

FW: Expenditure Management Savings Target letter

From: McCann, Meghan EMPR:EX <Meghan.McCann@gov.bc.ca>
To: EMPR Executive Committee <EMPRExCo@Victoria1.gov.bc.ca>
Sent: September 13, 2019 2:10:44 PM PDT
Attachments: s.12; s.13; s.17
Expenditure Management DL signed.pdf

Please see attached, thanks.

From: Fitzpatrick, Ceara FIN:EX <Ceara.Fitzpatrick@gov.bc.ca> **On Behalf Of** Siu, Raeleen FIN:EX
Sent: September 13, 2019 2:08 PM
To: Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Arnsdorf, Carmen FIN:EX <Carmen.Arnsdorf@gov.bc.ca>
Subject: Expenditure Management Savings Target letter
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

Page 02 of 64 to/à Page 03 of 64

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17



September 13, 2019
384760

Confidential

Honourable Michelle Mungall
Minister of Energy, Mines and Petroleum Resources
Rm 301 Parliament Buildings
Victoria BC V8V 1X4

Dear Colleague:

Re: 2019/20 Expenditure Management Savings Target

Further to the s.12 and 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

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; s.17

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: Dave Nikolejsin
Deputy Minister
Ministry of Energy, Mines and Petroleum Resources

Wes Boyd
Assistant Deputy Minister and Executive Financial Officer
Ministry of Energy, Mines and Petroleum Resources

FW: Expenditure Management Savings Target letter

From: Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>
To: MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
Sent: September 13, 2019 2:22:23 PM PDT
Attachments: EMPR Target Letter - Expenditure Management DL signed.pdf

Hi Les,

Further to Meghan's email, please advise if you would like to meet with Dave to discuss EAED's in-year savings opportunities.

Excerpt from letter:
s.12

Cathy Schmidt
Manager, Division Operations
Office of the Assistant Deputy Minister
Electricity and Alternative Energy Division
Ministry of Energy, Mines and Petroleum Resources
250-952-0673

From: McCann, Meghan EMPR:EX
Sent: September 13, 2019 2:15 PM
To: Andrews, Sarah EMPR:EX ; Boivin, Arielle EMPR:EX ; Hunt, Melanie EMPR:EX ; Janes, Darci EMPR:EX ; Metcalfe, Megan EMPR:EX ; Musgrove, Kate EMPR:EX ; Schmidt, Cathy A EMPR:EX
Subject: FW: Expenditure Management Savings Target letter
Importance: High
Please let me know if your ADM needs to book time with Dave on this.

From: McCann, Meghan EMPR:EX
Sent: September 13, 2019 2:11 PM
To: EMPR Executive Committee <EMPRExCo@Victoria1.gov.bc.ca>
Subject: FW: Expenditure Management Savings Target letter
Importance: High
Please see attached, thanks.

From: Fitzpatrick, Ceara FIN:EX <Ceara.Fitzpatrick@gov.bc.ca> **On Behalf Of** Siu, Raeleen FIN:EX
Sent: September 13, 2019 2:08 PM
To: Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Arnsdorf, Carmen FIN:EX <Carmen.Arnsdorf@gov.bc.ca>
Subject: Expenditure Management Savings Target letter
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

FW: CleanBC Contracts

From: Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>
To: MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
Cc: MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>
Sent: September 16, 2019 9:00:07 AM PDT

Good news from the Energy Efficiency Branch. I'll let you know what Christina comes back with.

Cathy Schmidt

Manager, Division Operations
Office of the Assistant Deputy Minister
Electricity and Alternative Energy Division
Ministry of Energy, Mines and Petroleum Resources
250-952-0673

From: Muncaster, Katherine EMPR:EX
Sent: September 13, 2019 5:01 PM
To: Schmidt, Cathy A EMPR:EX ; Ianniciello, Christina EMPR:EX
Cc: Gosman, Nat EMPR:EX ; Amy, Chris EMPR:EX
Subject: RE: CleanBC Contracts
Cathy,
s.13; s.17

We do still need to check with CSNR on how funds should be coded and drawn down though. I'll let you know if any complications arise from that.

Katherine

From: Schmidt, Cathy A EMPR:EX
Sent: September 13, 2019 12:10 PM
To: Ianniciello, Christina EMPR:EX <Christina.Ianniciello@gov.bc.ca>; Muncaster, Katherine EMPR:EX <Katherine.Muncaster@gov.bc.ca>
Subject: CleanBC Contracts
Hello,
Les is requesting that you provide details on what is planned for the following contract forecasts (we need to determine how much of the amounts noted for each item below we need); and we need to reduce the amount by
s.13; s.17

Thank you both,
Cathy Schmidt
Manager, Division Operations
Office of the Assistant Deputy Minister
Electricity and Alternative Energy Division
Ministry of Energy, Mines and Petroleum Resources
250-952-0673

Ministry of Energy Mines and Petroleum Resources

2019/20 Expenditure Savings Plan

TARGET s.12; s.17

Ref#	Division	Savings Measure

Describe how the ministry has minimized impact to core programs and services.	Will this reduce draw on previously approved 19/20 contingency access? How?

Implications/ Considerations/Risks including any stakeholder risks (e.g. citizens, other ministries, vendors) and how this will be managed	when will savings be realized (immediate, Q3, Year end)

FW: EMPR Expenditure Management Saving Plan TEMPLATE - Draft due Sept 20th

From: MacLaren, Les EMPR:EX
</O=BCGOVT/OU=VICTORIA1/CN=RECIPIENTS/CN=LMACLARE>
To: Green, Dan L EMPR:EX, Gosman, Nat EMPR:EX
Cc: Schmidt, Cathy A EMPR:EX
Sent: September 17, 2019 6:55:02 AM PDT
Attachments: EMPR Expenditure Exercise Template .xlsx

I would like to discuss this at our CleanBC check-in this morning. Cathy and I met with Melissa Mackenzie last Friday
s.13; s.17

Les

From: Roland, Michelle CSNR:EX
Sent: Monday, September 16, 2019 4:06 PM
To: Coley, Simon J EMPR:EX ; MacLaren, Les EMPR:EX ; Carr, Michelle EMPR:EX ; Manahan, Suzanne EMPR:EX ; Mah-Paulson, May EMPR:EX ; Robb, Peter L. EMPR:EX ; Amann-Blake, Nathaniel EMPR:EX
Cc: Parmar, Ranbir S CSNR:EX ; Boyd, Wes CSNR:EX ; MacKenzie, Melissa CSNR:EX
Subject: EMPR Expenditure Management Saving Plan TEMPLATE - Draft due Sept 20th
Importance: High

Hi Everyone,

In follow up to the direction received at Exec. today, please find attached a template that will assist in capturing the savings you have been asked to identify as part of the Expenditure Management Savings Plan Exercise. As per Melissa's emails this afternoon we are available to meet, run reports, provide further analysis if need. Please let us know what you need. For those that have already requested a meeting, we will work to get something in your calendar's asap.

Please send your completed template to me with a cc to Melissa, end of day Thursday, early Friday. Our target is to have a rough draft for review Friday September 20th.

Please let me know if you have any questions.

Thanks,

Michelle Roland, FMC, BCOM
Director, Financial Planning and Reporting

Supporting the Ministries of Indigenous Relations & Reconciliation and Energy, Mines and Petroleum Resources
Corporate Services for the Natural Resource Ministries
Phone: (778) 698-3752 Cell: (250) 380-8470

Financial Services | CSNR

Trusted Partners sharing in the success of the Natural Resource Ministries

RE: EMPR Expenditure Management Saving Plan TEMPLATE - Draft due Sept 20th

From: Green, Dan L EMPR:EX <Dan.Green@gov.bc.ca>
To: MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>, Gosman, Nat EMPR:EX <Nathaniel.Gosman@gov.bc.ca>
Cc: Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>, Ianniciello, Christina EMPR:EX <Christina.Ianniciello@gov.bc.ca>
Sent: September 17, 2019 8:28:33 AM PDT

Christina and I spoke very briefly about this...s.13; s.17
s.13; s.17

Dan

From: MacLaren, Les EMPR:EX
Sent: September 17, 2019 6:55 AM
To: Green, Dan L EMPR:EX ; Gosman, Nat EMPR:EX
Cc: Schmidt, Cathy A EMPR:EX
Subject: FW: EMPR Expenditure Management Saving Plan TEMPLATE - Draft due Sept 20th
Importance: High

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s.13; s.17

Les

From: Roland, Michelle CSNR:EX
Sent: Monday, September 16, 2019 4:06 PM
To: Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>; Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>; Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>; Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>
Cc: Parmar, Ranbir S CSNR:EX <Ranbir.Parmar@gov.bc.ca>; Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>
Subject: EMPR Expenditure Management Saving Plan TEMPLATE - Draft due Sept 20th
Importance: High

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Please let me know if you have any questions.

Thanks,

Michelle Roland, FMC, BCOM
Director, Financial Planning and Reporting

Supporting the Ministries of Indigenous Relations & Reconciliation and Energy, Mines and Petroleum Resources
Corporate Services for the Natural Resource Ministries
Phone: (778) 698-3752 Cell: (250) 380-8470

Financial Services | CSNR

Trusted Partners sharing in the success of the Natural Resource Ministries

FW: CleanBC Contracts

From: Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>
To: MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
Sent: September 18, 2019 1:49:27 PM PDT
Attachments: s.13; s.17

Christina's response on her planned spending for STOB 60 is below. I'll have this printed out (and Katherine's) for our next forecast meeting with Melissa.

Cathy Schmidt

Manager, Division Operations
Office of the Assistant Deputy Minister
Electricity and Alternative Energy Division
Ministry of Energy, Mines and Petroleum Resources
250-952-0673

From: Ianniciello, Christina EMPR:EX
Sent: September 18, 2019 1:16 PM
To: Schmidt, Cathy A EMPR:EX
Cc: Green, Dan L EMPR:EX ; LeBlanc, Jenna EMPR:EX
Subject: RE: CleanBC Contracts

Hi Cathy,
s.13; s.17

Please let me know if you have any questions.

Thank you,
Christina

Page 16 of 64

Withheld pursuant to/removed as

s.13 ; s.17

Subject: RE: CleanBC Contracts

Importance: High

Good morning Christina, following up on this – I'm hoping you can get this to me today??

Cathy Schmidt

Manager, Division Operations

Office of the Assistant Deputy Minister

Electricity and Alternative Energy Division

Ministry of Energy, Mines and Petroleum Resources

250-952-0673

From: Schmidt, Cathy A EMPR:EX

Sent: September 13, 2019 12:10 PM

To: Ianniciello, Christina EMPR:EX <Christina.Ianniciello@gov.bc.ca>; Muncaster, Katherine EMPR:EX <Katherine.Muncaster@gov.bc.ca>

Subject: CleanBC Contracts

Hello,

Les is requesting that you provide details on what is planned for the following contract forecasts (we need to determine how much of the amounts noted for each item below we need); and we need to reduce the amount by s.13; s.17

Thank you both,

Cathy Schmidt

Manager, Division Operations

Office of the Assistant Deputy Minister

Electricity and Alternative Energy Division

Ministry of Energy, Mines and Petroleum Resources

250-952-0673

Page 18 of 64

Withheld pursuant to/removed as

s.13 ; s.17

Draft Document - Savings Exercise - Work in progress

From: Parmar, Ranbir S CSNR:EX <Ranbir.Parmar@gov.bc.ca>
To: Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>, Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>, MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>, Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>, Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>, Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>, Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>, Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>, De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>
Sent: September 20, 2019 5:13:21 PM PDT
Attachments: s.12; s.13; s.17

Hi.

Attached is a draft of the savings ideas to date.

The document is a work in progress and we don't yet have all the information.

We thought it would be a good to share the information gathered to date.

We are still following up on a number of areas but if you have any questions in the meantime, please let me know.
s.13

Thanks.

Page 20 of 64 to/à Page 21 of 64

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

RE: Draft Document - Savings Exercise - Work in progress

From: MacLaren, Les EMPR:EX
: </O=BCGOVT/OU=VICTORIA1/CN=RECIPIENTS/CN=LMACLARE>
To: Parmar, Ranbir S CSNR:EX
Cc: Green, Dan L EMPR:EX, Gosman, Nat EMPR:EX, Schmidt, Cathy A EMPR:EX, Eichenberger, Kathy EMPR:EX, Boyd, Wes CSNR:EX, Wieringa, Paul EMPR:EX
Sent: September 23, 2019 6:31:59 AM PDT

Hi Ranbir

We are still working on this and I have had some initial discussion with Dave.
s.13; s.17

- Nat is working on a forecast of underspend in CleanBC Better Homes based on slower than anticipated heat pump uptake
- We will have other stuff

I will be at UBCM this week. You can go to EDs or Cathy to get more info. We also have pressures on BCH Phase 2 experts and consultation.

Les

From: Parmar, Ranbir S CSNR:EX

Sent: Friday, September 20, 2019 5:13 PM

To: Mah-Paulson, May EMPR:EX ; Robb, Peter L. EMPR:EX ; MacLaren, Les EMPR:EX ; Carr, Michelle EMPR:EX ; Coley, Simon J EMPR:EX ; Amann-Blake, Nathaniel EMPR:EX ; Manahan, Suzanne EMPR:EX

Cc: Boyd, Wes CSNR:EX ; Nikolejsin, Dave EMPR:EX ; De Champlain, Rhonda EMPR:EX

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s.13

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From: Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>
To: Roland, Michelle CSNR:EX <Michelle.Roland@gov.bc.ca>, Green, Dan L EMPR:EX <Dan.Green@gov.bc.ca>, Gosman, Nat EMPR:EX <Nathaniel.Gosman@gov.bc.ca>, Eichenberger, Kathy EMPR:EX <Kathy.Eichenberger@gov.bc.ca>, Wieringa, Paul EMPR:EX <Paul.Wieringa@gov.bc.ca>
Cc: MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>, Parmar, Ranbir S CSNR:EX <Ranbir.Parmar@gov.bc.ca>, MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
Sent: September 23, 2019 4:24:34 PM PDT
Attachments: s.12; s.13; s.17

Attached is EAED's input; including CRT's that was sent separately earlier today.

