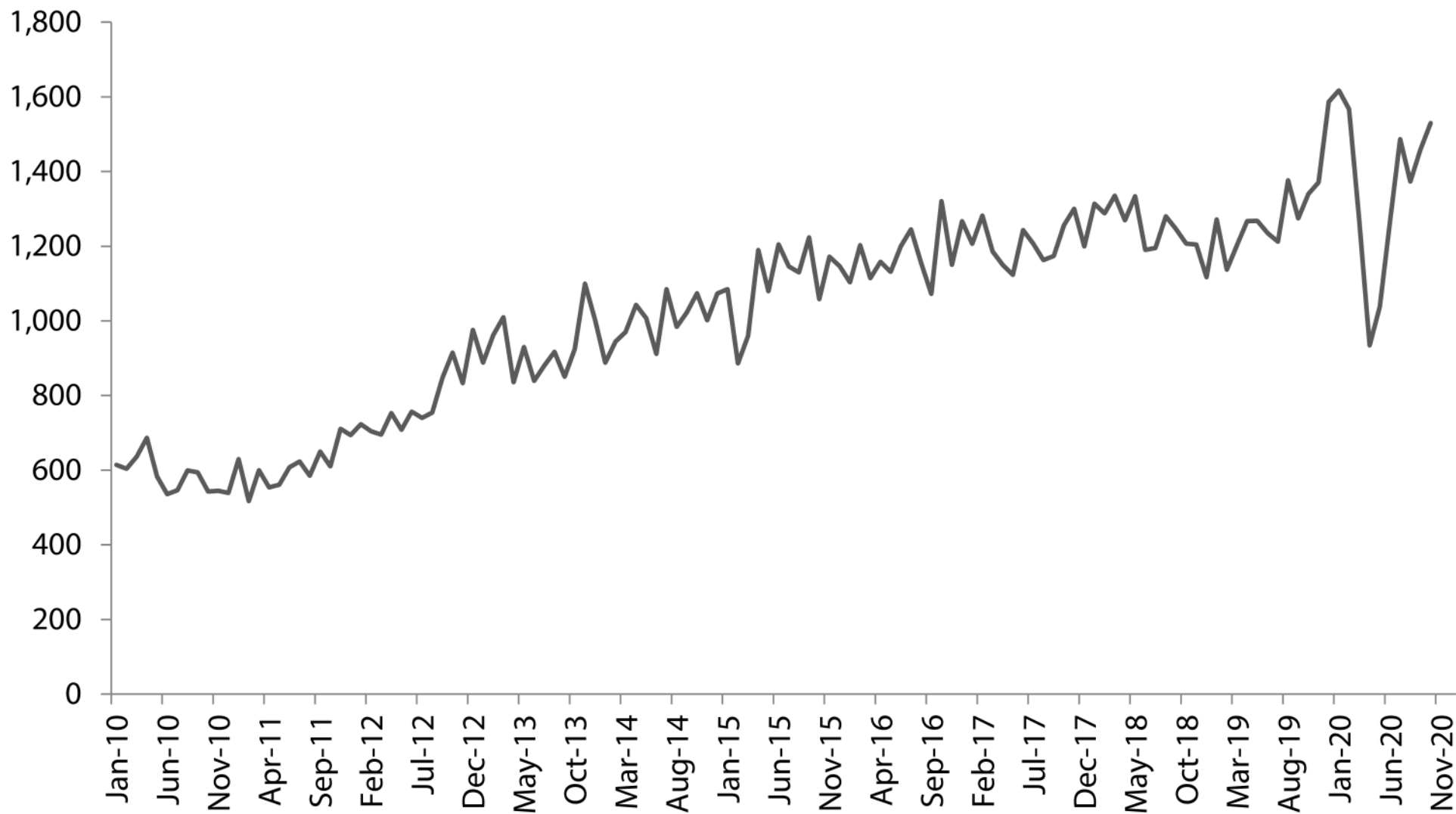
Source: BC Stats

## B.C. Non-Residential Building Permits (\$Thousands, SA)



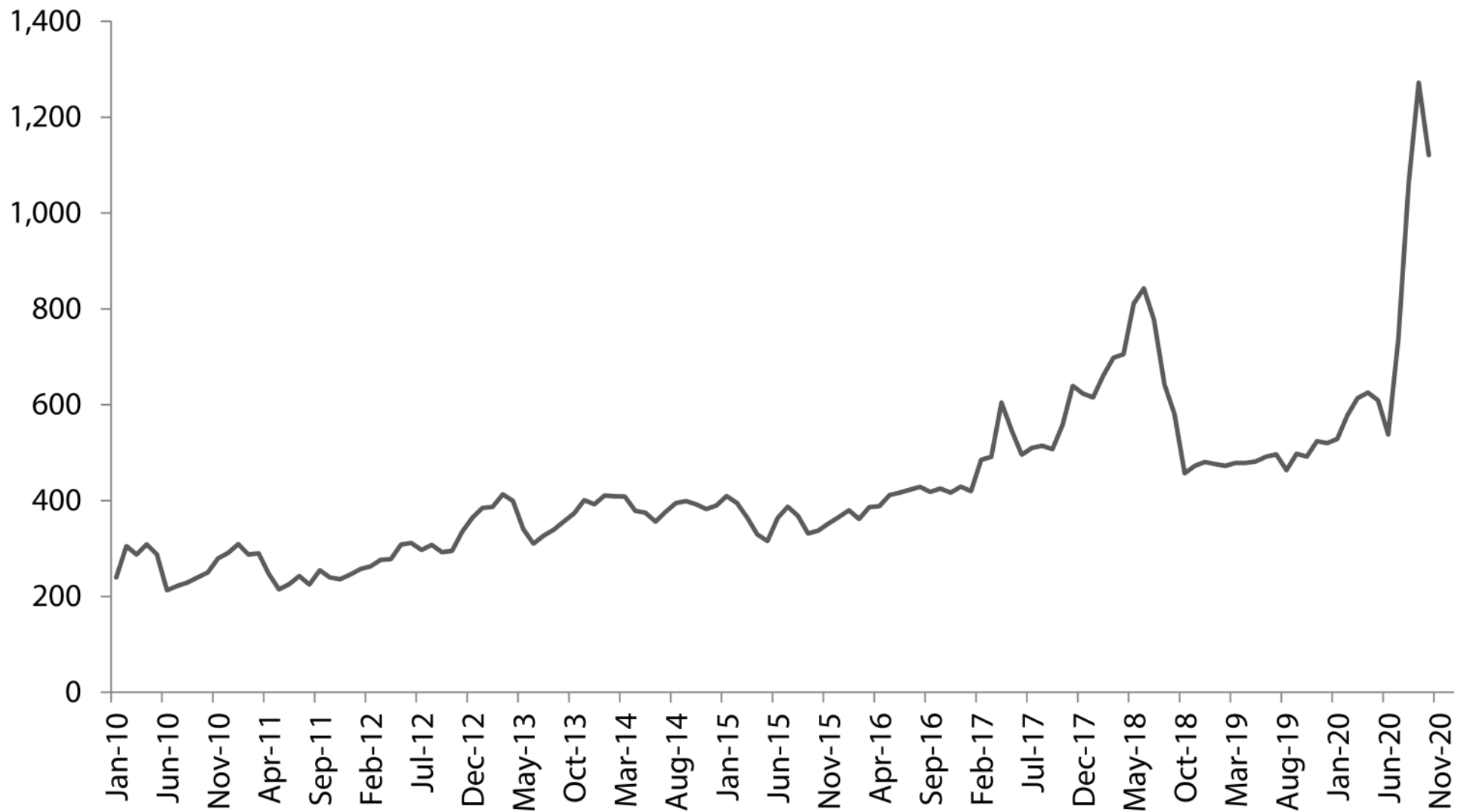
Source: Statistics Canada/Haver Analytics

## U.S. Housing Starts (Thousands, SAAR)



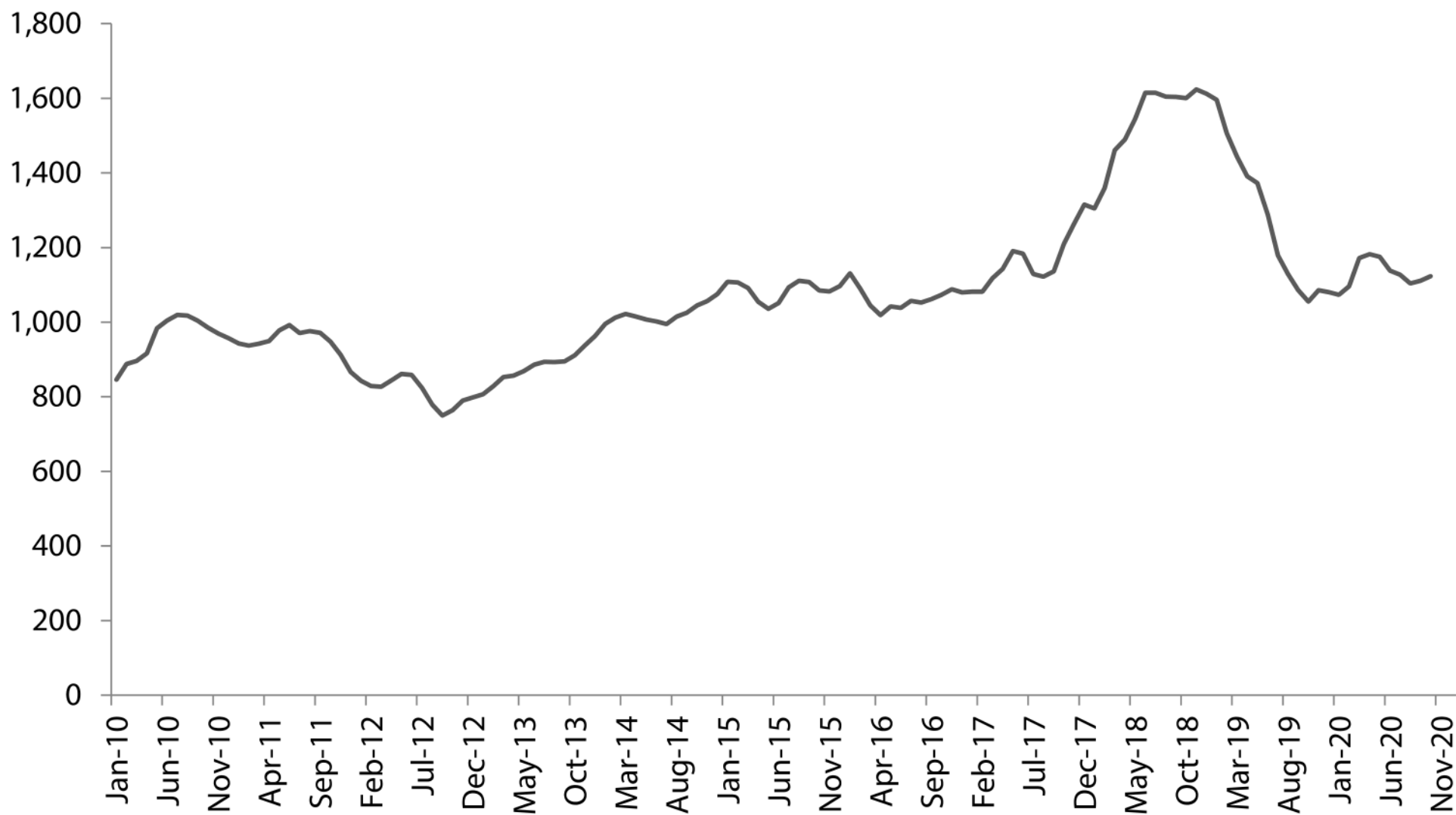
Source: US Census Bureau

# **Western Spruce Pine Fir (SPF) Prices** **\$Canadian (\$/1000 board ft, SPF 2x4 #2&BTR)**



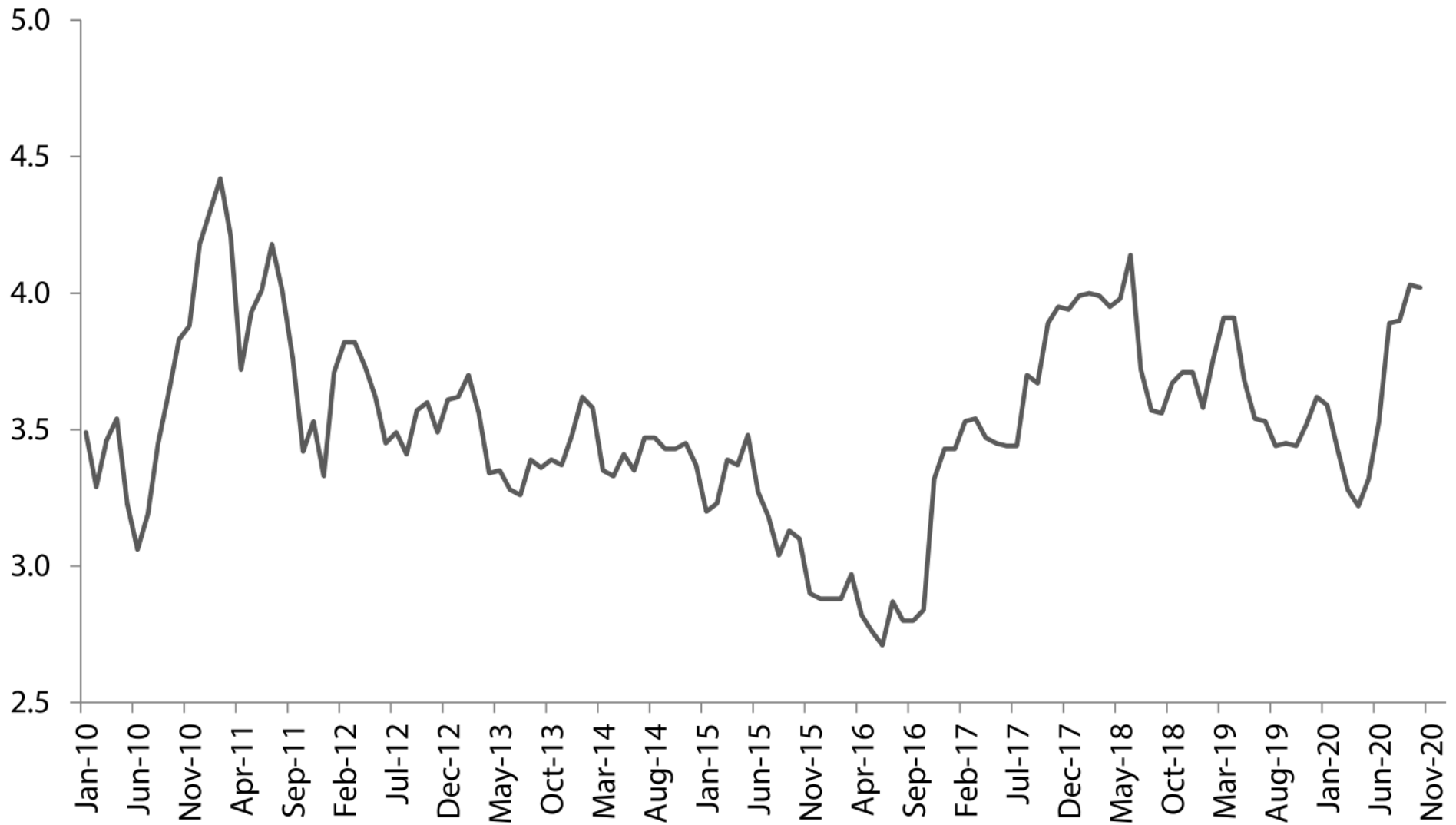
Source: BC Ministry of Forests, Lands, Natural Resource Operations and Rural Development

# **Pulp Prices \$Canadian (Northern Europe \$/tonne)**



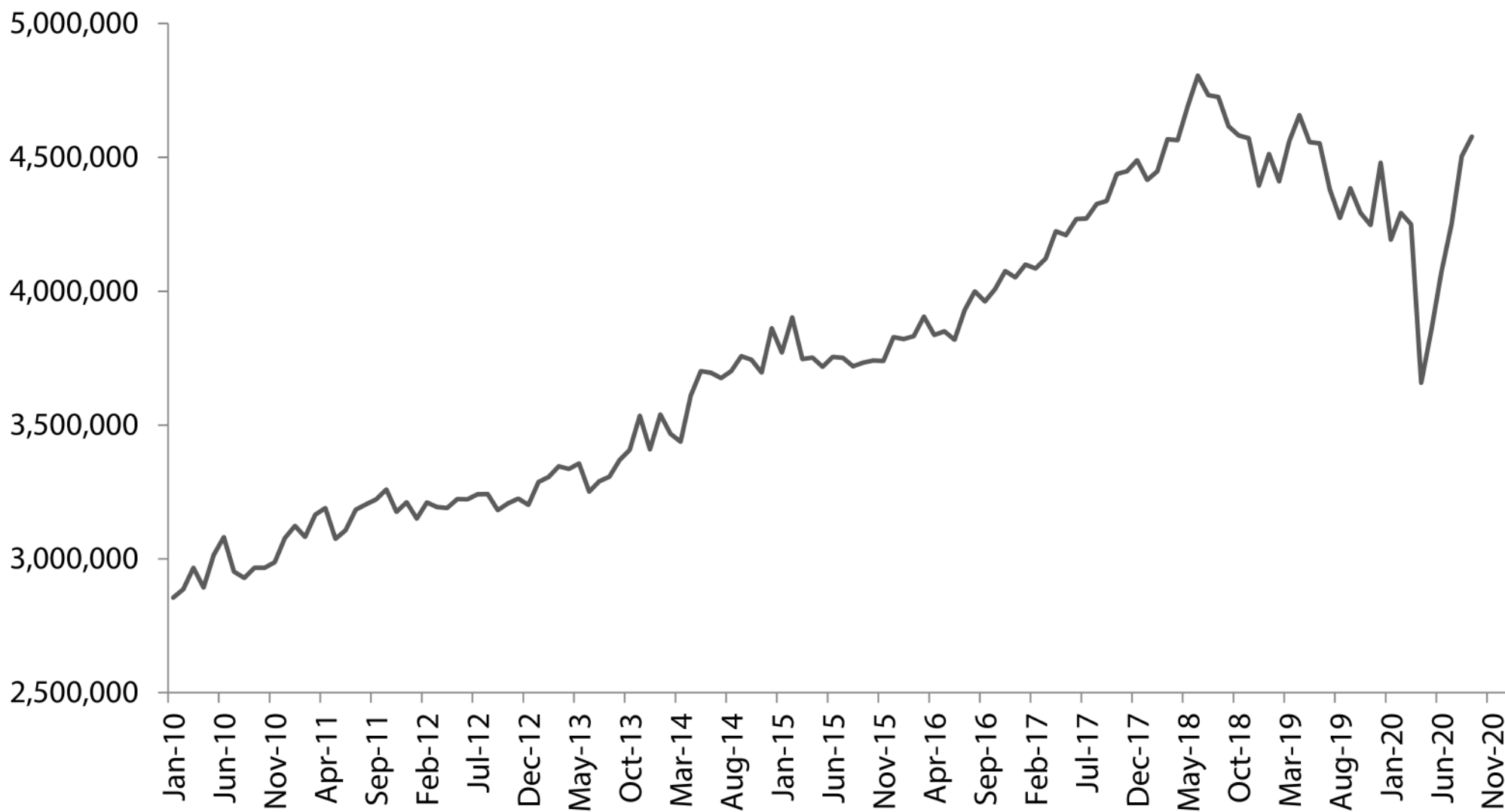
Source: BC Ministry of Forests, Lands, Natural Resource Operations and Rural Development

