



September 13, 2019
384760

Confidential

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Rm 133 Parliament Buildings
Victoria BC V8V 1X4

Dear Colleague:

Re: 2019/20 Expenditure Management Savings Target

Further to ^{s.12} the release of the government's *First Quarterly Report*, I write with respect to the in-year expenditure management exercise we are undertaking across government.

Our government is focused on making life better for all British Columbians by delivering the services people need, making life more affordable and investing in a strong and sustainable economy. We have proven that putting people first is good for our economy, and good for our province. Through our deliberate, focused approach, we have invested in the priorities that matter for people and maintained strong fiscal management, debt affordability and balanced budgets.

Consistent with this approach, Treasury Board is requiring that all Ministries develop an in-year savings plan focused on reducing discretionary spending. This approach will ensure that services people count on and core programs are protected, and ensures that smaller ministries and ministries with significant core programs and services are not disproportionately impacted.

The approach is also fair and flexible - you will have the discretion to identify savings provided they do not impact services or benefits for British Columbians.

12/19

s.12

.../2

Ministry of
Finance

Treasury Board

Mailing Address
PO Box 9489 Stn Prov Govt
Victoria BC V8V 9V8

Location Address:
1st Floor - 617 Government St
Victoria BC

s.12

I am relying on your judgement, expertise, and leadership to ensure we can meet our collective savings target in a thoughtful way.

s.12

Treasury Board Staff will continue to closely monitor ministry spending forecasts, risks and risk mitigation plans. Ministries remain responsible for advising Treasury Board Staff, in a timely manner, of any material risks and pressures to the new fiscal plan targets. This responsibility extends to the agencies, Crown corporations and SUCH sector organizations for which you are accountable.

I wish to thank you for your commitment and continued support as we continue to work together to maintain a balanced fiscal plan.

Sincerely,



Carole James
Chair

See Attachment

cc: Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Kevin Brewster
Assistant Deputy Minister and Executive Financial Officer
Ministry of Advanced Education, Skills and Training

Skillings, Chris AEST:EX

From: Skillings, Chris AEST:EX
Sent: September 16, 2019 1:31 PM
To: Brewster, Kevin AEST:EX; Postans, James AEST:EX
Subject: FW: 2019/20 Expenditure Management Savings Target

[not for further distribution]

Kevin,

Here's an example of an approach to addressing the savings targets from our friends at FIN:

From: Butler, Jason FIN:EX
Sent: September 16, 2019 1:24 PM
To: Skillings, Chris AEST:EX <Chris.Skillings@gov.bc.ca>
Subject: FW: 2019/20 Expenditure Management Savings Target

Good Afternoon,

With the release of government's first quarterly report and^{s.12} an in-year expenditure management exercise is being undertaken across government. Treasury Board is requiring that all Ministries develop an in-year savings plan focused on reducing discretionary spending. This approach will ensure that services people count on and core programs are protected and ensures that smaller ministries and ministries with significant core programs and services are not disproportionately impacted.

s.12

Ministries have been provided with discretion to identify their own savings provided they do not impact services or benefits for British Columbians. We are currently exploring savings opportunities and will be engaging with each of you to ensure that we do not overlook any potential opportunities.

As an immediate first step the following spending restrictions are effective today:

- Hiring freeze – all hiring is frozen and pre-approval will be required by the DM to fill vacancies. If you have positions currently in the hiring process then no offer of employment can be made without DM approval. Approval process to follow.
- Travel – only essential travel should be considered and will require ADM/DM approval.
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I also want to take this opportunity to remind you that there continues to be no further access to Contingencies for 2019/20 for existing programs or new initiatives for the foreseeable future. For budget 2020/21, budget requests will be by invite only and we should receive confirmation this week if we have submissions that will be accepted.

We will work quickly to provide updated spending directives; however, need your assistance to ensure that we can collectively meet our savings target in a thoughtful way.

Please contact me if you have any questions,

Skillings, Chris AEST:EX

From: Baskerville, Shannon AEST:EX
Sent: September 19, 2019 10:34 AM
To: Brewster, Kevin AEST:EX; Vasey, Jeff AEST:EX; Loughran, Tony D AEST:EX; Sawchuk, Bindi AEST:EX; Weiss, Cheryl AEST:EX; Wolsey, Ashley AEST:EX; Lam, Emily AEST:EX; Mason, Laura AEST:EX; Johnson, Chris M AEST:EX; Poole, Catherine AEST:EX; Bains, Sunjit K AEST:EX; Cronin, Emily AEST:EX; Rotgans, Trudy AEST:EX; Goodman, Dean AEST:EX; Hull, Deborah AEST:EX; Hutchinson, Laura AEST:EX; McConnan, Kelly AEST:EX; Sedun, Jeanne AEST:EX; Stone, Marlowe J AEST:EX; Postans, James AEST:EX; Schwartz, Deborah AEST:EX; Skillings, Chris AEST:EX; Chalifour, Chelsea AEST:EX; Edwardson, Jamie AEST:EX; Lust, Monica AEST:EX; Turner, Julie AEST:EX
Subject: Important Message from the Deputy Minister



Good morning,

All ministries have recently received a request from the Ministry of Finance to submit an in-year savings plan by October 4th focused on reducing discretionary spending. Ministries have the flexibility to identify their own savings provided they do not impact services or benefits for British Columbians. This direction is to ensure that core services and programs are protected and smaller ministries and ministries with significant core programs and services are not disproportionately impacted.