Cathy Schmidt

Manager, Division Operations
Office of the Assistant Deputy Minister
Electricity and Alternative Energy Division
Ministry of Energy, Mines and Petroleum Resources
250-952-0673

From: Roland, Michelle CSNR:EX
Sent: September 23, 2019 10:37 AM
To: Green, Dan L EMPR:EX ; Gosman, Nat EMPR:EX ; Schmidt, Cathy A EMPR:EX ; Eichenberger, Kathy EMPR:EX ; Wieringa, Paul EMPR:EX
Cc: MacKenzie, Melissa CSNR:EX ; Parmar, Ranbir S CSNR:EX
Subject: RE: Draft Document - Savings Exercise - Work in progress
Importance: High

Hi Everyone,

I have attached the template to capture your identified savings and the BC Hydro Phase 2 pressure. Please add your respective items to the documents and return to me by the end of today.

Thanks,

Michelle

778-698-3752

From: Parmar, Ranbir S CSNR:EX
Sent: September 23, 2019 7:00 AM
To: MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
Cc: Green, Dan L EMPR:EX <Dan.Green@gov.bc.ca>; Gosman, Nat EMPR:EX <Nathaniel.Gosman@gov.bc.ca>; Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>; Eichenberger, Kathy EMPR:EX <Kathy.Eichenberger@gov.bc.ca>; Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Wieringa, Paul EMPR:EX <Paul.Wieringa@gov.bc.ca>; Roland, Michelle CSNR:EX <Michelle.Roland@gov.bc.ca>; MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>
Subject: Re: Draft Document - Savings Exercise - Work in progress
Thanks Les.

Sent from my iPhone

On Sep 23, 2019, at 6:32 AM, MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca> wrote:

Hi Ranbir

We are still working on this and I have had some initial discussion with Dave.

s.13; s.17

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Les

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Sent: Friday, September 20, 2019 5:13 PM

To: Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>; Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>; Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>; Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>

Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>

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Page 25 of 64 to/à Page 29 of 64

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:
</O=BCGOVT/OU=VICTORIA1/CN=RECIPIENTS/CN=LMACLARE>
To: Schmidt, Cathy A EMPR:EX, Roland, Michelle CSNR:EX, Green, Dan L EMPR:EX, Gosman, Nat EMPR:EX, Eichenberger, Kathy EMPR:EX, Wieringa, Paul EMPR:EX
Cc: MacKenzie, Melissa CSNR:EX, Parmar, Ranbir S CSNR:EX
Sent: September 23, 2019 5:06:51 PM PDT

Thanks for this.

I would like to see a little more detail in describing what is being reduced. For example:
CleanBC GoElectric Program

s.13; s.17

Les

From: Schmidt, Cathy A EMPR:EX
Sent: Monday, September 23, 2019 4:25 PM
To: Roland, Michelle CSNR:EX ; Green, Dan L EMPR:EX ; Gosman, Nat EMPR:EX ; Eichenberger, Kathy EMPR:EX ; Wieringa, Paul EMPR:EX
Cc: MacKenzie, Melissa CSNR:EX ; Parmar, Ranbir S CSNR:EX ; MacLaren, Les EMPR:EX
Subject: RE: Draft Document - Savings Exercise - Work in progress
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Cathy Schmidt
Manager, Division Operations
Office of the Assistant Deputy Minister
Electricity and Alternative Energy Division
Ministry of Energy, Mines and Petroleum Resources
250-952-0673

From: Roland, Michelle CSNR:EX
Sent: September 23, 2019 10:37 AM
To: Green, Dan L EMPR:EX <Dan.Green@gov.bc.ca>; Gosman, Nat EMPR:EX <Nathaniel.Gosman@gov.bc.ca>; Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>; Eichenberger, Kathy EMPR:EX <Kathy.Eichenberger@gov.bc.ca>; Wieringa, Paul EMPR:EX <Paul.Wieringa@gov.bc.ca>
Cc: MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>; Parmar, Ranbir S CSNR:EX <Ranbir.Parmar@gov.bc.ca>
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Importance: High
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778-698-3752

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Cc: Green, Dan L EMPR:EX <Dan.Green@gov.bc.ca>; Gosman, Nat EMPR:EX <Nathaniel.Gosman@gov.bc.ca>; Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>; Eichenberger, Kathy EMPR:EX <Kathy.Eichenberger@gov.bc.ca>; Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Wieringa, Paul EMPR:EX <Paul.Wieringa@gov.bc.ca>; Roland, Michelle CSNR:EX <Michelle.Roland@gov.bc.ca>; MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>
Subject: Re: Draft Document - Savings Exercise - Work in progress

Thanks Les.

Sent from my iPhone

On Sep 23, 2019, at 6:32 AM, MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca> wrote:

Hi Ranbir

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s.13; s.17

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Sent: Friday, September 20, 2019 5:13 PM

To: Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>; Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>; Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>; Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>

Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>

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s.13

Thanks.

Fwd: Draft Document - Savings Exercise - Work in progress

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To: MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
Sent: September 23, 2019 8:56:00 PM PDT
Attachments: s.12; s.13; s.17

My comments on CRT pressure
Sent from my iPhone

Begin forwarded message:

From: "Eichenberger, Kathy EMPR:EX" <Kathy.Eichenberger@gov.bc.ca>
Date: September 23, 2019 at 1:04:51 PM PDT
To: "Roland, Michelle CSNR:EX" <Michelle.Roland@gov.bc.ca>, "Green, Dan L EMPR:EX" <Dan.Green@gov.bc.ca>, "Gosman, Nat EMPR:EX" <Nathaniel.Gosman@gov.bc.ca>, "Schmidt, Cathy A EMPR:EX" <Cathy.Schmidt@gov.bc.ca>, "Wieringa, Paul EMPR:EX" <Paul.Wieringa@gov.bc.ca>
Cc: "MacKenzie, Melissa CSNR:EX" <Melissa.Mackenzie@gov.bc.ca>, "Parmar, Ranbir S CSNR:EX" <Ranbir.Parmar@gov.bc.ca>
Subject: RE: Draft Document - Savings Exercise - Work in progress

Hi Michelle,
My comment re CRT pressures is in the table.
Thanks
Kathy

From: Roland, Michelle CSNR:EX
Sent: September 23, 2019 10:37 AM
To: Green, Dan L EMPR:EX <Dan.Green@gov.bc.ca>; Gosman, Nat EMPR:EX <Nathaniel.Gosman@gov.bc.ca>; Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>; Eichenberger, Kathy EMPR:EX <Kathy.Eichenberger@gov.bc.ca>; Wieringa, Paul EMPR:EX <Paul.Wieringa@gov.bc.ca>
Cc: MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>; Parmar, Ranbir S CSNR:EX <Ranbir.Parmar@gov.bc.ca>
Subject: RE: Draft Document - Savings Exercise - Work in progress
Importance: High

Hi Everyone,
I have attached the template to capture your identified savings and the BC Hydro Phase 2 pressure. Please add your respective items to the documents and return to me by the end of today.
Thanks,
Michelle
778-698-3752

From: Parmar, Ranbir S CSNR:EX
Sent: September 23, 2019 7:00 AM
To: MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
Cc: Green, Dan L EMPR:EX <Dan.Green@gov.bc.ca>; Gosman, Nat EMPR:EX <Nathaniel.Gosman@gov.bc.ca>; Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>; Eichenberger, Kathy EMPR:EX <Kathy.Eichenberger@gov.bc.ca>; Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Wieringa, Paul EMPR:EX <Paul.Wieringa@gov.bc.ca>; Roland, Michelle CSNR:EX <Michelle.Roland@gov.bc.ca>; MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>
Subject: Re: Draft Document - Savings Exercise - Work in progress
Thanks Les.

Sent from my iPhone

On Sep 23, 2019, at 6:32 AM, MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca> wrote:

Hi Ranbir

We are still working on this and I have had some initial discussion with Dave.

s.13; s.17

- Nat is working on a forecast of underspend in CleanBC Better Homes based on slower than anticipated heat pump uptake
- We will have other stuff

I will be at UBCM this week. You can go to EDs or Cathy to get more info. We also have pressures on BCH Phase 2 experts and consultation.

Les

From: Parmar, Ranbir S CSNR:EX

Sent: Friday, September 20, 2019 5:13 PM

To: Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>; Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>; Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>; Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>

Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>

Subject: Draft Document - Savings Exercise - Work in progress

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Attached is a draft of the savings ideas to date.

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The document is a work in progress and we don't yet have all the information.

We thought it would be a good to share the information gathered to date.

We are still following up on a number of areas but if you have any questions in the meantime, please let me know.

s.13

Thanks.

Page 34 of 64 to/à Page 35 of 64

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

FW: DUE END OF TODAY Draft Document - Savings Exercise - Work in progress

From: Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>
To: MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
Sent: September 24, 2019 3:23:56 PM PDT
Attachments: s.12; s.13; s.17

For review before I send it to Michelle; I'll forward Dan/Christina's separately

Cathy Schmidt
Manager, Division Operations
Office of the Assistant Deputy Minister
Electricity and Alternative Energy Division
Ministry of Energy, Mines and Petroleum Resources
250-952-0673

From: Gosman, Nat EMPR:EX
Sent: September 24, 2019 3:14 PM
To: Schmidt, Cathy A EMPR:EX ; Green, Dan L EMPR:EX ; Eichenberger, Kathy EMPR:EX ; Wieringa, Paul EMPR:EX
Subject: RE: DUE END OF TODAY Draft Document - Savings Exercise - Work in progress
Hi Cathy,
See attached with more specificity on savings for BetterHomes/Buildings and a breakout of savings vs offsets per Les' request.

Nat



Nat Gosman | A/Executive Director, Built Environment
Electricity and Alternative Energy Division
BC Ministry of Energy, Mines and Petroleum Resources
O 778.698.7282 (new number)
C 250.886.1755

From: Schmidt, Cathy A EMPR:EX
Sent: September 24, 2019 11:12 AM
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Subject: DUE END OF TODAY Draft Document - Savings Exercise - Work in progress

Importance: High

I've been advised that this is due today. Please send me updates to the spreadsheet no later than 3:00. Thank you.

Cathy Schmidt
Manager, Division Operations
Office of the Assistant Deputy Minister
Electricity and Alternative Energy Division
Ministry of Energy, Mines and Petroleum Resources
250-952-0673

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Sent: September 24, 2019 9:27 AM
To: Green, Dan L EMPR:EX <Dan.Green@gov.bc.ca>; Gosman, Nat EMPR:EX <Nathaniel.Gosman@gov.bc.ca>; Eichenberger, Kathy EMPR:EX <Kathy.Eichenberger@gov.bc.ca>; Wieringa, Paul EMPR:EX <Paul.Wieringa@gov.bc.ca>

Subject: RE: Draft Document - Savings Exercise - Work in progress

Importance: High

Let me know how you'd like to approach making the updates as requested by Les below. Would it be beneficial to schedule a meeting (Dan, Nat, Kathy, Paula and myself) and I can make the updates as we go? Or would you prefer to send me your updates individually and I'll update the master version?

Cathy Schmidt
Manager, Division Operations
Office of the Assistant Deputy Minister
Electricity and Alternative Energy Division
Ministry of Energy, Mines and Petroleum Resources
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Subject: RE: Draft Document - Savings Exercise - Work in progress
Thanks for this.
s.13; s.17

Les

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Sent: Monday, September 23, 2019 4:25 PM
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Cc: MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>; Parmar, Ranbir S CSNR:EX <Ranbir.Parmar@gov.bc.ca>; MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
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Office of the Assistant Deputy Minister
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<Paul.Wieringa@gov.bc.ca>; Roland, Michelle CSNR:EX <Michelle.Roland@gov.bc.ca>; MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>

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Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>

Subject: Draft Document - Savings Exercise - Work in progress

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s.13

Thanks.

Page 39 of 64 to/à Page 42 of 64

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

FW: EMPR Expenditure Exercise Template (003).xlsx

From: Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>
To: MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
Sent: September 24, 2019 3:24:53 PM PDT
Attachments: s.12; s.13; s.17

Attached Dan/Christina's input for review before sending to Michelle Roland. Paul had nothing further to add.

Cathy Schmidt

Manager, Division Operations
Office of the Assistant Deputy Minister
Electricity and Alternative Energy Division
Ministry of Energy, Mines and Petroleum Resources
250-952-0673

From: Ianniciello, Christina EMPR:EX

Sent: September 24, 2019 2:00 PM

To: Green, Dan L EMPR:EX ; Schmidt, Cathy A EMPR:EX

Subject: RE: EMPR Expenditure Exercise Template (003).xlsx

Hi Cathy and Dan, I just made some slight corrections to the split-up -s.13
s.13

I've highlighted the rows I edited in green

to help with merging.

Christina

From: Green, Dan L EMPR:EX

Sent: September 24, 2019 12:06 PM

To: Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>; Ianniciello, Christina EMPR:EX
<Christina.Ianniciello@gov.bc.ca>

Subject: EMPR Expenditure Exercise Template (003).xlsx

I split up the CEV savings, but think the additional pieces Les wanted will probably come from Nat.

Christina: feel free to edit

Page 44 of 64 to/à Page 49 of 64

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

RE: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending

From: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>
To: Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>, Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>
Cc: Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>, Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>, MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>, Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>, De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>, Cochrane, Marlene EMPR:EX <Marlene.Cochrane@gov.bc.ca>, McCann, Meghan EMPR:EX <Meghan.McCann@gov.bc.ca>, Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>, McRae, Meghan GCPE:EX <Meghan.McRae@gov.bc.ca>
Sent: September 24, 2019 3:27:45 PM PDT

I think we can verbally inform staff who ask this question.....that some program areas in the Ministry that have been newly launched have been partially funded through contingencies as they roll out....we anticipate savings this fiscal year in these areas

From: Amann-Blake, Nathaniel EMPR:EX
Sent: September 24, 2019 3:19 PM
To: Mah-Paulson, May EMPR:EX ; Boyd, Wes CSNR:EX
Cc: Robb, Peter L. EMPR:EX ; Carr, Michelle EMPR:EX ; MacLaren, Les EMPR:EX ; Coley, Simon J EMPR:EX ; De Champlain, Rhonda EMPR:EX ; Cochrane, Marlene EMPR:EX ; McCann, Meghan EMPR:EX ; Manahan, Suzanne EMPR:EX ; McRae, Meghan GCPE:EX
Subject: RE: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending

I like it but not sure what I could say if asked about this:

Fortunately, our Ministry has some strong opportunities to meet our target through contingencies (e.g. events that will not be met this fiscal or can be managed into future fiscal years) which does not impact our operations budget.

