



November 26, 2020

Honourable Lisa Beare
Minister of Citizens' Services
Parliament Buildings
Victoria, British Columbia V8V 1X4

Dear Minister Beare:

Thank you for agreeing to serve British Columbians as Minister of Citizens' Services. You are taking on this responsibility at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic.

COVID-19 has turned the lives of British Columbians upside down. None of us expected to face the challenges of the past number of months, yet British Columbians have demonstrated incredible resilience, time and time again. We will get through the pandemic and its aftereffects by building on this resilience and focusing on what matters most to people.

British Columbians voted for a government focused on their priorities: fighting the COVID-19 pandemic, providing better health care for people and families, delivering affordability and security in our communities, and investing in good jobs and livelihoods in a clean-energy future.

I expect you – and the work of your ministry – to focus on the commitments detailed in our platform, *Working for You*, along with the following foundational principles:

- **Putting people first:** Since 2017, our government has focused on making decisions to meet people's needs. That focus drove our work in our first term and will continue to be our priority. British Columbians are counting on the government to keep them safe and to build an economic recovery that works for everyone, not just those at the top. Keeping people at the centre of everything we do means protecting and enhancing the public services people rely on and working to make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. The unanimous passage of the *Declaration on the Rights of Indigenous Peoples Act* was a significant step forward in this journey. True

.../2

reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move toward self-determination. Our government – and every ministry – must remain focused on creating opportunities for Indigenous peoples to be full partners in our economy and providing a clear and sustainable path for everyone to work toward lasting reconciliation.

- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. Our government has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every ministry has a role in this work. While our caucus elected a record number of women, more work remains to address gender equity. Delivering on our commitments to address racial discrimination will require a commitment by all of government to ensure increased IBPOC (Indigenous, Black and People of Colour) representation within the public service, including in government appointments. Our efforts to address systemic discrimination must also inform policy and budget decisions by reviewing all decisions through a Gender-Based Analysis Plus (GBA+) lens.
- **A better future through fighting climate change:** In 2018, our government launched our CleanBC climate action plan. CleanBC puts British Columbia on the path to a cleaner, better future by building a low-carbon economy with new clean-energy jobs and opportunities, protecting our air, land and water and supporting communities to prepare for climate impacts. It is every Minister's responsibility to ensure your ministry's work continues to achieve CleanBC's goals.
- **A strong, sustainable economy that works for everyone:** We will continue our work to support British Columbians through the pandemic and the economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. Our plan will train the workforce of tomorrow, help businesses hire and grow and invest in the infrastructure needed to build our province.

The pandemic has reminded us that we're strongest when we work together. Delivering on our commitments to people will require a coordinated effort with your cabinet and caucus colleagues, supported by the skilled professionals in the public service. You will also support your cabinet colleagues to do their work, particularly where commitments cross ministry lines.

British Columbians expect their elected representatives to work together to advance the broader public good despite their partisan perspectives. That means seeking out, fostering and championing good ideas, regardless of their origin. I expect you to reach out to elected members from all parties as you deliver on your mandate. Further, you will build thoughtful and sustained relationships through public and stakeholder engagement plans that connect with people to incorporate their perspectives early in the policy development process. These plans must include measurable outcomes and ensure active dialogue and ongoing outreach in your ministry's actions and priorities.

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Over the course of our mandate, I expect you will make progress on the following items:

- Work to ensure government services remain responsive through the COVID-19 pandemic and recovery.
- Lead work to deliver high-speed connectivity throughout the province until all regions are connected to the high-speed network.
- Continue to expand the use of cross-government data to increase evidence-based decision making and better inform public policy, and assume responsibility for BC Stats.
- Support innovation, including in the B.C. tech sector, through open data initiatives.
- Continue to improve government's public sector data security and privacy practices to ensure that British Columbians' personal information is safeguarded.
- Continue to improve how procurement processes deliver benefits for people and businesses in communities across the province.
- Continue to provide British Columbians with timely access to information and ensure the system provides public accountability.
- Improve access to information rules to provide greater public accountability.
- Support the Parliamentary Secretary responsible for Anti-Racism Initiatives in the collection, housing and analysis of race-based data which will be essential to modernizing sectors like policing, health care and education.