# **Copper Prices** **(\$Canadian London \$/lb.)**



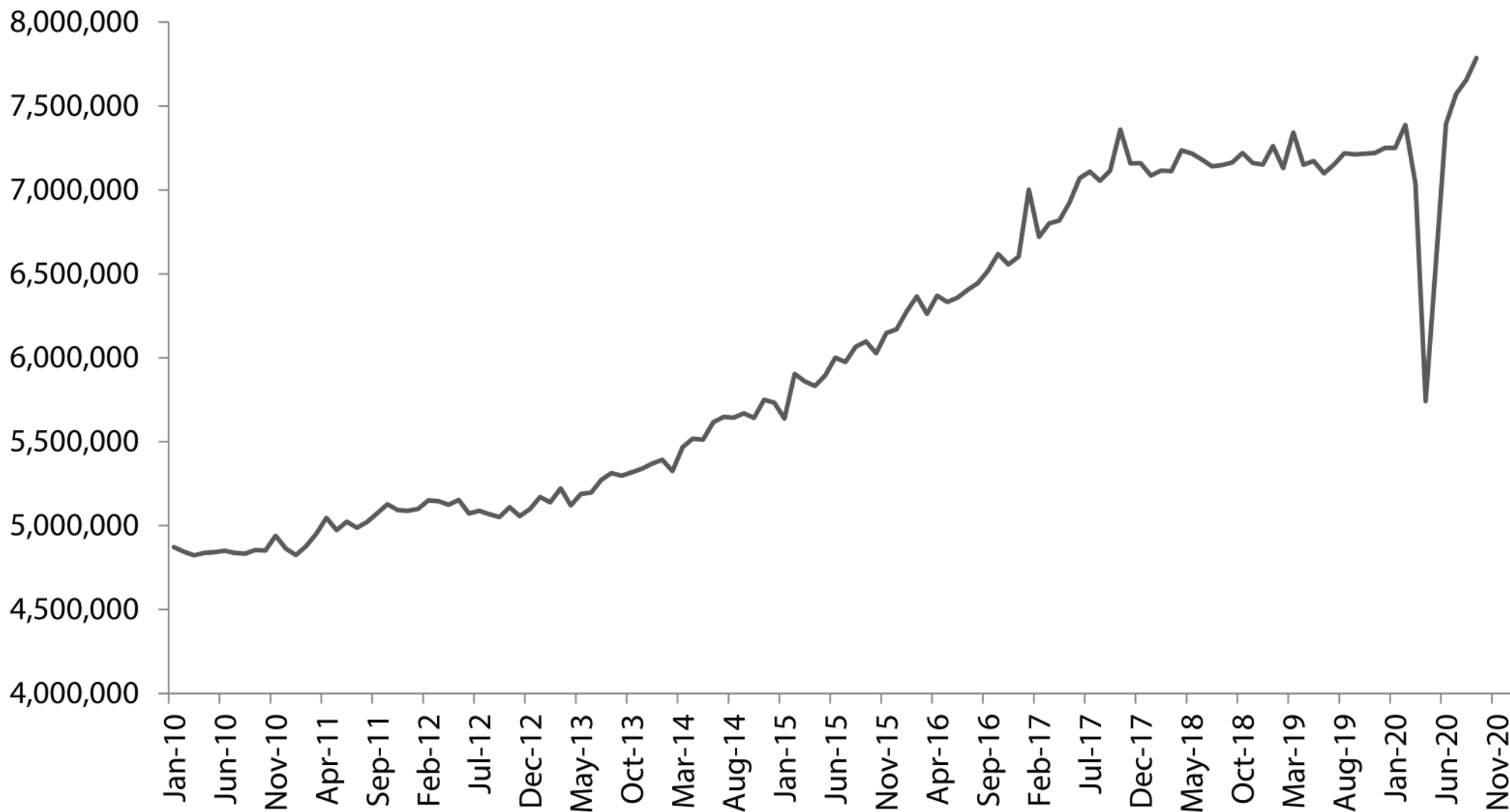
Source: London Metal Exchange

# **B.C. Manufacturing Sales (\$Thousands, SA)**



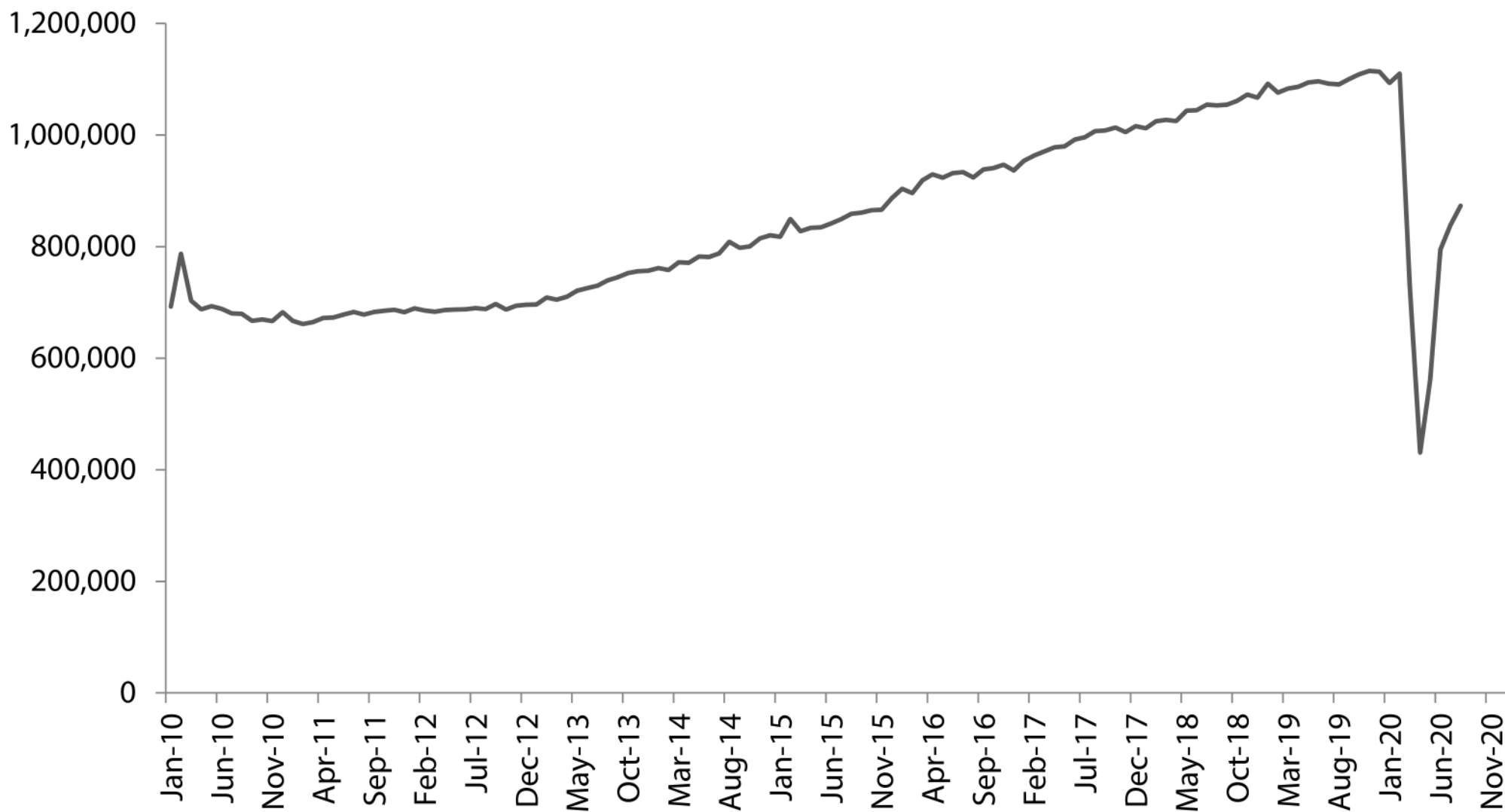
Source: Statistics Canada/Haver Analytics

# **B.C. Retail Trade (\$Thousands, SA)**



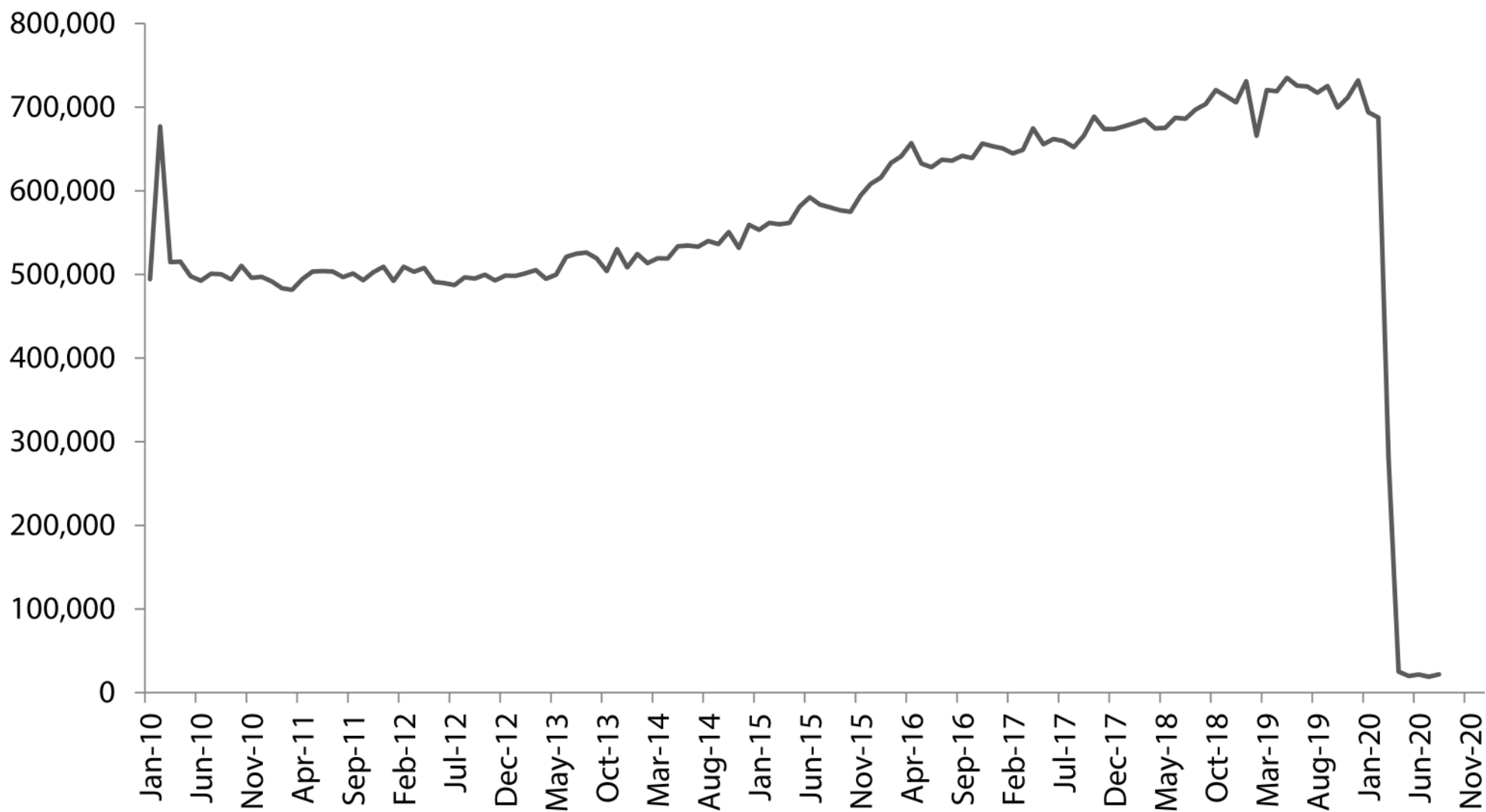
Source: Statistics Canada/Haver Analytics

# **B.C. Food Services and Drinking Places Receipts (\$Thousands, SA)**



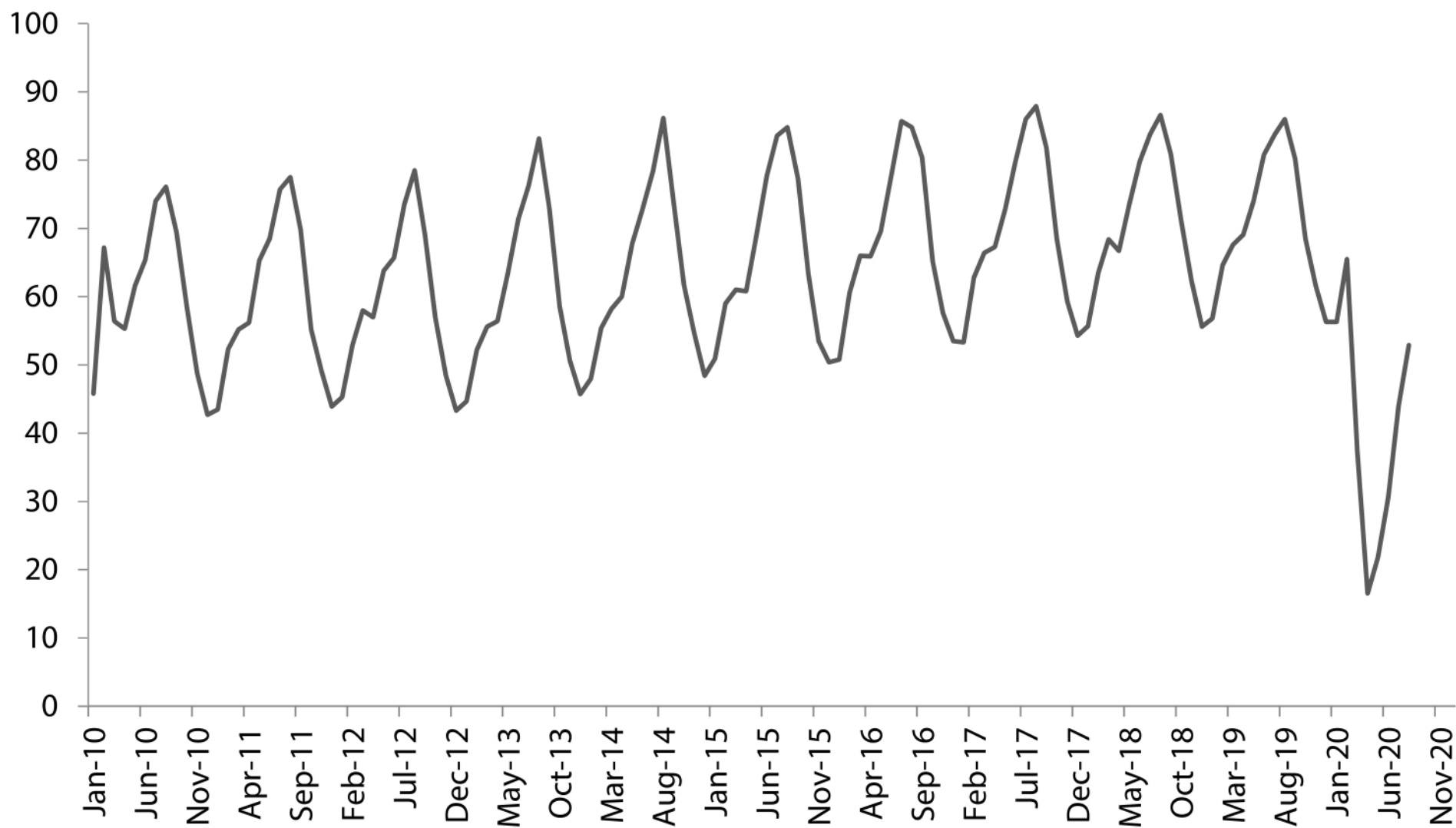
Source: Statistics Canada

### B.C. Non-resident Visitor Entries (persons, SA)



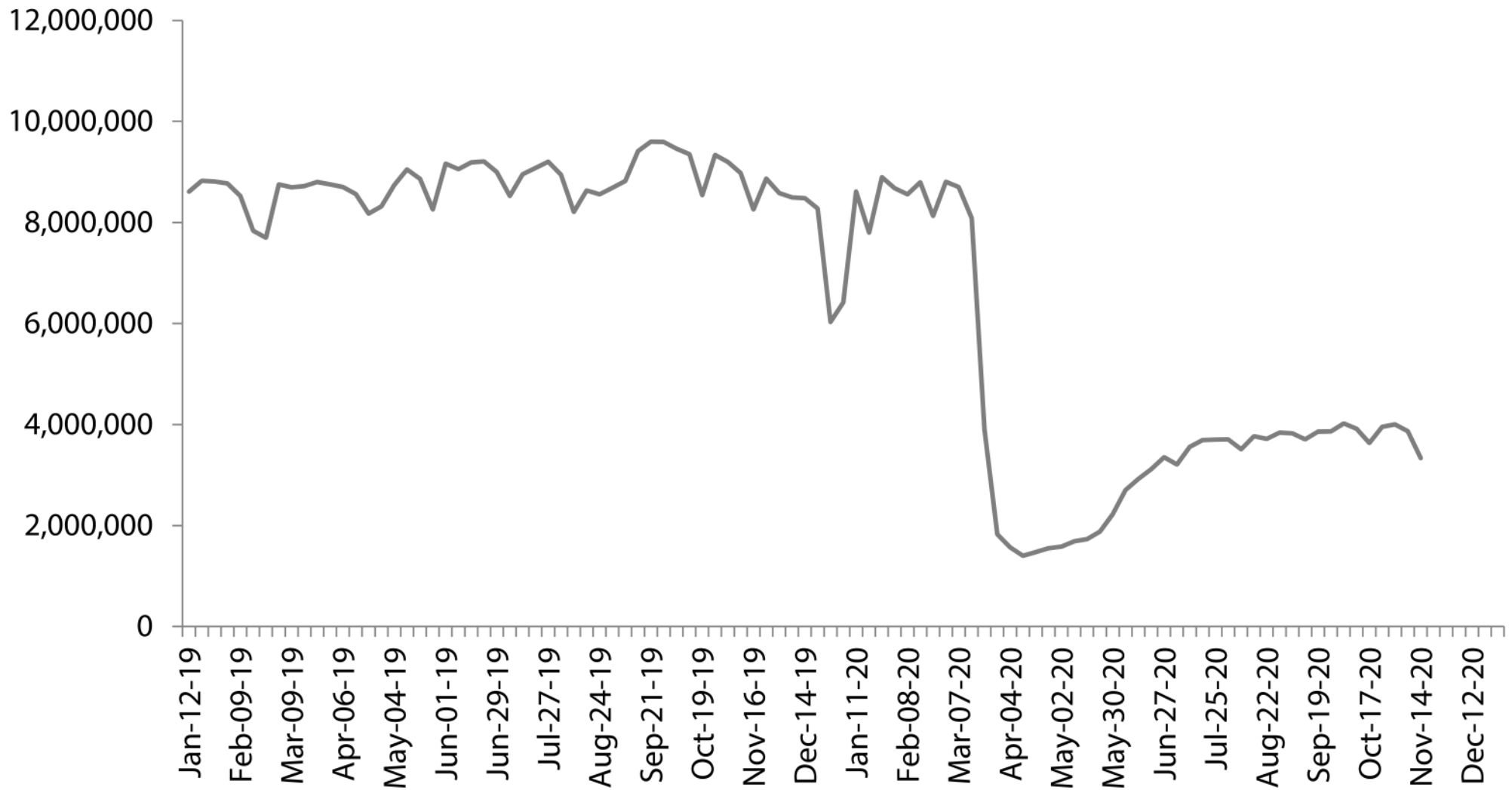
Source: Statistics Canada/Haver Analytics

# **B.C. Hotel Occupancy Rates (%, NSA)**



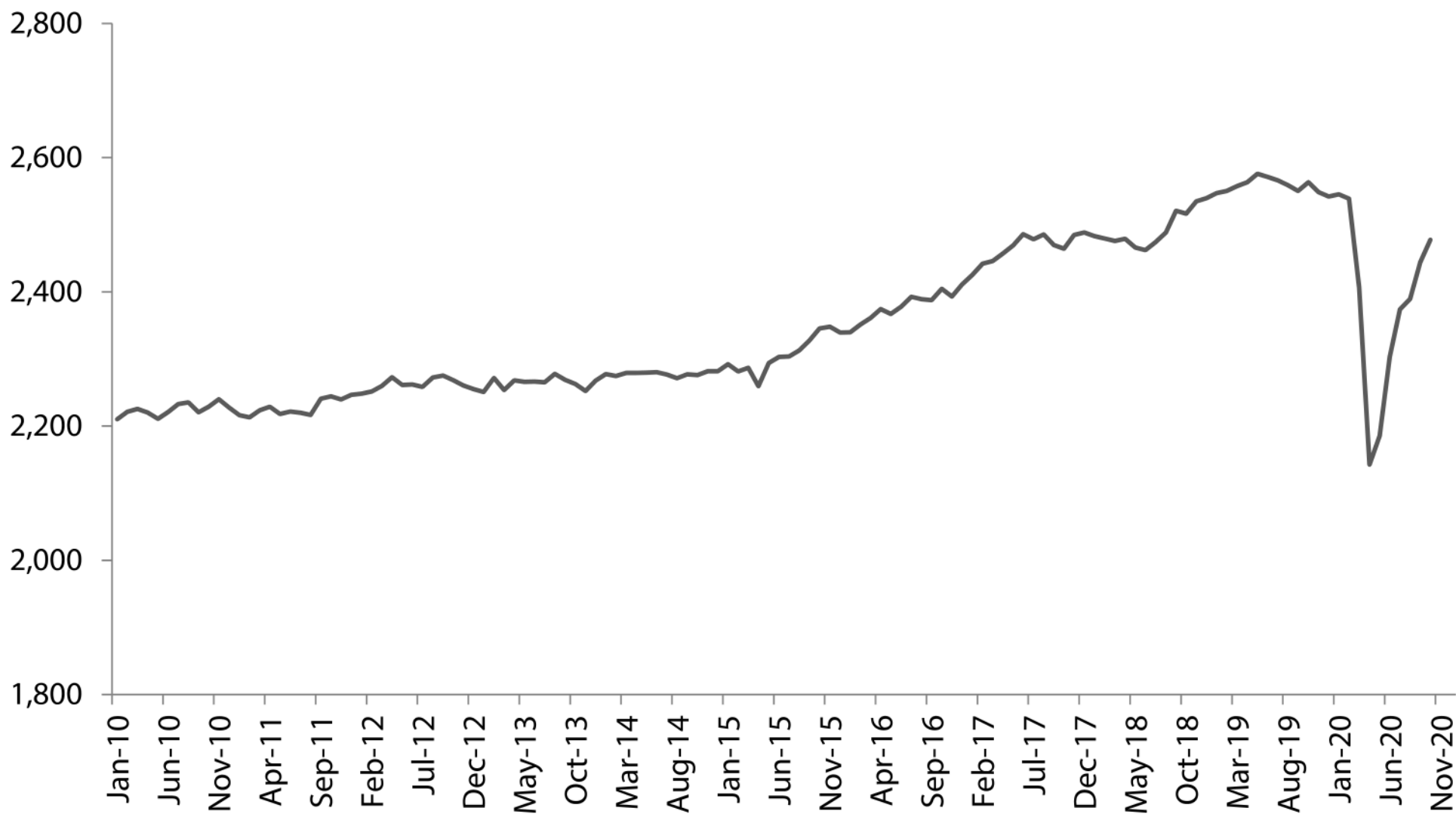
Source: CBRE Hotels' Trends

## TransLink Weekly Ridership - Total System-Wide (Conventional, NSA)



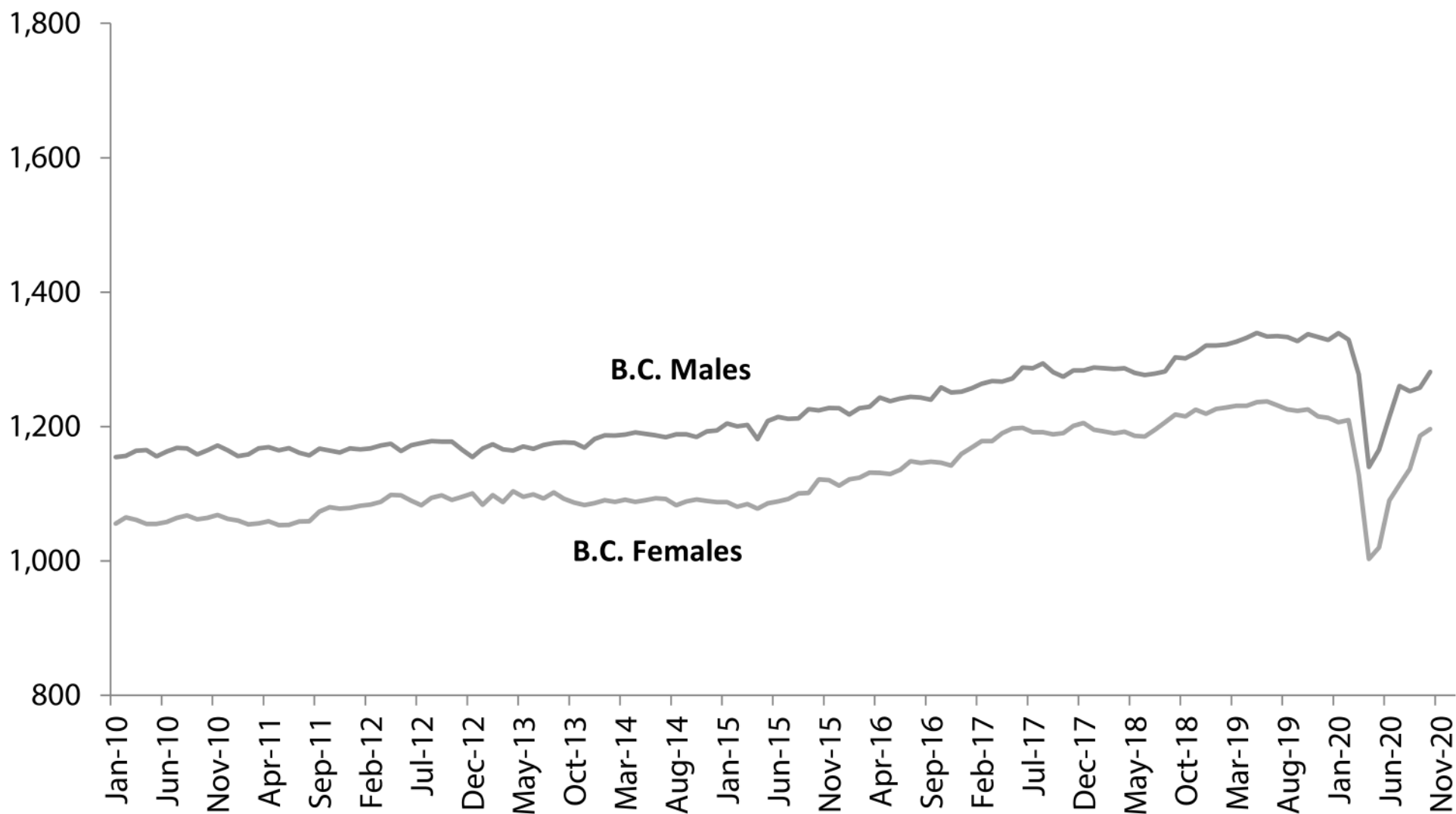
Source: BC Ministry of Municipal Affairs and Housing/TransLink