From: Mah-Paulson, May EMPR:EX
Sent: September 24, 2019 2:59 PM
To: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>
Cc: Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>; MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>; Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>; Cochrane, Marlene EMPR:EX <Marlene.Cochrane@gov.bc.ca>; McCann, Meghan EMPR:EX <Meghan.McCann@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>; McRae, Meghan GCPE:EX <Meghan.McRae@gov.bc.ca>
Subject: RE: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending
Thanks, Wes, I also support the messaging and sending it out to staff.
May

From: Carr, Michelle EMPR:EX
Sent: Tuesday, September 24, 2019 2:55 PM
To: MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>; Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>; Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>; Cochrane, Marlene EMPR:EX <Marlene.Cochrane@gov.bc.ca>; McCann, Meghan EMPR:EX <Meghan.McCann@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>; McRae, Meghan GCPE:EX <Meghan.McRae@gov.bc.ca>
Subject: Re: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending
Agreed. Thank you.

Michelle Carr
Assistant Deputy Minister

On Sep 24, 2019, at 2:52 PM, MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca> wrote:

Looks good to me Wes and I support sending it to all staff.
Les

On Sep 24, 2019, at 1:56 PM, Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca> wrote:

Hi there, Simon and I have drafted a message that could go out to ALL STAFF from Dave regarding the Ministry Spending Plans. It is very similar to what Doug Caul sent yesterday to all MIRR staff (see bottom of this email).

Looking for Executive's feedback as to whether its necessary to send out? More specifically, looking for your thoughts if staff are asking questions about EMPR's savings plan approach and/or are nervous. I have had a couple probing questions during my walks in the hallways.

The key message is "will not impact existing jobs" and "ADMs are identifying savings plans around travel and discretionary spending".

Please let me know your thoughts.....and I can pass along to Dave.

Wes

Good morning,

Following the release of the government's first quarter report, the Ministry of Finance has provided instructions to all ministries to meet specific expenditure savings targets by the end of the fiscal year (March 31, 2020). This type of direction is common for government, when the overall fiscal environment demands it.

All ministries are taking a corporate approach to meet this direction. While each organization can be flexible in identifying its savings opportunities, the priority is to protect core services and programs in all ministries across government. To be clear, this direction does not include measures that will impact existing jobs.

Fortunately, our Ministry has some strong opportunities to meet our target through contingencies (e.g. events that will not be met this fiscal or can be managed into future fiscal years) which does not impact our operations budget.

That said, we must also carefully manage our expenses and discretionary spending for the remainder of this fiscal. This includes hiring, travel and other discretionary spending, such as contracts.

ADMs have been asked to identify savings plans in each division, including travel and discretionary spending. Executive for the Ministry will be reviewing them shortly and a ministry-wide plan will forthcoming.

Thank you for your support to help our ministry achieve this savings target. If you have any questions, please speak to your ADM.

Dave

From: Caul, Doug D IRR:EX

Sent: September 23, 2019 10:33 AM

Subject: Important Message from the Deputy Minister – Ministry Spending

Good morning,

Following the release of the government's first quarter report, the Ministry of Finance has provided instructions to all ministries to meet specific expenditure savings targets by the end of the fiscal year (March 31, 2020). This type of direction is common for government, when the overall fiscal environment demands it.

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That said, we must also carefully manage our expenses and discretionary spending for the remainder of this fiscal. This includes hiring, travel and other discretionary spending, such as contracts.

The Organizational Development Committee (ODC) manages human resource decisions for the ministry and will be responsible for applying continued prudence to hiring and other spending. ADMs will work with senior managers to develop a plan for savings in each division, including travel and discretionary spending, for the ODC's consideration. In this effort, our priority is to minimize the impacts on services and programs that people count on across government. At the same time, we will look at all ways to alleviate any burden on you and the work you are doing.

Thank you for your support to help our ministry achieve this savings target. If you have any questions, please speak to your senior lead or ADM.

Doug

FW: DUE END OF TODAY Draft Document - Savings Exercise - Work in progress

From: MacLaren, Les EMPR:EX
</O=BCGOVT/OU=VICTORIA1/CN=RECIPIENTS/CN=LMACLARE>
To: Schmidt, Cathy A EMPR:EX
Sent: September 24, 2019 3:40:08 PM PDT
Attachments: Copy of EMPR Expenditure Exercise Template_Sept 24 NG.xlsx,
image001.png

This is version to send with the offsets more clearly identified.

Les

From: Schmidt, Cathy A EMPR:EX
Sent: Tuesday, September 24, 2019 3:24 PM
To: MacLaren, Les EMPR:EX
Subject: FW: DUE END OF TODAY Draft Document - Savings Exercise - Work in progress

For review before I send it to Michelle; I'll forward Dan/Christina's separately

Cathy Schmidt

Manager, Division Operations
Office of the Assistant Deputy Minister
Electricity and Alternative Energy Division
Ministry of Energy, Mines and Petroleum Resources
250-952-0673

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Hi Cathy,

See attached with more specificity on savings for BetterHomes/Buildings and a breakout of savings vs offsets per Les' request.

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Nat Gosman | A/Executive Director, Built Environment
Electricity and Alternative Energy Division
BC Ministry of Energy, Mines and Petroleum Resources
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Let me know how you'd like to approach making the updates as requested by Les below. Would it be beneficial to schedule a meeting (Dan, Nat, Kathy, Paula and myself) and I can make the updates as we go? Or would you prefer to send me your updates individually and I'll update the master version?

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Cc: MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>; Parmar, Ranbir S CSNR:EX <Ranbir.Parmar@gov.bc.ca>

Subject: RE: Draft Document - Savings Exercise - Work in progress

Thanks for this.

I would like to see a little more detail in describing what is being reduced. For example:

CleanBC GoElectric Program

- Eliminate Budget 2019 Affordability Incentive (\$XM in CleanBC contingencies)
- Reduce STOB 60 contracts by \$YM for

s.13; s.17

measures.

I also think we need to cast around for some smaller \$\$ items in other STOBs to show we have approached this exercise in a thorough manner.

Les

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From: Roland, Michelle CSNR:EX

Sent: September 23, 2019 10:37 AM

To: Green, Dan L EMPR:EX <Dan.Green@gov.bc.ca>; Gosman, Nat EMPR:EX <Nathaniel.Gosman@gov.bc.ca>; Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>; Eichenberger, Kathy EMPR:EX <Kathy.Eichenberger@gov.bc.ca>; Wieringa, Paul EMPR:EX <Paul.Wieringa@gov.bc.ca>

Cc: MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>; Parmar, Ranbir S CSNR:EX <Ranbir.Parmar@gov.bc.ca>

Subject: RE: Draft Document - Savings Exercise - Work in progress

Importance: High

Hi Everyone,

I have attached the template to capture your identified savings and the BC Hydro Phase 2 pressure. Please add your respective items to the documents and return to me by the end of today.

Thanks,
Michelle
778-698-3752

From: Parmar, Ranbir S CSNR:EX
Sent: September 23, 2019 7:00 AM
To: MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
Cc: Green, Dan L EMPR:EX <Dan.Green@gov.bc.ca>; Gosman, Nat EMPR:EX <Nathaniel.Gosman@gov.bc.ca>; Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>; Eichenberger, Kathy EMPR:EX <Kathy.Eichenberger@gov.bc.ca>; Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Wieringa, Paul EMPR:EX <Paul.Wieringa@gov.bc.ca>; Roland, Michelle CSNR:EX <Michelle.Roland@gov.bc.ca>; MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>
Subject: Re: Draft Document - Savings Exercise - Work in progress
Thanks Les.

Sent from my iPhone

On Sep 23, 2019, at 6:32 AM, MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca> wrote:

Hi Ranbir
We are still working on this and I have had some initial discussion with Dave.
s.13; s.17

- Nat is working on a forecast of underspend in CleanBC Better Homes based on slower than anticipated heat pump uptake
- We will have other stuff

I will be at UBCM this week. You can go to EDs or Cathy to get more info. We also have pressures on BCH Phase 2 experts and consultation.

Les

From: Parmar, Ranbir S CSNR:EX
Sent: Friday, September 20, 2019 5:13 PM
To: Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>; Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>; Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>; Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>
Subject: Draft Document - Savings Exercise - Work in progress

Hi.

Attached is a draft of the savings ideas to date.

The document is a work in progress and we don't yet have all the information.

We thought it would be a good to share the information gathered to date.

We are still following up on a number of areas but if you have any questions in the meantime, please let me know.

s.13

Thanks.

RE: For Approval Please - Clean BC Building Innovation Fund Report Back TB Sub

From: MacLaren, Les EMPR:EX
: </O=BCGOVT/OU=VICTORIA1/CN=RECIPIENTS/CN=LMACLARE>
To: Nikolejsin, Dave EMPR:EX, Boyd, Wes CSNR:EX
Cc: De Champlain, Rhonda EMPR:EX
Sent: September 24, 2019 6:13:54 PM PDT

Hi Dave:
s.13; s.17

Les

From: Nikolejsin, Dave EMPR:EX
Sent: Tuesday, September 24, 2019 5:18 PM
To: MacLaren, Les EMPR:EX ; Boyd, Wes CSNR:EX
Cc: De Champlain, Rhonda EMPR:EX
Subject: Fwd: For Approval Please - Clean BC Building Innovation Fund Report Back TB Sub
Why wouldn't we do option 2 until we understand better the effect, timing and scale of the budget pullback current,y underway?

Dave Nikolejsin
Deputy Minister EMPR

Begin forwarded message:

From: "De Champlain, Rhonda EMPR:EX" <Rhonda.DeChamplain@gov.bc.ca>
Date: September 25, 2019 at 9:08:47 AM GMT+9
To: "Nikolejsin, Dave EMPR:EX" <Dave.Nikolejsin@gov.bc.ca>
Cc: "De Champlain, Rhonda EMPR:EX" <Rhonda.DeChamplain@gov.bc.ca>
Subject: For Approval Please - Clean BC Building Innovation Fund Report Back TB Sub

Hello,

Attached is the Report Back on the Clean BC Building Innovation Fund Treasury Board Submission. Submission has been approved by Les MacLaren.

Ranbir and our TB Analyst Carmen Arnsdorf have also reviewed.
For your approval please.

If approved I will put the submission in Minister's e-binder for this week.

As there was no Round Table September 23, this item will go in the e-binder this week and be on Round Table for September 30 (that may be moving to October 2).

EAED was hoping the submission may be able to proceed to a mid-October meeting with Chair, Treasury Board, however this means a signed submission is due October 4 and given we just received this the timing seems a bit ambitious.

I will work with EAED folks and Carmen to confirm urgency and whether this submission could proceed to the end October minor meeting instead.

Thank you.

Rhonda De Champlain
Director
Cabinet and Legislative Initiatives
and Executive Operations
Deputy Minister's Office
Ministry of Energy, Mines and
Petroleum Resources
(778) 698-7188

Important Message from the Deputy Minister – Ministry Spending

From: Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>
To: EMPR All <EMPRallmemDL@Victoria1.gov.bc.ca>
Sent: September 25, 2019 3:25:12 PM PDT

Good afternoon,

Following the release of the government's first quarter report, the Ministry of Finance has provided instructions to all ministries to meet specific expenditure savings targets by the end of the fiscal year (March 31, 2020). This type of direction is common for government, when the overall fiscal environment demands it. All ministries are taking a corporate approach to meet this direction. While each organization can be flexible in identifying its savings opportunities, the priority is to protect core services and programs in all ministries across government. To be clear, this direction does not include measures that will impact existing jobs. Fortunately, our Ministry has some strong opportunities to meet our target through contingencies (e.g. events that will not be met this fiscal or can be managed into future fiscal years) which does not impact our operations budget.

That said, we must also carefully manage our expenses and discretionary spending for the remainder of this fiscal. This includes hiring, travel and other discretionary spending, such as contracts.

ADMs have been asked to identify savings plans in each division, including travel and discretionary spending. Executive for the Ministry will be reviewing them shortly and a ministry-wide plan will forthcoming.

Thank you for your support to help our ministry achieve this savings target. If you have any questions, please speak to your ADM.

Dave Nikolejsin
Deputy Minister

Draft EMPR Savings Package

From: Parmar, Ranbir S CSNR:EX <Ranbir.Parmar@gov.bc.ca>
To: Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>, De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>, Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>, Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>, MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>, Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>, Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>, Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>, Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>, Roland, Michelle CSNR:EX <Michelle.Roland@gov.bc.ca>
Sent: September 27, 2019 4:01:04 PM PDT
Attachments: Appendix A EMPR Expenditure Exercise.xlsx, EMPR s.12; s.13; s.17

Hi Dave.

Attached is a draft package for the savings exercise: submission, plus detailed information on the proposed savings and our internal pressures.

s.13; s.17

To re-confirm the earlier TBS direction, Wes, has chatted with Raeleen and we are able to and have identified contingency items as part of our overall savings target.

Please let me know if you have any questions at this time. Thanks.

Page 59 of 64 to/à Page 64 of 64

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

Boyd, Joe EMPR:EX

From: MacKenzie, Melissa CSNR:EX
Sent: September 19, 2019 5:28 PM
To: Carr, Michelle EMPR:EX
Cc: Roland, Michelle CSNR:EX
Subject: LNG Reductions
Attachments: LNG Revised for Exp Exercise.xlsx

Hi Michelle,

Attached is your original forecast with a reduction table below it.

s.13; s.17

Please let me and Michelle know if you require anything further.