Our Executive Committee, supported by our Corporate Finance Branch, will be working with each AEST division to develop a proposed action plan to achieve savings for fiscal 2019/20. This plan will require us to work together to use our existing resources more efficiently across the Ministry.

As an immediate step as we work through options for our action plan, I am asking each of you to work with me in implementing the following spending restrictions which are effective today:

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 - This includes positions funded from provincial and/or federal funding sources

- People and Workplace Strategies will continue to collect hiring requests from Divisions for review and consideration at the next possible Executive Committee meeting.
- On-boarding of approved staffing positions
 - The onboarding date for approved new hires will be determined by the Deputy Minister at Executive Committee when the request is supported to proceed.
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- Discretionary spending – including new contracts
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 - Essential expenditures approved by divisions will be monitored by the Corporate Finance Branch on behalf of Executive Committee.

The Ministry's Executive Committee will work quickly to provide updated spending directives on the AEST intranet site. I appreciate your support to ensure that we can achieve our savings plan while minimizing any impact to the programs and services we provide to learners across British Columbia.

Best,

Shannon Baskerville
Deputy Minister

Ministry Savings

Posted On: Sep 27, 2019

Shannon Baskerville, *Deputy Minister*

Good afternoon,

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Best,

Shannon Baskerville

Deputy Minister

Wall Posts



Sep201927

Karen Burton said:

Skillings, Chris AEST:EX

From: Schwartz, Deborah AEST:EX
Sent: September 23, 2019 10:41 AM
To: McConnan, Kelly AEST:EX; Rotgans, Trudy AEST:EX; Skillings, Chris AEST:EX; Postans, James AEST:EX; Edwardson, Jamie AEST:EX; Chalifour, Chelsea AEST:EX; Hull, Deborah AEST:EX; Sedun, Jeanne AEST:EX; Goodman, Dean AEST:EX; Stone, Marlowe J AEST:EX
Cc: Brewster, Kevin AEST:EX; Weiss, Cheryl AEST:EX
Subject: Fwd: Message re: Ministry Spending Directives from finance
Attachments: DM Message - Ministry Spending Restrictions; ATT00001.htm

FYI Here's how finance is communicating

Sent from my iPhone

Begin forwarded message:

From: "Clark, Heather L FIN:EX" <Heather.L.Clark@gov.bc.ca>
Date: September 23, 2019 at 10:34:36 AM PDT
To: Strategic HR Council Members <STHRCMEM@Victoria1.gov.bc.ca>
Subject: Message re: Ministry Spending Directives

This message was sent to all Ministry of Finance staff this morning.

Heather Clark
A/Executive Director, Strategic Human Resources
Strategic HR Branch
Ministry of Finance

Phone: 250/415-5313
Email: heather.l.clark@gov.bc.ca

Skillings, Chris AEST:EX

From: FIN Deputy Minister FIN:EX
Sent: September 23, 2019 10:03 AM
To: FIN All Staff
Subject: DM Message - Ministry Spending Restrictions



Where ideas work

Lori Wanamaker DEPUTY MINISTER OF FINANCE

Dear Colleagues,

In response to a government-wide directive from Treasury Board, our ministry is taking actions to reduce discretionary spending through the immediate implementation of spending restrictions. As you may know, government has been under spending restrictions for several years and the additional actions that we are taking today are to ensure that funding is invested in the priorities that matter for people and maintain strong fiscal management, debt affordability, and balanced budgets.

What does this mean?

Effective immediately, all hiring must have Deputy Minister approval. This includes hiring for positions that are currently in the recruitment process.

Only essential travel should be considered and will require pre-approval by the Assistant Deputy Minister and Deputy Minister.

The approval process for other discretionary expenditures are also being reviewed and will be communicated through the spending directives.

For more information

The hiring approval process and revised spending directives are being drafted and will be communicated through executive this week. In the meantime, please speak with your ADM if you have any questions.

The Finance Executive Team and I recognize the challenges that can come with these constraints. We want to thank you for your commitment and ongoing dedication to serving the citizens of B.C.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lori".

Lori Wanamaker, FCPA, FCA
Deputy Minister
Ministry of Finance

Skillings, Chris AEST:EX

From: Schwartz, Deborah AEST:EX
Sent: September 25, 2019 1:56 PM
To: Brewster, Kevin AEST:EX; Skillings, Chris AEST:EX
Cc: Bridges, Richele I AEST:EX; Blenkin, Josh AEST:EX; Palin, Ross AEST:EX; Clarke, Ryan AEST:EX; Love, Melissa AEST:EX
Subject: Expenditure Control Messages from GCPE
Attachments: 2019-20 GCPE Expenditure Management Controls - September 2019.pdf

FYI

From: Dale, Raman GCPE:EX
Sent: September 25, 2019 9:20 AM
To: Strategic HR Council Members <STHRCMEM@Victoria1.gov.bc.ca>
Subject: FW: Directives

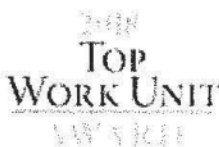
Good morning,

My DM just sent this out

Raman Dale, CPA, CMA
Executive Director, Finance and Corporate Services
Government Communications and Public Engagement
Phone: (250) 920-8810