# **B.C. Employment (Thousands, SA)**



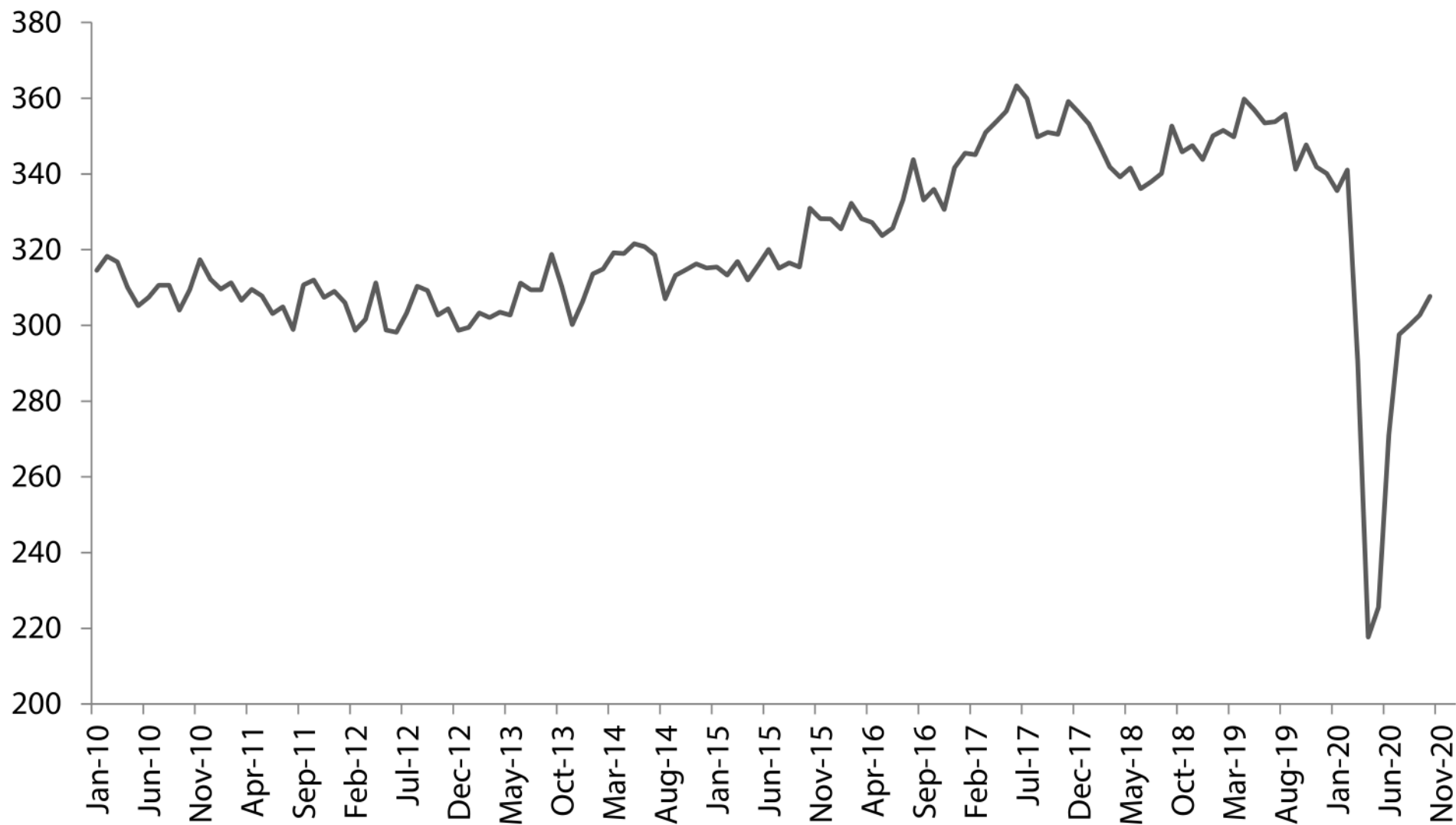
Source: Statistics Canada/Haver Analytics

# **B.C. Employment by Sex (Thousands, SA)**



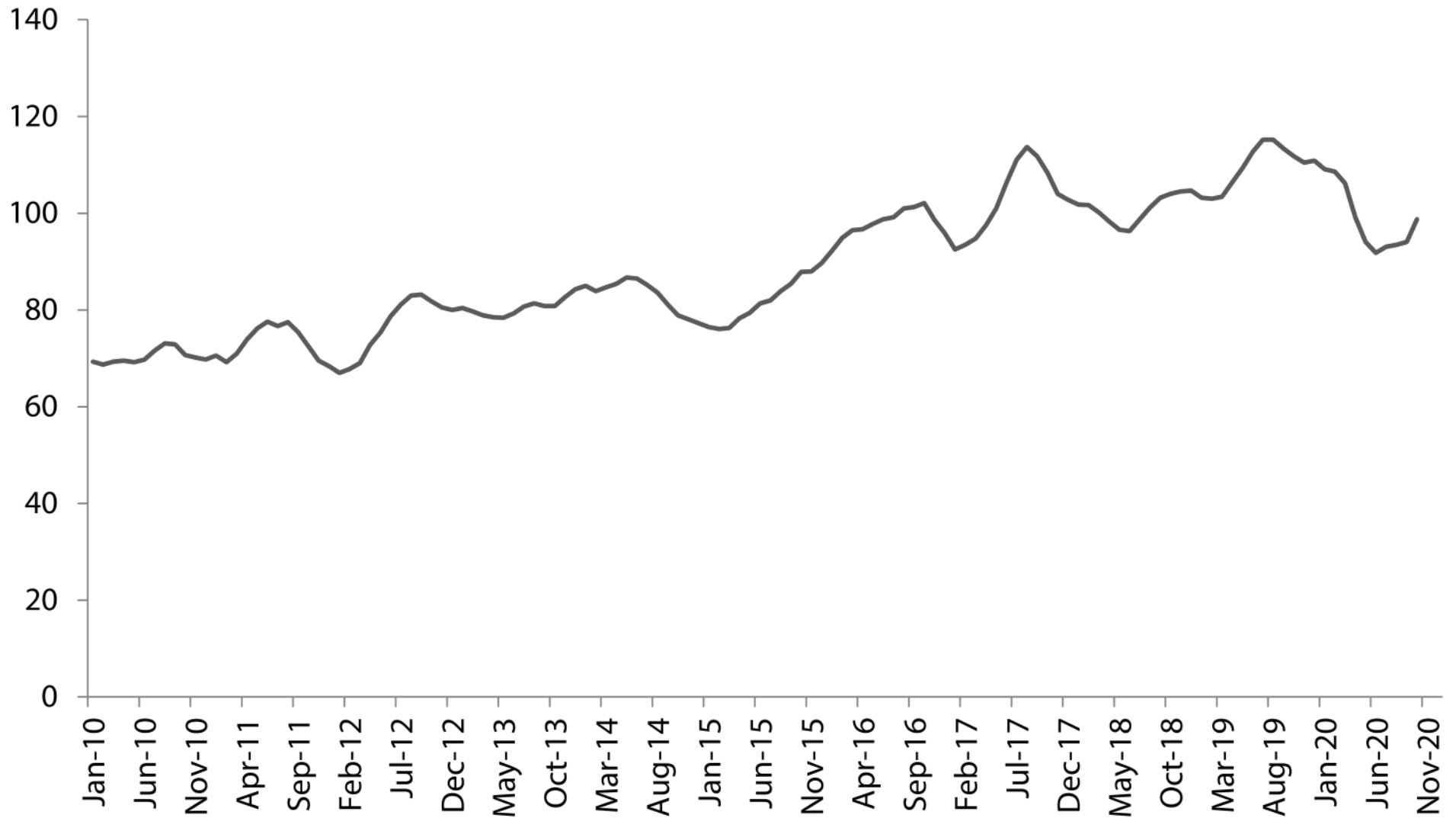
Source: Statistics Canada/Haver Analytics

# **B.C. Employment Youth, 15-24 years of age (Thousands, SA)**



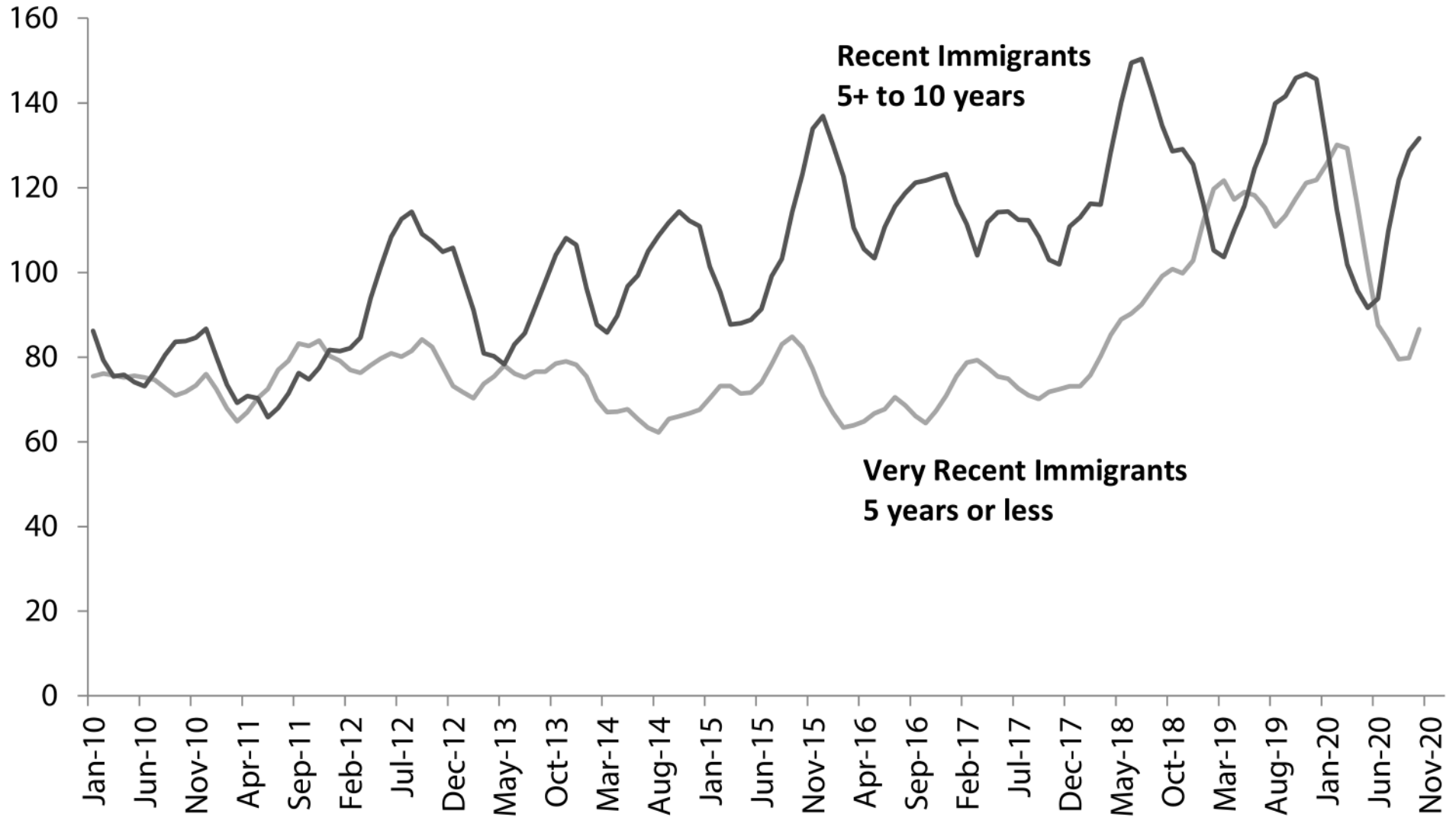
Source: Statistics Canada

# **Indigenous B.C. Employment, Off-Reserve (Thousands, Three-Month Moving Average)**



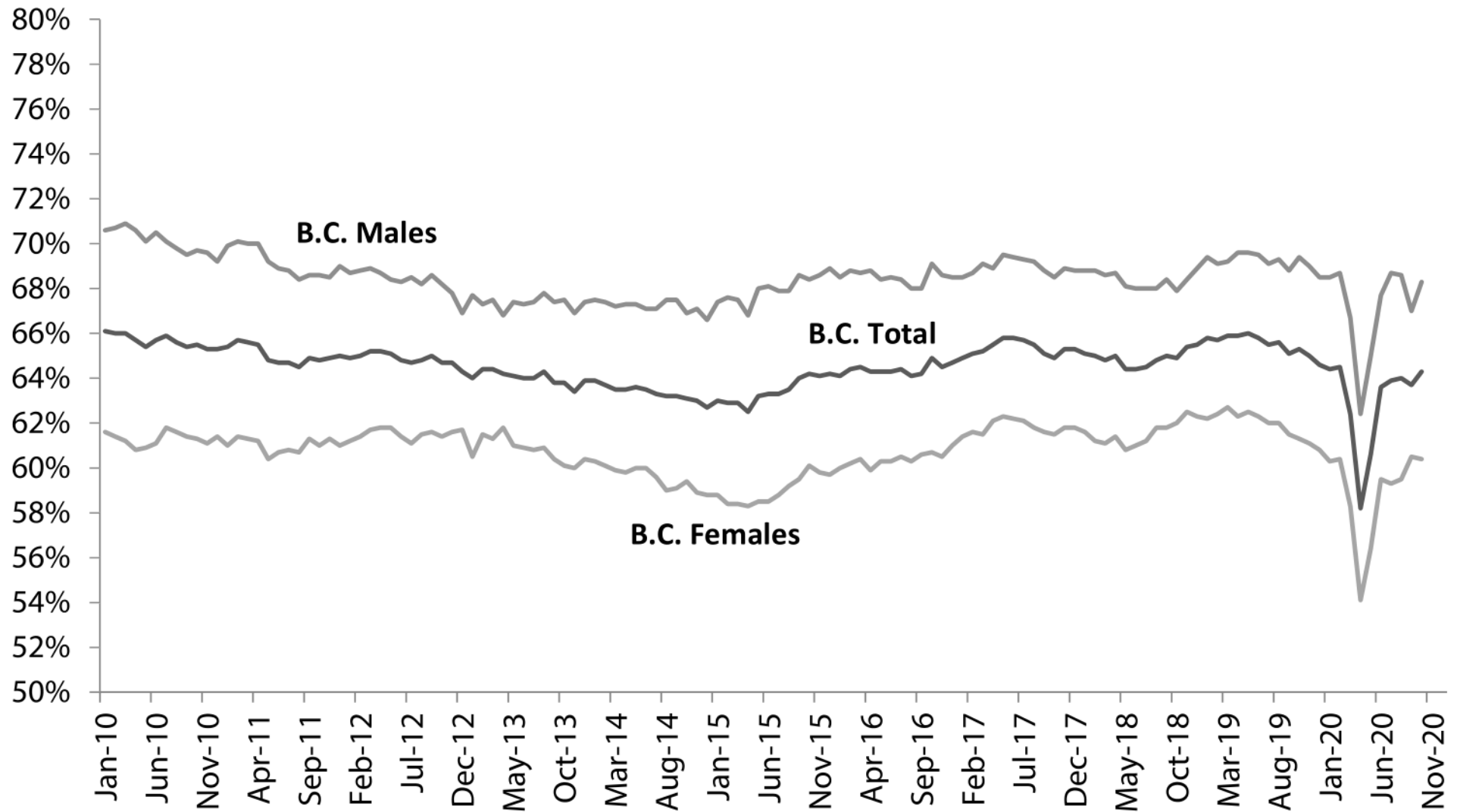
Source: Statistics Canada

# Immigrant Employment, B.C. (Thousands, Three-Month Moving Average)



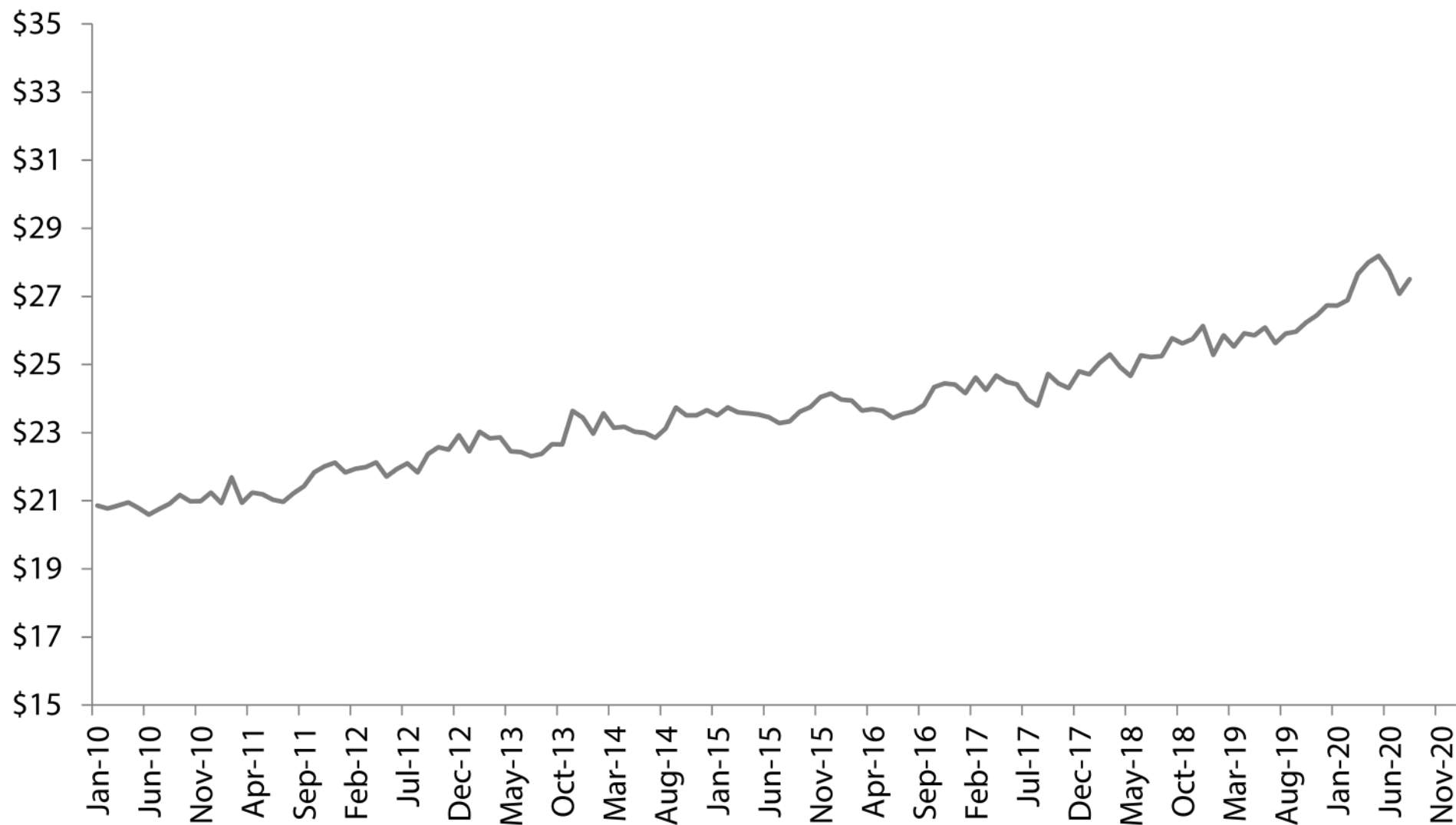
Source: Statistics Canada

## B.C. Labour Force Participation Rate (% , SA)



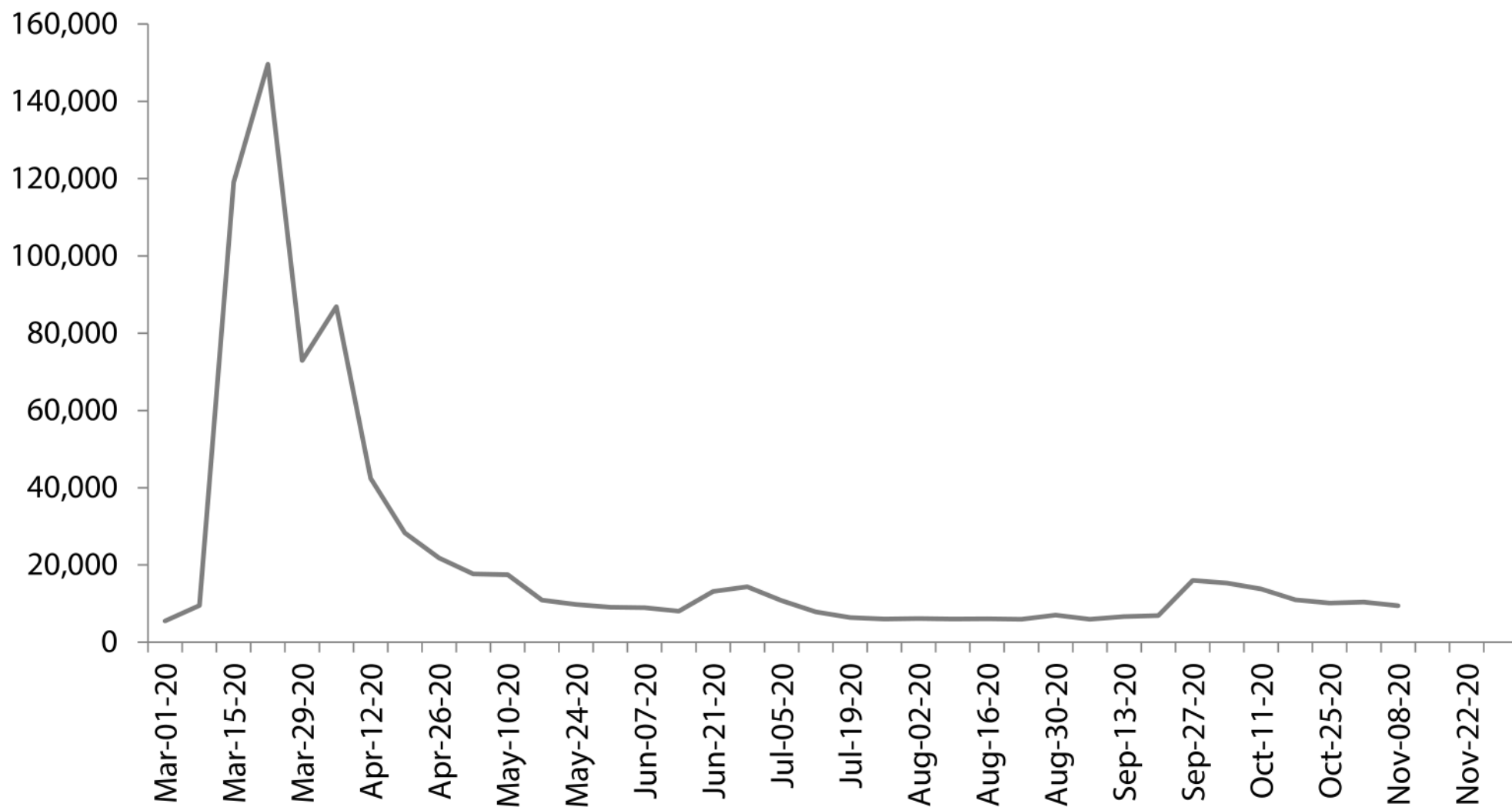
Source: Statistics Canada/Haver Analytics