Thanks,

Melissa

**LNG Canada Implementation
Forecast as of August 31, 2019**

STOB Level 4	STOB Level 4 Description	BUDGET	ACTUAL	ENCUMBRANCE	IN-PROGRESS	PLANNED	AUG-20 TOTAL	AUG-20 VARIANCE	VARIANCE Explanation
'EC50	Base Salaries and Overtime	640,000	210,489	0	506,483	0	716,972	-76,972	R.Briedell new AO27 starting Nov 12 D.Angus started Aug 15 finishes Nov 8 Darlene Walkey already on payroll GCPE communication manager \$13k leave liability
'EC52	Employee Benefits	162,560	53,464	0	128,647	0	182,111	-19,551	
	(EA01) Salaries and Benefits	802,560	263,953	0	635,130	0	899,083	-96,523	
'EC57	Public Servant Travel Expenses	92,000	36,283	0	50,717	0	87,000	5,000	Based on current spending
'EC60	Prof Serv-Oper and Reg	0	0	0	0	23,625	23,625	-23,625	Metronome Consulting Inc
'EC63	Information Systems-Operating	9,300	5,066	0	8,225	0	13,291	-3,991	See details below
'EC65	Office and Business Expenses	3,140	2,577	121	2,316	0	5,014	-1,874	See details below
	(EA02) Operating Costs	104,440	43,926	121	61,258	23,625	128,930	-24,490	
'EC85	Other Expenses	0	-1,543	0	0	0	-1,543	1,543	BMO fraudulent charges credit
	(EA04) Other Expenses	0	-1,543	0	0	0	-1,543	1,543	
		907,000	306,336	121	696,388	23,625	1,026,470	-119,470	

STOB 63 Details:

681.50	Visio Pro Subscrip \$43.50; \$58 per month onwards
175.68	Activesync android phone (Rachel) \$14.64 per month
893.04	Activesync iphones \$14.64 per month/per phone (includes new 27s)
1,625.91	Conference on demand (monthly average)
376.44	MS Project Pro Subscrip \$31.27 per month
493.20	Adobe - April to July costs vary; estimating \$45 per month onwards
340.00	Premium laptop - \$10 April; \$30 per month onwards
664.47	Pi standard monitor
1,268.95	QP orders to date
(70.70)	Correction
6,842.56	Cell phones (includes new 27s)
13,291.05	Total STOB 63

STOB 65 Details:

612.00	Cabs - averaging \$51 per month
138.03	Office move
1,200.00	Postal \$100 per month
349.68	Office supplies - averaging \$30 per month
55.34	Printing expenses
1,599.00	Conferences
1,059.78	Business Expense approvals (includes potential \$1k for room rental for committee kick-off meeting)
5,013.83	Total STOB 65

Contingency	907,000				
5%	45,350				
Identified savings	12,499				
Balance required	32,851				
Adjustments for %5:	YTD Actuals	Current Forecast (incl YTD actuals)	Identified Savings	Revised forecast	
Visio Pro Subscription	217.50	681.50	464.00	217.50	STOB 63
Conference on demand	541.97	1,625.91	583.94	1,041.97	STOB 63; leaving \$500 in forecast
MS Project Pro Subscription	125.48	376.44	250.96	125.48	STOB 63
Postal	403.87	1,200.00	1,200.00	-	STOB 65 - remove from forecast; investigating charges
Travel	36,283.00	87,000.00	10,000.00	77,000.00	STOB 57
	37,571.82	90,883.85	12,498.90	78,384.95	

Boyd, Joe EMPR:EX

From: Carr, Michelle EMPR:EX
Sent: September 20, 2019 1:01 PM
To: Roland, Michelle CSNR:EX; MacKenzie, Melissa CSNR:EX
Cc: Boivin, Arielle EMPR:EX; Shaw, Rachel EMPR:EX
Subject: LNG Canada submission for the EMPR Expenditure Exercise
Attachments: s.12; s.13; s.17

Hi, Michelle. Further to our discussion, please find attached my division's submission. Please let me know if you need anything more or if I haven't interpreted the template correctly.

Thanks to you and Melissa for your help on this.

Michelle

Page 004 of 121 to/à Page 008 of 121

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

From: [McCann, Meghan EMPR:EX](#)
To: [EMPR Executive Committee](#)
Subject: FW: Expenditure Management Savings Target letter
Date: September 13, 2019 2:10:46 PM
Attachments: s.12; s.13; s.17
EMPR Target Letter - Expenditure Management DL signed.pdf
Importance: High

Please see attached, thanks.

From: Fitzpatrick, Ceara FIN:EX <Ceara.Fitzpatrick@gov.bc.ca> **On Behalf Of** Siu, Raeleen FIN:EX

Sent: September 13, 2019 2:08 PM

To: Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>

Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Arnsdorf, Carmen FIN:EX
<Carmen.Arnsdorf@gov.bc.ca>

Subject: Expenditure Management Savings Target letter

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

Page 010 of 121 to/à Page 011 of 121

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17



September 13, 2019
384760

Confidential

Honourable Michelle Mungall
Minister of Energy, Mines and Petroleum Resources
Rm 301 Parliament Buildings
Victoria BC V8V 1X4

Dear Colleague:

Re: 2019/20 Expenditure Management Savings Target

Further to the s.12 and 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

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; s.17

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: Dave Nikolejsin
Deputy Minister
Ministry of Energy, Mines and Petroleum Resources

Wes Boyd
Assistant Deputy Minister and Executive Financial Officer
Ministry of Energy, Mines and Petroleum Resources

From: [Metcalf, Megan](#) EMPR:EX
To: [Mah-Paulson, May](#) EMPR:EX
Subject: FW: Expenditure Management Savings Target letter
Date: September 13, 2019 2:26:23 PM
Attachments: [EMPR Target Letter - Expenditure Management DL signed.pdf](#)
Importance: High

From: McCann, Meghan EMPR:EX
Sent: September 13, 2019 2:15 PM
To: Andrews, Sarah EMPR:EX ; Boivin, Arielle EMPR:EX ; Hunt, Melanie EMPR:EX ; Janes, Darci EMPR:EX ; Metcalfe, Megan EMPR:EX ; Musgrove, Kate EMPR:EX ; Schmidt, Cathy A EMPR:EX
Subject: FW: Expenditure Management Savings Target letter
Importance: High

Please let me know if your ADM needs to book time with Dave on this.

From: McCann, Meghan EMPR:EX
Sent: September 13, 2019 2:11 PM
To: EMPR Executive Committee <EMPRExCo@Victoria1.gov.bc.ca>
Subject: FW: Expenditure Management Savings Target letter
Importance: High

Please see attached, thanks.

From: Fitzpatrick, Ceara FIN:EX <Ceara.Fitzpatrick@gov.bc.ca> **On Behalf Of** Siu, Raeleen FIN:EX
Sent: September 13, 2019 2:08 PM
To: Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Arnsdorf, Carmen FIN:EX <Carmen.Arnsdorf@gov.bc.ca>
Subject: Expenditure Management Savings Target letter

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 Michelle Mungall
Minister of Energy, Mines and Petroleum Resources
Rm 301 Parliament Buildings
Victoria BC V8V 1X4

Dear Colleague:

Re: 2019/20 Expenditure Management Savings Target

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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

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; s.17

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: Dave Nikolejsin
Deputy Minister
Ministry of Energy, Mines and Petroleum Resources

Wes Boyd
Assistant Deputy Minister and Executive Financial Officer
Ministry of Energy, Mines and Petroleum Resources

From: [Mah-Paulson, May](#) EMPR:EX
To: [Boyd, Wes](#) CSNR:EX
Subject: RE: Expenditure Management Savings Target letter
Date: September 13, 2019 2:35:30 PM

Hi Wes – I was wondering if your team would be coordinating any discussions with ADMs on this, or are we to each individually identify potential savings for discussion with Dave? What percentage of each of our budgets should we be looking at reducing?

Thanks,
May

From: Metcalfe, Megan EMPR:EX
Sent: Friday, September 13, 2019 2:26 PM
To: Mah-Paulson, May EMPR:EX
Subject: FW: Expenditure Management Savings Target letter
Importance: High

From: McCann, Meghan EMPR:EX
Sent: September 13, 2019 2:15 PM
To: Andrews, Sarah EMPR:EX <Sarah.Andrews@gov.bc.ca>; Boivin, Arielle EMPR:EX <Arielle.Boivin@gov.bc.ca>; Hunt, Melanie EMPR:EX <Melanie.Hunt@gov.bc.ca>; Janes, Darci EMPR:EX <Darci.Janes@gov.bc.ca>; Metcalfe, Megan EMPR:EX <Megan.Metcalfe@gov.bc.ca>; Musgrove, Kate EMPR:EX <Kate.Musgrove@gov.bc.ca>; Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>
Subject: FW: Expenditure Management Savings Target letter
Importance: High

Please let me know if your ADM needs to book time with Dave on this.

From: McCann, Meghan EMPR:EX
Sent: September 13, 2019 2:11 PM
To: EMPR Executive Committee <EMPRExCo@Victoria1.gov.bc.ca>
Subject: FW: Expenditure Management Savings Target letter
Importance: High

Please see attached, thanks.

From: Fitzpatrick, Ceara FIN:EX <Ceara.Fitzpatrick@gov.bc.ca> **On Behalf Of** Siu, Raeleen FIN:EX
Sent: September 13, 2019 2:08 PM
To: Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Arnsdorf, Carmen FIN:EX <Carmen.Arnsdorf@gov.bc.ca>

Subject: Expenditure Management Savings Target letter

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

From: [Boyd, Wes CSNR:EX](#)
To: [Mah-Paulson, May EMPR:EX](#)
Subject: RE: Expenditure Management Savings Target letter
Date: September 15, 2019 5:13:21 PM

Hi May, thanks for the email and sorry for slow reply.

Yes we will meet with ADMs likely later in the week. We are checking a few specific programs that we know will likely be underspent and then running some reports to show where we are at with spending on Salaries and contracts to date which will help our conversations.

Wes

From: Mah-Paulson, May EMPR:EX

Sent: September 13, 2019 2:35 PM

To: Boyd, Wes CSNR:EX

Subject: RE: Expenditure Management Savings Target letter

Hi Wes – I was wondering if your team would be coordinating any discussions with ADMs on this, or are we to each individually identify potential savings for discussion with Dave? What percentage of each of our budgets should we be looking at reducing?

Thanks,

May

From: Metcalfe, Megan EMPR:EX

Sent: Friday, September 13, 2019 2:26 PM

To: Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>

Subject: FW: Expenditure Management Savings Target letter

Importance: High

From: McCann, Meghan EMPR:EX

Sent: September 13, 2019 2:15 PM

To: Andrews, Sarah EMPR:EX <Sarah.Andrews@gov.bc.ca>; Boivin, Arielle EMPR:EX <Arielle.Boivin@gov.bc.ca>; Hunt, Melanie EMPR:EX <Melanie.Hunt@gov.bc.ca>; Janes, Darci EMPR:EX <Darci.Janes@gov.bc.ca>; Metcalfe, Megan EMPR:EX <Megan.Metcalfe@gov.bc.ca>; Musgrove, Kate EMPR:EX <Kate.Musgrove@gov.bc.ca>; Schmidt, Cathy A EMPR:EX <Cathy.Schmidt@gov.bc.ca>

Subject: FW: Expenditure Management Savings Target letter

Importance: High

Please let me know if your ADM needs to book time with Dave on this.

From: McCann, Meghan EMPR:EX

Sent: September 13, 2019 2:11 PM

To: EMPR Executive Committee <EMPRExCo@Victoria1.gov.bc.ca>

Subject: FW: Expenditure Management Savings Target letter

Importance: High

Please see attached, thanks.

From: Fitzpatrick, Ceara FIN:EX <Ceara.Fitzpatrick@gov.bc.ca> **On Behalf Of** Siu, Raeleen FIN:EX

Sent: September 13, 2019 2:08 PM

To: Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>

Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Arnsdorf, Carmen FIN:EX <Carmen.Arnsdorf@gov.bc.ca>

Subject: Expenditure Management Savings Target letter

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

From: [Roland, Michelle CSNR:EX](#)
To: [Coley, Simon J EMPR:EX](#); [MacLaren, Les EMPR:EX](#); [Carr, Michelle EMPR:EX](#); [Manahan, Suzanne EMPR:EX](#); [Mah-Paulson, May EMPR:EX](#); [Robb, Peter L. EMPR:EX](#); [Amann-Blake, Nathaniel EMPR:EX](#)
Cc: [Parmar, Ranbir S CSNR:EX](#); [Boyd, Wes CSNR:EX](#); [MacKenzie, Melissa CSNR:EX](#)
Subject: EMPR Expenditure Management Saving Plan TEMPLATE - Draft due Sept 20th
Date: September 16, 2019 4:06:12 PM
Attachments: [EMPR Expenditure Exercise Template .xlsx](#)
Importance: High

Hi Everyone,

In follow up to the direction received at Exec. today, please find attached a template that will assist in capturing the savings you have been asked to identify as part of the Expenditure Management Savings Plan Exercise. As per Melissa's emails this afternoon we are available to meet, run reports, provide further analysis if need. Please let us know what you need. For those that have already requested a meeting, we will work to get something in your calendar's asap.

Please send your completed template to me with a cc to Melissa, end of day Thursday, early Friday.

Our target is to have a rough draft for review Friday September 20th.

Please let me know if you have any questions.

Thanks,

Michelle Roland, FMC, BCOM

Director, Financial Planning and Reporting

Supporting the Ministries of Indigenous Relations & Reconciliation and Energy, Mines and Petroleum Resources

Corporate Services for the Natural Resource Ministries

Phone: (778) 698-3752 Cell: (250) 380-8470

[Financial Services | CSNR](#)

Trusted Partners sharing in the success of the Natural Resource Ministries

Ministry of Energy Mines and Petroleum Resources

2019/20 Expenditure Savings Plan

TARGET \$ 12.