Our work as a government must continually evolve to meet the changing needs of people in this province. Issues not contemplated in this letter will come forward for government action and I ask you to bring such matters forward for consideration by the Planning and Priorities Committee of cabinet, with the expectation that any proposed initiatives will be subject to the usual cabinet and Treasury Board oversight. Your ministry's priorities must reflect our government's overall strategic plan as determined by cabinet.

All cabinet members are expected to review, understand, and act according to the *Members' Conflict of Interest Act* and conduct themselves with the highest level of integrity. As a minister of the Crown, your conduct will reflect not only on you but on cabinet and our government. You are responsible for providing strong, professional and ethical leadership within cabinet and your ministry. You will establish a collaborative working relationship with your deputy minister and the public servants under their direction who provide the professional, non-partisan advice that is fundamental to delivering on our government's priorities. You must ensure your minister's office meets the highest standards for integrity and provides a respectful and rewarding environment for all staff.

.../4

My commitment to all British Columbians is to do my level best to make sure people's lives are better, safer and more affordable. I believe the challenges we face can and will be overcome by working together. By way of this letter, I am expressing my faith that people can expect the same commitment from you.

Sincerely,

A handwritten signature in black ink, reading "John J. Horgan", followed by a long horizontal flourish.

John Horgan
Premier

Biggs, Jackie CITZ:EX

From: Smith, Krystal LBR:EX
Sent: December 18, 2020 3:47 PM
To: Beare, Lisa CITZ:EX
Subject: FW: Updated Mandate Letter CITZ
Attachments: CITZ.pdf

Updated Mandate Letter.

Krys

From: Bain, Don PREM:EX <Don.Bain@gov.bc.ca>
Sent: December 18, 2020 2:02 PM
To: Smith, Krystal CITZ:EX <Krystal.Smith@gov.bc.ca>
Cc: Hockin, Amber PREM:EX <Amber.Hockin@gov.bc.ca>; Meggs, Geoff PREM:EX <Geoff.Meggs@gov.bc.ca>
Subject: Updated Mandate Letter CITZ

Good afternoon Krystal,

You will find the attached copy of the updated mandate letter which reflects the following changes:

- Continue to provide British Columbians with timely access to information and ensure the system provides public accountability.
- Improve access to information rules to provide greater public accountability.

Please provide a copy to the Minister of Citizens' Services.

A copy of the updated mandate letter has been shared with the Deputy Minister of the Ministry of Citizens' Services.

Sincerely,

Don

Don Bain | Deputy Chief of Staff
Vancouver Cabinet Office | Office of the Premier
P: 604-775-1675 | **E:** don.bain@gov.bc.ca



November 26, 2020

Honourable Lisa Beare
Minister of Citizens' Services
Parliament Buildings
Victoria, British Columbia V8V 1X4

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- Continue to improve government's public sector data security and privacy practices to ensure that British Columbians' personal information is safeguarded.
- Continue to improve how procurement processes deliver benefits for people and businesses in communities across the province.
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Sincerely,

A handwritten signature in black ink, reading "John J. Horgan", followed by a horizontal line.

John Horgan
Premier

Biggs, Jackie CITZ:EX

From: Smith, Krystal CITZ:EX
Sent: December 16, 2020 9:13 AM
To: Beare, Lisa CITZ:EX
Subject: Fwd: Mandate Letter Changes
Attachments: Mandate Letter Changes.docx; ATT00001.htm

FYI - mandate letter changes are being made in a bunch of Ministries - document attached and CITZ bullets pulled below.

☐ CITZ

- Add back in to mandate letter:
 - ✦ “work to maintain government’s successful record of providing BCers with timely access to information and ensure the system provides public accountability”;
 - ✦ “improve access to information rules to provide greater public accountability”
- ☐ **Recommendation:** add these back into CITZ letter

Sent from my iPhone

Begin forwarded message:

From: "Hockin, Amber PREM:EX" <Amber.Hockin@gov.bc.ca>
Date: December 16, 2020 at 6:13:58 AM PST
To: LP Senior Ministerial Advisors <SRMINADV@Victoria1.gov.bc.ca>
Subject: Fwd: Mandate Letter Changes

Amber Hockin
Deputy Chief of Staff
Office of the Premier
7785840867
Amber.hockin@gov.bc.ca
Sent from my iPhone

Begin forwarded message:

From: "Bain, Don PREM:EX" <Don.Bain@gov.bc.ca>
Date: December 15, 2020 at 10:14:26 PM PST
To: "Meggs, Geoff PREM:EX" <Geoff.Meggs@gov.bc.ca>, "Hockin, Amber PREM:EX" <Amber.Hockin@gov.bc.ca>
Subject: Fwd: Mandate Letter Changes

Sent from my iPhone

Begin forwarded message:

From: "Zacharuk, Christina PREM:EX" <Christina.Zacharuk@gov.bc.ca>
Date: December 15, 2020 at 4:49:19 PM PST
To: "Bain, Don PREM:EX" <Don.Bain@gov.bc.ca>, "Robinson, Jon PREM:EX" <Jon.Robinson@gov.bc.ca>, "Sanford, Donna L PREM:EX" <Donna.Sanford@gov.bc.ca>, "Foster, Doug FIN:EX" <Doug.Foster@gov.bc.ca>, "Miller, Amy PREM:EX" <Amy.Miller@gov.bc.ca>, "Aaron, Sage PREM:EX" <Sage.Aaron@gov.bc.ca>, "Kristianson, Eric PREM:EX" <Eric.Kristianson@gov.bc.ca>
Cc: "Geary, Vanessa PREM:EX" <Vanessa.Geary@gov.bc.ca>
Subject: Mandate Letter Changes

As per the briefings and discussions, all of these changes have been signed off by Geoff, Amber, Don B, and PJH. If more detail is needed, please let me know. In a couple of cases (PSSG/CITZ) it is adding back wording from the last mandate letters. I will let DMs know tomorrow. If whomever has the pen on the mandate letters could let this group know when they're finalized that would be super helpful so we're all coordinated.

Thanks, CZ

Mandate Letter changes

- **Jewish Community Centre**
 - **Recommendation:** Stay with TACS but coordinate with MA/AG/MCFD
- **Multiculturalism**
 - **Recommendation:** From TACS to AG
- **Scholarships (Business Bootcamp)**
 - Request to move from AEST to JERI as this is a nomenclature issue – and slightly amend JERI mandate letter:
 - “Work to expand on the investment that our economic recovery plan, StrongerBC, is making in scholarships for people pursuing online courses to re-skill for the digital economy.”
 - **Recommendation:** move from AEST to JERI
- **Integrated Transportation Plan**
 - **Recommendation:** Move from MA to MOTI
- **PSSG**
 - No carry forward of commitment to MMIWG
 - No carry forward of commitment to increasing support for restorative justice (kept as a key commitment)
 - **Recommendation:** add these back into PSSG letter
- **CITZ**
 - Add back in to mandate letter:
 - “work to maintain government’s successful record of providing BCers with timely access to information and ensure the system provides public accountability”;
 - “improve access to information rules to provide greater public accountability”
 - **Recommendation:** add these back into CITZ letter
- **AG**
 - Request to add to mandate letter:
 - Work with the Minister of Public Safety and Solicitor General, Indigenous communities and the BC First Nations Justice Council to advance the First Nations Justice Strategy and to improve access to culturally appropriate justice, including continuing to establish Indigenous Justice Centres across the province.
 - **Recommendation:** add this to AG letter
 - Support government’s foundational principle of “Putting people first” by expanding the early resolution model for family matters and enhancing the family justice services people rely on.
 - **Recommendation:** do NOT add to AG letter
- **FLNR**
 - Request to add to MCK’s mandate letter:
 - **Issue:** Improve clarity for minister responsibilities for better protecting wildlife and habitat corridors, including work to implement the Together for Wildlife Strategy
Request: Revise Minister Conroy’s letter to include a specific reference to this key commitment included in Minister of State Cullen’s letter:

Language:

For the Minister of Forests, Lands, Natural Resource Operations and Rural Development

With support from the Parliamentary Secretary for Environment, lead work with neighbouring jurisdictions to cooperatively develop and invest in new strategies aimed at better protecting our shared wildlife and habitat corridors, including work to implement the Together for Wildlife Strategy.

- **Issue:** Improve clarity for the lead ministry accountable for developing and implementing a new provincial coastal marine strategy (recognizing multiple ministries will be involved)

Request: Assign Minister of State Cullen leadership responsibility for delivering a provincial coastal marine strategy. This means updating multiple letters.

Language:

For the Minister of State for Lands and Natural Resource Operations

With support from the Ministry of Agriculture, Food and Fisheries and the Ministry of Environment and Climate Change Strategy, lead work to develop a new provincial coastal marine strategy – in partnership with First Nations and federal and local governments - to better protect coastal marine habitat while growing coastal economies.