Where ideas work

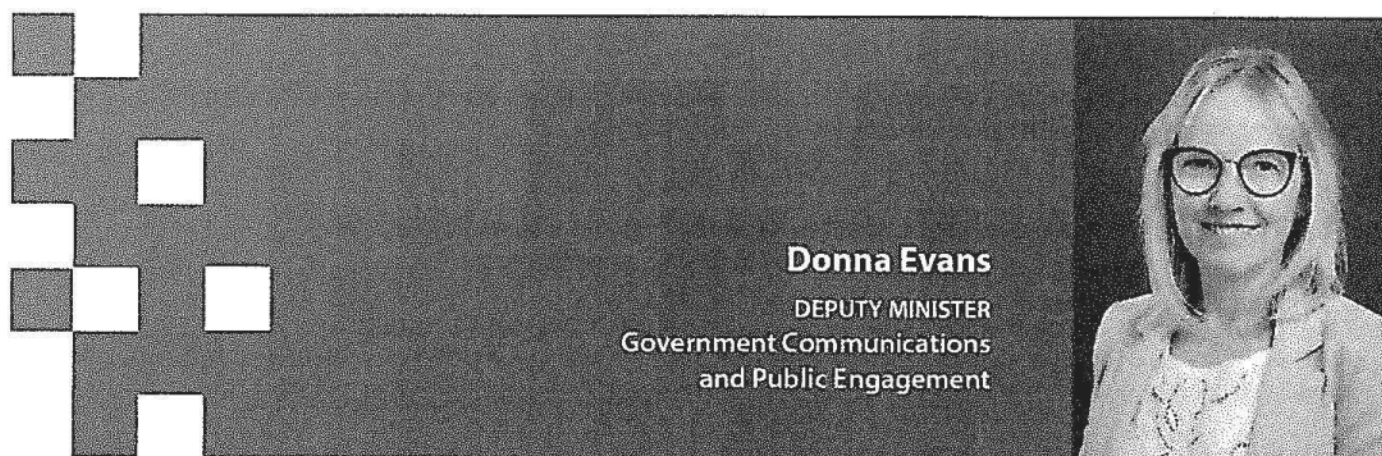


From: Evans, Donna GCPE:EX
Sent: Wednesday, September 25, 2019 8:33 AM
To: GCPE All Staff <ALLSTAFF2@Victoria1.gov.bc.ca>
Subject: Directives

As you know Treasury Board recently sent out a government-wide directive regarding actions to reduce discretionary spending and meet specific savings targets by the end of the fiscal year, March 31, 2020. Please see the attached document for expenditure management controls in GCPE which take effect immediately. These controls include travel restrictions, a staffing approval framework, and new approval processes for contracts and other spending.

The GCPE Executive Team and I recognize the challenges that may come with these constraints. We will be communicating these controls and processes to our key stakeholders across government and would like to thank you for your commitment and ongoing support.

Donna Evans



Fiscal 2019/20 GCPE Expenditure Management Controls

Effective immediately, the following expenditure management controls are in effect.

Base Salaries (STOB 50)

- GCPE is implementing a staffing approval framework.
- ALL staffing actions require Executive discussion and Deputy Minister approval. On a weekly basis all hiring (and associated salary or classification) requests will be reviewed by the Executive Committee.

Travel (STOB 57)

- Travel costs should be minimized by using alternative methods to travel (e.g. telepresence, teleconferencing, video conferencing) wherever possible.
- Essential travel within the province – for all GCPE staff -requires pre-approval from ADM Nammi Poorooshab for the Strategic Communications Division, Executive Lead Don Zdravec for Media Relations and the appropriate Executive Director for Communications Shops. All other requests to come to Raman Dale, ED Finance & Corporate Services. This is required to minimize travel costs and to restrict both discretionary travel and the number of GCPE staff travelling to the same meeting.
- Deputy Minister pre-approval is required for all out-of-province travel.

Professional Services (STOB 60)

- Procurement of professional service contracts should be open and transparent and follow government's core policy on procurement.
- All professional services contracts must be pre-approved by ADM Nammi Poorooshab for the Strategic Communications Division, and the appropriate Executive Director for the Communications Shops. All other requests to come to Raman Dale, ED Finance & Corporate Services.
- Please continue to consult with GCPE's procurement specialist (Dawn Stewart) if you have any inquiries.
- Events - GCPE will be instituting a mandatory ADM approval process for travel and contracted support for events. All efforts are to be made to utilize internal GCPE resources for government events and minimize contracted support (i.e. Audio & Visual) and travel. Pre-Approval is required from ADM Nammi Poorooshab along with appropriate rationale for all event related services and GCPE attendance.

Information Systems – Operating (STOB 63)

- No bulk ordering. Order only what is required and when it is required.

Office and Business Expenses (STOB 65)

- Meetings should be scheduled in government meeting rooms whenever possible. Pre-approval by the Deputy Minister is required for any paid meeting facilities.
- Consumption of office supplies should be reduced, and that office supplies are re-used wherever possible.
- A moratorium is in place on the purchase of new furniture and equipment.

Tenant Improvements (STOB 75)

- Tenant improvements are to be restricted to those impacting health, safety and security standards. Pre-approval by the Deputy Minister is required.

Conferences:

- Attendance is limited to conferences deemed essential business required purposes.
- Pre-approval by the Deputy Minister is required to attend a conference.

These expenditure management controls are in place as part of a strategy to manage government spending and achieve the Province's fiscal plan targets. In this regard, GCPE is expected to continue to make all efforts to reduce administrative and discretionary costs in order to achieve savings without impacting direct services.