# **B.C. Average Hourly Earnings (Including Overtime, \$Canadian NSA)**



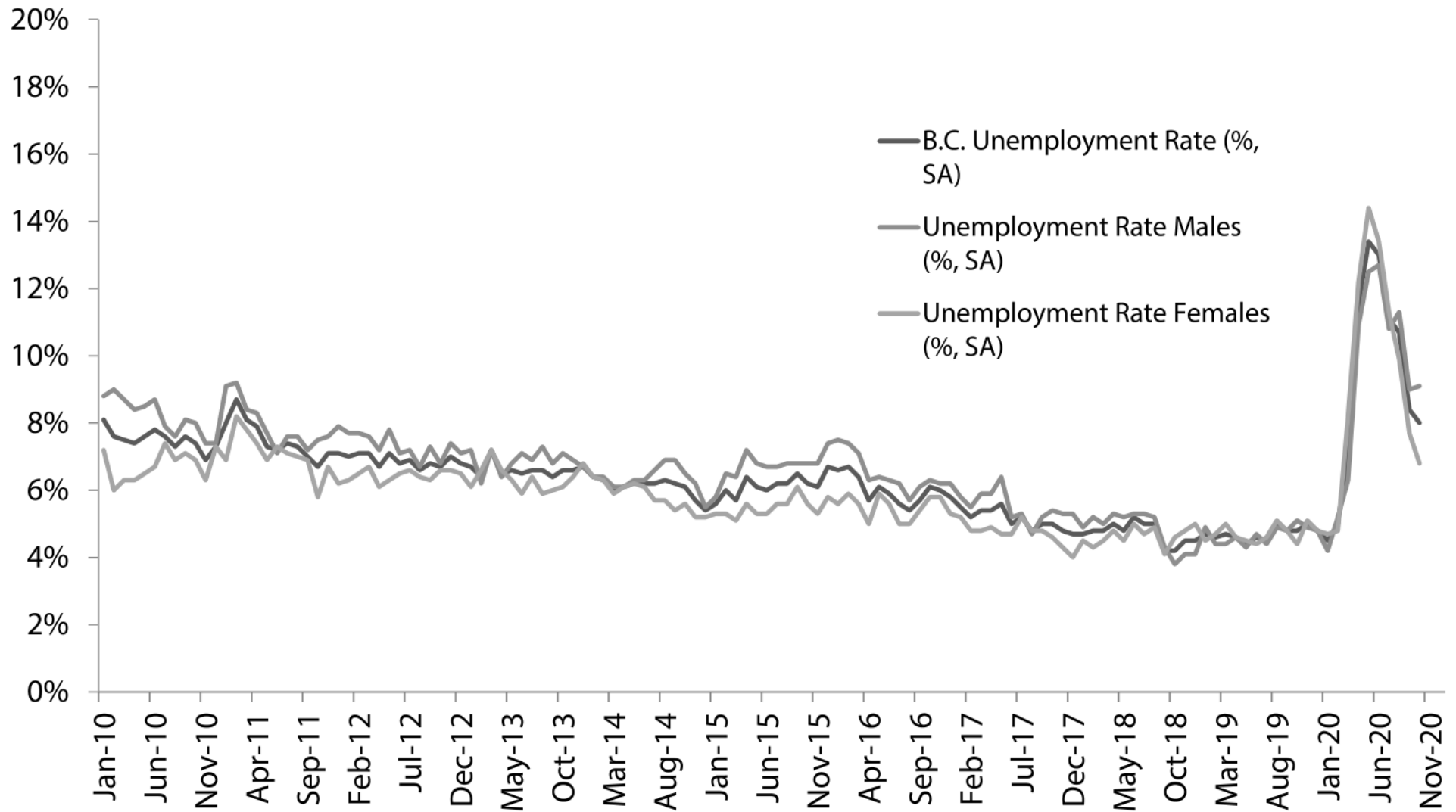
Source: Statistics Canada/Haver Analytics

## Employment Insurance Applicants (NSA)



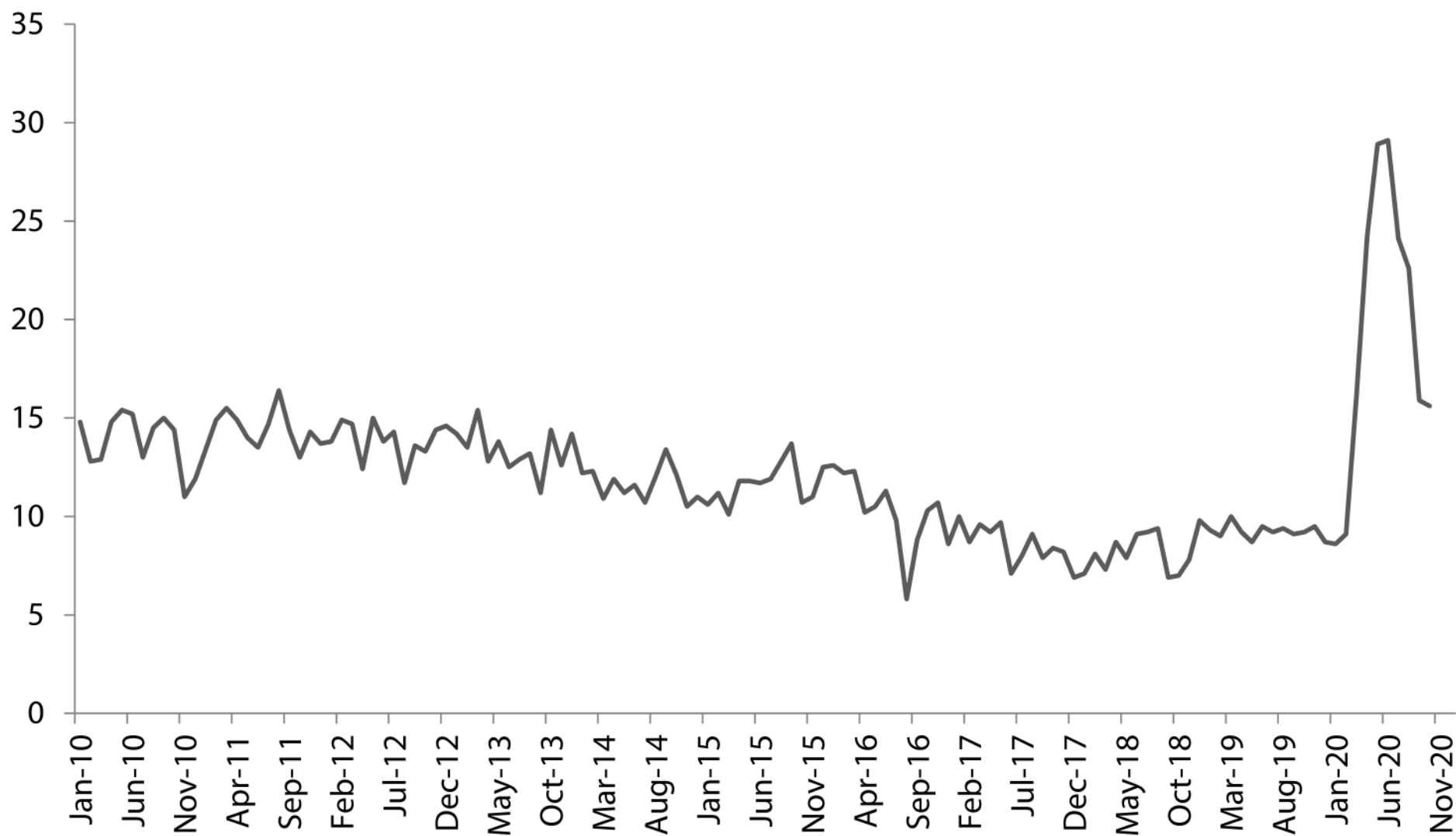
Source: Employment and Social Development Canada

## B.C. Unemployment Rate (% SA)



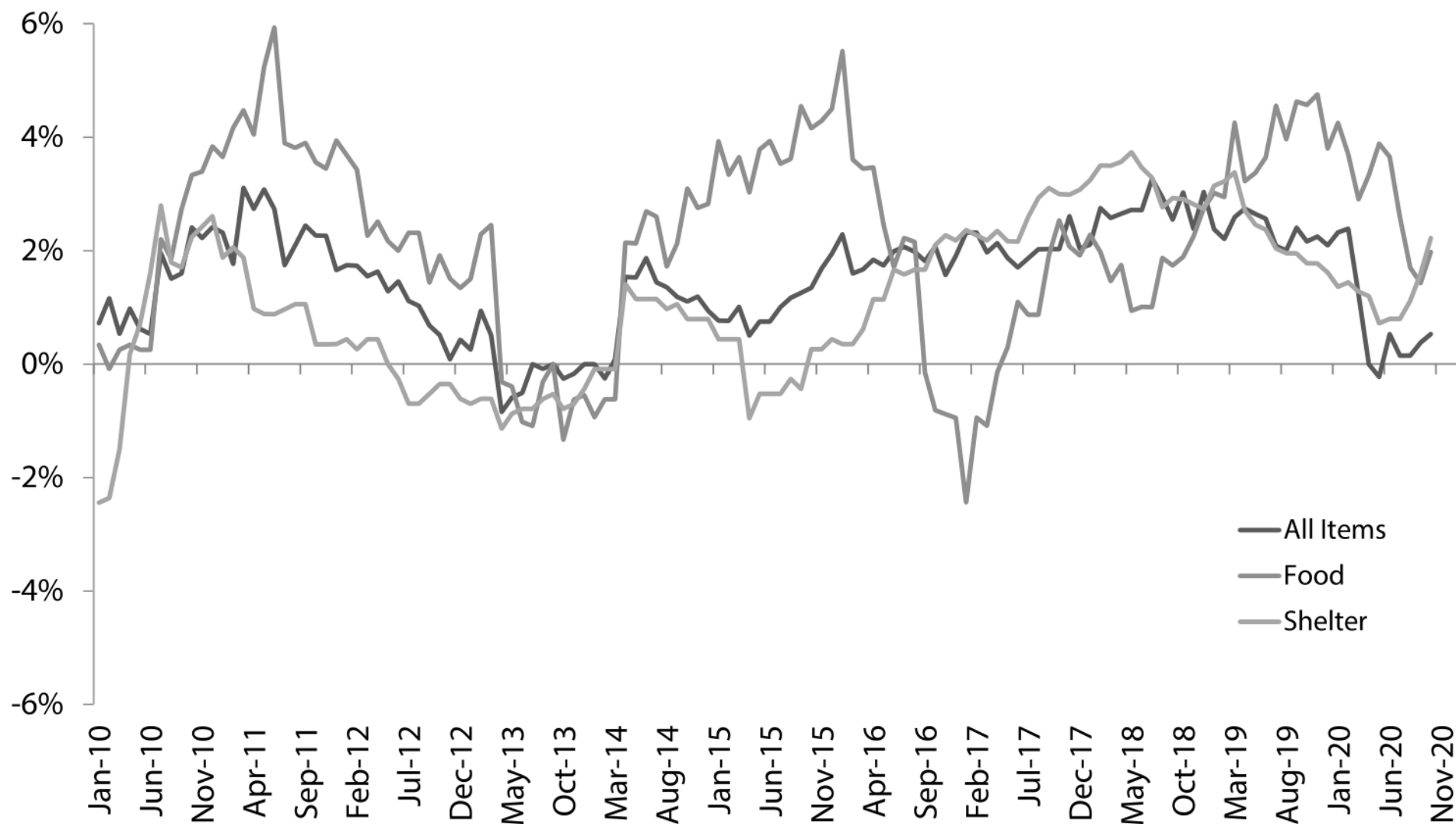
Source: Statistics Canada/Haver Analytics

### B.C. Unemployment Rate Youth, 15-24 years of age (% , SA)



Source: Statistics Canada

## B.C. Consumer Price Index % Change Year-Over-Year



Source: BC Stats calculations using Statistics Canada/Haver Analytics

## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- Advice/Recommendations; Intergovernmental Communications

### Background:

- In 2017 Canada announced \$950 million Innovation Superclusters Initiative to fund five Superclusters nationally over five years
- \$153 million was provided to the DTS in British Columbia.
- The other Superclusters are:
  - Advanced Manufacturing Supercluster, NextGen, in Ontario
  - Artificial Intelligence in Supply Chain Management, ScaleAI, in Quebec
  - Oceans Supercluster in the Atlantic provinces
  - Proteins Supercluster in the Prairie provinces
- DTS co-invests in projects that are transformative in nature and forms a consortium of partners including at least one small or medium sized business, one academic or research partner and is led by one of the industry founding members, in the following program streams:
  - Technology Leadership – currently up-to \$30 million call for proposals in Data Commons, Digital Twins and Precision Health
  - Capacity Building – currently \$10 million open call for proposals in Skilling and Leadership
  - COVID-19 – \$60 million in response to Canada’s call to action in response to the pandemic. Now fully committed.
- BC Government joined the DTS as a founding member in December 2018
- The membership fee of \$1.5 million is paid annually over 5 years: \$0.5 million towards DTS operations, and \$1 million towards the Capacity Building Program
- BC Government has two seats at the Board of Directors:
  - voting: ADM Susan Stanford, Technology, Connectivity and Distributed Growth Division, JEDC
  - observer: ADM Corrie Barclay, Health Services IM/IT Division, HLTH

### Issue/Opportunity:

- Advice/Recommendations; Intergovernmental Communications
- 
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- 
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-

## 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/Recommendations

- 
- 
- 
- 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.

## CORPORATE ISSUE/OPPORTUNITY NOTE

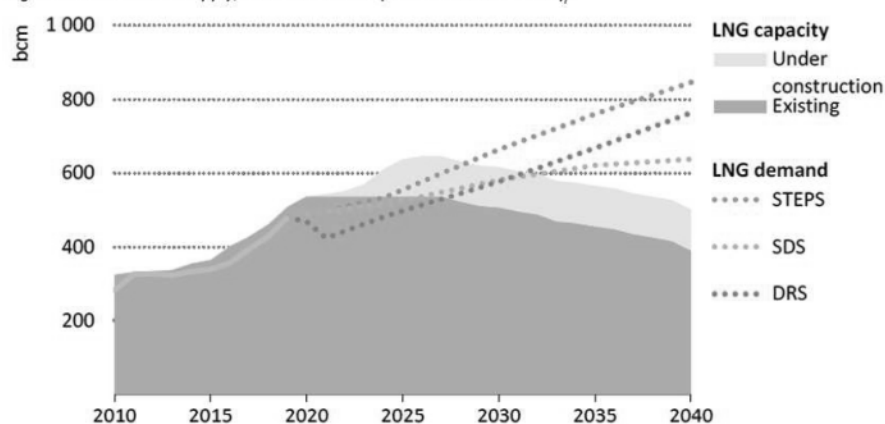
Issue: **Future LNG Development in BC**

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 Advice/Recommendations Advice/Recommendations

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



•

### **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 has among the globally lowest levels of CO<sub>2</sub> 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 cancellation 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 development. Advice/Recommendations  
Advice/Recommendations

Intergovernmental Communications; Government Financial Information

Issue/Opportunity:

Advice/Recommendations

***Economic Foundation to Support a Sustainable Budget and Fiscal Plan***

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

Advice/Recommendations; Government Financial Information

Page 138 of 360 to/à Page 140 of 360

Withheld pursuant to/removed as

Advice/Recommendations; Government Financial Information

## STRONGER BC INITIATIVES – BUDGET OVERVIEW

Initiative	Amount Approved (\$ Millions)
Small and Medium Sized Business Recovery Grants	300.00
Online Stores	12.0
Digital Marketing Bootcamp	2.0
Connectivity Recovery Intake	90.00
Restoring Confidence Application	2.00
Digitizing Industrial Lands Inventory	0.70
Agritech	3.00
Value Added Manufacturing and Supply Chains	14.25
Mass Timber	3.00
<b>Total</b>	<b>426.95</b>

## **CORPORATE ISSUE/OPPORTUNITY NOTE**

### **Issue:**

- Update on StrongerBC Small and Medium Sized Business Recovery Grant Program

### **Background:**

- The Small & Medium Sized Business Recovery Grant Program will provide \$300M to provide financial assistance to businesses drastically impacted by COVID-19.
- Eligible businesses will receive grants of between \$10,000 – \$30,000 (with an additional top-up of up to \$10,000 for eligible tourism-related businesses) to support the costs of implementing a recovery plan.
- As part of the application process, businesses will be provided with professional services of up to \$2,000 towards the development of a recovery plan (i.e. working with an accountant, bookkeeper, financial planner or lawyer as needed).

### **Current State:**

- Funding was approved in September and the program intake launched on October 9, 2020.
- This Program is intended to support businesses that, with a solid recovery plan and financial support, are likely to be able to recover and remain viable for the long term.
- Businesses apply through an online application portal and their eligibility is verified by JEDC staff.
- Businesses verified as eligible are matched with a professional services provider who will help them assess their business and develop a recovery plan that includes a realistic path to remaining solvent.
- Recovery plans will be reviewed and assessed by internal review panels to determine if the plan presents an implementable, feasible approach. Grant funding is to be applied towards the actions identified in the recovery plan and follow up reporting is required.
- Since the intake opened on October 9, 2020, more than 1,200 applications have been submitted. There are more than 870 applications in progress (meaning a business has started their application but has not yet completed it) and more than 340 are in the adjudication process and 186 applications have been completed.
- Eligible businesses are being matched with professional service providers through Small Business BC and more than 75 applicants are currently working with professional service providers.
- Grant issuance will follow within approximately 2-3 weeks, depending on when recovery plans are completed and submitted to JEDC.

### **Next Steps:**

- Program will continue until March 31, 2021 or until funding is no longer available, whichever comes first.
- Cabinet Confidences
- Receive and review of recovery plans and issue grants to eligible businesses.
- Monitor the implementation of recovery plans and the success stories arising from these.

## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- Update on StrongerBC Online Shops Program

### Background:

- The Online Shops program will provide \$12 million in one-time grant funding to 1,500 BC small and medium sized businesses to help sustain and grow revenues to existing and new customers both within BC and globally.

### Current State:

- The Online Shops program will support 1,500 businesses that produce made-in-BC goods that have been hard-hit due to an inability to market their products online, including retail shops, agrifood/seafood producers and artists.
- Eligible businesses will receive up to \$7,500 in grant funding toward eligible expenses to fully develop an online store to promote and sell their products.
  - Eligible expenses are to be spent with BC-based service providers, which will support local supply chains and catalyze relationships between businesses and the digital service providers they will need to integrate into their ongoing business operations.
- The program leverages and complements other federal initiatives available to BC businesses including DER3 and CanExport which provide earlier and later stage supports for businesses developing e-commerce solutions.
- Businesses benefiting from the program are expected to create new sales and jobs at these BC businesses, as well as create new revenues for BC technology companies providing digital services.
- Funding for the grant program was approved by Treasury Board in September 2<sup>nd</sup>, 2020. No further approvals are required to deliver the program. All funds are expected to be granted to BC businesses on or before March 31, 2021.
- Cabinet Confidences; Advice/Recommendations

### Next Steps:

- Cabinet Confidences; Advice/Recommendations
- Launch the program and commence with approved engagement activities

## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- Update on StrongerBC Digital Marketing Bootcamp Program

### Background:

- The Digital Marketing Bootcamp will provide \$2M in one-time grant funding to Alacrity Canada, a nonprofit, to deliver digital marketing skills training to small and medium businesses to accelerate customer acquisition and online sales.
- The Digital Marketing Bootcamp will be delivered two ways: 1) an eight-week online course delivered several times that provides h direct access to instructors and community-based supports; and 2) through a self-directed e-learning platform. In both cases, the cost for B.C. businesses and their designated employees will be covered through the grant.
- The program will be delivered through a Shared Cost Agreement with Alacrity Canada and builds on the earlier deliveries that took place during 2019 and 2020.

### Current State:

- The instruction includes in-depth virtual training courses and daily assignments combining pre-recorded material, real time instruction and access to industry experts and mentors.
- Eligible businesses will have the course fee waived for one employee per business.
- Up-to 2,500 BC small and medium-sized businesses are expected to benefit from the 8-week virtual Bootcamp province wide. The course modules will also be made available to all B.C. businesses who want to do self-directed learning.
- Funding for the program was approved by Treasury Board in September 2<sup>nd</sup> 2020, Cabinet Confidences; Advice/Recommendations
- Registration for the first 8 week course began in November and the training begins on November 25<sup>th</sup>.

### Next Steps:

- Launch additional training deliveries
- Work to raise awareness and promote the program once Cabinet is named
- Finalize and launch the self-directed learning platform in winter 20/21.

## **CORPORATE ISSUE/OPPORTUNITY NOTE**

### **Issue:**

- Update on StrongerBC Connectivity Program

### **Background:**

- The Connecting British Columbia Program, administered by the Northern Development Initiative Trust (NDIT) was expanded with a \$90M one-time grant to support the rapid expansion of connectivity in rural, indigenous communities and highways.

### **Current State:**

- The Program began accepting applications for new funding on October 1, 2020, for projects that can be implemented immediately and completed by October 31, 2021. Applications will continue to be received until the \$90M is fully allocated.
- Eligible applicants will receive a grant of up to \$10M to support the costs of implementing projects that help achieve or exceed the goal of improving connectivity to 200 rural and Indigenous communities, 14 rest areas, and 140 kms of highways.
- Funding was approved by Treasury Board in September 2020 and granted to NDIT on October 7, 2020. NDIT administers the fund and makes all funding decisions through a Grant Committee consisting of two members of the Trust. All program and fund management is provided by NDIT.
- Funding applications are received during the calendar month, then reviewed against each other with funding decisions made NDIT's Grant Committee. A conditional letter of support will be provided by NDIT to applicants by the 15<sup>th</sup> of the following month.

### **Next Steps:**

- Report out to Project Board on fund status and applications received by NDIT to date.
- Ongoing support for the cross government Permitting Navigation Team to help address barriers to proposed projects.

## **CORPORATE ISSUE/OPPORTUNITY NOTE**

### **Issue:**

- Update on StrongerBC Restoring Confidence App

### **Background:**

- The Restoring Confidence App was approved September 9<sup>th</sup> to receive \$2M in funding to continue development of digital-based tools that help small- and medium-sized businesses with physical locations restore customer and employee confidence throughout the COVID-19 re-opening process.

### **Current State:**

- On September 18, 2020 Government soft launched the Restoring Confidence App (App) with its initial release of a Local Government Poster. The development of the poster has been supported by the BC Restaurant and Food Association.
- The App addresses consumer concern about the public safety measures restaurants are required to take to comply with public health officer (PHO) direction, and additional measures they will be taking to respond to customer preferences.
- The initial version of the App allows restaurants to register and print a poster that easily identifies the required safety measures they've taken. As of November 24<sup>th</sup>, more than 216 restaurants have registered through word of mouth and there are more than 304 locations using the poster. Industry engagement and promotion will begin in the coming weeks.
- The App was developed in partnership with the Ministry of Health and will be expanded to add new functionality requested by businesses and will help boost consumers' confidence to safely return to physical locations.
- Future functionality will be rolled out on a continuous basis in cooperation with industry associations.

### **Next Steps:**

- Stakeholder engagement sessions with tourism and manufacturing industries will be held in November.
- Advice/Recommendations
- As new Public Health Orders are issued, JEDC will work with those sectors that are interested to help translate the guidelines so they can be easily understood by the public in terms of what it means for individual businesses.

## **CORPORATE ISSUE/OPPORTUNITY NOTE**

### **Issue:**

- Update on StrongerBC Digitization of Industrial Lands Inventory

### **Background:**

- The Digitization of Industrial Lands Inventory initiative provides funding of \$700,000 to integrate industrial land data into the existing Community Information Tool to enable advanced spatial analysis and support investment opportunities and decisions.