For the Minister of Agriculture, Food and Fisheries, Parliamentary Secretary for Fisheries and Aquaculture, Minister of Environment and Climate Change Strategy, Parliamentary Secretary for Environment:

Support the Minister of State for Lands and Natural Resource Operations to develop a new provincial coastal **marine strategy – in partnership with First Nations and federal and local governments** – to better protect coastal marine habitat while growing coastal economies.

- **Issue:** The Ministry of Forests, Lands, Natural Resource Operations and Rural Development has responsibility for provincial heritage and recreation sites and trails – both of which show up in Minister Heyman’s mandate letter and do not reference FLNR as support for the initiatives.

Opportunity: Update Minister Heyman’s and Parliamentary Secretary Greene’s mandate letters to reflect the support function, responsibility and expertise within FLNR.

Language:

For the Minister of Environment and Climate Change Strategy & the Parliamentary Secretary of Environment

Lead work with the Minister of Indigenous Relations and Reconciliation and the Minister of State for Lands and Natural Resource Operations to reflect Indigenous peoples' history and cultures in provincial parks and wilderness areas.

AND

Recognizing the heightened importance of outdoor recreation in the context of the COVID-19 pandemic, guide work to create new campgrounds, trails, and protected areas; propose new funding to improve infrastructure; and ensure provincial parks remain affordable for British Columbians, with support from the Minister of State for Lands and Natural Resource Operations.

- **Issue:** The Ministry of Indigenous Relations and Reconciliation's mandate letter includes two transformational key commitments that require strong collaboration with other ministries to design and deliver the changes.

Opportunity: To signal this collaboration and coordination needed for government to be successful, I recommend Minister Rankin's letter be revised to include reference to working with his Cabinet colleagues.

Language: For the Minister of Indigenous Relations and Reconciliation

Improve our government's relationships with Indigenous peoples by moving from short-term transactional arrangements to long-term agreements that recognize and support reconciliation, self-determination and economic independence - and do so with your cabinet colleagues.

AND

Facilitate partnership with First Nations around key decisions on regional land and resource use allocation through evolving shared decision making, building on the *Declaration on the Rights of Indigenous Peoples Act*, to provide a clear, stable and sustainable path for everyone to work together – and do this with your cabinet colleagues.

Biggs, Jackie CITZ:EX

From: Smith, Krystal LBR:EX
Sent: December 8, 2020 6:04 PM
To: Beare, Lisa CITZ:EX
Subject: QP Binder Additions - EOM
Attachments: Bullets - Robson Square.docx; Mandate Letter.docx; QA_RSQ Ice Rink .docx; 2020.12.07 QP CITZ
Legislature Data Security Incident - FINAL.docx

Top KM:

- **Improving the Province's FOI system for people who depend on it remains a top priority.**
- **These efforts will absolutely continue.**
- **Improving this legislation takes time.**
- **We need to get this right and involve British Columbians and users of the FOI system in our commitment to make it better.**

Improving response times:

- **There has been a substantial improvement in the timeliness of FOI responses over the last few years, despite a significant increase in request volumes.**
- **B.C. has improved FOI response times by almost 10% over the past three years.**
- **This has occurred despite an approximate 40% increase in request volumes over this same period.**
- **I'm proud of what we've achieved so far. The years ahead will bring even more progress.**

KEY FACTS:

Two of four commitments in the previous mandate letter for Citizens' Services (2017) were related to the Freedom of Information and Protection of Privacy Act:

- Improve access to information rules to provide greater public accountability.
- Improve response and processing times for freedom of information requests.

The ministry remains committed to updating FOIPPA legislation and improving the FOI system. Some of the work ahead for the ministry includes:

- Putting forward legislative amendment recommendations.
- Improving policy, business processes and technology to enhance FOI processing.

- Supporting compliance and enhancing the reputation of the Province's FOI system.
- Working with the Office of the Information and Privacy Commissioner on recommendations they have made.
- Reporting regularly on compliance and progress (e.g. FOIPPA annual report)

Biggs, Jackie CITZ:EX

From: Smith, Krystal LBR:EX
Sent: November 27, 2020 3:47 PM
To: Stewart, Courtney CITZ:EX
Cc: Copeland, Alison TAC:EX; Lawal, Cassandra CITZ:EX
Subject: Re: APPROVAL/ REVIEW Fwd: CITZ Media Request: Minister's new ministry and mandate

Hello Courtney,

MLB can do between 11am and 1pm on Monday thanks.