Our goal is to operate within these guidelines while focusing our available resources on our highest priorities, and we thank you for your support as we proactively take steps to manage our expenditures.

Skillings, Chris AEST:EX

From: Nichols, Alisha AEST:EX
Sent: September 30, 2019 4:04 PM
To: Skillings, Chris AEST:EX
Subject: RE: revised ministry savings plan materials for M3
Attachments: AEST Draft expenditure savings plan REVISED Sept30.pptx; TB AEST ministry savings plan REVISED Sept30.docx

Here you go. Sorry, Julie sent them off just as I finished reformatting!

From: Skillings, Chris AEST:EX
Sent: September 30, 2019 3:57 PM
To: Nichols, Alisha AEST:EX <Alisha.Nichols@gov.bc.ca>
Subject: Re: revised ministry savings plan materials for M3

Thank you!
Can I get a copy of what was sent?

On Sep 30, 2019, at 3:46 PM, Nichols, Alisha AEST:EX <Alisha.Nichols@gov.bc.ca> wrote:

FYI - I fixed your formatting issue. 😊

From: Turner, Julie AEST:EX
Sent: September 30, 2019 3:00 PM
To: Skillings, Chris AEST:EX <Chris.Skillings@gov.bc.ca>; Brewster, Kevin AEST:EX <Kevin.Brewster@gov.bc.ca>
Cc: Nichols, Alisha AEST:EX <Alisha.Nichols@gov.bc.ca>
Subject: FW: revised ministry savings plan materials for M3

Thanks – MO will want to know where the changes are – can you tell us what pages and where exactly? Thank you.

From: Skillings, Chris AEST:EX
Sent: September 30, 2019 2:26 PM
To: Brewster, Kevin AEST:EX <Kevin.Brewster@gov.bc.ca>; Turner, Julie AEST:EX <Julie.Turner@gov.bc.ca>
Cc: Vossen, Everett FIN:EX <Everett.Vossen@gov.bc.ca>; Weiss, Cheryl AEST:EX <Cheryl.Weiss@gov.bc.ca>
Subject: revised ministry savings plan materials for M3

Kevin, Julie,

s.12; s.13; s.17

Page 17 of 81 to/à Page 23 of 81

Withheld pursuant to/removed as

s.12; s.13; s.17

Page 24 of 81

Withheld pursuant to/removed as

s.13; s.12; s.17

Page 25 of 81

Withheld pursuant to/removed as

s.12; s.13; s.17

Brewster, Kevin AEST:EX

From: Lang, Kimberley FIN:EX on behalf of Ma, Tiffany J FIN:EX
Sent: September 13, 2019 2:54 PM
To: Baskerville, Shannon AEST:EX
Cc: Brewster, Kevin AEST:EX; Botel, Gabriel FIN:EX
Subject: AEST - Signed Decision Letter
Attachments: AEST Target Letter - Expenditure Management DL signed.pdf; 0
TB_Savings_Targets_Template_Sept2019.docx

Categories: Office Time

Please find attached a signed Expenditure Management Savings Target letter from the Chair of Treasury Board.

A hard copy has been sent to your Minister's office.

Treasury Board Staff



September 13, 2019
384760

Confidential

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Rm 133 Parliament Buildings
Victoria BC V8V 1X4

Dear Colleague:

Re: 2019/20 Expenditure Management Savings Target

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Ministry of
Finance

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Carole James
Chair

See Attachment

cc: Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Kevin Brewster
Assistant Deputy Minister and Executive Financial Officer
Ministry of Advanced Education, Skills and Training

Page 29 of 81 to/à Page 30 of 81

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Categories: Office Time



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Deputy Minister

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Heather Clark
A/Executive Director, Strategic Human Resources
Strategic HR Branch
Ministry of Finance

Phone: 250/415-5313
Email: heather.l.clark@gov.bc.ca

From: FIN Deputy Minister FIN:EX
Sent: September 23, 2019 10:03 AM
To: FIN All Staff
Subject: DM Message - Ministry Spending Restrictions



Where ideas work

Lori Wanamaker DEPUTY MINISTER OF FINANCE

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In response to a government-wide directive from Treasury Board, our ministry is taking actions to reduce discretionary spending through the immediate implementation of spending restrictions. As you may know, government has been under spending restrictions for several years and the additional actions that we are taking today are to ensure that funding is invested in the priorities that matter for people and maintain strong fiscal management, debt affordability, and balanced budgets.

What does this mean?

Effective immediately, all hiring must have Deputy Minister approval. This includes hiring for positions that are currently in the recruitment process.

Only essential travel should be considered and will require pre-approval by the Assistant Deputy Minister and Deputy Minister.

The approval process for other discretionary expenditures are also being reviewed and will be communicated through the spending directives.

For more information

The hiring approval process and revised spending directives are being drafted and will be communicated through executive this week. In the meantime, please speak with your ADM if you have any questions.

The Finance Executive Team and I recognize the challenges that can come with these constraints. We want to thank you for your commitment and ongoing dedication to serving the citizens of B.C.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Lori'.