### **Current State:**

- BC is underutilizing its industrial land base and the Province is missing out on an opportunity to efficiently distribute investment, growth and job creation.
- While industrial land is the primary objective of this work, the readily available parameters for other land designations (i.e. Agricultural Land Reserve, First Nations lands and others) will be captured and digitally included at the same time.
- Integrating industrial land data with a mix of other data points such as labour market findings, power, connectivity, graduation rates, transportation routes, average income, etc. into the Community Information Tool, will enable rapid analysis to support investment opportunities and inform decision-making related to use and expansion of the Provincial industrial land base.
- The Community Information Tool is a comprehensive visual tool designed to support investment decisions by incorporating community asset information with digital and other infrastructure data.
- The Community Information Tool is currently being expanded to provide more information to support a wide range of economic development and investment functions. No further costs would be incurred as the tool already has funding for operations, license agreements and ongoing maintenance and support.

### **Next Steps:**

- Finalize agreements with BC Assessment regarding data access
- Secure vendor through the Sprint with Us process and subsequent Agile development cycle (Nov-Feb)
- Launch and stakeholder engagement sessions (March)

## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- Update on StrongerBC Agritech Grant Program

### Current State:

- The Agritech Grant Program will accelerate the growth of BC's agritech sector using grant funding to enable the scale up and growth of B.C.-based 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, job creation and commercialization of the company.
- Cabinet Confidences
- 

### Next Steps:

- Cabinet Confidences
-

## **CORPORATE ISSUE/OPPORTUNITY NOTE**

**Issue:** B.C. Supply Chain Resiliency and Value-Added Manufacturing

### **Program Background:**

- This program commits up to \$14.25M in one-time funding to support small and medium-sized companies to build manufacturing capacity, generate new economic opportunities, and enhance the resilience of critical provincial supply chains.

### **Current State:**

- The Strategy employs a three-pronged approach
  - \$10M for Acceleration Grants to help eligible manufacturers transform B.C.'s innovative resource potential into value-added products – i.e., advanced manufacturing processes and technologies.
  - \$4M to build supply chain resilience in key areas of the economy. JEDC will work with established industry associations and emerging groups of businesses to help support work that will provide broad benefits to multiple companies; and
  - \$0.25M to research and identify challenges and opportunities to support resiliency in key provincial supply chains including personal protective equipment, agrifoods and areas of opportunity like cannabis.
- Cabinet Confidences; Advice/Recommendations
- 

### **Next Steps:**

- Cabinet Confidences; Advice/Recommendations
- JEDC has been working with EMBC on PPE related elements and will engage other ministries including AGRI and other economic development ministries to assess submissions
- Programs will run into the winter 2021 or until all funds are expended.

## **CORPORATE ISSUE/OPPORTUNITY NOTE**

### **Issue:**

- Update on StrongerBC Mass Timber Demonstration Program

### **Background:**

- Intended to advance mass timber innovation and adoption in private-sector construction projects and support forest sector diversification.
- The program has been allocated \$3 million to help developers offset incremental costs related to the learning curve involved in incorporating mass timber in new, near-term B.C. construction projects.
- The program is intended to advance new innovative solutions in mass timber, or support developers/builders that are inexperienced in mass timber construction to advance projects.

### **Current State:**

- \$2.5 million is allocated to support near-term private sector projects that will be built with mass timber/mass timber hybrid solutions, providing funding to support the necessary technical/design work. Proposed projects must demonstrate innovation using mass timber and/or be the proponent's first mass timber project.
- A further \$500,000 is dedicated to sector research and testing that will lead to immediate benefit for the advancement of mass timber/mass timber hybrid construction, including solution to sector-wide technical impediments.
- JEDC is partnered with Forestry Innovation Investment Ltd. (FII) to deliver the program. FII is responsible for program planning, implementation and management, communications and performance reporting, and may outsource some program administration. Municipal Affairs and Housing (Office of Mass Timber) is also a supporting program delivery.
- The program launched in November through an expression of interest process.

### **Next Steps:**

- Evaluation of applications will begin on December 4
- Cabinet Confidences; Advice/Recommendations
- Projects executed in February and March
- Cabinet Confidences; Advice/Recommendations

# BETTER BC PLAN



Ministry of Jobs,  
Economic  
Development &  
Competitiveness

## Provincial Industry Overview

CURRENT  
STATISTICS **2019**

### BC INDUSTRY

**\$253.0B**

in GDP



**12.8%**

of Canadian GDP

**2,559,000**

Employment



**13.4%**

of Canadian employment

**517,100**

Business count 2018



**\$38.8B**

Capital investment



**\$44.5B**

Goods Exports

### Growth Last Year (2018-2019)

GDP

**+2.8%**

Employment

**+2.6%**

Avg. Earnings

**+3.4%**

### Growth Last 10 Years (2010-2019)

GDP

**+30.3%**

Employment

**+15.1%**

Avg. Earnings

**+28.4%**

### ECONOMIC IMPACTS



In British Columbia there are over

**456,000**

workers in the public sector

### PROVINCIAL GOVERNMENT IMPACT



In 2019 the provincial  
government generated

**\$58.7B**

in revenue

### EMPLOYMENT INCOME



**\$37.89**

Total Comp/Hr

**\$37.35**  
Canada

**\$37.89**  
BC

**+1.4%**

Hourly  
compensation  
**HIGHER** than  
Canadian average

### LABOUR MARKET OUTLOOK 2019-2029



**+1.0%**

Avg. annual  
employment growth

**861,100**

Total job openings

262,900  
Expansion

598,200  
Replacement

# SECTOR OVERVIEW



Ministry of Jobs,  
Economic  
Development &  
Competitiveness

## Agriculture & Seafood Overview

CURRENT STATISTICS **2019**

### BC AGRIFOODS SECTOR

**\$6.9B**  
In GDP



**2.7%**  
Of BC GDP

**64,100**

Employment



**2.5%**  
Of BC employment

**\$4.7B**

Agriculture exports



**\$3.9B**

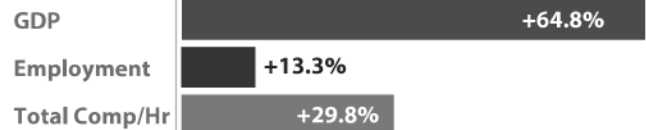
Farm cash receipts



### Growth Last Year (2018-2019)



### Growth Last 10 Years (2010-2019)



### ECONOMIC IMPACTS



100 direct jobs in  
this sector support

**26**  
jobs in the rest of the economy

### PROVINCIAL GOVERNMENT IMPACT



\$100 of output in this  
sector generates

**\$1.45**  
in government revenue

### EMPLOYMENT INCOME



**\$27.97**  
Total Comp/Hr



**-26.2%**  
Hourly  
compensation  
LOWER than BC  
average

### LABOUR MARKET OUTLOOK 2019-2029



**+0.5%**  
Avg. annual  
employment growth

**19,400**  
Total job openings

3,400  
Expansion

16,000  
Replacement

\*Numbers do not sum due to rounding

# SECTOR OVERVIEW



Ministry of Jobs,  
Economic  
Development &  
Competitiveness

## Film & TV Overview

CURRENT  
STATISTICS **2019**

### BC FILM & TV SECTOR

**\$1.4B**

In GDP



**0.6%**

of BC GDP

**20,300**

Employment



**0.8%**

of BC employment

**384**

Productions in 2018/19  
Fiscal Year



**1,200**

Business count 2020



### Growth Last Year (2018-2019)

GDP **-6.9%**

Employment

Total Comp/Hr

**+9.7%**

**+1.8%**

### Growth Last 10 Years (2010-2019)

GDP

Employment

Total Comp/Hr

**+171.8%**

**+49.3%**

**+62.4%**

### ECONOMIC IMPACTS



100 direct jobs in  
this sector support

**23**

jobs in the rest of the economy

### PROVINCIAL GOVERNMENT IMPACT



\$100 of revenue in this  
sector generates

**-\$10.06**

of government revenue

### EMPLOYMENT INCOME



**\$37.61**

Total Comp/Hr

**\$37.61**  
Film & TV

**\$37.89**  
BC avg.

**-0.7%**

Hourly  
compensation  
**LOWER** than  
BC average

\*Due to the industry being heavily gig based this likely overstates earnings in the industry

### LABOUR MARKET OUTLOOK 2019-2029



**+3.6%**

Avg. annual  
employment growth

**15,000**

Total job openings

**9,900**

Expansion

**5,200**

Replacement

\* Numbers do not sum due to rounding

# SECTOR OVERVIEW



Ministry of Jobs,  
Economic  
Development &  
Competitiveness

## Forestry Overview

CURRENT  
STATISTICS **2019**

### BC FORESTRY SECTOR

**\$6.0B**  
In GDP



**2.4%**  
of BC GDP

**46,100**  
Employment



**1.8%**  
of BC employment



**Wood, Pulp and  
Paper Product  
Exports by  
Destination**

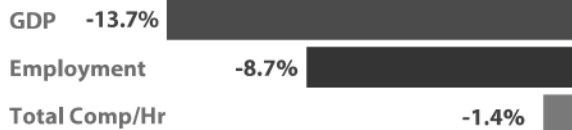
**\$5.3B**  
USA

**\$3.4B**  
China

**\$1.2B**  
Japan

**\$1.9B**  
Other

### Growth Last Year (2018-2019)



### Growth Last 10 Years (2010-2019)



### ECONOMIC IMPACTS



100 direct jobs in  
this sector support

**31**

jobs in the rest of the economy

### PROVINCIAL GOVERNMENT IMPACT



\$100 of revenue in this  
sector generates

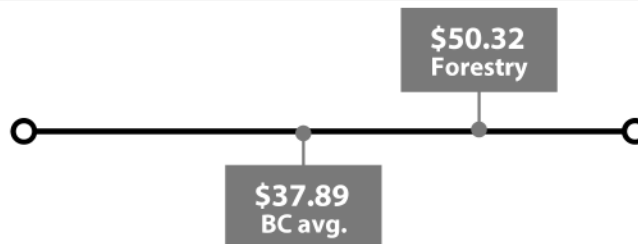
**\$1.74**

of government revenue

### EMPLOYMENT INCOME



**\$50.32**  
Total Comp/Hr



**+32.8%**  
Hourly  
compensation  
HIGHER than  
BC average

### LABOUR MARKET OUTLOOK 2019-2029



**-1.2%**  
Avg. annual  
employment growth

**8,400**  
Total job openings

**-6,100**  
Expansion

**14,500**  
Replacement

\* Numbers do not sum due to rounding

# SECTOR OVERVIEW



Ministry of Jobs,  
Economic  
Development &  
Competitiveness

## Manufacturing Overview

CURRENT STATISTICS **2019**

### BC MANUFACTURING SECTOR

**\$17.4B**

In GDP



**6.9%**

of BC GDP

**165,700**

Employment



**6.5%**

of BC employment



**Manufacturing  
exports by  
destination**

**\$15.1B**  
USA

**\$4.2B**  
China

**\$1.7B**  
Japan

**\$5.1B**  
Other

### Growth Last Year (2018-2019)

GDP

-1.4%

Employment -4.9%

Total Comp/Hr

+1.2%

### Growth Last 10 Years (2010-2019)

GDP

+26.0%

Employment

+7.2%

Total Comp/Hr

+28.5%

### ECONOMIC IMPACTS



100 direct jobs in this sector  
supports

**83**

jobs in the rest of the economy

### PROVINCIAL GOVERNMENT IMPACT



\$100 of revenue in this  
sector generates

**\$1.59**

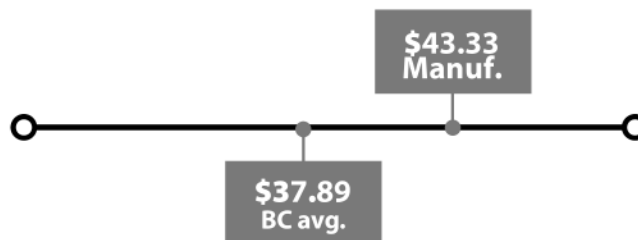
of government revenue

### EMPLOYMENT INCOME



**\$43.33**

Total Comp/Hr



**+14.4%**

Hourly  
compensation  
HIGHER than the  
BC average

### LABOUR MARKET OUTLOOK 2019-2029



**+0.1%**

Avg. annual  
employment growth

**46,000**

Total job openings

400  
Expansion

45,600  
Replacement

\*Numbers do not sum due to rounding

# SECTOR OVERVIEW



Ministry of Jobs,  
Economic  
Development &  
Competitiveness

## Mining Overview

CURRENT STATISTICS **2019**

### BC MINING SECTOR

**\$9.5B**  
In GDP



**3.7%**  
of BC GDP

**45,300**  
Employment



**1.8%**  
of BC employment

**\$13.4B**  
Mining exports



**\$10.3B** **\$3.1B**  
Coal & Ore Manufactured

**21**  
Active major mines  
in operation

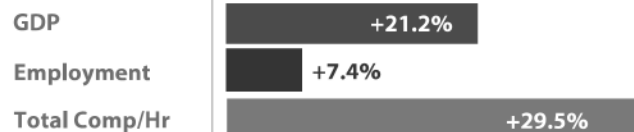


**9** **12**  
Coal Metals

### Growth Last Year (2018-2019)



### Growth Last 10 Years (2010-2019)



### ECONOMIC IMPACTS



100 direct jobs in  
this sector support  
**44**  
jobs in the rest of the economy

### PROVINCIAL GOVERNMENT IMPACT

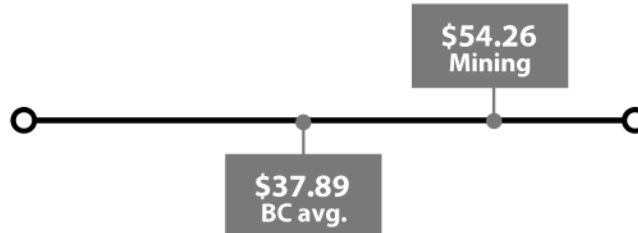


\$100 of revenue in this  
sector generates  
**\$1.53**  
of government revenue

### EMPLOYMENT INCOME



**\$54.26**  
Total Comp/Hr



**+43.2%**  
Hourly  
compensation  
HIGHER than BC  
average

### LABOUR MARKET OUTLOOK 2019-2029



**+0.1%**  
Avg. annual  
employment growth

**11,000**  
Total job openings

**600** **10,400**  
Expansion Replacement

\*Numbers do not sum due to rounding

# SECTOR OVERVIEW



Ministry of Jobs,  
Economic  
Development &  
Competitiveness

## Oil and Gas Overview

CURRENT STATISTICS **2019**

### BC OIL AND GAS SECTOR

**\$5.8B**

In GDP



**2.3%**

of BC GDP

**8,800**

Employment



**0.3%**

of BC employment



**Oil and Gas  
exports by  
destination**

**\$4.32B**  
USA

**\$0.32B**  
Japan

**\$0.07B**  
Other

### Growth Last Year (2018-2019)

GDP

**+2.7%**

Employment

**+10.3%**

Total Comp/Hr

**+0.6%**

### Growth Last 10 Years (2010-2019)

GDP

**+65.3%**

Employment

**+16.1%**

Total Comp/Hr

**+43.7%**

### ECONOMIC IMPACTS



100 direct jobs in this sector  
supports

**304**

jobs in the rest of the economy

### PROVINCIAL GOVERNMENT IMPACT



\$100 of revenue in this  
sector generates

**\$2.65**

of government revenue

### EMPLOYMENT INCOME



**\$71.85**

Total Comp/Hr



**\$37.89**  
BC avg.

**\$71.85**  
Oil & Gas

**+89.6%**

Hourly  
compensation  
**HIGHER** than the  
BC average

### LABOUR MARKET OUTLOOK 2019-2029



**+2.5%**

Avg. annual  
employment growth

**4,400**

Total job openings

**2,100**  
Expansion

**2,300**  
Replacement

\*Numbers do not sum due to rounding

# SECTOR OVERVIEW



Ministry of Jobs,  
Economic  
Development &  
Competitiveness

## Technology Overview

CURRENT  
STATISTICS **2018**

### BC TECH SECTOR

**\$17.4B**

In GDP



**7.1%**  
of BC GDP

**123,200**

Employment



**4.9%**  
of BC employment

**\$7.7B**

Technology exports



**\$1.4B**   **\$6.3B**  
Goods   Services

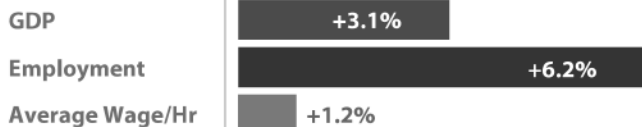
**10,900**

Business count



### ECONOMIC GROWTH

#### Growth Last Year (2017-2018)



#### Growth Last 10 Years (2009-2018)



### INVESTMENT



In 2018 there was over  
**\$3.0B**  
spent on research and  
development investment

### BUSINESS SIZE



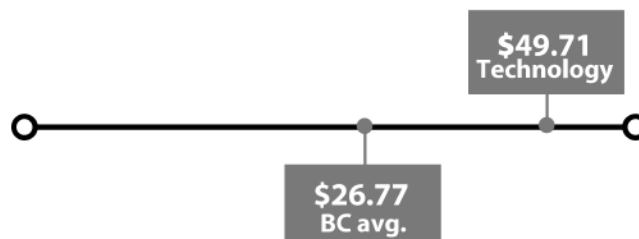
In the technology sector  
**4.4%**  
of firms have over 50  
workers



### EMPLOYMENT INCOME



**\$49.71**  
Average Wage/Hr



# SECTOR OVERVIEW



Ministry of Jobs,  
Economic  
Development &  
Competitiveness

## Tourism Overview

CURRENT  
STATISTICS **2018**

### BC TOURISM SECTOR

**\$8.3B**

In GDP



**3.4%**  
of BC GDP

**161,500**

Employment



**6.5%**  
of BC employment

**6.2M**

International visitors  
came to BC in 2019



**19,300**

Business count



### ECONOMIC GROWTH

#### Growth Last Year (2017-2018)

GDP

+3.0%

Employment

+4.3%

Average Wage/Hr

+3.5%

#### Growth Last 10 Years (2009-2018)

GDP

+42.1%

Employment

+33.7%

Average Wage/Hr

+17.9%

### ECONOMIC IMPACTS



On average each international  
visitor spends

**\$980**

while in British Columbia

### PROVINCIAL GOVERNMENT IMPACT



\$100 of revenue in this  
sector generates

**\$8.29**

of government revenue

### EMPLOYMENT INCOME



**\$23.82**

Average Wage/Hr

**\$23.82**  
Tourism

**\$26.77**  
BC avg.

**-11.0%**

Hourly wage  
**LOWER** than  
BC average

# SECTOR OVERVIEW



Ministry of Jobs,  
Economic  
Development &  
Competitiveness

## Transportation & Warehousing Overview

CURRENT STATISTICS **2019**

### BC TRANSPORTATION & WAREHOUSING SECTOR

**\$14.7B**

In GDP



**5.8%**

of BC GDP

**140,600**

Employment



**5.5%**

of BC employment

**8,300**

Business count 2020



**\$11.4B**

Capital expenditure



### Growth Last Year (2018-2019)

GDP

+2.5%

Employment

+3.5%

Total Comp/Hr

+5.7%

### Growth Last 10 Years (2010-2019)

GDP

+41.2%

Employment

+19.5%

Total Comp/Hr

+34.6%

### ECONOMIC IMPACTS



100 direct jobs in this sector  
supports

**54**

jobs in the rest of the economy

### PROVINCIAL GOVERNMENT IMPACT



\$100 of revenue in this  
sector generates

**\$2.04**

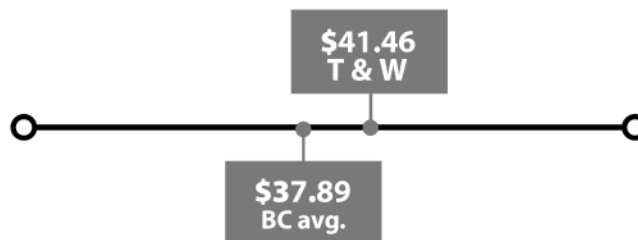
of government revenue

### EMPLOYMENT INCOME



**\$41.46**

Total Comp/Hr



**+9.4%**

Hourly  
compensation  
HIGHER than the  
BC average

### LABOUR MARKET OUTLOOK 2019-2029



**+1.0%**

Avg. annual  
employment growth

**50,100**

Total job openings

14,000  
Expansion

36,100  
Replacement

\*Numbers do not sum due to rounding

**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 / <small>Personal Information</small> ' 604- 713-7803 / <small>Personal Information</small> <a href="mailto:andrew.wynnwilliams@cme-mec.ca">andrew.wynnwilliams@cme-mec.ca</a>	B.C. division of the national Canadian Manufacturers and Exporters association, representing the broad interests of BC's overall manufacturing sector	Advice/Recommendations
SBJW- EPSI / TIDD- TRS	Association of British Columbia Marine Industries (ABCMI)	Alex Rueben Executive Director t: 778-430-2264 c: <small>Personal Information</small> <a href="mailto:alex@abcmi.ca">alex@abcmi.ca</a>	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 <a href="mailto:chris.atchison@bccassn.com">chris.atchison@bccassn.com</a>	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 <a href="mailto:mike.mueller@aiac.ca">mike.mueller@aiac.ca</a>	AIACP provides a cohesive voice for the industry and facilitates access for BC companies to national and international programs and markets.	Advice/Recommendations
SBJW- SBB	BC Small Business Roundtable (Roundtable)	Cybele Negris, Vice Chair Personal Information  Roundtable Secretariat (JEDC) Sean Kincross, Senior Program Manager <a href="mailto:roundtablesecretariat@gov.bc.ca">roundtablesecretariat@gov.bc.ca</a>	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 <a href="mailto:conway.tom@smallbusinessbc.ca">conway.tom@smallbusinessbc.ca</a> 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 <a href="mailto:wmcculloch@communityfutures.ca">wmcculloch@communityfutures.ca</a> 250-443-9315 Troy Dungate Board Chair Personal Information <a href="mailto:tdungate@hotmail.com">tdungate@hotmail.com</a>	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 <a href="mailto:jmurray@icrc-crcic.ca">jmurray@icrc-crcic.ca</a>	ICCRC is the national regulatory body that oversees regulated immigration and citizenship consultants and international student advisors.	Advice/Recommendations
SBJW-IPB	Affiliation of Multicultural Societies and Service Agencies of BC (AMSSA)	Contact Name: Katie Crocker  Title: Chief Executive Officer  Phone: 604-718-2780  Email: <a href="mailto:kcrocker@amssa.org">kcrocker@amssa.org</a>	Provincial umbrella association for immigrant and newcomer serving agencies in BC. Receives funding from the ministry	
SBJW-IPB	The Immigrant Services Society of British Columbia (ISS of BC)	Contact Name: Patricia Woroch  Title: Chief Executive Officer  Phone: 604-684-2561  Email: <a href="mailto:patricia.woroch@issbc.org">patricia.woroch@issbc.org</a>	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: <a href="mailto:ostachova@mosaicbc.org">ostachova@mosaicbc.org</a>	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/Recommendations
SBJW-SRC	Canadian Federation of Independent Business	Samantha Howard Senior Director, B.C. 604-684-5325 <a href="mailto:samantha.howard@cfib.ca">samantha.howard@cfib.ca</a>	Business Association	

Branch	Organization	Contact	Description	Key Issues
SBJW-SRC	Association of Canadian Cannabis Retailers (ACCRES)	Jeremy Jacobs President 604-317 5759 <a href="mailto:jeremy@camcd.ca">jeremy@camcd.ca</a>	Industry Association	Advice/Recommendations
SBJW-SRC	Craft Cannabis Association of BC	Sarah Campbell Director 250-415-3127 <a href="mailto:sarah@craftcannabis.ca">sarah@craftcannabis.ca</a>	Industry Association	
SBJW-SRC	BC Craft Farmers Co-op	Sophie Mas Director 604-375-3600 <a href="mailto:sophie@somasconsulting.ca">sophie@somasconsulting.ca</a>	Industry Association	
TIDD – TRS, ISB	AlnBC	Steve Lowry Executive Director 778-840-2508 <a href="mailto:steve@ainbc.ai">steve@ainbc.ai</a>	Industry Association	
TIDD – SE, ISB	Asia Pacific Foundation of Canada (APFC)	Stewart Beck President and CEO <a href="mailto:stewart.beck@asiapacific.ca">stewart.beck@asiapacific.ca</a>	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 <a href="mailto:kjohnston@amebc.ca">kjohnston@amebc.ca</a>	Industry Association	Advice/Recommendations
TIDD - TRS	BC Wood	Brian Hawrysh CEO 604-882-7100 <a href="mailto:bhawrysh@bcwood.com">bhawrysh@bcwood.com</a>	Industry Association	
TIDD – SE, ISB	Business Council of BC	Greg D'Avignon, President and CEO 604-684-3384 <a href="mailto:greg.davignon@bccbc.com">greg.davignon@bccbc.com</a>	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 <a href="mailto:bc Cox@canadianlga.ca">bc Cox@canadianlga.ca</a>	Industry Association	
TIDD – ISB	City of Surrey	Donna Jones General Manager Investment and Intergovernmental Relations 604-591-4289 <a href="mailto:dljones@surrey.ca">dljones@surrey.ca</a>	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 <a href="mailto:consul@vc.mofa.go.jp">consul@vc.mofa.go.jp</a> 604-684-5868	Japanese government representative located in B.C.	