Krys

Sent from my iPhone

On Nov 27, 2020, at 3:37 PM, Stewart, Courtney GCPE:EX <Courtney.Stewart@gov.bc.ca> wrote:

Reporter says anytime Monday is fine.

C

From: Smith, Krystal CITZ:EX <Krystal.Smith@gov.bc.ca>
Sent: November 27, 2020 3:12 PM
To: Beare, Lisa TAC:EX <Lisa.Beare@gov.bc.ca>
Cc: Copeland, Alison TAC:EX <Alison.Copeland@gov.bc.ca>; Stewart, Courtney GCPE:EX <Courtney.Stewart@gov.bc.ca>; Lawal, Cassandra CITZ:EX <Kassandra.Lawal@gov.bc.ca>
Subject: APPROVAL/ REVIEW Fwd: CITZ Media Request: Minister's new ministry and mandate
Hello Minister,
Here are the details regarding the local media request. Let me know when you would like to do it and Courtney will get that scheduled.
Also if you need anything else.
Thanks,
Krystal

Sent from my iPhone

Begin forwarded message:

From: "Stewart, Courtney GCPE:EX" <Courtney.Stewart@gov.bc.ca>
Date: November 27, 2020 at 12:59:07 PM PST
To: "Smith, Krystal CITZ:EX" <Krystal.Smith@gov.bc.ca>
Cc: "Emerson, Kim GCPE:EX" <Kim.Emerson@gov.bc.ca>
Subject: CITZ Media Request: Minister's new ministry and mandate

Krystal,
Here's some bullets for the minister. Let me know if you need anything further and if there's any time in the Ministers schedule to do this before 6pm. I'll let the reporter know.

Reporter

Colleen Flanagan, Reporter
Maple Ridge & Pitt Meadows News
cflanagan@mapleridgenews.com
604-729-4617 c: s.22

Deadline Friday, November 27, 2020 6:00 PM

Request

Reporter would like to talk to the Minister about her new role as Minister of Citizens' Services and her mandate items.

Recommendation: do interview

Intro:

- I'm excited about my new role as Minister of Citizens' Services and thank the Premier very much for this important appointment.
- This change comes at a time when people in our province are facing significant challenges due to COVID-19.
- The pandemic has turned the lives of British Columbians upside down. This is a hard time for people.
- I believe that we will get through it together by continuing to invest in healthcare, by supporting frontline workers, and by everyone doing our part to fight this virus.
- I am honoured and excited to continue this work in my role as Minister of Citizens' Services.

Citizens Services:

- Citizens Services is the backbone of government.
- This ministry is responsible for providing many of the government services that people in B.C. rely on.
- One thing I'm particularly excited about is connectivity.
- Working to connect all people in B.C. to broadband internet and cell service, regardless of where they live, is a top priority.
- Now, more than ever, people need high-speed internet to learn, do business, access services, and stay in touch with loved ones.
- I'm excited to begin the important work of helping to bring high-speed internet and cell service throughout B.C. until every person is connected.

- This ministry is also responsible for Service BC. We have our own Service BC Centre in Maple Ridge.
- These offices are one-stop-shops for accessing all kinds of government services.
- Service BC is also helping support British Columbians during the pandemic by checking in on people who have recently travelled and are doing self-isolation.
- This ministry is also responsible for bringing about digital transformation to make access to government services faster and easier for everyone.
- It's really an exciting time to be leading this ministry.
- I still have a lot to learn and look forward to the challenge.

If you want to touch on a couple other items:

Procurement

- Government's purchasing power plays a key role in economic development and improving the lives of British Columbians.
- B.C.'s first-ever procurement strategy takes full advantage of government's buying power to drive economic growth, create good jobs and harness made-in-B.C. innovation.
- Achieving the goals of the BC Procurement Strategy is even more important as we takes steps to create a resilient economy and a strong recovery during the global COVID-19 pandemic.
- My mandate includes a continued commitment to improve how procurement processes deliver benefits for people and businesses in communities across the province.
- We will continue to modernize procurement to make it easier for small and medium sized businesses to work with government
- And benefit from the economic opportunities created through government contracts.
- B.C.'s new approach creates more opportunities for British Columbians and better connects people to the supports and services they rely on.