Lori Wanamaker, FCPA, FCA
Deputy Minister
Ministry of Finance

Brewster, Kevin AEST:EX

From: Schwartz, Deborah AEST:EX
Sent: September 25, 2019 1:56 PM
To: Brewster, Kevin AEST:EX; Skillings, Chris AEST:EX
Cc: Bridges, Richele I AEST:EX; Blenkin, Josh AEST:EX; Palin, Ross AEST:EX; Clarke, Ryan AEST:EX; Love, Melissa AEST:EX
Subject: Expenditure Control Messages from GCPE
Attachments: 2019-20 GCPE Expenditure Management Controls - September 2019.pdf
Categories: Office Time

FYI

From: Dale, Raman GCPE:EX
Sent: September 25, 2019 9:20 AM
To: Strategic HR Council Members <STHRCMEM@Victoria1.gov.bc.ca>
Subject: FW: Directives

Good morning,

My DM just sent this out

Raman Dale, CPA, CMA
Executive Director, Finance and Corporate Services
Government Communications and Public Engagement
Phone: (250) 920-8810



Where ideas work

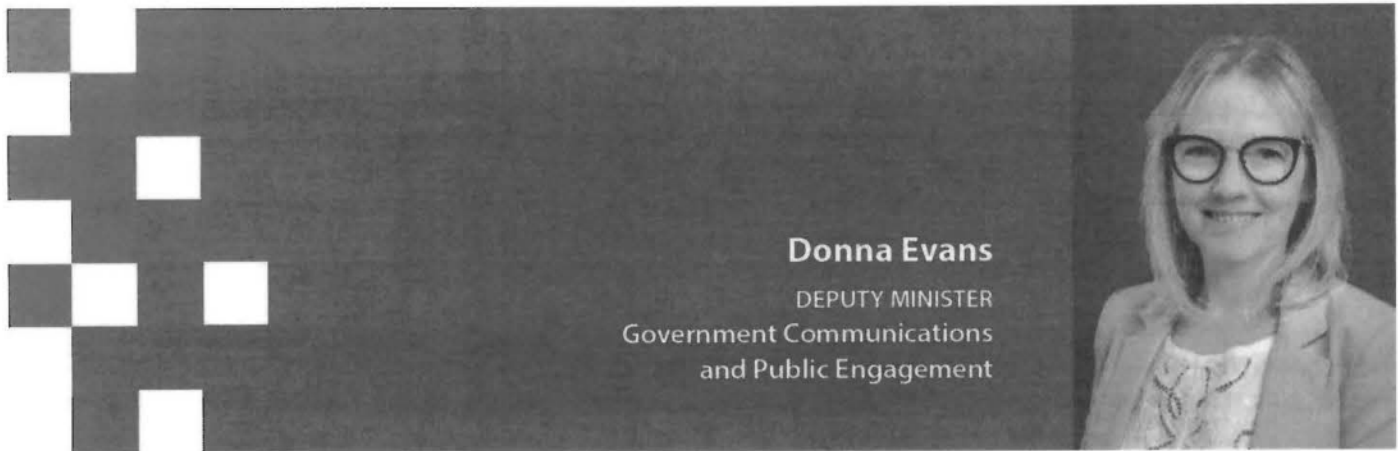


From: Evans, Donna GCPE:EX
Sent: Wednesday, September 25, 2019 8:33 AM
To: GCPE All Staff <ALLSTAFF2@Victoria1.gov.bc.ca>
Subject: Directives

As you know Treasury Board recently sent out a government-wide directive regarding actions to reduce discretionary spending and meet specific savings targets by the end of the fiscal year, March 31, 2020. Please see the attached document for expenditure management controls in GCPE which take effect immediately. These controls include travel restrictions, a staffing approval framework, and new approval processes for contracts and other spending.

The GCPE Executive Team and I recognize the challenges that may come with these constraints. We will be communicating these controls and processes to our key stakeholders across government and would like to thank you for your commitment and ongoing support.

Donna Evans



Donna Evans

DEPUTY MINISTER
Government Communications
and Public Engagement

Fiscal 2019/20 GCPE Expenditure Management Controls

Effective immediately, the following expenditure management controls are in effect.

Base Salaries (STOB 50)

- GCPE is implementing a staffing approval framework.
- ALL staffing actions require Executive discussion and Deputy Minister approval. On a weekly basis all hiring (and associated salary or classification) requests will be reviewed by the Executive Committee.

Travel (STOB 57)

- Travel costs should be minimized by using alternative methods to travel (e.g. telepresence, teleconferencing, video conferencing) wherever possible.
- Essential travel within the province – for all GCPE staff -requires pre-approval from ADM Nammi Poorooshasb for the Strategic Communications Division, Executive Lead Don Zadavec for Media Relations and the appropriate Executive Director for Communications Shops. All other requests to come to Raman Dale, ED Finance & Corporate Services. This is required to minimize travel costs and to restrict both discretionary travel and the number of GCPE staff travelling to the same meeting.
- Deputy Minister pre-approval is required for all out-of-province travel.

Professional Services (STOB 60)

- Procurement of professional service contracts should be open and transparent and follow government's core policy on procurement.
- All professional services contracts must be pre-approved by ADM Nammi Poorooshasb for the Strategic Communications Division, and the appropriate Executive Director for the Communications Shops. All other requests to come to Raman Dale, ED Finance & Corporate Services.
- Please continue to consult with GCPE's procurement specialist (Dawn Stewart) if you have any inquiries.
- Events - GCPE will be instituting a mandatory ADM approval process for travel and contracted support for events. All efforts are to be made to utilize internal GCPE resources for government events and minimize contracted support (i.e. Audio & Visual) and travel. Pre-Approval is required from ADM Nammi Poorooshasb along with appropriate rationale for all event related services and GCPE attendance.

