

Morrison, Lauren EMPR:EX

From: Virani, Karima <Karima.Virani@bchydro.com>
Sent: July 17, 2019 11:54 AM
To: Peterson, Ken; Daschuk, Maureen; Fraser, Janet; XT:Leonard, Allan IRR:IN; Thompson, Lindsay; Anderson, Keith; Ward, Amanda; James, Fred; MacLaren, Les EMPR:EX; Sopinka, Amy EMPR:EX; Cutler, Scott EMPR:EX; Norris, Nancy EMPR:EX; Buchanan, Jack EMPR:EX; Wieringa, Paul EMPR:EX; Hewitt, Jeremy ENV:EX; Van Huizen, Danielle; Lee, Kathy; De Zoysa, Sanjaya; Campbell, Rob
Cc: McSherry, Diane; Nugent, Jeff; Quinn, Darcy; Arnold, Greg; Knezevic, Laura; Bednar, Sarah
Subject: RE: Comprehensive Review Phase 2 - Expert Advisors Meeting July 19
Attachments: Comprehensive Review Phase 2-Expert Advisors Meeting Agenda.pdf; IB_Backgrounder_Biographies of Expert Advisors_20190717 wo MK (2).pdf

My apologies, please find both attachments.

Thank you.
Karima

From: Virani, Karima
Sent: 2019, July 17 11:51 AM
To: Peterson, Ken; Daschuk, Maureen; Fraser, Janet; Leonard, Allan; Thompson, Lindsay; Anderson, Keith; Ward, Amanda; James, Fred; Les.MacLaren@gov.bc.ca; Sopinka, Amy EMPR:EX; Cutler, Scott EMPR:EX; 'Norris, Nancy EMPR:EX'; Buchanan, Jack EMPR:EX; Wieringa, Paul EMPR:EX; Hewitt, Jeremy ENV:EX; Van Huizen, Danielle; Lee, Kathy; De Zoysa, Sanjaya; Campbell, Rob
Cc: McSherry, Diane; Nugent, Jeff; Quinn, Darcy; Arnold, Greg; Knezevic, Laura; Bednar, Sarah
Subject: Comprehensive Review Phase 2 - Expert Advisors Meeting July 19

Hello,

Attached please find the Agenda and Biographies of the Expert Advisors for the July 19 meeting.

Please note the morning session will be in the Dun 02 Auditorium and lunch followed by the afternoon session in the Dun 01 Auditorium.

Thank you.
Karima (on behalf of Diane McSherry)

Karima Virani | Administrative Assistant to Jeff Nugent,
Director, Business Planning, Risk, and Performance

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Smart about power in all we do.

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Comprehensive Review Phase 2 - Expert Advisors Meeting Agenda

July 19, 2019

9:45 am – 4:00 pm Dunsmuir Auditorium - 333 Dunsmuir Street

MORNING – Expert Advisor Orientation - Dunsmuir Auditorium 2 (2nd floor)	
Time	Agenda Item
Invitees	Phase 2 Review Committee, Advisory Committee, Focus Area Working Group Sponsors and Leads, Experts and Government Project Support Team
9:45 am – 10:00 am	Registration / coffee
10:00 am – 10:40 am	Welcome, Opening Remarks and Introductions <ul style="list-style-type: none"> • Safety Procedure & First Nations Recognition – Diane McSherry • Opening remarks - Les MacLaren • Opening remarks – Ken Peterson • Agenda review – Diane McSherry • Introductions of Experts – Diane McSherry
10:40 am – 11:00 am	Overview of Comprehensive Review and Process and Work to Date - Diane McSherry
11:00 am – 11:45 am	Introduction to Scenarios – Sanjaya de Zoysa <ul style="list-style-type: none"> • Review of scenarios and the trends that could get us there
11:45 am – 12:30 pm	Lunch

AFTERNOON - Panel Discussion with Experts - Dunsmuir Auditorium 1 (1st floor)	
Time	Agenda Item
Invitees	Above plus invite to all focus area working group members and other interested BC Hydro / Government employees or participants
12:30 pm – 12:40 pm	Brief overview of session for the benefit of new participants – Jeff Nugent <ul style="list-style-type: none"> • What the afternoon session is about • What happened in the morning session
12:40 pm – 2:30pm	Plenary Discussion – Jeff Nugent <ul style="list-style-type: none"> • Experts provide their thoughts on Phase 2 Comprehensive Review topics based on their expert perspective (via 'Armchair' interview setup) <ul style="list-style-type: none"> ○ Q/A by Jeff Nugent between the Experts
2:30 pm – 2:40 pm	BREAK
2:40 pm – 3:55 pm	Plenary Discussion continues – Jeff Nugent <ul style="list-style-type: none"> • Facilitated Q/A format with audience
3:55 pm – 4:00 pm	Next Steps / Close – Jeff Nugent <ul style="list-style-type: none"> • Next steps • Close