Anti-Racism

- As part of my mandate, I will work to support the Parliamentary Secretary responsible for anti-racism initiatives in the collection, housing and analysis of race-based data.

- This is an essential part of government's work to modernize sectors like policing, health care and education.

Biggs, Jackie CITZ:EX

From: Molyneux, Jennifer CITZ:EX
Sent: December 11, 2020 12:32 PM
To: Brouwer, Shauna CITZ:EX
Subject: CITZ Mandate Letter (with notes)
Attachments: Scan_20201211.pdf

Hi Shauna,

As requested. Thanks.

Jennifer Molyneux
Sr. Executive Administrative Assistant
Deputy Minister's Office
Ministry of Citizens' Services
Ph: 250 387-0401
e: Jennifer.molyneux@gov.bc.ca



February 11, 2020

Honourable Anne Kang
Minister of Citizens' Services
Room 236, Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Kang:

Anne

Congratulations on your new appointment as Minister of Citizens' Services.

British Columbians expect their government to work for ordinary people, not just those at the top. It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to keep working to make their lives easier.

Our second commitment is to deliver the services that people count on. We've started making progress. Together, we're ensuring children are getting access to the quality public education they need to succeed, that families are getting timely medical attention, and that our senior citizens are able to live their final years with dignity. These and other government services touch the lives of British Columbians every day. It is your job as Minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone across B.C., not just the wealthy and the well-connected. Together, we are tackling poverty and inequality, creating good-paying jobs in every corner of the province, and ensuring people from every background have the opportunity to reach their full potential.

These three commitments along with your specific ministerial objectives will guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

.../2

Our Confidence and Supply Agreement with the B.C. Green caucus is critical to the success of our government. Accordingly, the principles of "good faith and no surprises" set out in that document should also guide your work going forward.

As Minister, you are responsible for ensuring signatories of the Confidence and Supply Agreement are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier's Office. The Secretariat is charged with ensuring that signatories are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the signatories of the Confidence and Supply Agreement, and in accordance with relevant legislation.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia, our government passed legislation that will harmonize the province's laws with the UN Declaration on the Rights of Indigenous Peoples. As Minister, you are responsible for reviewing policies, programs, and legislation to determine how to bring the principles of the Declaration into action in British Columbia.

Our government is also committed to real action on climate change, as outlined in our CleanBC plan. CleanBC is about putting our province on the path to a cleaner, better future – with a low-carbon economy that creates opportunities for all while protecting our clean air, land and water. As Minister, you are responsible for ensuring the actions and goals of this cross-government plan are reflected and implemented in your ministerial work.

To that end, in your role as Minister of Citizens' Services I expect that you will make substantive progress on the following priorities:

- PS Roles included*
- ✓ • Continue to expand connectivity to communities throughout the province to support new economic opportunities and improved access to government services.
 - ✓ • Build on the success of government's new procurement processes to ensure that more local, small and medium-sized companies can do business with government more efficiently while ensuring public funds are spent wisely.
 - ✓ • Continue to improve government's public sector data security and privacy practices to ensure that British Columbians personal information is safeguarded.
 - ✓ • Work with your cabinet colleagues to ensure that public agencies gathering personal information or working with private service providers who gather public information of behalf of government employ the best possible security and privacy practices.
 - ALL* ✓ • Ensure that your ministry makes timely progress on the implementation of the *Declaration of the Rights of Indigenous Peoples Act*, both in identifying priority legislative areas for inclusion in the action plan, and in ensuring that future ministry actions are consistent with the principles set out in the Act.

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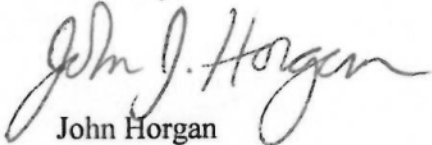
- ✓ Ensure that the process of vetting and awarding government IT contracts is conducted in a manner that saves money, increases innovation, improves competition and helps our technology sector grow and ensure that government IT and software development procurement work better for companies that hire locally, operate sustainably and have a local supply chain.

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- Work to maintain government's successful record of providing British Columbians with timely access to information and ensure the system provides public accountability.
 - Improve access to information rules to provide greater public accountability.

All members of Cabinet are expected to review, understand and act according to the Members' Conflict of Interest Act and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead. It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,


John Horgan
Premier