Information Systems – Operating (STOB 63)

- No bulk ordering. Order only what is required and when it is required.

Office and Business Expenses (STOB 65)

- Meetings should be scheduled in government meeting rooms whenever possible. Pre-approval by the Deputy Minister is required for any paid meeting facilities.
- Consumption of office supplies should be reduced, and that office supplies are re-used wherever possible.
- A moratorium is in place on the purchase of new furniture and equipment.

Tenant Improvements (STOB 75)

- Tenant improvements are to be restricted to those impacting health, safety and security standards. Pre-approval by the Deputy Minister is required.

Conferences:

- Attendance is limited to conferences deemed essential business required purposes.
- Pre-approval by the Deputy Minister is required to attend a conference.

These expenditure management controls are in place as part of a strategy to manage government spending and achieve the Province's fiscal plan targets. In this regard, GCPE is expected to continue to make all efforts to reduce administrative and discretionary costs in order to achieve savings without impacting direct services.

Our goal is to operate within these guidelines while focusing our available resources on our highest priorities, and we thank you for your support as we proactively take steps to manage our expenditures.

Brewster, Kevin AEST:EX

From: Turner, Julie AEST:EX
Sent: September 27, 2019 11:39 AM
To: Brewster, Kevin AEST:EX
Cc: Weiss, Cheryl AEST:EX; Whitford, Kelly M AEST:EX
Subject: RE: Spending limitations
Attachments: Important Message from the Deputy Minister

Categories: Office Time

Hi – Shannon agrees that we should post it on our intranet only – not out via email to everyone. I’ve attached the message here – who would add it to the intranet?

Thanks,
Julie

From: Brewster, Kevin AEST:EX
Sent: September 27, 2019 10:00 AM
To: Turner, Julie AEST:EX <Julie.Turner@gov.bc.ca>
Cc: Weiss, Cheryl AEST:EX <Cheryl.Weiss@gov.bc.ca>
Subject: Spending limitations

Hi – since reference to the spending limits in ministries was in the Times Colonist today and commented by the Minister of Finance – something to think about is to re-send the DM’s message sent last week but send out to all staff and post on our Intranet.

The message sent last week went to those generating the spending (ADMs, MDOs, EDs) – but it might be best to re-send broadly so its clear to everyone?

Just a thought

KB

Brewster, Kevin AEST:EX

From: Baskerville, Shannon AEST:EX
Sent: September 19, 2019 10:34 AM
To: Brewster, Kevin AEST:EX; Vasey, Jeff AEST:EX; Loughran, Tony D AEST:EX; Sawchuk, Bindi AEST:EX; Weiss, Cheryl AEST:EX; Wolsey, Ashley AEST:EX; Lam, Emily AEST:EX; Mason, Laura AEST:EX; Johnson, Chris M AEST:EX; Poole, Catherine AEST:EX; Bains, Sunjit K AEST:EX; Cronin, Emily AEST:EX; Rotgans, Trudy AEST:EX; Goodman, Dean AEST:EX; Hull, Deborah AEST:EX; Hutchinson, Laura AEST:EX; McConnan, Kelly AEST:EX; Sedun, Jeanne AEST:EX; Stone, Marlowe J AEST:EX; Postans, James AEST:EX; Schwartz, Deborah AEST:EX; Skillings, Chris AEST:EX; Chalifour, Chelsea AEST:EX; Edwardson, Jamie AEST:EX; Lust, Monica AEST:EX; Turner, Julie AEST:EX
Subject: Important Message from the Deputy Minister



Good morning,

All ministries have recently received a request from the Ministry of Finance to submit an in-year savings plan by October 4th focused on reducing discretionary spending. Ministries have the flexibility to identify their own savings provided they do not impact services or benefits for British Columbians. This direction is to ensure that core services and programs are protected and smaller ministries and ministries with significant core programs and services are not disproportionately impacted.

Our Executive Committee, supported by our Corporate Finance Branch, will be working with each AEST division to develop a proposed action plan to achieve savings for fiscal 2019/20. This plan will require us to work together to use our existing resources more efficiently across the Ministry.

As an immediate step as we work through options for our action plan, I am asking each of you to work with me in implementing the following spending restrictions which are effective today:

- Hiring from now to March 31, 2020
 - All hiring requests will require approval by the Deputy Minister.
 - All hiring (regardless of where it is in the hiring process) will now be reviewed by the Deputy Minister at regular Executive Committee meetings.
 - For positions currently in the hiring process - no offer of employment can be made without DM approval through the Executive Committee process.
 - This includes positions funded from provincial and/or federal funding sources

- People and Workplace Strategies will continue to collect hiring requests from Divisions for review and consideration at the next possible Executive Committee meeting.
- On-boarding of approved staffing positions
 - The onboarding date for approved new hires will be determined by the Deputy Minister at Executive Committee when the request is supported to proceed.
- Travel from now to March 31, 2020
 - All travel is on hold - alternatives to travel such as teleconferencing, video or Telepresence should be considered as our first choice.
 - Only essential travel will be considered and where no other reasonable alternative is available. Essential travel will require Executive Committee approval.
 - Existing travel approvals, but where the travel has not yet taken place, are to come forward for re-approval to the Executive Committee.
 - Essential, approved travel is to be done using an economically efficient travel mode and not incur overtime where the individual on travel status is an Included Employee.
- Discretionary spending – including new contracts
 - On hold and only essential expenditures should be considered and pre-approved by the divisional ADM.
 - Essential expenditures approved by divisions will be monitored by the Corporate Finance Branch on behalf of Executive Committee.