Ref#	Division	Savings Measure	Estimated 19/20 Savings (\$M)	Approach/implementation e.g. ministry spending directives.	Type of expense (Travel, contracts, Shared Cost Arrangements, Salary, etc)	Describe how the ministry has minimized impact to core programs and services.	Will this reduce draw on previously approved 19/20 contingency access? How?	Implications/ Considerations/Risks including any stakeholder risks (e.g. citizens, other ministries, vendors) and how this will be managed	when will savings be realized (immediate, Q3, Year end)

From: [Mah-Paulson, May EMPR:EX](#)
To: [MacKenzie, Melissa CSNR:EX](#)
Cc: [Roland, Michelle CSNR:EX](#)
Subject: RE: Expenditure Management Savings Target
Date: September 16, 2019 3:33:17 PM

Hi Melissa – thanks, and would be great if we could find some time to touch base on Tuesday. Wes mentioned that ADMs would be provided some info, onto the required template, to get us started? I'll ask Megan to set some up some time for us to discuss tomorrow.

Thanks!

May

From: MacKenzie, Melissa CSNR:EX
Sent: Monday, September 16, 2019 2:03 PM
To: Mah-Paulson, May EMPR:EX
Cc: Roland, Michelle CSNR:EX
Subject: Expenditure Management Savings Target

Hi May,

Just checking in to see if you need anything from me since the announcement of the expenditure management savings exercise. You already have the most recent forecast, but if you require any other reporting or analysis, please let me know.

Thanks,

Melissa MacKenzie

Manager, Budgets & Financial Services

Financial Planning & Reporting

Corporate Services for the Natural Resource Ministries

Supporting the Ministry of Energy, Mines and Petroleum Resources

(778) 698-3728

From: [Roland, Michelle CSNR:EX](#)
To: [Mah-Paulson, May EMPR:EX](#)
Cc: [MacKenzie, Melissa CSNR:EX](#)
Subject: As promised - Expenditure Exercise OGD template - partially populated
Date: September 18, 2019 6:14:22 PM
Attachments: [s.12](#); [s.13](#); [s.17](#)

Hi,

Attached is a start of the template of the savings identified during our conversation. For the contracts, I did not define/title the saving measure as I thought perhaps that would flush out from the extra info you will add to the spreadsheet.

Let me know if you have any questions.

Thanks,

Michelle Roland, FMC, BCOM

Director, Financial Planning and Reporting

Supporting the Ministries of Indigenous Relations & Reconciliation and Energy, Mines and Petroleum Resources
Corporate Services for the Natural Resource Ministries

Phone: (778) 698-3752 Cell: (250) 380-8470

[Financial Services | CSNR](#)

Trusted Partners sharing in the success of the Natural Resource Ministries

Page 024 of 121

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

From: [Mah-Paulson, May EMPR:EX](#)
To: [Roland, Michelle CSNR:EX](#)
Cc: [MacKenzie, Melissa CSNR:EX](#)
Subject: RE: As promised - Expenditure Exercise OGD template - partially populated
Date: September 18, 2019 9:41:00 PM

Thank you very much for the discussion this afternoon, and for starting the template for me!
May

From: Roland, Michelle CSNR:EX
Sent: Wednesday, September 18, 2019 6:14 PM
To: Mah-Paulson, May EMPR:EX
Cc: MacKenzie, Melissa CSNR:EX
Subject: As promised - Expenditure Exercise OGD template - partially populated

Hi,

Attached is a start of the template of the savings identified during our conversation. For the contracts, I did not define/title the saving measure as I thought perhaps that would flush out from the extra info you will add to the spreadsheet.

Let me know if you have any questions.

Thanks,

Michelle Roland, FMC, BCOM
Director, Financial Planning and Reporting

Supporting the Ministries of Indigenous Relations & Reconciliation and Energy, Mines and Petroleum Resources
Corporate Services for the Natural Resource Ministries
Phone: (778) 698-3752 Cell: (250) 380-8470

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Trusted Partners sharing in the success of the Natural Resource Ministries

From: [Schwabe, Michelle](#) EMPR:EX
To: [Mah-Paulson, May](#) EMPR:EX
Subject: RE: Confidential - EMPR Target Letter - Expenditure Management Savings
Date: September 18, 2019 3:36:33 PM
Sensitivity: Confidential

Thanks May,
See my comments below.

From: Mah-Paulson, May EMPR:EX
Sent: September 18, 2019 3:08 PM
To: Schwabe, Michelle EMPR:EX
Subject: RE: Confidential - EMPR Target Letter - Expenditure Management Savings
Sensitivity: Confidential

s.13

We should find some time to touch base tomorrow regarding this. I have been reviewing the OGD budget, and for your Branch, I wondered if we could realize some savings via:

s.13; s.17

Thanks,
May

From: Schwabe, Michelle EMPR:EX
Sent: Wednesday, September 18, 2019 2:52 PM
To: Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>
Subject: RE: Confidential - EMPR Target Letter - Expenditure Management Savings
Sensitivity: Confidential

Hi May,

s.13

Thanks,
Michelle

From: Mah-Paulson, May EMPR:EX
Sent: September 17, 2019 4:28 PM
To: Turner, Geoff J EMPR:EX <Geoff.Turner@gov.bc.ca>; Pasztor, Chris EMPR:EX <Chris.Pasztor@gov.bc.ca>; Schwabe, Michelle EMPR:EX <Michelle.Schwabe@gov.bc.ca>; Chace, Julie EMPR:EX <Julie.Chace@gov.bc.ca>
Subject: Confidential - EMPR Target Letter - Expenditure Management Savings
Importance: High

Sensitivity: Confidential

Hi – for your info, please see the attached Expenditure Management Savings Target letter, not for distribution at this time. Every ministry has been asked to identify savings, provided they do not impact services or benefits for British Columbians. No decisions have been made yet with respect to what EMPR's savings plan would look like, however, I do need to have some ideas for discussion with Dave later this week.

At my last budget forecast meeting with CSNR, **s.13; s.17**
s.13; s.17

Could you please review your contract budgets and let me know specifically what your plans are for the unallocated dollars, and what the risks would be if some, or all, of those projects didn't proceed?

I am also looking for any other potential savings we may be able to find in our budgets. Any suggestions/ideas that you have would be appreciated. **s.13**

s.13

Thanks,
May

From: [Mah-Paulson, May](#) EMPR:EX
To: [Schwabe, Michelle](#) EMPR:EX
Subject: RE: Confidential - EMPR Target Letter - Expenditure Management Savings
Date: September 18, 2019 3:08:20 PM
Sensitivity: Confidential

s.13

We should find some time to touch base tomorrow regarding this. I have been reviewing the OGD budget, and for your Branch, I wondered if we could realize some savings via:

s.13; s.17

Thanks,
May

From: Schwabe, Michelle EMPR:EX
Sent: Wednesday, September 18, 2019 2:52 PM
To: Mah-Paulson, May EMPR:EX
Subject: RE: Confidential - EMPR Target Letter - Expenditure Management Savings
Sensitivity: Confidential

Hi May,
s.13

s.13

Thanks,
Michelle

From: Mah-Paulson, May EMPR:EX
Sent: September 17, 2019 4:28 PM
To: Turner, Geoff J EMPR:EX <Geoff.Turner@gov.bc.ca>; Pasztor, Chris EMPR:EX <Chris.Pasztor@gov.bc.ca>; Schwabe, Michelle EMPR:EX <Michelle.Schwabe@gov.bc.ca>; Chace, Julie EMPR:EX <Julie.Chace@gov.bc.ca>
Subject: Confidential - EMPR Target Letter - Expenditure Management Savings
Importance: High
Sensitivity: Confidential

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At my last budget forecast meeting with CSNR, ~~s.17~~

s.13; s.17

Could you please review your contract budgets and let me know specifically what your plans are for the unallocated dollars, and what the risks would be if some, or all, of those projects didn't proceed?

I am also looking for any other potential savings we may be able to find in our budgets. Any

suggestions/ideas that you have would be appreciated. s.13
s.13

Thanks,
May

From: [Mah-Paulson, May](#) EMPR:EX
To: [Schwabe, Michelle](#) EMPR:EX
Subject: RE: Confidential - EMPR Target Letter - Expenditure Management Savings
Date: September 18, 2019 10:19:36 PM
Sensitivity: Confidential

Hi Michelle – thanks, and I will need some numbers that I can put into a spreadsheet around this.
May

From: Schwabe, Michelle EMPR:EX
Sent: Wednesday, September 18, 2019 3:37 PM
To: Mah-Paulson, May EMPR:EX
Subject: RE: Confidential - EMPR Target Letter - Expenditure Management Savings
Sensitivity: Confidential

Thanks May,
See my comments below.

From: Mah-Paulson, May EMPR:EX
Sent: September 18, 2019 3:08 PM
To: Schwabe, Michelle EMPR:EX <Michelle.Schwabe@gov.bc.ca>
Subject: RE: Confidential - EMPR Target Letter - Expenditure Management Savings
Sensitivity: Confidential

s.13

We should find some time to touch base tomorrow regarding this. I have been reviewing the OGD budget, and for your Branch, I wondered if we could realize some savings via:

s.13; s.17

Thanks,
May

From: Schwabe, Michelle EMPR:EX
Sent: Wednesday, September 18, 2019 2:52 PM
To: Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>
Subject: RE: Confidential - EMPR Target Letter - Expenditure Management Savings
Sensitivity: Confidential

Hi May,

s.13

s.13

Thanks,
Michelle

From: Mah-Paulson, May EMPR:EX

Sent: September 17, 2019 4:28 PM

To: Turner, Geoff J EMPR:EX <Geoff.Turner@gov.bc.ca>; Pasztor, Chris EMPR:EX <Chris.Pasztor@gov.bc.ca>; Schwabe, Michelle EMPR:EX <Michelle.Schwabe@gov.bc.ca>; Chace, Julie EMPR:EX <Julie.Chace@gov.bc.ca>

Subject: Confidential - EMPR Target Letter - Expenditure Management Savings

Importance: High

Sensitivity: Confidential

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s.13; s.17 Could you please review your contract budgets and let me know specifically what your plans are for the unallocated dollars, and what the risks would be if some, or all, of those projects didn't proceed?

I am also looking for any other potential savings we may be able to find in our budgets. Any suggestions/ideas that you have would be appreciated. **s.13**

s.13

Thanks,

May

From: [Mah-Paulson, May EMPR:EX](#)
To: [Chace, Julie EMPR:EX](#)
Subject: RE: OGD Quarterly Forecast Meetings
Date: September 18, 2019 10:16:44 PM

Hi Julie – I have some background info that I can provide on this, and apologies for not bringing it forward sooner:
s.13; s.17

I can walk you through this in more detail. I am working to get my submission back to Dave by mid-day Friday.

Confidential, so please do not share these thoughts with the team at this time.

Thanks,
May

From: Chace, Julie EMPR:EX
Sent: Wednesday, September 18, 2019 5:04 PM
To: Mah-Paulson, May EMPR:EX
Subject: RE: OGD Quarterly Forecast Meetings
May – does Melissa have all of our budget information? You had sent a note through about looking for contract savings –s.13

s.13

Mines.

-----Original Appointment-----

From: Metcalfe, Megan EMPR:EX **On Behalf Of** Mah-Paulson, May EMPR:EX
Sent: September 18, 2019 2:37 PM
To: Pasztor, Chris EMPR:EX; Turner, Geoff J EMPR:EX; Schwabe, Michelle EMPR:EX; MacKenzie, Melissa CSNR:EX; Woods, Bruce CSNR:EX; Chace, Julie EMPR:EX
Subject: OGD Quarterly Forecast Meetings
When: January 7, 2020 10:00 AM-11:00 AM (UTC-08:00) Pacific Time (US & Canada).

Where: CSNR R Victoria 1810 Blanshard 4th Fl Rm 472 (seats 14) CSNR:EX

From: [Mah-Paulson, May](#) EMPR:EX
To: [Mah-Paulson, May](#) EMPR:EX
Subject: RE: STOB 65 - Expenditure Savings
Date: September 18, 2019 3:19:51 PM

s.13; s.17

May

From: Mah-Paulson, May EMPR:EX
Sent: Wednesday, September 18, 2019 3:13 PM
To: Turner, Geoff J EMPR:EX
Subject: STOB 65 - Expenditure Savings

Hi Geoff – thanks for the discussion on the expenditure savings. s.13; s.17

s.13; s.17 Could we leave you with s.17 surplus instead, for an additional savings of s.17 Or even more?

Thanks,

May

From: [Mah-Paulson, May EMPR:EX](#)
To: [Turner, Geoff J EMPR:EX](#)
Subject: STOB 65 - Expenditure Savings
Date: September 18, 2019 3:13:24 PM

Hi Geoff – thanks for the discussion on the expenditure savings. **s.13; s.17**
s.13; s.17 Could we leave you with **s.17** surplus instead, for an additional
savings of **s.17** Or even more?
Thanks,
May

From: [Mah-Paulson, May EMPR:EX](#)
To: [Pasztor, Chris EMPR:EX](#)
Subject: RESPONSE NEEDED BY 8:30 AM FRIDAY: Expenditure Savings Plan
Date: September 19, 2019 9:38:44 PM
Importance: High

Hi Chris – I just realized that my submission is due first thing on Friday morning.
s.13; s.17

Can you please reply before 8:30 am on Friday?

Thanks,

May

May Mah-Paulson, P.Eng.

Assistant Deputy Minister | Oil and Gas Division
Ministry of Energy, Mines and Petroleum Resources
(P) 778.698.9691
(C) 250.361.6589

From: [Parmar, Ranbir S CSNR:EX](#)
To: [Mah-Paulson, May EMPR:EX](#); [Robb, Peter L. EMPR:EX](#); [MacLaren, Les EMPR:EX](#); [Carr, Michelle EMPR:EX](#); [Coley, Simon J EMPR:EX](#); [Amann-Blake, Nathaniel EMPR:EX](#); [Manahan, Suzanne EMPR:EX](#)
Cc: [Boyd, Wes CSNR:EX](#); [Nikolejsin, Dave EMPR:EX](#); [De Champlain, Rhonda EMPR:EX](#)
Subject: Draft Document - Savings Exercise - Work in progress
Date: September 20, 2019 5:13:23 PM
Attachments: [s.12](#); [s.13](#); [s.17](#)

Hi.