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Branch	Organization	Contact	Description	Key Issues
TIDD - SE	Consulate General of Korea	Byung-Won Chung Consul General 604-681-9581 <a href="mailto:vancouver@mofa.go.kr">vancouver@mofa.go.kr</a>	Korean government representative located in B.C.	Advice/Recommendations
TIDD - SE	Consulate General of the People's Republic of China	Xiaoling Tong Consul General 604-734-0704 604-734-7492 <a href="mailto:chinaconsul_van_ca@mfa.gov.cn">chinaconsul_van_ca@mfa.gov.cn</a>	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 <a href="mailto:yurkovich@cofi.org">yurkovich@cofi.org</a>	Industry association	
TIDD – TRS, ISB	DigiBC	Brenda Bailey Executive Director 604-602-5237 <a href="mailto:brenda@digibc.org">brenda@digibc.org</a>	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 <a href="mailto:jjackson@foresightcac.com">jjackson@foresightcac.com</a>	Industry Association	Advice/Recommendations
TIDD – TRS, ISB / TCDG	Forestry Innovation Investment (FII)	Michael Loeth President & CEO 604-685-7507 <a href="mailto:loeth@bcfii.ca">loeth@bcfii.ca</a>	Crown Agency	
TIDD - IE	Global Affairs Canada (GAC) - Ottawa	Dan Danagher Assistant Deputy Minister, International Platform 343-203-1484 <a href="mailto:dan.danagher@international.gc.ca">dan.danagher@international.gc.ca</a>	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 <a href="mailto:mary.ng@international.gc.ca">mary.ng@international.gc.ca</a>	Federal Department in Government of Canada responsible for global affairs	
TIDD – IE, ISB	Global Affairs Canada (GAC) - Ottawa	John Hannaford Deputy Minister International Trade <a href="mailto:John.Hannaford@international.gc.ca">John.Hannaford@international.gc.ca</a> 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/Recommendations
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 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 <a href="mailto:Jerry.Dobrovolny@metrovancover.org">Jerry.Dobrovolny@metrovancover.org</a>	Regional Government	Advice/Recommendations
TIDD - ISB	Mining Association of BC	Michael Goehring President & CEO 604-681-4321 x120 <a href="mailto:mgoehring@mining.bc.ca">mgoehring@mining.bc.ca</a>	Industry Association	
TIDD – ISB	Natural Resources Canada - Ottawa	Shawn Tupper ADM 343-292-6799 <a href="mailto:Shawn.Tupper@canada.ca">Shawn.Tupper@canada.ca</a>	Federal department dedicated to Natural Resource development	
TIDD – ISB	South Island Prosperity Partnership	Emilie De Rosenroll CEO Personal Information <a href="mailto:ederosenroll@southislandprosperity.ca">ederosenroll@southislandprosperity.ca</a>	Economic Development organization	
TIDD – TRS, ISB	Tech West Canada	Cindy Pearson Regional Manager BC <a href="mailto:cpearson@techmanitoba.ca">cpearson@techmanitoba.ca</a>	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 <a href="mailto:mkirby@chfca.ca">mkirby@chfca.ca</a>	Industry Association	Advice/Recommendations
TIDD – ISB	Transport Canada	Robert Dick ADM, Pacific Region <a href="mailto:Robert.Dick@tc.gc.ca">Robert.Dick@tc.gc.ca</a> 604-666-5849	Federal department	
TIDD – TRS, ISB / TCDG	Vancouver Economic Commission	Eleena Marley Acting/CEO Personal <a href="mailto:emarley@vancouvereconomic.com">emarley@vancouvereconomic.com</a>	Economic Development Organization	
TIDD – TRS, ISB	VIATEC	Rob Bennett Program Director Personal <a href="mailto:rbennett@viatec.ca">rbennett@viatec.ca</a>	Industry Association dedicated to technology in Victoria	
TIDD – TRS, ISB	VR/AR Association Vancouver Chapter	Dan Bugar President and Founder 604-880-8983 <a href="mailto:dan@thevrara.com">dan@thevrara.com</a>	Industry Association	

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Branch	Organization	Contact	Description	Key Issues
TIDD – ISB, TRS / TCDG	Western Economic Diversification	Gerry Salembier Assistant Deputy Minister to British Columbia 604-666-6366 <a href="mailto:Gerry.Salembier@canada.ca">Gerry.Salembier@canada.ca</a>	Federal department	Advice/Recommendations
TIDD – TRS, ISB	Wood Pellet Association of Canada	Gordon Murray Executive Director 250-837-8821 <a href="mailto:gord@pellet.org">gord@pellet.org</a>	Industry Association	
TCDG	Federation of Canadian Municipalities	Garth Frizzell 1 <sup>st</sup> VP Personal Information <a href="mailto:Garth.Frizzell@princegeorge.ca">Garth.Frizzell@princegeorge.ca</a>	Industry Association	
TCDG	Columbia Basin Trust (CBT) and Columbia Basin Broadband Corporation (CBBC)	Johnny Strilaeff President and CEO 800-505-8998 <a href="mailto:info@ourtrust.org">info@ourtrust.org</a>	Industry Association	
TCDG	Kootenay Region Broadband Committee	Rob Gay Chair 250-489-8620 <a href="mailto:Rob11Gay@gmail.com">Rob11Gay@gmail.com</a>	Industry Association	
TCDG	Regional Connectivity Collaborative	Maureen LeBourdais Area Director, Cariboo Regional District and Regional Connectivity Collaboration 250-305-9245 <a href="mailto:mlebourdais@cariboord.ca">mlebourdais@cariboord.ca</a>	Industry Association	

Branch	Organization	Contact	Description	Key Issues
TCDG	First Nations Technology Council	Denise Williams CEO <a href="mailto:Denise.Williams@fntc.info">Denise.Williams@fntc.info</a>	Industry Association	Advice/Recommendations
TCDG	Coastal First Nations	Miles Richardson Director 250-472-4812 <a href="mailto:ncied@uvic.ca">ncied@uvic.ca</a>	First Nation	
TCDG	Ocean Networks Canada	Kate Moran President and CEO Personal <a href="mailto:kmoran@uvic.ca">kmoran@uvic.ca</a>	Industry Association – Post Secondary	
TCDG	CityWest Cable and Telephone Corp.	Stefan Woloszyn Chief Executive Officer Personal <a href="mailto:Stefan.Woloszyn@cwct.ca">Stefan.Woloszyn@cwct.ca</a>	Business Stakeholder	
TCDG	Rogers Communications Inc.	Joe Natale President and Chief Executive Officer Personal <a href="mailto:Joe.natale@rci.rogers.com">Joe.natale@rci.rogers.com</a>	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/Recommendations
TCDG	BC Broadband Association	Bob Allen <a href="mailto:bob@abcinternet.ca">bob@abcinternet.ca</a>	Industry Association	
TCDG	Indigenous Business and Investment Council	Aaron Sumexheltza Chair 250-315-7563 <a href="mailto:aaron.sumexheltza@inib.net">aaron.sumexheltza@inib.net</a>	Board	
TCDG / TIDD – TRS, ISB	Innovate BC	Alan Shaver Board Chair Personal <a href="mailto:chair@innovatebc.ca">chair@innovatebc.ca</a> / Raghwa Gopal President & CEO 604-952-5035 <a href="mailto:rgopal@innovatebc.ca">rgopal@innovatebc.ca</a>	Crown Corporation	

Branch	Organization	Contact	Description	Key Issues
TCDG	Simon Fraser University	Andrew Petter President and Vice-Chancellor 778-782-4641 <a href="mailto:petter@sfu.ca">petter@sfu.ca</a> Joanne Curry Vice President, External Relations 778-782-9328 <a href="mailto:joannec@sfu.ca">joannec@sfu.ca</a>	Post Secondary	Advice/Recommendations
TCDG	BC Digital Supercluster	Bill Tam Co-Chair 604-307-9259 <a href="mailto:btam@digitalsupercluster.ca">btam@digitalsupercluster.ca</a>	Industry Association	
TCDG	DigiBC	Brenda Bailey Executive Director 604-602-5237 <a href="mailto:brenda@digibc.org">brenda@digibc.org</a>	Board	
TCDG / SBJW – IPB / TIDD- SE, ISB	British Columbia Economic Development Association	Dale Wheeldon President and CEO 604-795-7119 <a href="mailto:dwheeldon@bceda.ca">dwheeldon@bceda.ca</a>	Industry Association	
TCDG	Nechako- Kitamaat Development Fund Society	Dan Bourdreau Manager 250-964-4066 <a href="mailto:manager@nkdf.org">manager@nkdf.org</a>	Crown/Economic Development	

Branch	Organization	Contact	Description	Key Issues
TCDG	Fortis BC	Doug Stout VP Market Development & External Relations 604-592-7911 <a href="mailto:Douglas.Stout@fortisbc.com">Douglas.Stout@fortisbc.com</a>	Business Stakeholder/Industry	Advice/Recommendations
TCDG	Vancouver Fraser Port Authority	Duncan Wilson Vice President, Environment, Community and Government Affairs <a href="mailto:duncan.wilson@portvancouver.com">duncan.wilson@portvancouver.com</a>	Government of Canada	
TCDG	Union of British Columbia Municipalities (UBCM)	Gary MacIsaac Executive Director 604-270-8226 ext. 105 (Vancouver) <a href="mailto:gmacisaac@ubcm.ca">gmacisaac@ubcm.ca</a>	Local Government Organization	
TCDG	Business Council of British Columbia (BCBC)	Greg D'Avignon President and CEO Personal Information <a href="mailto:greg.davignon@bcbc.com">greg.davignon@bcbc.com</a>	Industry Association	
TCDG	BC Assembly of First Nations	Jaime Sanchez Special Advisor Personal Information <a href="mailto:Jaime.Sanchez@bcafn.ca">Jaime.Sanchez@bcafn.ca</a>	Government Officials	
TCDG	University of Victoria	Jamie Cassels President <a href="mailto:pres@uvic.ca">pres@uvic.ca</a>	Post Secondary	
TCDG / TIDD – TRS, ISB	LifeSciences BC	James Hatton Board Chair 604-661-9324 / Wendy Hulburt President & CEO Personal Information <a href="mailto:whurlburt@lifesciencesbc.ca">whurlburt@lifesciencesbc.ca</a>	Industry Association - Board	

*Ministry of Jobs, Economic Development and Competitiveness*

Branch	Organization	Contact	Description	Key Issues
TCDG / TIDD – TRS, ISB	BC Tech Association	Jill Tipping President and CEO 604-683-6159 <a href="mailto:jtipping@wearebctech.com">jtipping@wearebctech.com</a>	Industry Association	Advice/Recommendations
TCDG	Northern Development Initiative Trust	Joel McKay CEO 250-561-2525 <a href="mailto:Joel@northerndevelopment.bc.ca">Joel@northerndevelopment.bc.ca</a>	Regional Economic Trust	
TCDG	BC Clean Tech Association / BC Cleantech CEO Alliance	Jonathan Rhone President / Chair Personal <a href="mailto:jrhone@axinewater.com">jrhone@axinewater.com</a>	Industry Association	
TCDG	Emerging Economy Task Force (President, British Columbia Institute of Technology)	Kathy Kinloch Chair 778-980-1857 <a href="mailto:Kathy_Kinloch@bcit.ca">Kathy_Kinloch@bcit.ca</a>	Emerging Economy Task Force	
TCDG	Southern Interior Development Initiative Trust	Laurel Douglas CEO 236-420-3680 <a href="mailto:ldouglas@sidit-bc.ca">ldouglas@sidit-bc.ca</a>	Regional Economic Trust	
TCDG	Island Coastal Economic Trust	Line Robert CEO 250-871-7797 ext 227 <a href="mailto:Line.Robert@islandcostaltrust.ca">Line.Robert@islandcostaltrust.ca</a>	Regional Economic Trust	
TCDG	Research Universities Council of BC	Max Blouw President 250-480-3975 <a href="mailto:Max.Blouw@rucbc.ca">Max.Blouw@rucbc.ca</a>	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 <a href="mailto:Michael.Fu@canada.ca">Michael.Fu@canada.ca</a>	Federal Government	Advice/Recommendations
TCDG	Surrey City Development Corp.	Michael Heeney President and CEO Personal Information <a href="mailto:michaelheeney@scdc.ca">michaelheeney@scdc.ca</a>	Economic Development	
TCDG	eComm	Oliver Gruter-Andrew President and CEO 604-215-5000 <a href="mailto:Oliver.Gruter-Andrew@ecomm911.ca">Oliver.Gruter-Andrew@ecomm911.ca</a>	Industry Association	
TCDG	Creative BC	Prem Gill CEO 604-730-2233 <a href="mailto:pgill@creativebc.com">pgill@creativebc.com</a>	Board	
TCDG	Alacrity Foundation	Richard Egli Managing Director 250-896-4144 <a href="mailto:regali@alacritycanada.com">regali@alacritycanada.com</a>	Business Stakeholder	
TCDG	BC Tech Fund (Kensington Capital)	Rick Nathan Partner and Managing Director (Van) 604-565-2188 <a href="mailto:rnathan@kcpl.ca">rnathan@kcpl.ca</a>	Industry Association	
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 <a href="mailto:ruth.wittenberg@ufv.ca">ruth.wittenberg@ufv.ca</a>	Post Secondary	Advice/Recommendations
TCDG	Federal Government Public Services and Procurement Canada	Ryan Beattie Regional Director, Accommodation, Portfolio Management & Real Estate Services (Pacific Region) 604-561-6405 <a href="mailto:ryan.beattie@pwgsc.gc.ca">ryan.beattie@pwgsc.gc.ca</a>	Government of Canada	
TCDG	University of British Columbia	Santa Ono President and Vice-chancellor 604-822-8300 <a href="mailto:presidents.office@ubc.ca">presidents.office@ubc.ca</a>	Post Secondary	
TCDG	STEMCELL Technologies	Sara Terry Managing Director, Corporate Affairs Personal Information <a href="mailto:Sara.Terry@stemcell.com">Sara.Terry@stemcell.com</a>	Business Stakeholder	
TCDG	Digital Technology Supercluster	Sue Paish CEO 604-230-4602 <a href="mailto:spaish@digitalsupercluster.ca">spaish@digitalsupercluster.ca</a>	Industry Association	
TCDG	City of Surrey	Vincent Lalonde City of Surrey 604-591-4122 <a href="mailto:valalonde@surrey.ca">valalonde@surrey.ca</a>	Local Government	

## CROWN AGENCIES

### Profile

**Name:** Forestry Innovation Investment

**Legislative Authority:** *Business Corporations Act*

#### Mandate:

- Promote wood's environmental merits as a preferred, sustainable and renewable building material.
- Expand international market diversification for B.C. wood products by opening new opportunities in existing and new markets, with a strong focus on high-potential markets in Asia, including China, Japan, South Korea, India and Vietnam.
- Showcase B.C.'s leadership in manufacturing and using wood by profiling innovative projects and leverage that experience to expand the use of wood in Canada and abroad.
- Collaborate with B.C. Provincial Government partners to jointly deliver on the Province's objective to expand our mass timber and engineered wood-products sector in B.C.

#### Current Appointees:

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Allan	John	Vice Chair	Shareholder Consent Resolution	21-Dec-18	September 30, 2021
Baskerville	Shannon	Director	Shareholder Consent Resolution	30-Jan-14	September 30, 2021
Basi	Selena	Chair	Shareholder Consent Resolution	18-Sep-20	September 30, 2021
Vasey	Jeff	Director	Shareholder Consent Resolution	18-Sep-20	September 30, 2021

#### Appointments required:

- No appointments are required within 90 days.

#### Issue(s):

- **30 days:** Appointment of Officers – Chair and Audit Committee Chair positions (October 28, 2020)
- **60 days:** FII quarterly meeting with the Minister
- **90 days:** Approval of 2021/22 Service Plan in January 2021.

#### Key Contact:

Michael Loeth  
President and CEO  
(604) 601-5308

## CROWN AGENCIES Profile

**Name:** Innovate BC

**Legislative Authority:** *Innovate BC Act*

**Mandate:**

The agency must do all of the following:

- (a) encourage development and application of advanced or innovative technology to meet the needs of industry in British Columbia including the implementation, administration and funding of programs and the organization and management of projects and initiatives that serve to further the objectives set out in this section;
- (b) consider all matters brought to its attention by the minister and if required by the minister report its findings to the minister;
- (b.1) offer tools, resources and expert guidance to entrepreneurs and companies in British Columbia, including in respect of building capacity to access new markets and attract investment;
- (c) formulate recommendations to the government respecting the acquisition, development and dissemination of scientific, technological and scholarly knowledge to promote the industrial, economic and social development of British Columbia,
- (d) advise the government on implementation of science, technology and innovation policy;
- (e) gather and organize information on scientific research;
- (f) facilitate discussions on science, technology and innovation policy with Canada or a province or with an interested person;
- (g) recommend to the government the establishment and awarding of fellowships, scholarships, exhibitions, bursaries, grants and prizes to encourage development of improved technology and retention of skilled research personnel in British Columbia;
- (h) evaluate research and development proposals and make recommendations to the government respecting funding of these proposals.

**Current Appointees:**

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Sinclair	Gerry	Director	Order in Council	07-Aug-20	July 16, 2021
Esford	Lesley	Director	Order in Council	14-May-18	May 15, 2023
Fergusson	Michael	Director	Order in Council	14-May-18	May 15, 2023
Gill	Catherine	Director	Order in Council	14-May-18	May 15, 2023
Hoher	Rose	Director	Order in Council	22-Jun-20	May 15, 2021
Krysko	David	Director	Order in Council	14-May-18	May 15, 2023
Murphy	Gail	Director	Order in Council	14-May-18	May 15, 2023
Chang	Li Ting (Jack)	Director	Order in Council	22-Jun-20	May 15, 2021
Maine	Elicia	Director	Order in Council	22-Jun-20	May 15, 2021
Roemer	Thomas	Director	Order in Council	14-May-18	May 15, 2023
Shaver	Alan	Chair	Order in Council	14-May-18	May 14, 2021
Sparrow	Benjamin	Director	Order in Council	14-May-18	May 15, 2023
Stuckert	Donald	Director	Order in Council	14-May-18	May 15, 2023
Williams	Denise	Director	Order in Council	12-Jul-18	May 15, 2023
LeBourdais	Michael	Director	Order in Council	22-Jun-20	May 15, 2021

**Appointments required:**

- No appointments are required within 90 days.

**Issue(s):**

- No 30, 60, or 90 day issues

**Key Contact:**

Raghwa Gopal

President and CEO, Innovate BC

604-683-2724

## CROWN AGENCIES

**Name:** InBC Investment Corp. (Formerly BC immigrant investment Fund Ltd.)

**Legislative Authority:** *Business Corporations Act*

**Mandate:**

- Prior to September 16, 2020, the Crown was operating as the BC Immigrant Investment Fund Ltd. (BCIIF).
- On September 17, 2020, the Crown was renamed InBC investment Corp. Subsequently, Government announced the creation of a new \$500 million strategic investment fund *Advice/Recommendations*
- *Advice/Recommendations*
- InBC's current mandate reflects the key priorities of the former BCIIF, as reflected in its 2020/21 mandate letter:
  - Oversee BCRCF investments and provide updates each June and December on how these investments are supporting growth for B.C. tech companies and stimulating job creation in B.C;
  - Work with the Ministry of Jobs, Economic Development and Competitiveness, the BC Tech Fund manager and other stakeholders to support the economic growth of B.C. and create a summary report of achievements by December 31, 2020; and
  - Ensure the BC Tech Fund is facilitating the availability of capital to B.C. tech companies, so they can grow and stay in B.C.
- As of September 2020, InBC began transitioning its governance structure to enable the commitment contained in the StrongerBC plan.

**Current Appointees:**

Last Name	First Name	Title	Mechanism	Initial Appt	Term Expiry
Kennedy	Christine	Director	Shareholder Consent Resolution	16-Sep-20	At Pleasure
Wanamaker	Lori	Director	Shareholder Consent Resolution	16-Sep-20	At Pleasure

*Advice/Recommendations*

**Appointments required:**

- Board was renewed effective September 17, 2020; no Board appointments are set to expire within the next 90 days.

**Issue(s):**

- Cabinet Confidences; *Advice/Recommendations*

**Key Contact:**

David Mortimer, CEO, InBC  
778 698-3363

## NECHAKO-KITAMAAT DEVELOPMENT FUND SOCIETY PROFILE

**Statutory Authority:** *BC-Alcan Northern Development Fund Act*

**Type of Organization:** Crown Corporation

**Appointment Process:** Ministerial Order

### **Background:**

- Established in 1997 as part of a resolution of legal issues surrounding the cancellation of the Kemano Completion Project in northwestern British Columbia, the government of B.C. and Alcan Inc. each contributed \$7.5 million to create the BC-Alcan Northern Development Fund.
- Incorporated in 1999, the Nechako-Kitamaat Development Fund Society (NKDFS) uses the Northern Development Fund to support sustainable economic development activity in northern B.C. communities affected by the Kitimat-Kemano project and by the creation of the Nechako Reservoir.

### **Program Description:**

- Historically, the Province has provided NKDFS with \$500,000 annually from the Northern Development Fund.
- Payment from the fund is a legal requirement, subject to the Minister's discretion.
- The Fund's investment area includes lands impacted by the Kitimat-Kemano project and focuses on communities in the Nechako and Haisla regions of the north.
- NKDFS spends the income from its long-term investments on programs and projects that meet each community's goals for economic development and community stability, as long as they do not subsidize private business.

### **Governing Legislation:**

#### *BC-Alcan Northern Development Fund Act*

- Promotes sustainable economic development in Northwestern British Columbia. The fund may be used to support investment in new or existing businesses, create new employment or stabilize existing employment, and support other goals that are consistent with sustainable economic development.

**Board Composition:**

- The Nechako-Kitamaat Development Fund Society consists of a maximum of 10 board members.
- The board consists of one member from Rio Tinto Alcan, one from the provincial government, with the balance nominated through a public process.
- The majority of the board must reside in the Nechako Region or Kitamaat Village.
- Traditionally, two are nominated from the Haisla Nation Council.
- The Minister appoints all members via Ministerial Letter.