The Ministry's Executive Committee will work quickly to provide updated spending directives on the AEST intranet site. I appreciate your support to ensure that we can achieve our savings plan while minimizing any impact to the programs and services we provide to learners across British Columbia.

Best,

Shannon Baskerville
Deputy Minister

Brewster, Kevin AEST:EX

From: Weiss, Cheryl AEST:EX
Sent: September 27, 2019 1:31 PM
To: AEST Request IT AEST:EX; Lowes, Greg AEST:EX
Cc: Stone, Marlowe J AEST:EX; Turner, Julie AEST:EX; Brewster, Kevin AEST:EX; Fremmerlid, William AEST:EX
Subject: URGENT: To be posted on AEST Online today - Spending Limitations
Attachments: Important Message from the Deputy Minister

Importance: High

Categories: Office Time

Hi Greg and Marlowe,

The DM would like the message in the attached email to be posted on AEST Online. I need your help in getting this uploaded to AEST online this afternoon (Friday).

Subject: Important Message from the Deputy Minister – Ministry Savings

As per Julie's email below, is the DM's approval to post.

Please advise once posted.

Thank you for your help !!
Cheryl

From: Turner, Julie AEST:EX
Sent: September 27, 2019 11:39 AM
To: Brewster, Kevin AEST:EX <Kevin.Brewster@gov.bc.ca>
Cc: Weiss, Cheryl AEST:EX <Cheryl.Weiss@gov.bc.ca>; Whitford, Kelly M AEST:EX <Kelly.Whitford@gov.bc.ca>
Subject: RE: Spending limitations

Hi – Shannon agrees that we should post it on our intranet only – not out via email to everyone. I've attached the message here – who would add it to the intranet?

Thanks,
Julie

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From: Baskerville, Shannon AEST:EX
Sent: September 19, 2019 10:34 AM
To: Brewster, Kevin AEST:EX; Vasey, Jeff AEST:EX; Loughran, Tony D AEST:EX; Sawchuk, Bindi AEST:EX; Weiss, Cheryl AEST:EX; Wolsey, Ashley AEST:EX; Lam, Emily AEST:EX; Mason, Laura AEST:EX; Johnson, Chris M AEST:EX; Poole, Catherine AEST:EX; Bains, Sunjit K AEST:EX; Cronin, Emily AEST:EX; Rotgans, Trudy AEST:EX; Goodman, Dean AEST:EX; Hull, Deborah AEST:EX; Hutchinson, Laura AEST:EX; McConnan, Kelly AEST:EX; Sedun, Jeanne AEST:EX; Stone, Marlowe J AEST:EX; Postans, James AEST:EX; Schwartz, Deborah AEST:EX; Skillings, Chris AEST:EX; Chalifour, Chelsea AEST:EX; Edwardson, Jamie AEST:EX; Lust, Monica AEST:EX; Turner, Julie AEST:EX
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Our Executive Committee, supported by our Corporate Finance Branch, will be working with each AEST division to develop a proposed action plan to achieve savings for fiscal 2019/20. This plan will require us to work together to use our existing resources more efficiently across the Ministry.

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 - For positions currently in the hiring process - no offer of employment can be made without DM approval through the Executive Committee process.
 - This includes positions funded from provincial and/or federal funding sources

- People and Workplace Strategies will continue to collect hiring requests from Divisions for review and consideration at the next possible Executive Committee meeting.
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 - The onboarding date for approved new hires will be determined by the Deputy Minister at Executive Committee when the request is supported to proceed.
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 - Essential, approved travel is to be done using an economically efficient travel mode and not incur overtime where the individual on travel status is an Included Employee.
- Discretionary spending – including new contracts
 - On hold and only essential expenditures should be considered and pre-approved by the divisional ADM.
 - Essential expenditures approved by divisions will be monitored by the Corporate Finance Branch on behalf of Executive Committee.

The Ministry's Executive Committee will work quickly to provide updated spending directives on the AEST intranet site. I appreciate your support to ensure that we can achieve our savings plan while minimizing any impact to the programs and services we provide to learners across British Columbia.

Best,

Shannon Baskerville
Deputy Minister

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Withheld pursuant to/removed as

s.12; s.13

Page 48 of 81 to/à Page 50 of 81

Withheld pursuant to/removed as

s.12; s.13; s.17

Page 51 of 81

Withheld pursuant to/removed as

s.13; s.17; s.12

Page 52 of 81 to/à Page 55 of 81

Withheld pursuant to/removed as

s.12; s.13; s.17

Page 56 of 81

Withheld pursuant to/removed as

s.12; s.13

Page 57 of 81 to/à Page 65 of 81

Withheld pursuant to/removed as

s.12; s.13; s.17

Nichols, Alisha AEST:EX

From: Lang, Kimberley FIN:EX on behalf of Ma, Tiffany J FIN:EX
Sent: September 13, 2019 2:54 PM
To: Baskerville, Shannon AEST:EX
Cc: Brewster, Kevin AEST:EX; Botel, Gabriel FIN:EX
Subject: AEST - Signed Decision Letter
Attachments: AEST Target Letter - Expenditure Management DL signed.pdf; 0
TB_Savings_Targets_Template_Sept2019.docx

Please find attached a signed Expenditure Management Savings Target letter from the Chair of Treasury Board.