Attached is a draft of the savings ideas to date.

The document is a work in progress and we don't yet have all the information.

We thought it would be a good to share the information gathered to date.

We are still following up on a number of areas but if you have any questions in the meantime, please let me know.

[s.13](#)

Thanks.

Page 038 of 121 to/à Page 041 of 121

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

From: [Mah-Paulson, May EMPR:EX](#)
To: [Roland, Michelle CSNR:EX](#)
Cc: [MacKenzie, Melissa CSNR:EX](#)
Subject: FW: As promised - Expenditure Exercise OGD template
Date: September 20, 2019 8:48:51 AM
Attachments: s.12; s.13; s.17

Hi Michelle – here is my completed template. Please let me know if you have any questions. What are the next steps; will we have a chance to fine-tune things once we see where everyone is at? That is, is there still an opportunity to revise/update based on what other savings can be realized throughout the Ministry?

Thanks,
May

From: Roland, Michelle CSNR:EX
Sent: Wednesday, September 18, 2019 6:14 PM
To: Mah-Paulson, May EMPR:EX
Cc: MacKenzie, Melissa CSNR:EX
Subject: As promised - Expenditure Exercise OGD template - partially populated

Hi,
Attached is a start of the template of the savings identified during our conversation. For the contracts, I did not define/title the saving measure as I thought perhaps that would flush out from the extra info you will add to the spreadsheet.

Let me know if you have any questions.

Thanks,

Michelle Roland, FMC, BCOM
Director, Financial Planning and Reporting

Supporting the Ministries of Indigenous Relations & Reconciliation and Energy, Mines and Petroleum Resources
Corporate Services for the Natural Resource Ministries
Phone: (778) 698-3752 Cell: (250) 380-8470

[Financial Services | CSNR](#)

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Page 043 of 121

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

From: [Roland, Michelle CSNR:EX](#)
To: [Mah-Paulson, May EMPR:EX](#)
Cc: [MacKenzie, Melissa CSNR:EX](#)
Subject: RE: As promised - Expenditure Exercise OGD template
Date: September 20, 2019 8:57:25 AM

Thank you May.

I will take a look. Yes, the plan is to have a ministry level draft circulated out to the ADMs by end of today for review, refinement, edits, etc.

Thanks,

Michelle

778-698-3752

From: Mah-Paulson, May EMPR:EX
Sent: September 20, 2019 8:49 AM
To: Roland, Michelle CSNR:EX
Cc: MacKenzie, Melissa CSNR:EX
Subject: FW: As promised - Expenditure Exercise OGD template

Hi Michelle – here is my completed template. Please let me know if you have any questions. What are the next steps; will we have a chance to fine-tune things once we see where everyone is at? That is, is there still an opportunity to revise/update based on what other savings can be realized throughout the Ministry?

Thanks,

May

From: Roland, Michelle CSNR:EX
Sent: Wednesday, September 18, 2019 6:14 PM
To: Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>
Cc: MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>
Subject: As promised - Expenditure Exercise OGD template - partially populated

Hi,

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Director, Financial Planning and Reporting

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Corporate Services for the Natural Resource Ministries
Phone: (778) 698-3752 Cell: (250) 380-8470

[Financial Services | CSNR](#)

Trusted Partners sharing in the success of the Natural Resource Ministries

From: [Mah-Paulson, May EMPR:EX](#)
To: [Parmar, Ranbir S CSNR:EX](#)
Subject: FW: Draft Document - Savings Exercise - Work in progress
Date: September 23, 2019 9:25:06 AM
Attachments: [s.12](#); [s.13](#); [s.17](#)

Hi Ranbir – thanks, and [s.13](#)

[s.13](#)

[s.13](#); [s.17](#)

[s.13](#); [s.17](#)

May

From: Parmar, Ranbir S CSNR:EX

Sent: Friday, September 20, 2019 5:13 PM

To: Mah-Paulson, May EMPR:EX ; Robb, Peter L. EMPR:EX ; MacLaren, Les EMPR:EX ; Carr, Michelle EMPR:EX ; Coley, Simon J EMPR:EX ; Amann-Blake, Nathaniel EMPR:EX ; Manahan, Suzanne EMPR:EX

Cc: Boyd, Wes CSNR:EX ; Nikolejsin, Dave EMPR:EX ; De Champlain, Rhonda EMPR:EX

Subject: Draft Document - Savings Exercise - Work in progress

Hi.

Attached is a draft of the savings ideas to date.

The document is a work in progress and we don't yet have all the information.

We thought it would be a good to share the information gathered to date.

We are still following up on a number of areas but if you have any questions in the meantime, please let me know.

[s.13](#)

Thanks.

Page 046 of 121 to/à Page 049 of 121

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

From: [Mah-Paulson, May](#) EMPR:EX
To: [Boyd, Wes](#) CSNR:EX
Cc: [Robb, Peter L.](#) EMPR:EX; [Carr, Michelle](#) EMPR:EX; [MacLaren, Les](#) EMPR:EX; [Amann-Blake, Nathaniel](#) EMPR:EX; [Coley, Simon J](#) EMPR:EX; [De Champlain, Rhonda](#) EMPR:EX; [Cochrane, Marlene](#) EMPR:EX; [McCann, Meghan](#) EMPR:EX; [Manahan, Suzanne](#) EMPR:EX; [McRae, Meghan](#) GCPE:EX
Subject: RE: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending
Date: September 24, 2019 2:58:45 PM

Thanks, Wes, I also support the messaging and sending it out to staff.

May

From: Carr, Michelle EMPR:EX
Sent: Tuesday, September 24, 2019 2:55 PM
To: MacLaren, Les EMPR:EX
Cc: Boyd, Wes CSNR:EX ; Robb, Peter L. EMPR:EX ; Amann-Blake, Nathaniel EMPR:EX ; Mah-Paulson, May EMPR:EX ; Coley, Simon J EMPR:EX ; De Champlain, Rhonda EMPR:EX ; Cochrane, Marlene EMPR:EX ; McCann, Meghan EMPR:EX ; Manahan, Suzanne EMPR:EX ; McRae, Meghan GCPE:EX
Subject: Re: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending
Agreed. Thank you.

Michelle Carr
Assistant Deputy Minister
LNG Canada Implementation
Ministry of Energy, Mines and Petroleum Resources

On Sep 24, 2019, at 2:52 PM, MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca> wrote:

Looks good to me Wes and I support sending it to all staff.
Les

On Sep 24, 2019, at 1:56 PM, Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca> wrote:

Hi there, Simon and I have drafted a message that could go out to ALL STAFF from Dave regarding the Ministry Spending Plans. It is very similar to what Doug Caul sent yesterday to all MIRR staff (see bottom of this email).

Looking for Executive's feedback as to whether its necessary to send out? More specifically, looking for your thoughts if staff are asking questions about EMPR's savings plan approach and/or are nervous. I have had a couple probing questions during my walks in the hallways.

The key message is "will not impact existing jobs" and "ADMs are identifying savings plans around travel and discretionary spending". Please let me know your thoughts.....and I can pass along to Dave.
Wes

*Good morning,
Following the release of the government's first quarter report, the Ministry of Finance has provided instructions to all ministries to*

meet specific expenditure savings targets by the end of the fiscal year (March 31, 2020). This type of direction is common for government, when the overall fiscal environment demands it. All ministries are taking a corporate approach to meet this direction. While each organization can be flexible in identifying its savings opportunities, the priority is to protect core services and programs in all ministries across government. To be clear, this direction does not include measures that will impact existing jobs. Fortunately, our Ministry has some strong opportunities to meet our target through contingencies (e.g. events that will not be met this fiscal or can be managed into future fiscal years) which does not impact our operations budget.

That said, we must also carefully manage our expenses and discretionary spending for the remainder of this fiscal. This includes hiring, travel and other discretionary spending, such as contracts.

ADMs have been asked to identify savings plans in each division, including travel and discretionary spending. Executive for the Ministry will be reviewing them shortly and a ministry-wide plan will forthcoming.

Thank you for your support to help our ministry achieve this savings target. If you have any questions, please speak to your ADM.

Dave

From: Caul, Doug D IRR:EX

Sent: September 23, 2019 10:33 AM

Subject: Important Message from the Deputy Minister – Ministry Spending

Good morning,

Following the release of the government's [first quarter report](#), the Ministry of Finance has provided instructions to all ministries to meet specific expenditure savings targets by the end of the fiscal year (March 31, 2020). This type of direction is common for government, when the overall fiscal environment demands it.

All ministries are taking a corporate approach to meet this direction. While each organization can be flexible in identifying its savings opportunities, the priority is to protect core services and programs in all ministries across government. To be clear, this direction does not include measures that will impact existing jobs.

Fortunately, our Ministry has some strong opportunities to meet our target through contingencies (e.g. events that will not be met this fiscal or can be managed into future fiscal years) which does not impact our operations budget.

That said, we must also carefully manage our expenses and discretionary spending for the remainder of this fiscal. This includes hiring, travel and

other discretionary spending, such as contracts.

The Organizational Development Committee (ODC) manages human resource decisions for the ministry and will be responsible for applying continued prudence to hiring and other spending. ADMs will work with senior managers to develop a plan for savings in each division, including travel and discretionary spending, for the ODC's consideration.

In this effort, our priority is to minimize the impacts on services and programs that people count on across government. At the same time, we will look at all ways to alleviate any burden on you and the work you are doing.

Thank you for your support to help our ministry achieve this savings target. If you have any questions, please speak to your senior lead or ADM.

Doug

From: [Boyd, Wes CSNR:EX](#)
To: [Amann-Blake, Nathaniel EMPR:EX](#); [Mah-Paulson, May EMPR:EX](#)
Cc: [Robb, Peter L. EMPR:EX](#); [Carr, Michelle EMPR:EX](#); [MacLaren, Les EMPR:EX](#); [Coley, Simon J EMPR:EX](#); [De Champlain, Rhonda EMPR:EX](#); [Cochrane, Marlene EMPR:EX](#); [McCann, Meghan EMPR:EX](#); [Manahan, Suzanne EMPR:EX](#); [McRae, Meghan GCPE:EX](#)
Subject: RE: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending
Date: September 24, 2019 3:27:48 PM

I think we can verbally inform staff who ask this question.....that some program areas in the Ministry that have been newly launched have been partially funded through contingencies as they roll out....we anticipate savings this fiscal year in these areas

From: Amann-Blake, Nathaniel EMPR:EX
Sent: September 24, 2019 3:19 PM
To: Mah-Paulson, May EMPR:EX ; Boyd, Wes CSNR:EX
Cc: Robb, Peter L. EMPR:EX ; Carr, Michelle EMPR:EX ; MacLaren, Les EMPR:EX ; Coley, Simon J EMPR:EX ; De Champlain, Rhonda EMPR:EX ; Cochrane, Marlene EMPR:EX ; McCann, Meghan EMPR:EX ; Manahan, Suzanne EMPR:EX ; McRae, Meghan GCPE:EX
Subject: RE: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending

I like it but not sure what I could say if asked about this:

Fortunately, our Ministry has some strong opportunities to meet our target through contingencies (e.g. events that will not be met this fiscal or can be managed into future fiscal years) which does not impact our operations budget.

From: Mah-Paulson, May EMPR:EX
Sent: September 24, 2019 2:59 PM
To: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>
Cc: Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>; MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>; Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>; Cochrane, Marlene EMPR:EX <Marlene.Cochrane@gov.bc.ca>; McCann, Meghan EMPR:EX <Meghan.McCann@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>; McRae, Meghan GCPE:EX <McRae.McRae@gov.bc.ca>
Subject: RE: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending

Thanks, Wes, I also support the messaging and sending it out to staff.

May

From: Carr, Michelle EMPR:EX
Sent: Tuesday, September 24, 2019 2:55 PM
To: MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>; Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>; Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>; Cochrane, Marlene EMPR:EX <Marlene.Cochrane@gov.bc.ca>; McCann, Meghan EMPR:EX <Meghan.McCann@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>; McRae, Meghan GCPE:EX

<Meghan.McRae@gov.bc.ca>

Subject: Re: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending
Agreed. Thank you.

Michelle Carr
Assistant Deputy Minister
LNG Canada Implementation
Ministry of Energy, Mines and Petroleum Resources

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Hi there, Simon and I have drafted a message that could go out to ALL STAFF from Dave regarding the Ministry Spending Plans. It is very similar to what Doug Caul sent yesterday to all MIRR staff (see bottom of this email).

Looking for Executive's feedback as to whether its necessary to send out? More specifically, looking for your thoughts if staff are asking questions about EMPR's savings plan approach and/or are nervous. I have had a couple probing questions during my walks in the hallways.

The key message is "will not impact existing jobs" and "ADMs are identifying savings plans around travel and discretionary spending". Please let me know your thoughts.....and I can pass along to Dave.
Wes

*Good morning,
Following the release of the government's first quarter report, the Ministry of Finance has provided instructions to all ministries to meet specific expenditure savings targets by the end of the fiscal year (March 31, 2020). This type of direction is common for government, when the overall fiscal environment demands it. All ministries are taking a corporate approach to meet this direction. While each organization can be flexible in identifying its savings opportunities, the priority is to protect core services and programs in all ministries across government. To be clear, this direction does not include measures that will impact existing jobs. Fortunately, our Ministry has some strong opportunities to meet our target through contingencies (e.g. events that will not be met this fiscal or can be managed into future fiscal years) which does not impact our operations budget.
That said, we must also carefully manage our expenses and*

discretionary spending for the remainder of this fiscal. This includes hiring, travel and other discretionary spending, such as contracts.

ADMs have been asked to identify savings plans in each division, including travel and discretionary spending. Executive for the Ministry will be reviewing them shortly and a ministry-wide plan will forthcoming.

Thank you for your support to help our ministry achieve this savings target. If you have any questions, please speak to your ADM.