Name	Position	Appointment Date	Term Expiry
Thomas (Tom) Clement	Member	31-Dec-19	31-Dec-21
Doris Christine Fraser	Member	31-Dec-19	31-Dec-21
Greg Goodwin	Ministry Representative	31-Dec-18	31-Dec-20
Carolyn Leigh	Member	31-Dec-19	31-Dec-20
Katherine Ann LaForge	Member	31-Dec-19	31-Dec-21
James (Jamie) Neilson	Member	31-Dec-18	31-Dec-20
Danielle Marie DeKay	Member (Rio Tinto Alcan)	31-Dec-19	31-Dec-20
Mike Robertson	Member	31-Dec-18	31-Dec-20
Cindy Marie Shelford	Chair	31-Dec-19	31-Dec-21
Kimberly Stewart	Member	31-Dec-19	31-Dec-20

**Appointments Required:**

- No Board appointments are set to expire within the next 90 days.

**Website:** <http://www.nkdf.org>

**Contacts:****NKDFS:**

Dan Boudreau  
Manager  
250 964-4066

**Ministry:**

Susan Stanford,  
ADM, Technology, Connectivity and  
Distributed Growth Division

**PREMIER'S CHINESE CANADIAN COMMUNITY ADVISORY COMMITTEE  
PROFILE**

**Statutory Authority:** N/A

**Type of Organization:** Advisory Committee

**Appointment Process:** Ministerial Order

**Background:**

- The Chinese-Canadian Community Advisory Committee (CCCAC) was announced in a News Release on February 23, 2018, and has met six times over the past two years.
- The Committee was formed to assist the Province in strengthening social, economic and cultural ties among members of the Chinese-Canadian community within the province and the Chinese diaspora around the globe.
- Secretariat services for the Committee are provided through the Stakeholder Engagement branch within the International Trade Division of JEDC.

**Program Description:**

- The Committee provides advice to the Premier and the Minister of State for Trade on government initiatives of interest and concern to members of the Chinese-Canadian community in British Columbia.
- The Committee recommends strategies for building on B.C.'s economic and cultural connections with China and Chinese communities throughout the world.
- The Committee was tasked to propose new programs and projects for government's consideration to enhance the contributions of the Chinese-Canadian community to the province.
- The Committee has held six meetings since their formation. The Committee's next meeting is planned for February 21, 2020.

**Current Appointees:**

- The Committee currently consists of 16 members, including two co-chairs. All the members are selected for their understanding of Chinese-Canadian community's history and culture and their contributions to British Columbia's heritage, culture and economy as well as experience building positive relationships.
- Currently, eight members of the committee, including the Co-Chairs, are also part of the ministry's Chinese Canadian Museum Working Group.
- The current 16 CCCAC Members include:
  - Bill Yee (Co-Chair), Retired provincial lawyer and judge
  - Winnie Lee (Co-Chair), Director of Operation, Inter-Cultural Association of Greater Victoria
  - Christina Chang, President, Taiwan Chambers of Commerce in Canada

- Thomas Chan, Chan and Associates CA, Freemasons society
- Debbie Chen , Journalist
- Queenie Choo, CEO, S.U.C.C.E.S.S.
- Alex Fan, CIBC regional vice-president, and former president, Taiwan Chamber of Commerce in BC
- Sunny Ho, Richmond Business Association
- Carol Lee, Chair, Vancouver Chinatown Foundation
- Jo-Anne Lee, Associate Professor of Gender Studies, University of Victoria
- Imogene Lim, Professor of anthropology, Vancouver Island University
- David Lin, Radio Host
- Fred Mah, Chair, Chinatown Society Heritage Buildings Association
- Harris Niu, President, Canadian Community Services Association, & Organizer of the Chinese Cultural Festival
- Zili (Frank) Wu, Founder, Canada China Sports Foundation
- Jeffrey Yu, Member, New Vista Society and Tien Jin Temple

### **Appointments required on the Committee:**

- The sixteen current members are serving for a term ending February 23, 2020. <sup>Advice/Recommendations</sup> <sup>Advice/Rec</sup>

### **Contacts:**

#### Premier's Chinese Canadian Community Advisory Committee

Co-Chairs: Bill Yee and Winnie Lee

Ministry provides secretariat function

#### Ministry:

Selena Basi, ADM  
Trade and Industry  
Developmentxd

**INDIGENOUS BUSINESS AND INVESTMENT COUNCIL  
PROFILE**

**Statutory Authority:** N/A

**Type of Organization:** Advisory Board

**Appointment Process:** Ministerial Order

**Background:**

- The Indigenous Business and Investment Council (IBIC) was created in September 2011.
- IBIC's mandate is to increase Indigenous participation in the economy, promote Indigenous businesses and entrepreneurs, inspire Indigenous and industry partnerships and provide advice to the Minister.

**Program Description:**

- IBIC partners with Indigenous and industry groups to promote Indigenous participation in the economy, support dialogue and forums and participate in industry and Indigenous events.
- IBIC's focus has been on establishing programming to promote Indigenous businesses and investment through communications; create relationships and support partnerships with Indigenous peoples; advise and influence decision makers; and educate and improve understanding of Indigenous interests and opportunities.
- In 2019/20, efforts also focused on the renewal of the Council through the appointments and reappointments of IBIC members, hosting quarterly meetings, and realizing higher levels of IBIC member participation on panels and speaking engagements, including:
  - In May and June 2019, IBIC curated panels on First Nations' economic development at the BC Environmental Industry Association BEST Conference (BCEIA) and the BC Water and Waste Association Conference.
  - In September 2019, IBIC in collaboration with the Union of BC Municipalities and the Ministry of Municipal Affairs and Housing, released ***Pathways to Collaboration***, a series of success stories on municipal government and First Nation economic partnerships and collaboration.
  - In November 2019 at the Cabinet and First Nation Leaders Gathering's Welcoming Ceremony, IBIC and the Business Council of BC launched the publication ***Reconciliation in Action: The Power of First Nation – Industry Partnerships in British Columbia***.

- In December 2019, at the Links to Learning event, IBIC organized three investment panels on industry-First Nation partnerships, inter-nation collaboration and land code and cannabis opportunities and challenges.
- IBIC's upcoming activities include:
  - Organizing panels and speakers for BCAFN's First Nations Business Forum and the Community Futures of the Central Interior First Nation's Economic Unity Conference, both in spring 2020.
  - Updating the Indigenous Business Listing to support the interests of the business community and government agencies.
  - In early 2020, releasing the findings of a survey of First Nation community economic development and, in collaboration with the Business Council of BC, a study of successful industry and First Nation and Indigenous-owned company collaborations.
  - Partnering with Indigenous industry associations to build their capacity to address entrepreneur and small business development opportunities.
  - An Indigenous economic expert speaker series to inform public servants of the context and opportunities for Indigenous and First Nation economic development.

#### **Appointees as at March 15, 2020:**

- Councillor Aaron Sumexheltza, IBIC Chair, Lower Nicola Indian Band
- Kimberly C. Baird, Owner of Kim Baird Strategic Consulting
- Michell Bryant, Corporate Affairs Manager, Ridley Terminals Inc.
- Lee Anne Cameron, Director of Lands, Okanagan Indian Band
- Curtis Campbell, Vice President, Business Markets, B.C. Region at Royal Bank
- Chief Russell Chipps, Beecher Bay First Nation
- Greg D'Avignon, President & CEO, Business Council of BC
- Lana Eagle, Strategist
- Chief Michelle Edwards, Cayoose Creek Indian Band
- Brenda Knights, CEO, Seem' Qwantlen Business Group
- Lennard Joe, Administrative Advisor to the Shackan Indian Band and General Manager of Stuwix Resources Joint Venture
- Nikki Johnston, Director, RiverFresh Wild BC Seafood
- Jim Kew, Elder, Musqueam Nation
- Sid Peltier, former President, White River Helicopters
- Vince Prince, CEO, Prince George Aboriginal Business Development Centre
- Chris Scott, Advisor
- Chief Willie Sellars, Williams Lake Indian Band
- Chief Crystal Smith, Haisla First Nation

- Barb Ward-Burkitt, CEO, Prince George Native Friendship Centre
- Denise Williams, CEO, First Nations Technology Council

**Appointments required:**

- Advice/Recommendations

**Website:** [www.bcibic.ca](http://www.bcibic.ca)

**Contacts:**

IBIC:

Aaron Sumexheltza  
Chair  
250 315-7563

Ministry:

Susan Stanford,  
ADM, Technology, Connectivity and  
Distributed Growth Division

## ISLAND COASTAL ECONOMIC TRUST PROFILE

**Statutory Authority:** *North-Island Coast Development Initiative Trust Act*

**Type of Organization:** Regional Economic Development Trust – operationally independent of government

**Appointment Process:** Order in Council (5/13 directors)

### **Background:**

- The North Island-Coast Development Initiative Trust (known as the Island Coastal Economic Trust, or ICET) was created by the Government of B.C. in 2006 through the *North Island-Coast Development Initiative Trust Act* and an original funding allocation of \$50 million, increased in fiscal year 2017/18 by an additional \$10 million.
- ICET supports economic development initiatives on central and northern Vancouver Island and the Sunshine Coast.
- ICET is guided by a Board of Directors and two Regional Advisory Committees (RACs), which include more than 50 locally elected officials and MLAs. The Board includes eight members elected by the RACs and five members appointed by Order in Council.

### **Program Description:**

- ICET provides funding to help grow and diversify the economy of the North Island-Coast area in the following key sectors: Agriculture and Aquaculture; Economic Development; Energy; Forestry; Mining; Small Business; Tourism; and Transportation.

### **Current Appointees:**

There are currently 5 members appointed by Order in Council:

- Megan Ann Hanacek, Director, term expires August 27, 2021
- Barry Thomas O'Neill, Director, term expires August 27, 2021
- Dana Michelle Thorne, Director, term expires August 27, 2021
- Leon Maynard Harry, Director, term expires August 27, 2021
- Roger Kishi, Director, term expires August 27, 2021

### **Appointments required:**

- There are currently no vacancies.

**Issues:**

- In 2018, the Province received several requests from various stakeholders regarding the inclusion of the Capital Regional District (CRD) electoral areas of Juan de Fuca, Salt Spring Island and the Southern Gulf Islands in the ICET service region.
- Cabinet Confidences; Advice/Recommendations
- 
- 
- 

**Success to Date:**

According to ICET, since inception in 2006 and as of the end of fiscal year 2018/19, the trust has invested over \$52 million in 212 projects situated in 70 different communities. ICET reports that these investments have generated significant economic benefits to the region and to the province, including:

- \$4.6 dollars leveraged for every dollar of ICET funding invested.
- Estimated 2,500 person years of employment in the construction phase.
- Estimated 2,650 permanent jobs created in the operational phase with potential for continued job growth over the long term.

ICET's premier program is the Economic Infrastructure and Innovation program, which supports the development of a wide range of projects in targeted sectors through six streams, including innovation infrastructure. Past projects include airport expansions in Campbell River and Nanaimo, marine and harbour upgrades in Port Hardy, Port McNeill, Cowichan Bay, Powell River and Ladysmith (to name a few), and contributions to significant projects such as the Deep Bay Field Research Station, the International Centre for Sturgeon Studies and the Campbell River Broadband Network.

**Website:** <http://www.islandcoastaltrust.ca/>

**Contacts:**ICET:

Line Robert  
CEO

Personal Information

Ministry:

Susan Stanford,  
ADM, Technology, Connectivity and  
Distributed Growth Division

## NORTHERN DEVELOPMENT INITIATIVE TRUST PROFILE

**Statutory Authority:** *Northern Development Initiative Trust Act*

**Type of Organization:** Regional Economic Development Trust – operationally independent of government

**Appointment Process:** Order in Council (5/13 directors)

### **Background:**

- The Northern Development Initiative Trust (NDIT) was created by the Government of B.C. in 2004 through the *Northern Development Initiative Trust Act*.
- NDIT received an allocation of \$135 million in 2005 from the proceeds of the sale of BC Rail and a further \$50 million from the Province in 2006.
- NDIT supports economic development initiatives in central and northern British Columbia.
- NDIT is guided by a Board of Directors and four Regional Advisory Committees (RACs), which include dozens of locally elected officials and MLAs. The Board includes eight members elected by the RACs and five members appointed by Order in Council.

### **Program Description:**

NDIT is an independent regional economic development corporation focused on stimulating economic growth and job creation in central and northern British Columbia in the following key sectors: Agriculture; Economic Development; Energy; Forestry; Mining; Pine Beetle Recovery; Small Business; Tourism; and Transportation.

### **Current Appointees:**

The 5 members appointed by Order in Council are:

- Evan S. Saugstad, Director, term expires April 30, 2020
- Wendy J. Benyk, Director, term expires April 30, 2020
- Daniel J. Schilds, Director, term expires April 30, 2020
- Alison Hoskins, Director, term expires April 20, 2022
- Fred Sam, Director, term expires May 2, 2022

### **Appointments required:**

- Three members have terms expiring April 30, 2020. The process to either reappoint or appoint new members is underway.

**Issues:**

- N/A

**Success to Date:**

- NDIT provides direct funding to communities for economic development through a diverse range of programs.
- Since inception in 2005, and as of the end of 2018, NDIT reports that its Board has approved \$139 million in Trust funding and \$67.1 million in third-party funding to 3,466 projects.
- NDIT also reports that 6,238 jobs have been created and \$1.28 billion invested in the region through partnerships with over 1,200 organizations.
- In 2018, NDIT launched several new programs, including the Northern Industries Innovation Fund and the Strategic Initiatives Fund, and in 2019 created the Forestry Affected Business Consulting Rebate to support small and medium sized businesses affected by permanent mill closures or curtailments.
- The Trust publishes the annual State of the North Report, which provides sector-specific and regional data to help inform investment decisions and highlight opportunities.
- NDIT also administers funds on behalf of third-parties, including Connecting British Columbia on behalf of the Province and the BC Hydro Go Fund.

**Website:** <http://www.northerndevelopment.bc.ca/>

**Contacts:**NDIT:

Joel McKay  
CEO  
250 561-2525

Ministry:

Susan Stanford,  
ADM, Technology, Connectivity and  
Distributed Growth Division

## SOUTHERN INTERIOR DEVELOPMENT INITIATIVE TRUST PROFILE

**Statutory Authority:** *Southern Interior Development Initiative Trust Act*

**Type of Organization:** Regional Economic Development Trust – operationally independent from government

**Appointment Process:** Order in Council (5/13 directors)

### **Background:**

- The Southern Interior Development Initiative Trust (SIDIT) was created by the Government of B.C. in 2006 through the *Southern Interior Development Initiative Trust Act* and a one-time funding allocation of \$50 million.
- SIDIT supports economic development initiatives in the southern interior of British Columbia.
- SIDIT is guided by a Board of Directors and two Regional Advisory Committees (RACs), made up of locally elected officials and MLAs. The Board includes eight members elected by the RACs and five members appointed by Order in Council.

### **Program Description:**

- SIDIT provides loans and grant funding to help grow and diversify the economy of the southern interior in the following key sectors: Agriculture; Economic Development; Energy; Forestry; Mining; Pine Beetle Recovery; Small Business; Tourism; and Transportation.

### **Current Appointees:**

The 4 members appointed by Order in Council are:

- Philip (Phil) Barker, Director, term expires August 27, 2021
- Sharon Anne Shepherd, Director, term expires August 27, 2021
- Wayne Albert Staudt, Director, term expires August 27, 2021
- Robert Fine, Director, term expires August 27, 2021

### **Appointments required:**

- One vacancy to be filled as soon as possible.

**Issues:**

- In spring 2018, Government first started hearing directly from SIDIT clients and other stakeholders about concerns with the trust's updated loan procedures and guidelines, and its approach to collecting on investments.
- Government has legislative responsibility for SIDIT but recognizes its independence.
- JEDC staff continue to work with the SIDIT board and staff to support their resolution of the issues.
- The SIDIT board elected a new chair and vice chair in June 2019, and their engagement and active involvement in tackling the concerns has been appreciated.
- We understand the board is currently in the process of hiring a new CEO.

**Success to Date:**

- Since its inception in 2005, SIDIT has focused on providing high interest loans and venture capital to regional businesses.
- According to SIDIT, since inception and as of March 31, 2019, the trust has invested over \$62 million in projects, awarded over 7,400 student scholarships and created and preserved over 3,400 jobs across the region.

**Website:** <https://sidit-bc.ca/>

**Contacts:**SIDIT:

Helen Patterson  
Acting CEO and CFO  
236 420-3680

Ministry:

Susan Stanford,  
ADM, Technology, Connectivity and  
Distributed Growth Division

## Minister's Key Dates and Events

Key Event	Event Overview	Minister's Role (Recommended)	Date	Location
Vancouver 2020 B.C. Export Awards	The B.C. Export Awards recognize B.C.'s most successful and innovative exporters in five categories. Business in Vancouver is the event organizer. Events culminate in a group reception that historically features the jobs minister.	Advice/Recommendations		
B.C. Buy Local Week	Advice/Recommendations			
Statement on Statistics Canada's Labour Force Survey	Minister issues statement followed by proactive media with select outlets. (TBC)			
Small Business BC Awards	Awards are held virtually. Advice/Recommendations			
Statement on Statistics Canada's Labour Force Survey	Minister issues statement followed by proactive media with select outlets.			
Small Business Marketplace	NR to formally announce funding and positive outcomes from the marketplace.			
Advice/Recommendations				

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# **CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020**

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## **CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020**

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### **A. Introduction**

# Orientation for Ministers 2020

## INTRODUCTION

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

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

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

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

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

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### **C. Cabinet Processes**

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# 1. CABINET AND COMMITTEE DECISION-MAKING PROCESSES

## Cabinet

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

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

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

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

## Cabinet Committees

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

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

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

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

### **Priorities and Accountability**

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

### **Treasury Board**

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

### **Environment and Land Use Committee**

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

### **Legislative Review Committee**

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

### **Cabinet Committee on Sustainable Shared Prosperity**

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

### **Cabinet Committee on Social Initiatives**

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

### **Cabinet Committee on Reconciliation**

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

### **Cabinet Working Group on Child Care**

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

### **Cabinet Working Group on Mental Health and Addictions**

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

### **Cabinet Working Group on Housing**

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

## Annual Planning Cycles

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

### Strategic and Performance Planning

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

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

### Budget Cycle

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

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

## Legislation Cycle

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

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

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

## Orders in Council (OICs) and Regulations

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

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

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

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

## For further reference

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

[https://www.bcbudget.gov.bc.ca/2020/pdf/2020\\_Strategic\\_Plan.pdf](https://www.bcbudget.gov.bc.ca/2020/pdf/2020_Strategic_Plan.pdf)

# TREASURY BOARD

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

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

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

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

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

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

## TREASURY BOARD STAFF

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

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

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

Cabinet Confidences

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## **2. LEGISLATIVE PROCESS**

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

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

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

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

### **Setting the Legislative Agenda**

#### **Legislative Proposals**

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

Benefits of development of legislative proposals include:

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

#### **Cabinet Approval of Legislative Plans**

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

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

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

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

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

## **Development of Legislation**

### **Policy Review and Approval**

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

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

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

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

## **Request for Legislation (RFL)**

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

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

The RFL is comprised of the following parts:

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

## **Committee Review of RFLs**

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

## **Drafting Legislation**

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

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

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

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

## **Legislative Review Committee Approval**

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

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

## **Introduction of Legislation in the House**

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

## **Budget Legislation**

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

### **What is the *Budget Measures Implementation Act*?**

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

Tax initiatives in the BMIA generally include measures that:

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

contractions such as tax credits, exemptions or refunds);

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

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

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

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

## **Budget Measure Requests**

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

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

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

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

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

## **Stages in the Budget Legislative Process**

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

### **Initiative Identification / Policy Development / Decisions**

#### **Tax Measures: August/September to December/January**

- *Issue Identification*

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

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

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

- *Minister of Finance Briefings for Decision*

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

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

#### **Non-Tax Measures: October - December**

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

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

## **Drafting Stage / Signoff / Tabling**

### **Tax Measures: October– February**

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

### **Non-Tax Measures: January - February**

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

## **Debate of Budget Legislation**

### **Tax Measures: Post Budget**

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

### **Non-Tax Measures: Post Budget**

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

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

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

### 3. ORDERS IN COUNCIL

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

#### Current Process

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

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

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

#### Legal Advice on OICs

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

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

## **Corridor Orders**

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

## **Premier's Prerogative**

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

## **Proclamations**

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

## OIC Responsibility Table

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

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

## Attachment 1 – Example of OIC Summary Document for Cabinet

### ORDERS IN COUNCIL

Cabinet Summary

Month XX, 2020

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

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

## Attachment 2 – OIC Information Template Currently Used by Ministries

### Order in Council Cabinet Summary Information

This Template Last Updated: March 6, 2020

Ministry:

Date  
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.*

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

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

<b>4. Authorizing Act and section number(s)</b>	
<b>5. Purpose, Content and Context (OIC "Essence")</b>	•
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. <a href="#">Click here for more information</a>	<input type="checkbox"/> NO - If no, please explain why there are no implications <hr/> <input type="checkbox"/> YES - If yes, what were the findings? <hr/>
c) Is this OIC in response to direction from Cabinet or one of its Committees or Working Groups?	<input type="checkbox"/> NO <input type="checkbox"/> YES - If yes, provide committee & meeting date: <hr/>
d) Who requested this change? Stakeholder, Cabinet direction, legal requirement, Ministry staff? And why?	•
<b>6. Fiscal Management Considerations</b>	•
a) Is Treasury Board review required?	<input type="checkbox"/> NO - if no, why not? <hr/> <input type="checkbox"/> YES - If yes, provide date of approval: <hr/>

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

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

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

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

**Additional Details**

\_\_\_\_\_  
Deputy Minister

\_\_\_\_\_  
Date Signed

Contact Name:

Title:

Phone Number:

Alternate Contact Name:

Title:

Phone Number:

Prepared By:

Phone Number:

**Attached Appendices:**

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

## 4. BUDGET DEVELOPMENT PROCESS

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

### General Budget Development Timelines

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

Cabinet Confidences  
Cabinet Confidences

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Withheld pursuant to/removed as

Cabinet Confidences

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

# **BUDGET PREPARATION 2021**

Cabinet Confidences

# CURRENT FISCAL YEAR: BUDGET MANAGEMENT & PRESSURES

Cabinet Confidences

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

(\$ millions)	Updated Forecast 2019/20 <sup>1</sup>	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
<b>Total ministries and Office of the Premier .....</b>	<b>42,276</b>	<b>43,324</b>	<b>44,679</b>	<b>45,554</b>

## Contingencies

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

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

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

Cabinet Confidences

## Statutory Authority Pressures

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

Cabinet Confidences

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

Cabinet Confidences

## 5. CENTRAL AGENCIES OF GOVERNMENT

### BC Public Service Agency

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

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

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

### Crown Agencies and Board Resourcing Office

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

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

Governance support includes:

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

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

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

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

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

## **Government Communications and Public Engagement**

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

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

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

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

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

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

## **Intergovernmental Relations Secretariat**

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

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

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

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

## **Public Sector Employers' Council Secretariat**

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

### **Secretariat Mandate:**

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

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

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

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

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

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

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

## Legal Services Branch

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

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

## **Central Agencies in Support of Cabinet**

### **Cabinet Operations**

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

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

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

### **Treasury Board Staff**

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

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

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

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

### **D. Advice to Ministers**

#### **1. Advice to Ministers on Responsibilities and Conduct**

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

#### **2. Ministers' Salaries, Benefits & Expenses**

# **1. ADVICE TO MINISTERS ON RESPONSIBILITIES AND CONDUCT**

## **Introduction**

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

## **Roles and Responsibilities**

### **The Transition Process**

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

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

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

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

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

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

## **The Role of the Premier**

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

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

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

Below is a general description of each office.