A hard copy has been sent to your Minister's office.

Treasury Board Staff



September 13, 2019
384760

Confidential

Honourable Melanie Mark
Minister of Advanced Education, Skills and Training
Rm 133 Parliament Buildings
Victoria BC V8V 1X4

Dear Colleague:

Re: 2019/20 Expenditure Management Savings Target

Further to ^{s.12} the release of the government's *First Quarterly Report*, I write with respect to the in-year expenditure management exercise we are undertaking across government.

Our government is focused on making life better for all British Columbians by delivering the services people need, making life more affordable and investing in a strong and sustainable economy. We have proven that putting people first is good for our economy, and good for our province. Through our deliberate, focused approach, we have invested in the priorities that matter for people and maintained strong fiscal management, debt affordability and balanced budgets.

Consistent with this approach, Treasury Board is requiring that all Ministries develop an in-year savings plan focused on reducing discretionary spending. This approach will ensure that services people count on and core programs are protected, and ensures that smaller ministries and ministries with significant core programs and services are not disproportionately impacted.

The approach is also fair and flexible - you will have the discretion to identify savings provided they do not impact services or benefits for British Columbians.

s.12

.../2

**Ministry of
Finance**

Treasury Board

Mailing Address
PO Box 9469 Stn Prov Govt
Victoria BC V8V 9V8

Location Address:
1st Floor – 617 Government St
Victoria BC

s.12

I am relying on your judgement, expertise, and leadership to ensure we can meet our collective savings target in a thoughtful way.

s.12

Treasury Board Staff will continue to closely monitor ministry spending forecasts, risks and risk mitigation plans. Ministries remain responsible for advising Treasury Board Staff, in a timely manner, of any material risks and pressures to the new fiscal plan targets. This responsibility extends to the agencies, Crown corporations and SUCH sector organizations for which you are accountable.

I wish to thank you for your commitment and continued support as we continue to work together to maintain a balanced fiscal plan.

Sincerely,

A handwritten signature in cursive script, appearing to read "Carole James".

Carole James
Chair

See Attachment

cc: Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training

Kevin Brewster
Assistant Deputy Minister and Executive Financial Officer
Ministry of Advanced Education, Skills and Training

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Withheld pursuant to/removed as

s.12

Nichols, Alisha AEST:EX

From: Francis, Darren AEST:EX
Sent: September 26, 2019 4:58 PM
To: Flesh, Cindy AEST:EX; Snoddon, Michael AEST:EX; Cardona, Diego AEST:EX
Cc: 'Turner, Julie AEST:EX'; Whitford, Kelly M AEST:EX
Subject: For Minister's Briefing - October 3
Attachments: MMM title page.doc; Minister Briefing Agenda Oct 3.doc; 1.1) TB AEST ministry savings Sept25.docx; 1.2) AEST draft expenditure savings plan.pdf; 2.1) Cab Sub LMO - V3.docx; 2.2) PPT-DMCSSP - Labour Market Outlook_v1.5.pptx; 4.1) Request for Decision - EducationPlannerBC - Final.docx; 4.1) Request for Decision - EducationPlannerBC.pdf; 4.2) Post-Secondary Application Services Society of British Columbia, Final.pdf

Good afternoon,

Please find the attached materials for Minister's Briefing on October 3, 2019.

For Minister's Reference:

- Title Page
- Agenda
- Tab 1
 - 1.1) AEST Ministry Savings – TB Submission – Budget Expenditure Savings
 - 1.2) AEST Draft Expenditure Savings – TB Submission – Budget Expenditure Savings
- Tab 2 s.12; s.13; s.17
 -
 -
- Tab 3
 - Items to come Friday, September 27, 2019
- Tab 4 s.12; s.13; s.17
 -

○

Regards,
Darren Francis
Documents Coordinator

Deputy Minister's Office
Ministry of Advanced Education, Skills, and Training
835 Humboldt St, Victoria, BC V8V 4W8
Ph: (236) 478-1169

Page 72 of 81 to/à Page 79 of 81

Withheld pursuant to/removed as

s.12; s.13; s.17

Turner, Julie AEST:EX

From: Baskerville, Shannon AEST:EX
Sent: September 19, 2019 10:34 AM
To: Brewster, Kevin AEST:EX; Vasey, Jeff AEST:EX; Loughran, Tony D AEST:EX; Sawchuk, Bindi AEST:EX; Weiss, Cheryl AEST:EX; Wolsey, Ashley AEST:EX; Lam, Emily AEST:EX; Mason, Laura AEST:EX; Johnson, Chris M AEST:EX; Poole, Catherine AEST:EX; Bains, Sunjit K AEST:EX; Cronin, Emily AEST:EX; Rotgans, Trudy AEST:EX; Goodman, Dean AEST:EX; Hull, Deborah AEST:EX; Hutchinson, Laura AEST:EX; McConnan, Kelly AEST:EX; Sedun, Jeanne AEST:EX; Stone, Marlowe J AEST:EX; Postans, James AEST:EX; Schwartz, Deborah AEST:EX; Skillings, Chris AEST:EX; Chalifour, Chelsea AEST:EX; Edwardson, Jamie AEST:EX; Lust, Monica AEST:EX; Turner, Julie AEST:EX
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Best,

Shannon Baskerville
Deputy Minister