Dave

From: Caul, Doug D IRR:EX

Sent: September 23, 2019 10:33 AM

Subject: Important Message from the Deputy Minister – Ministry Spending

Good morning,

Following the release of the government's [first quarter report](#), the Ministry of Finance has provided instructions to all ministries to meet specific expenditure savings targets by the end of the fiscal year (March 31, 2020). This type of direction is common for government, when the overall fiscal environment demands it.

All ministries are taking a corporate approach to meet this direction.

While each organization can be flexible in identifying its savings opportunities, the priority is to protect core services and programs in all ministries across government. To be clear, this direction does not include measures that will impact existing jobs.

Fortunately, our Ministry has some strong opportunities to meet our target through contingencies (e.g. events that will not be met this fiscal or can be managed into future fiscal years) which does not impact our operations budget.

That said, we must also carefully manage our expenses and discretionary spending for the remainder of this fiscal. This includes hiring, travel and other discretionary spending, such as contracts.

The Organizational Development Committee (ODC) manages human resource decisions for the ministry and will be responsible for applying continued prudence to hiring and other spending. ADMs will work with senior managers to develop a plan for savings in each division, including travel and discretionary spending, for the ODC's consideration.

In this effort, our priority is to minimize the impacts on services and programs that people count on across government. At the same time, we will look at all ways to alleviate any burden on you and the work you are doing.

Thank you for your support to help our ministry achieve this savings target. If you have any questions, please speak to your senior lead or ADM.

Doug

From: [McCann, Meghan EMPR:EX](#) on behalf of [Nikolejsin, Dave EMPR:EX](#)
To: [EMPR All](#)
Subject: Important Message from the Deputy Minister – Ministry Spending
Date: September 25, 2019 3:25:17 PM

Good afternoon,

Following the release of the government's first quarter report, the Ministry of Finance has provided instructions to all ministries to meet specific expenditure savings targets by the end of the fiscal year (March 31, 2020). This type of direction is common for government, when the overall fiscal environment demands it.

All ministries are taking a corporate approach to meet this direction. While each organization can be flexible in identifying its savings opportunities, the priority is to protect core services and programs in all ministries across government. To be clear, this direction does not include measures that will impact existing jobs.

Fortunately, our Ministry has some strong opportunities to meet our target through contingencies (e.g. events that will not be met this fiscal or can be managed into future fiscal years) which does not impact our operations budget.

That said, we must also carefully manage our expenses and discretionary spending for the remainder of this fiscal. This includes hiring, travel and other discretionary spending, such as contracts.

ADMs have been asked to identify savings plans in each division, including travel and discretionary spending. Executive for the Ministry will be reviewing them shortly and a ministry-wide plan will be forthcoming.

Thank you for your support to help our ministry achieve this savings target. If you have any questions, please speak to your ADM.

Dave Nikolejsin
Deputy Minister

From: [Parmar, Ranbir S CSNR:EX](#)
To: [Nikolejsin, Dave EMPR:EX](#)
Cc: [Boyd, Wes CSNR:EX](#); [De Champlain, Rhonda EMPR:EX](#); [Mah-Paulson, May EMPR:EX](#); [Robb, Peter L. EMPR:EX](#); [MacLaren, Les EMPR:EX](#); [Carr, Michelle EMPR:EX](#); [Coley, Simon J EMPR:EX](#); [Amann-Blake, Nathaniel EMPR:EX](#); [Manahan, Suzanne EMPR:EX](#); [Roland, Michelle CSNR:EX](#)
Subject: Draft EMPR Savings Package
Date: September 27, 2019 4:01:06 PM
Attachments: s.12; s.13; s.17

Hi Dave.

Attached is a draft package for the savings exercise: submission, plus detailed information on the proposed savings and our internal pressures.

s.13; s.17

To re-confirm the earlier TBS direction, Wes, has chatted with Raeleen and we are able to and have identified contingency items as part of our overall savings target.

Please let me know if you have any questions at this time. Thanks.

De Champlain, Rhonda EMPR:EX

From: McCann, Meghan EMPR:EX
Sent: September 13, 2019 2:11 PM
To: EMPR Executive Committee
Subject: FW: Expenditure Management Savings Target letter
Attachments: 0 TB_Savings_Targets_Template_Sept2019.docx; EMPR Target Letter - Expenditure Management DL signed.pdf

Importance: High

Please see attached, thanks.

From: Fitzpatrick, Ceara FIN:EX <Ceara.Fitzpatrick@gov.bc.ca> **On Behalf Of** Siu, Raeleen FIN:EX
Sent: September 13, 2019 2:08 PM
To: Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Arnsdorf, Carmen FIN:EX <Carmen.Arnsdorf@gov.bc.ca>
Subject: Expenditure Management Savings Target letter

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

De Champlain, Rhonda EMPR:EX

From: Nikolejsin, Dave EMPR:EX
Sent: September 27, 2019 4:16 PM
To: De Champlain, Rhonda EMPR:EX; McCann, Meghan EMPR:EX; Cochrane, Marlene EMPR:EX
Subject: FW: Draft EMPR Savings Package
Attachments: s.12; s.13; s.17
s.12; s.13; s.17

Can you get this into mmm e-binder for this weekend? For the budget meeting with her next week. Thanks.

From: Parmar, Ranbir S CSNR:EX <Ranbir.Parmar@gov.bc.ca>
Sent: September 27, 2019 4:01 PM
To: Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>; Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>; Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>; Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>; Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>; Roland, Michelle CSNR:EX <Michelle.Roland@gov.bc.ca>
Subject: Draft EMPR Savings Package

Hi Dave.

Attached is a draft package for the savings exercise: submission, plus detailed information on the proposed savings and our internal pressures.

s.13; s.17

To re-confirm the earlier TBS direction, Wes, has chatted with Raeleen and we are able to and have identified contingency items as part of our overall savings target.

Please let me know if you have any questions at this time. Thanks.

De Champlain, Rhonda EMPR:EX

From: Nikolejsin, Dave EMPR:EX
Sent: September 27, 2019 4:21 PM
To: Parmar, Ranbir S CSNR:EX
Cc: Boyd, Wes CSNR:EX; De Champlain, Rhonda EMPR:EX; Mah-Paulson, May EMPR:EX; Robb, Peter L. EMPR:EX; MacLaren, Les EMPR:EX; Carr, Michelle EMPR:EX; Coley, Simon J EMPR:EX; Amann-Blake, Nathaniel EMPR:EX; Manahan, Suzanne EMPR:EX; Roland, Michelle CSNR:EX; De Champlain, Rhonda EMPR:EX
Subject: RE: Draft EMPR Savings Package

This looks good. I have asked it be sent to MO.

From: Parmar, Ranbir S CSNR:EX <Ranbir.Parmar@gov.bc.ca>
Sent: September 27, 2019 4:01 PM
To: Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>; Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>; Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>; Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>; Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>; Roland, Michelle CSNR:EX <Michelle.Roland@gov.bc.ca>
Subject: Draft EMPR Savings Package

Hi Dave.

Attached is a draft package for the savings exercise: submission, plus detailed information on the proposed savings and our internal pressures.

s.13; s.17

To re-confirm the earlier TBS direction, Wes, has chatted with Raeleen and we are able to and have identified contingency items as part of our overall savings target.

Please let me know if you have any questions at this time. Thanks.

To re-confirm the earlier TBS direction, Wes, has chatted with Raeleen and we are able to and have identified contingency items as part of our overall savings target.

Please let me know if you have any questions at this time. Thanks.

Page 063 of 121 to/à Page 068 of 121

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

From: [Pasztor, Chris EMPR:EX](#)
To: [MacKenzie, Melissa CSNR:EX](#); [Mah-Paulson, May EMPR:EX](#)
Cc: [Roland, Michelle CSNR:EX](#)
Subject: Re: As promised - Expenditure Exercise OGD template
Date: September 27, 2019 1:20:30 PM
Attachments: [image001.png](#)

Hi,
PRRD = Peace River Regional District.

Regards,
Chris

----- Original message -----

From: "MacKenzie, Melissa CSNR:EX"
Date: 2019-09-27 12:36 PM (GMT-08:00)
To: "Mah-Paulson, May EMPR:EX" , "Pasztor, Chris EMPR:EX"
Cc: "Roland, Michelle CSNR:EX"
Subject: RE: As promised - Expenditure Exercise OGD template

Hi May / Chris

Can you tell us what PRRD stands for?



Thanks!

Melissa

From: Mah-Paulson, May EMPR:EX
Sent: September 20, 2019 8:49 AM
To: Roland, Michelle CSNR:EX
Cc: MacKenzie, Melissa CSNR:EX
Subject: FW: As promised - Expenditure Exercise OGD template

Hi Michelle – here is my completed template. Please let me know if you have any questions. What are the next steps; will we have a chance to fine-tune things once we see where everyone is at? That is, is there still an opportunity to revise/update based on what other savings can be realized throughout the Ministry?

Thanks,
May

From: Roland, Michelle CSNR:EX
Sent: Wednesday, September 18, 2019 6:14 PM
To: Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>
Cc: MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>
Subject: As promised - Expenditure Exercise OGD template - partially populated

Hi,
Attached is a start of the template of the savings identified during our conversation. For the contracts, I did not define/title the saving measure as I thought perhaps that would flush out from the extra info you will add to the spreadsheet.

Let me know if you have any questions.

Thanks,

Michelle Roland, FMC, BCOM
Director, Financial Planning and Reporting

Supporting the Ministries of Indigenous Relations & Reconciliation and Energy, Mines and Petroleum Resources
Corporate Services for the Natural Resource Ministries
Phone: (778) 698-3752 Cell: (250) 380-8470

Financial Services | CSNR

Trusted Partners sharing in the success of the Natural Resource Ministries

Andrews, Sarah EMPR:EX

From: Coley, Simon J EMPR:EX
Sent: September 30, 2019 2:49 PM
To: Graham, Mark EMPR:EX; Perrins, Greg EMPR:EX; Forman, Ryan EMPR:EX; Restall, Analise EMPR:EX
Subject: FW: Draft EMPR Savings Package
Attachments: s.12; s.13; s.17

FYI

Simon Coley

Assistant Deputy Minister

Strategic and Indigenous Affairs Division / Ministry of Energy, Mines and Petroleum Resources

Office: 778-698-7176 / Cell: 250-507-6585 / Fax: 250-952-0269

From: Parmar, Ranbir S CSNR:EX
Sent: September 27, 2019 4:01 PM
To: Nikolejsin, Dave EMPR:EX
Cc: Boyd, Wes CSNR:EX ; De Champlain, Rhonda EMPR:EX ; Mah-Paulson, May EMPR:EX ; Robb, Peter L. EMPR:EX ; MacLaren, Les EMPR:EX ; Carr, Michelle EMPR:EX ; Coley, Simon J EMPR:EX ; Amann-Blake, Nathaniel EMPR:EX ; Manahan, Suzanne EMPR:EX ; Roland, Michelle CSNR:EX
Subject: Draft EMPR Savings Package

Hi Dave.

Attached is a draft package for the savings exercise: submission, plus detailed information on the proposed savings and our internal pressures.

s.13; s.17

To re-confirm the earlier TBS direction, Wes, has chatted with Raeleen and we are able to and have identified contingency items as part of our overall savings target.

Please let me know if you have any questions at this time. Thanks.

Page 072 of 121 to/à Page 077 of 121

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

Andrews, Sarah EMPR:EX

From: Parmar, Ranbir S CSNR:EX
Sent: September 20, 2019 5:13 PM
To: Mah-Paulson, May EMPR:EX; Robb, Peter L. EMPR:EX; MacLaren, Les EMPR:EX; Carr, Michelle EMPR:EX; Coley, Simon J EMPR:EX; Amann-Blake, Nathaniel EMPR:EX; Manahan, Suzanne EMPR:EX
Cc: Boyd, Wes CSNR:EX; Nikolejsin, Dave EMPR:EX; De Champlain, Rhonda EMPR:EX
Subject: Draft Document - Savings Exercise - Work in progress
Attachments: s.12; s.13; s.17

Hi.

Attached is a draft of the savings ideas to date.

The document is a work in progress and we don't yet have all the information.

We thought it would be a good to share the information gathered to date.

We are still following up on a number of areas but if you have any questions in the meantime, please let me know.

s.13

Thanks.

Page 079 of 121 to/à Page 082 of 121

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

Andrews, Sarah EMPR:EX

From: Coley, Simon J EMPR:EX
Sent: September 20, 2019 3:27 PM
To: MacKenzie, Melissa CSNR:EX; Roland, Michelle CSNR:EX
Cc: Restall, Analise EMPR:EX; Parmar, Ranbir S CSNR:EX
Subject: SIAD 5% savings
Attachments: s.12; s.13; s.17

Hi Melissa and Michelle,

Please find attached our proposed SIAD 5% savings plan in the attached spreadsheet.

Thanks,

Simon Coley

Assistant Deputy Minister

Strategic and Indigenous Affairs Division / Ministry of Energy, Mines and Petroleum Resources

Office: 778-698-7176 / Cell: 250-507-6585 / Fax: 250-952-0269

Page 084 of 121 to/à Page 087 of 121

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

Andrews, Sarah EMPR:EX

From: Coley, Simon J EMPR:EX
Sent: September 20, 2019 1:47 PM
To: Graham, Mark EMPR:EX
Subject: FW: Expenditure Management Savings Target
Attachments: s.12; s.13; s.17

fyi

Simon Coley
Assistant Deputy Minister
Strategic and Indigenous Affairs Division / Ministry of Energy, Mines and Petroleum Resources
Office: 778-698-7176 / Cell: 250-507-6585 / Fax: 250-952-0269

From: Restall, Analise EMPR:EX
Sent: September 20, 2019 11:16 AM
To: Coley, Simon J EMPR:EX
Subject: RE: Expenditure Management Savings Target

Simon,

s.13; s.17

This is due EOD today.

Analise

From: Coley, Simon J EMPR:EX
Sent: September 16, 2019 2:11 PM
To: MacKenzie, Melissa CSNR:EX <Melissa.Mackenzie@gov.bc.ca>
Cc: Roland, Michelle CSNR:EX <Michelle.Roland@gov.bc.ca>; Restall, Analise EMPR:EX <Analise.Restall@gov.bc.ca>
Subject: RE: Expenditure Management Savings Target

Melissa, please connect with Analise who is going to work with you to come up with an initial plan for 5% savings from within contracting, travel, SCAs and some hiring postponement.