### **The Office of the Premier: Chief of Staff**

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

### **The Office of the Premier: Deputy Minister to the Premier**

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

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

## **The Role of the Minister**

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

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

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

The mandate letter would normally include:

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

## **Individual Responsibility and Accountability**

Ministers are:

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

commissions within the Minister's portfolio.

### **Collective Responsibility**

Ministers are:

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

### **Participation in Cabinet Decision Making**

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

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

### **Consensus**

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

### **Consultation**

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

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

## **The Public Service**

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

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

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

### **Public Service versus Political Positions/Roles**

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

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

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

### **Ministers and Deputy Ministers**

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

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

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

## Conflict of Interest

The *Members' Conflict of Interest Act* ("the Act") prohibits acting in an official capacity if a conflict of interest or an apparent conflict of interest exists. A conflict of interest exists if the Member exercises an official power or performs an official duty or function and at the same time knows that in the performance of the duty or function there is the opportunity to further their private interest. A private interest does not include an interest that applies to the general public or affects a Member as a broad class of people.

The Conflict of Interest Commissioner is an independent, non-partisan Officer of the Legislative Assembly who is responsible for independently and impartially interpreting and administering the Act. Members of the Legislative Assembly are expected to act in the public interest at all times, and must not use their official position for personal gain or advantage. The rules governing conflict of interest for Members are set out in the Act and ensure that those who are elected to public office are held to high standards of conduct.

Members must avoid both actual and apparent conflicts of interest, and must arrange their private affairs to prevent such conflicts from arising. Members are expected to resolve any conflicts which do arise promptly and transparently. In determining whether an apparent conflict of interest exists, the Commissioner must consider not only whether the Member is in receipt of a benefit amounting to a private interest, but also whether in all of the circumstances a reasonably well informed person could perceive that this private interest could affect the exercise or performance of an official power, duty or function.

The Act includes the following prohibitions:

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

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

Once the contents of the confidential disclosure statement have been finalized, a Public Disclosure Statement (PDS) is prepared. The PDS contains most, but not all, of the information contained in the Member's confidential disclosure statement. It is filed with the Clerk of the House and is available for public inspection.

The following members' forms can be found on the Conflict of Interest Commissioner's website at [www.coibc.ca](http://www.coibc.ca).

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

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

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

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

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

The Cabinet Secretary and the Secretary to Treasury Board are required to file monthly reports with the Conflict of Interest Commissioner that record conflicts of interest that have been identified by members of Cabinet and Treasury Board, and the nature of the conflict. The conflicts identified are only reported to the Commissioner AFTER the matter on which the conflict was identified, becomes public.

Questions should be discussed with the Conflict of Interest Commissioner.

## **Gifts and Personal Benefits**

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

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

Members are required to disclose and provide details of any gifts or personal benefits they have received, if the value of the gift exceeds \$250 or if the combined value of multiple gifts from the same

donor exceeds \$250 in a twelve-month period. A summary of gifts received is included in the Member's Public Disclosure Statement.

The Office has published a booklet "Accepting and Disclosing Gifts: A Guide for Members". The Guide provides general information to assist Members to understand their obligations, but Members are still encouraged to seek the Commissioner's advice if in any doubt about the propriety of accepting a gift or personal benefit.

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

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

Telephone: (250) 356-0750

Email: [conflictofinterest@coibc.ca](mailto:conflictofinterest@coibc.ca)

Web site: [www.coibc.ca](http://www.coibc.ca)

## **Freedom of Information and Protection of Privacy Legislation**

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

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

The Commissioner has the power to:

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

## **Disclosure**

FOIPPA creates a broad-based obligation to disclose information that is in the possession of a ministry or a Minister's Office, upon request for disclosure. It is the duty of a ministry to respond to this request in

a timely way. Normally the time limitation is 30 days. Consideration and coordination of ministry responses to requests to disclose information are supported by the central Corporate Information and Records Management Office.

There are 12 exceptions to the requirement to disclose. Some exceptions are mandatory while others are discretionary and/or require a test to be met. Among the most important exceptions are:

- Any material that could reveal the substance of deliberations of Cabinet or any of its committees, including any advice, recommendations, policy considerations, or draft legislation or regulations submitted or prepared for submission to the Cabinet or any of its committees;
- Personal information;
- Legal advice to a minister or ministry;
- Policy advice to a minister or ministry;
- Information harmful to law enforcement;
- Information harmful to intergovernmental negotiations; and
- Information harmful to government's economic interests, or the business interests of a third party.

Persons denied access to information can appeal the denial to the Information and Privacy Commissioner. While some of the exceptions noted above may appear to be broad, the Commissioner may give them a narrower interpretation. Information Access Operations staff are familiar with the Office of the Information and Privacy Commissioner case law and will work with ministry staff to respond to any requests.

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

Ministers' calendars are proactively disclosed each month and published on Open Information after appropriate severing of information that might be "excepted" under one of the categories noted above. Consider carefully the amount of information contained in a calendar, on the assumption that such information might become accessible to the public.

## **Guidance on Use of personal Email accounts for Public Business**

The Office of the Information and Privacy Commissioner also publishes guidance documents to inform citizens and promote compliance with B.C.'s access and privacy laws. For example, see the attached *Use of Personal Email Accounts*. This document explains the implications under the FOIPPA for use of personal email accounts for work purposes by employees of public bodies.

For further Information Contact Michael McEvoy, the Information Privacy Commissioner at:

Telephone: (250) 387-5629

E-mail: [info@oipc.bc.ca](mailto:info@oipc.bc.ca)

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

## **Lobbyists and Lobbying**

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

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

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

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

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

Telephone: (250) 387-2686

Email: [info@bcorl.ca](mailto: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](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/62_2012)

Members of Executive Council are disqualified from jury duty.

## **Administrative Matters**

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

- Accounts Payable

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

## **Standards of Conduct for Political Staff**

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

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

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

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

### **Role of Political Staff**

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

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

### **Loyalty**

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

### **Confidentiality**

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

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

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

## **Public Comments**

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

## **Service to the Public**

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

## **Workplace Behaviour**

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

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

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

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

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

## **Interactions with the Permanent Public Service**

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

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

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

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

Appropriate Conduct	Inappropriate Conduct
<ul style="list-style-type: none"> <li>▶ Convey to ministry employees the Minister's view of issues and direction on work priorities;</li> <li>▶ Request ministry employees prepare information and analyses;</li> <li>▶ Hold meetings with ministry employees to discuss advice being prepared for the Minister.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ask a ministry employee to do anything inconsistent with their obligations under the Standards of Conduct;</li> <li>▶ Authorize the expenditure of public funds, have responsibility for budgets, or have any involvement in the award of external contracts;</li> <li>▶ 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;</li> <li>▶ 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.</li> </ul>

### 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



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

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

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

## **Loyalty**

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

## **Confidentiality**

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

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

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

## Public Comments

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

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

## Political Activity

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

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

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

## Service to the Public

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

## Workplace Behaviour

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

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

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

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

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

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

## Conflicts of Interest

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

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

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

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

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

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

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

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

## Conflict of Interest Guidelines

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

## Allegations of Wrongdoing

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

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

Employees must report their allegations or concerns as follows:

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

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

If the employee decides to pursue the matter further then:

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

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

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

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

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

## Legal Proceedings

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

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

## Working Relationships

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

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

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

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

## Human Resource Decisions

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

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

## Outside Remunerative and Volunteer Work

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

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

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

## Responsibilities

### Agency Head

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

### Deputy Ministers

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

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

## **Ethics Advisors**

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

## **Ministry Designated Officers**

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

## **Line Managers**

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

## **Employees**

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

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

This document has been  
checked for accessibility.



## Conflict of Interest Disclosure

I, \_\_\_\_\_, withdrew from the  
*(Committee Member Name)*

discussion of \_\_\_\_\_  
*(Topic / Description)*

at \_\_\_\_\_ on \_\_\_\_\_ as I have a conflict  
*(Committee)* *(Date)*

due to \_\_\_\_\_.  
*(General nature of the conflict, e.g. personal reasons)*

\_\_\_\_\_  
*(Signature of person making the disclosure)*

Received by: \_\_\_\_\_ on \_\_\_\_\_  
*(Signature of Cabinet Committee Secretary)* *(Date)*

## Excerpt from the *Members' Conflict of Interest Act*

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

### Procedure on conflict of interest<sup>1</sup>

**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.

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<sup>1</sup> *Members' Conflict of Interest Act*, [RSBC 1996] CHAPTER 287,

[http://www.qp.gov.bc.ca/statreg/stat/M/96287\\_01.htm](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 303 of 360 Minister's Transition Binder

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# COIBC

OFFICE OF THE CONFLICT OF INTEREST  
COMMISSIONER

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[www.coibc.ca](http://www.coibc.ca)

# RECORDS MANAGEMENT RESPONSIBILITIES OF MINISTERS

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

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

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

## Next Steps

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

Shortly after taking office, Ministers and their staff should:

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

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

## Summary

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

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

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



# Managing Minister's Office Records

## Overview

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

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

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

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

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

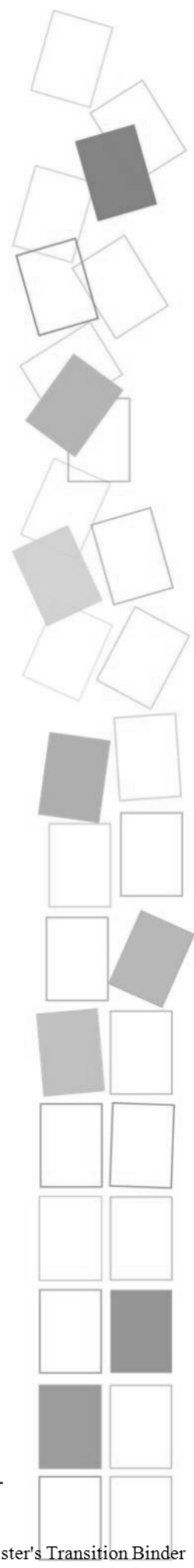
- **Government information** that is created or received by ministers and their staff as ministers of the Crown. These include both official and transitory records and are subject to the [Information Management Act \(IMA\)](#) and the [Freedom of Information and Protection of Privacy Act \(FOIPPA\)](#).

## Official Records

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

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

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



## RECORDS MANAGEMENT GUIDE

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

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

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

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

### Recordkeeping Requirements for Official Records

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

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

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

# RECORDS MANAGEMENT GUIDE

## 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).

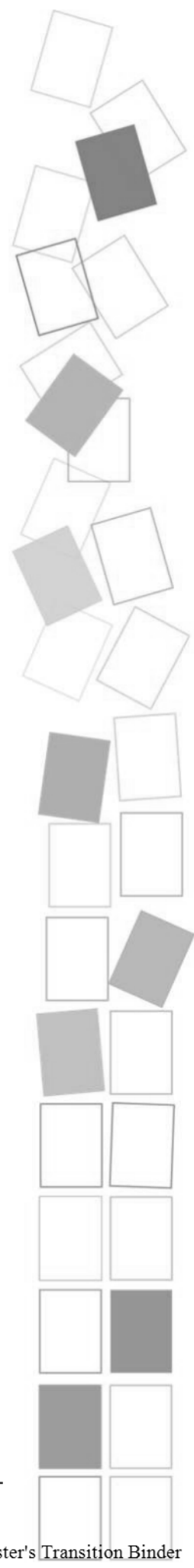
For further guidance see the [Transitory Records Guide](#). See **Appendix B** below for scenarios regarding transitory information and official records of minister's offices.

## 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.

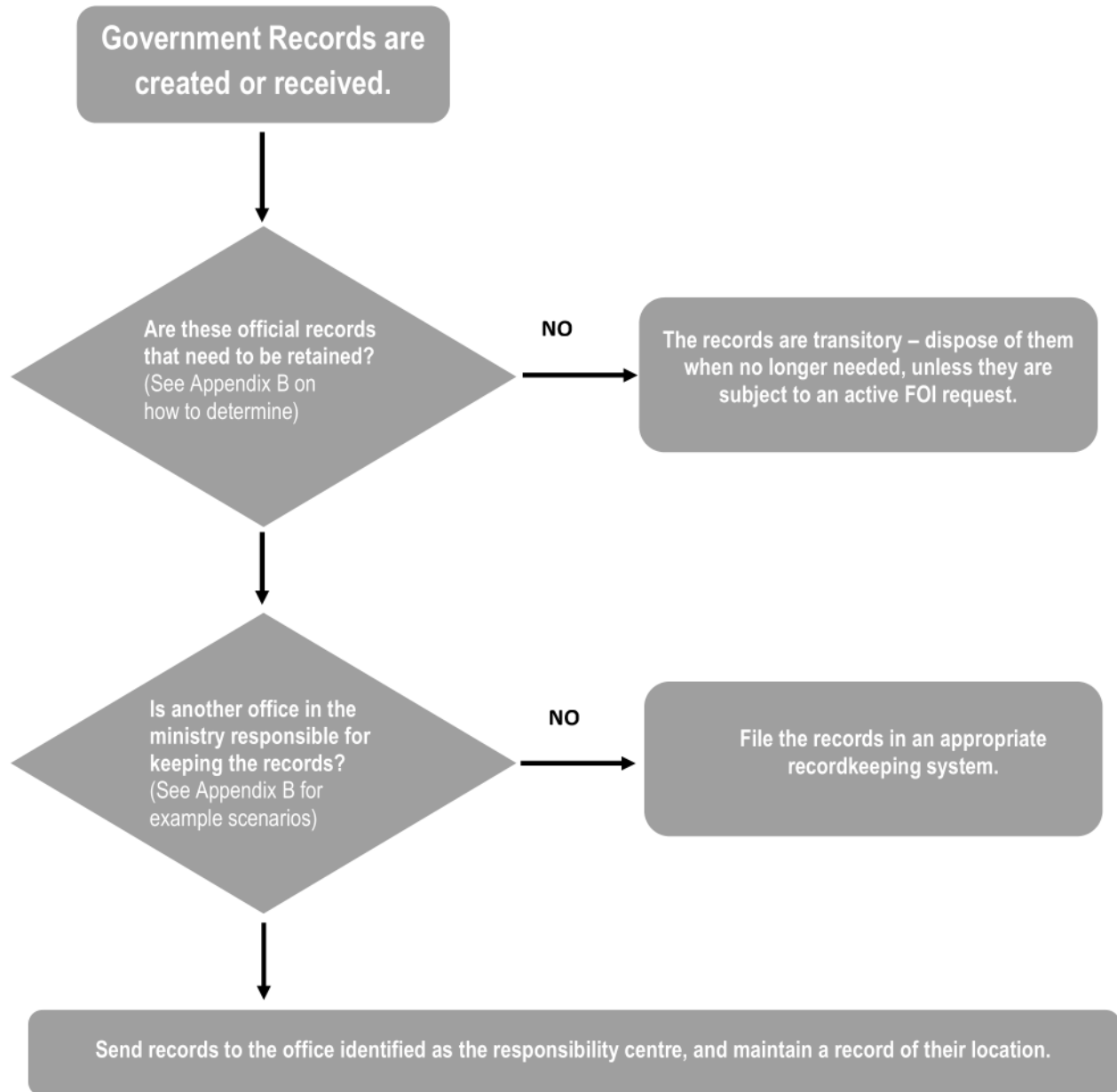
**If the minister's office receives a freedom of information or litigation search request, ALL relevant records must be provided, including transitory information.** Transitory information that is subject to such requests must be retained pending completion of the applicable FOI response process and 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



# RECORDS MANAGEMENT GUIDE

## APPENDIX B

### Scenarios Regarding Transitory Information and Official Records

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

#### Scenario 1 – Speeches and Presentations

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

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

## RECORDS MANAGEMENT GUIDE

### Scenario 2 – Travel Planning and Expenses

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

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

## RECORDS MANAGEMENT GUIDE

### Scenario 3 – House briefing materials

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

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

### Scenario 4 – Non-Cabinet Committees/Meetings

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

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

## RECORDS MANAGEMENT GUIDE

### Scenario 5 – Unfiled Minister's Office E-Mail

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

Function/Process	Records are
Accumulation of email messages in Outlook folders	<p><u>Official records</u></p> <ul style="list-style-type: none"><li>• 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).</li><li>• 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.</li><li>• DMO will ultimately assume responsibility for these e-mail accumulations.</li></ul>

### *Additional Information*

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



OFFICE OF THE  
INFORMATION & PRIVACY  
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*for British Columbia*

Protecting privacy. Promoting transparency.

## USE OF PERSONAL EMAIL ACCOUNTS FOR PUBLIC BUSINESS

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**Office of the Information and Privacy Commissioner for BC**

Tel: (250) 387-5629 (in Vancouver call (604) 660-2421)

Elsewhere in BC call 1-800-663-7867

Email: [info@oipc.bc.ca](mailto:info@oipc.bc.ca)



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## 2. MINISTERS' SALARIES, BENEFITS & EXPENSES

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

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

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

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

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

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

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

### **E. Statutory Officers of the Legislature**

# STATUTORY OFFICERS OF THE LEGISLATURE

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## 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	<i>Auditor General Act</i> 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	<i>Election Act</i> 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)	<i>Members' Conflict of Interest Act</i> 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	<i>Freedom of Information and Protection of Privacy Act</i> Ministry of Citizens' Services  <i>Lobbyists Registration Act</i> 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)	<i>Members' Conflict of Interest Act</i> Ministry of Attorney General
Merit Commissioner	Fiona Spencer	Appointed: Lieutenant Governor in Council Term: 3 years Start: April 5, 2016 End: April 5, 2019	<i>Public Service Act</i> 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	<i>Ombudsperson Act</i> Ministry of Attorney General
Police Complaint Commissioner	Clayton Pecknold	Appointed: Resolution of Legislative Assembly Term: 5 years Start: March 1, 2015 End: March 1, 2019	<i>Police Act</i> Ministry of Attorney General

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	<i>Representative for Children and Youth Act</i> Ministry of Attorney General

## 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 Sector 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 Sector 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 Sector Pension Plan to the Commissioner.

## **Mandate**

Under FOIPPA, the Commissioner has the power to:

- investigate, mediate and resolve appeals concerning access to information disputes, including issuing binding orders;
- investigate and resolve privacy complaints;
- initiate Commissioner-led investigations and audits of public bodies or organizations, if there are reasonable grounds of non-compliance or if it is in the public interest;
- comment on the access and privacy implications of proposed legislation, programs or policies;
- comment on the privacy implications of new technologies and/or data matching schemes;
- conduct research into anything affecting access and privacy rights; and
- educate and inform the public about their access and privacy rights and the relevant laws.

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

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

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

# **Members' Conflict of Interest Commissioner**

Victoria Gray, QC

## **Authority**

*Members' Conflict of Interest Act*, Ministry of Attorney General

## **Profile**

The Commissioner has three primary roles:

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

## **Term**

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

## **Term Expiry**

January 5, 2025.

## **Budget and Staff**

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

## **Remuneration, Pension and Expenses**

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

## **Mandate**

The Commissioner performs three separate but related roles:

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

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

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

## **Merit Commissioner**

Maureen Baird, QC

### **Authority**

*Public Service Act*, Ministry of Finance

### **Profile**

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

### **Term**

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

### **Term Expiry**

January 13, 2023.

### **Budget and Staff**

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

### **Remuneration, Pension and Expenses**

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

### **Mandate**

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

# **Ombudsperson**

Jay Chalke, QC

## **Authority**

*Ombudsperson Act*, Ministry of Attorney General

*Public Interest Disclosure Act*, Ministry of Attorney General

## **Profile**

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

## **Term**

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

## **Term Expiry**

July 1, 2021.

## **Budget and Staff**

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

## **Remuneration, Pension and Expenses**

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

## **Mandate**

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

Under the *Ombudsperson Act*, the office:

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

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

# Police Complaint Commissioner

Clayton Pecknold

## Authority

*Police Act*, Ministry of Attorney General

## Profile

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

## Term

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

## Term Expiry

February 14, 2024.

## Budget and Staff

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

## Remuneration, Pension and Expenses

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

## Mandate

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

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

# **Representative for Children and Youth**

Dr. Jennifer Charlesworth

## **Authority**

*Representative for Children and Youth Act, Ministry of Attorney General*

## **Profile**

The Representative's role is to:

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

## **Term**

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

## **Term Expiry**

September 30, 2023.

## **Budget and Staff**

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

## **Remuneration, Pension and Expenses**

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

## **Mandate**

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

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

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

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

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

## **CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020**

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### **F. Statutory Decision-Makers**

# STATUTORY DECISION-MAKERS

## Introduction

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

Statutory decision-makers (SDMs), also frequently referred to as “administrative law decision-makers”, are a critical component of the civil justice system. SDMs make hundreds of decisions in individual circumstances about:

- licences, permits and benefits;
- compliance with regulations; and
- conduct of members of self-governing professions.

Many SDMs also have the authority to impose penalties.

The courts could not make all these decisions, nor would it be an appropriate use of resources for them to do so.

SDMs do not possess the same level of independence as the judiciary, and may be mandated to implement government policies. But like the courts, SDMs must make their decisions fairly and in accordance with the law. For this reason, and also because these decisions can have significant impacts on the affected individuals and businesses, it is important that the affected persons not only understand *why* a particular decision was made, but can also accept the decision as fairly made, even if they do not agree with the outcome.

## Statutory/Administrative Decision-making Bodies and Government

There are many types of statutory decision-making bodies in BC including:

- tribunals;
- boards;
- agencies; and
- commissions.

In addition, there are regulatory branches of government that administer policy, programs, and enforcement in areas such as liquor control and licensing, gaming, the financial services industry, and residential tenancies. Employees of these offices are also decision-makers subject to the rule of law, including the rules of procedural fairness described below.

The number of administrative decision-making bodies in British Columbia varies over time, as the executive branch of government chooses to expand or contract the scope of its statutory delegation of authority. For a list of administrative decision-making bodies, see the BC Directory of Administrative Tribunals & Agencies at <https://www.adminlawbc.ca/tribunals>.

Most decision-making bodies report to the Legislature, and thus the public, through a government ministry. For example, the Property Assessment Appeal Board, which deals with parties who wish to appeal their property assessments, reports to the legislature through the Ministry of Attorney General. The responsible Minister and ministry are called the decision-making body's "host ministry".

A decision-making body is governed by:

- its enabling legislation (Act and Regulations);
- in BC, the *Administrative Tribunals Act*, a procedural statute of general application for specified decision-making bodies;
- rules enacted by the decision-making body in accordance with its enabling legislation; and
- the common-law requirements of procedural fairness.

Procedural fairness refers to the principles that govern the processes to be followed by administrative decision-makers. They have been described as "fair play in action". There are four fundamental principles:

- a person has the right to be heard before a decision affecting their interests is made;
- a person has the right to an impartial decision-maker;
- the person who hears the issue must decide it; and
- the decision-maker must provide reasons for the decision.

Decisions of SDMs may be subject to review, appeal, or reconsideration, and ultimately will always be subject to judicial review by the courts.

## **Independence of Decision-making Bodies and Decision-makers**

SDMs are expected to ensure that they are not improperly influenced in their decision-making by other members of the body, the government, or external sources. Both decision-making bodies and individual members must have the independence within their statutory framework to decide each case on the basis of the relevant evidence and on its merits. In order to protect independence, there must be safeguards against various institutional pressures, including those resulting from the relationship with a decision-making body's host ministry.

[Source material excerpted from: *BC Administrative Decision-maker's Manual*, B.C. Council of Administrative Tribunals, May 1, 2016]