Thanks,

Simon Coley

Assistant Deputy Minister

Strategic and Indigenous Affairs Division / Ministry of Energy, Mines and Petroleum Resources

Office: 778-698-7176 / Cell: 250-507-6585 / Fax: 250-952-0269

From: MacKenzie, Melissa CSNR:EX
Sent: September 16, 2019 2:05 PM
To: Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>
Cc: Roland, Michelle CSNR:EX <Michelle.Roland@gov.bc.ca>
Subject: Expenditure Management Savings Target

Hi Simon,

Just checking in to see if you need anything from me since the announcement of the expenditure management savings exercise. You already have the most recent forecast, but if you require any other reporting or analysis, please let me know.

Thanks,

Melissa MacKenzie
Manager, Budgets & Financial Services
Financial Planning & Reporting
Corporate Services for the Natural Resource Ministries
Supporting the Ministry of Energy, Mines and Petroleum Resources
(778) 698-3728

Page 090 of 121 to/à Page 093 of 121

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

Andrews, Sarah EMPR:EX

From: Roland, Michelle CSNR:EX
Sent: September 16, 2019 4:14 PM
To: Restall, Analise EMPR:EX
Cc: Coley, Simon J EMPR:EX; MacKenzie, Melissa CSNR:EX
Subject: FW: EMPR Expenditure Management Saving Plan TEMPLATE - Draft due Sept 20th
Attachments: EMPR Expenditure Exercise Template .xlsx

Importance: High

Hi Analise,

Attached is the template that should be used to capture the saving measures.

Melissa and I are at an all day staff meeting tomorrow but will be around the rest of the week to assist in this exercise.

Thanks,
Michelle
778-698-3752

From: Roland, Michelle CSNR:EX
Sent: September 16, 2019 4:06 PM
To: Coley, Simon J EMPR:EX ; MacLaren, Les EMPR:EX ; Carr, Michelle EMPR:EX ; Manahan, Suzanne EMPR:EX ; Mah-Paulson, May EMPR:EX ; Robb, Peter L. EMPR:EX ; Amann-Blake, Nathaniel EMPR:EX
Cc: Parmar, Ranbir S CSNR:EX ; Boyd, Wes CSNR:EX ; MacKenzie, Melissa CSNR:EX (Melissa.Mackenzie@gov.bc.ca)
Subject: EMPR Expenditure Management Saving Plan TEMPLATE - Draft due Sept 20th
Importance: High

Hi Everyone,

In follow up to the direction received at Exec. today, please find attached a template that will assist in capturing the savings you have been asked to identify as part of the Expenditure Management Savings Plan Exercise. As per Melissa's emails this afternoon we are available to meet, run reports, provide further analysis if need. Please let us know what you need. For those that have already requested a meeting, we will work to get something in your calendar's asap.

Please send your completed template to me with a cc to Melissa, end of day Thursday, early Friday. Our target is to have a rough draft for review Friday September 20th.

Please let me know if you have any questions.

Thanks,
Michelle Roland, FMC, BCOM
Director, Financial Planning and Reporting
Supporting the Ministries of Indigenous Relations & Reconciliation and Energy, Mines and Petroleum Resources
Corporate Services for the Natural Resource Ministries
Phone: (778) 698-3752 Cell: (250) 380-8470
[Financial Services | CSNR](#)

Trusted Partners sharing in the success of the Natural Resource Ministries

Andrews, Sarah EMPR:EX

From: Roland, Michelle CSNR:EX
Sent: September 16, 2019 4:06 PM
To: Coley, Simon J EMPR:EX; MacLaren, Les EMPR:EX; Carr, Michelle EMPR:EX; Manahan, Suzanne EMPR:EX; Mah-Paulson, May EMPR:EX; Robb, Peter L. EMPR:EX; Amann-Blake, Nathaniel EMPR:EX
Cc: Parmar, Ranbir S CSNR:EX; Boyd, Wes CSNR:EX; MacKenzie, Melissa CSNR:EX
Subject: EMPR Expenditure Management Saving Plan TEMPLATE - Draft due Sept 20th
Attachments: EMPR Expenditure Exercise Template .xlsx

Importance: High

Hi Everyone,

In follow up to the direction received at Exec. today, please find attached a template that will assist in capturing the savings you have been asked to identify as part of the Expenditure Management Savings Plan Exercise. As per Melissa's emails this afternoon we are available to meet, run reports, provide further analysis if need. Please let us know what you need. For those that have already requested a meeting, we will work to get something in your calendar's asap.

Please send your completed template to me with a cc to Melissa, end of day Thursday, early Friday. Our target is to have a rough draft for review Friday September 20th.

Please let me know if you have any questions.

Thanks,

Michelle Roland, FMC, BCOM

Director, Financial Planning and Reporting

Supporting the Ministries of Indigenous Relations & Reconciliation and Energy, Mines and Petroleum Resources

Corporate Services for the Natural Resource Ministries

Phone: (778) 698-3752 Cell: (250) 380-8470

[Financial Services | CSNR](#)

Trusted Partners sharing in the success of the Natural Resource Ministries

Andrews, Sarah EMPR:EX

From: Coley, Simon J EMPR:EX
Sent: September 16, 2019 2:11 PM
To: MacKenzie, Melissa CSNR:EX
Cc: Roland, Michelle CSNR:EX; Restall, Analise EMPR:EX
Subject: RE: Expenditure Management Savings Target

Melissa, please connect with Analise who is going to work with you to come up with an initial plan for 5% savings from within contracting, travel, SCAs and some hiring postponement.

Thanks,

Simon Coley

Assistant Deputy Minister
Strategic and Indigenous Affairs Division / Ministry of Energy, Mines and Petroleum Resources
Office: 778-698-7176 / Cell: 250-507-6585 / Fax: 250-952-0269

From: MacKenzie, Melissa CSNR:EX
Sent: September 16, 2019 2:05 PM
To: Coley, Simon J EMPR:EX
Cc: Roland, Michelle CSNR:EX
Subject: Expenditure Management Savings Target

Hi Simon,

Just checking in to see if you need anything from me since the announcement of the expenditure management savings exercise. You already have the most recent forecast, but if you require any other reporting or analysis, please let me know.

Thanks,

Melissa MacKenzie
Manager, Budgets & Financial Services
Financial Planning & Reporting
Corporate Services for the Natural Resource Ministries
Supporting the Ministry of Energy, Mines and Petroleum Resources
(778) 698-3728

Andrews, Sarah EMPR:EX

From: Boyd, Wes CSNR:EX
Sent: September 3, 2019 11:06 AM
To: EMPR Executive Committee
Cc: Parmar, Ranbir S CSNR:EX
Subject: FW: EMPR 2020 Budget Instruction Letter
Attachments: s.12; s.13; s.17

From: Lang, Kimberley FIN:EX **On Behalf Of** Siu, Raeleen FIN:EX
Sent: August 30, 2019 11:53 AM
To: Nikolejsin, Dave EMPR:EX <Dave.Nikolejsin@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Arnsdorf, Carmen FIN:EX <Carmen.Arnsdorf@gov.bc.ca>
Subject: EMPR 2020 Budget Instruction Letter

Please find attached a signed Budget 2020 Instruction letter from the Chair of Treasury Board.
A hard copy has been sent to your Minister's office.

Treasury Board Staff

Page 102 of 121 to/à Page 115 of 121

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

Cochrane, Marlene EMPR:EX

From: McCann, Meghan EMPR:EX
Sent: September 25, 2019 3:23 PM
To: Boyd, Wes CSNR:EX
Subject: RE: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending

On it.

From: Boyd, Wes CSNR:EX
Sent: September 25, 2019 2:47 PM
To: McCann, Meghan EMPR:EX
Subject: FW: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending

Hi Meghan, I heard back from Dave (below) and he is ok to send the message out to all staff. Its in *italics* below.

Could you send on his behalf?

Wes

From: Nikolejsin, Dave EMPR:EX
Sent: September 25, 2019 2:01 PM
To: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>
Subject: Re: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending

Ok

Dave Nikolejsin
Deputy Minister
Energy, Mines and Petroleum Resources

On Sep 26, 2019, at 1:13 AM, Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca> wrote:

Morning or Evening Dave, I heard back from Les, Michelle, Nate, May and Simon who are all supportive of the wording and sending to all staff as a good approach.

If you are good, I can ask Meghan to send on your behalf.

Wes

Wes Boyd
Assistant Deputy Minister and Executive Financial Officer
Corporate Services for the Natural Resource Ministries
2nd Floor, 2975 Jutland Road | Victoria, BC | V8W 9M1 |
C: 250.508.5791

From: Mah-Paulson, May EMPR:EX
Sent: September 24, 2019 2:59 PM
To: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>
Cc: Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>; MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>; Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>; Cochrane, Marlene EMPR:EX <Marlene.Cochrane@gov.bc.ca>; McCann, Meghan EMPR:EX <Meghan.McCann@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>; McRae, Meghan GCPE:EX <Meghan.McRae@gov.bc.ca>
Subject: RE: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending

Thanks, Wes, I also support the messaging and sending it out to staff.

May

From: Carr, Michelle EMPR:EX
Sent: Tuesday, September 24, 2019 2:55 PM
To: MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>
Cc: Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca>; Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>; Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>; Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>; Cochrane, Marlene EMPR:EX <Marlene.Cochrane@gov.bc.ca>; McCann, Meghan EMPR:EX <Meghan.McCann@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>; McRae, Meghan GCPE:EX <Meghan.McRae@gov.bc.ca>
Subject: Re: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending

Agreed. Thank you.

Michelle Carr
Assistant Deputy Minister
LNG Canada Implementation
Ministry of Energy, Mines and Petroleum Resources

On Sep 24, 2019, at 2:52 PM, MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca> wrote:

Looks good to me Wes and I support sending it to all staff.

Les

On Sep 24, 2019, at 1:56 PM, Boyd, Wes CSNR:EX <Wes.Boyd@gov.bc.ca> wrote:

Hi there, Simon and I have drafted a message that could go out to ALL STAFF from Dave regarding the Ministry Spending Plans. It is very similar to what Doug Caul sent yesterday to all MIRR staff (see bottom of this email).

Looking for Executive's feedback as to whether its necessary to send out? More specifically, looking for your thoughts if staff are asking questions about EMPR's savings plan approach and/or are nervous. I have had a couple probing questions during my walks in the hallways.

The key message is “will not impact existing jobs” and “ADMs are identifying savings plans around travel and discretionary spending”.

Please let me know your thoughts.....and I can pass along to Dave.

Wes

Good morning,

Following the release of the government’s first quarter report, the Ministry of Finance has provided instructions to all ministries to meet specific expenditure savings targets by the end of the fiscal year (March 31, 2020). This type of direction is common for government, when the overall fiscal environment demands it.

All ministries are taking a corporate approach to meet this direction. While each organization can be flexible in identifying its savings opportunities, the priority is to protect core services and programs in all ministries across government. To be clear, this direction does not include measures that will impact existing jobs.

Fortunately, our Ministry has some strong opportunities to meet our target through contingencies (e.g. events that will not be met this fiscal or can be managed into future fiscal years) which does not impact our operations budget.

That said, we must also carefully manage our expenses and discretionary spending for the remainder of this fiscal. This includes hiring, travel and other discretionary spending, such as contracts.

ADMs have been asked to identify savings plans in each division, including travel and discretionary spending. Executive for the Ministry will be reviewing them shortly and a ministry-wide plan will forthcoming.

Thank you for your support to help our ministry achieve this savings target. If you have any questions, please speak to your ADM.

Dave

From: Caul, Doug D IRR:EX
Sent: September 23, 2019 10:33 AM
Subject: Important Message from the Deputy Minister – Ministry Spending

Good morning,

Following the release of the government's first quarter report, the Ministry of Finance has provided instructions to all ministries to meet specific expenditure savings targets by the end of the fiscal year (March 31, 2020). This type of direction is common for government, when the overall fiscal environment demands it.

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The Organizational Development Committee (ODC) manages human resource decisions for the ministry and will be responsible for applying continued prudence to hiring and other spending. ADMs will work with senior managers to develop a plan for savings in each division, including travel and discretionary spending, for the ODC's consideration.

In this effort, our priority is to minimize the impacts on services and programs that people count on across government. At the same time, we will look at all ways to alleviate any burden on you and the work you are doing.

Thank you for your support to help our ministry achieve this savings target. If you have any questions, please speak to your senior lead or ADM.

Doug

Cochrane, Marlene EMPR:EX

From: McCann, Meghan EMPR:EX
Sent: September 25, 2019 11:46 AM
To: Boyd, Wes CSNR:EX
Subject: RE: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending

Keep me posted if and when you need me to send this out on Dave's behalf, thanks.

From: Boyd, Wes CSNR:EX
Sent: September 24, 2019 1:57 PM
To: Robb, Peter L. EMPR:EX <Peter.Robb@gov.bc.ca>; Amann-Blake, Nathaniel EMPR:EX <Nathaniel.Amann-Blake@gov.bc.ca>; MacLaren, Les EMPR:EX <Les.MacLaren@gov.bc.ca>; Carr, Michelle EMPR:EX <Michelle.Carr@gov.bc.ca>; Mah-Paulson, May EMPR:EX <May.Mah-Paulson@gov.bc.ca>; Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>; De Champlain, Rhonda EMPR:EX <Rhonda.DeChamplain@gov.bc.ca>; Cochrane, Marlene EMPR:EX <Marlene.Cochrane@gov.bc.ca>; McCann, Meghan EMPR:EX <Meghan.McCann@gov.bc.ca>; Manahan, Suzanne EMPR:EX <Suzanne.Manahan@gov.bc.ca>; McRae, Meghan GCPE:EX <Meghan.McRae@gov.bc.ca>
Subject: DRAFT FOR COMMENT: Important Message from the Deputy Minister – Ministry Spending
Importance: High

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