Comprehensive Review of BC Hydro – Phase 2

Biographies of Expert Advisors

David Bibby

David Bibby has over 25 years of experience in strategic technology leadership within growth-oriented global organizations. He has been the Head of Global Digital Services at Finning International since January 2016. Prior to this, he held positions as the Vice President, Information Technology, at Vancity Savings and the Senior Vice President of Technology at Canaccord Genuity Corporation.

Gwenne Farrell

Gwenne Farrell worked as a Vice-President of MoveUp from May 2005 until November 2018. Prior to that she worked as a Financial Analyst with BC Hydro. In the spring of 2007, Gwenne was also elected to the office of Secretary-Treasurer of Canadian Office and Professional Employees Union (COPE), Local 378's National Union.

Mark Jaccard

Mark Jaccard has been a professor since 1986 in the School of Resource and Environmental Management at Vancouver's Simon Fraser University. From 1992 to 1997 he served as Chair and Chief Executive Officer of the B.C. Utilities Commission. He has published over 100 academic papers, most of these related to his principal research focus: the design and application of energy-economy models that assess the effectiveness of sustainable energy and climate policies.

Stephen Koch

Stephen Koch is the Director of Emerging Issues at the Canadian Electricity Association (CEA), the National Voice of Electricity in Canada. As Director of the National Emerging Issues Committee, Stephen works with senior CEA members and industry experts to identify, predict, and prepare for technological innovations and potentially disruptive market changes across the energy sector. Stephen was previously President of the Oil Heat Association, Executive Director of NAIMA Canada and held other leadership roles which included Chairperson of Envirocentre.

Caitlin Liotiris

Caitlin Liotiris has expertise in electricity market development, regional transmission planning and policy, and energy procurement arenas. Her work includes advocacy at regional forums, performing market and regulatory evaluations, and facilitating the incorporation of new policies and market structures into modeling tools. She is a Principal at Energy Strategies.

Liisa O'Hara

After a lengthy career as an executive in the energy transportation business, Liisa O'Hara served as Commissioner to the B.C. Utilities Commission (BCUC) for 10 years. As BCUC Commissioner, Liisa participated in oversight of the Province's natural gas and electricity utilities, the regulation of rates, and the development of new facilities. As Commissioner, she also developed a strong interest in clean energy solutions.

Blake Shaffer

Blake Shaffer has extensive experience in the energy sector, with a specific focus on electricity markets. Blake's 15-year career has taken him from the trading arm of BC Hydro, to Lehman Brothers and Barclays Capital in New York as a senior energy trader, and Director of Energy Trading at Transalta Corporation in Calgary, Alberta. He is currently an Adjunct Assistant Professor at the University of Calgary, Department of Economics.

Dan Woynillowicz

Dan Woynillowicz is an accomplished non-profit leader working to identify and implement climate solutions. An experienced analyst, strategist and advocate, he has significant knowledge and experience in the fields of energy and environmental policy. He joined Clean Energy Canada in December 2012 as Policy Director.

Morrison, Lauren EMPR:EX

From: Quinn, Darcy <Darcy.Quinn@bchydro.com>
Sent: July 24, 2019 6:41 PM
To: Sopinka, Amy EMPR:EX
Cc: Norris, Nancy EMPR:EX; Wieringa, Paul EMPR:EX; Buchanan, Jack EMPR:EX; Cutler, Scott EMPR:EX; Nugent, Jeff; McSherry, Diane
Subject: Deck & Materials for July 26 Advisory/July 30 Review Committee
Attachments: Review Committee Draft 30July19 _V2.pptx; July 19 2019 Phase 2 Comprehensive Review Expert Advisors Meeting Notes.....docx; Comp review 2 - Proposed stakeholders 24 July 2019.docx

Hi Amy,

Hope you're getting a bit of relaxation in.

We've proposed some updates on the Review Committee deck. This includes a bit more information on schedule and the workshop. Are you able to take a look?

Also we've attached the draft notes from the July 19th workshop and the proposed stakeholder list. We'd propose sharing these with Advisory and get feedback whether to include this in the materials that go to Review. We'd be keen to get feedback on whether the level of detail is sufficient for Cabinet.

Thanks,

Darcy Quinn | Commercial Manager, Project Delivery

BC Hydro

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BC Hydro Review Phase Two

Review Committee Meeting

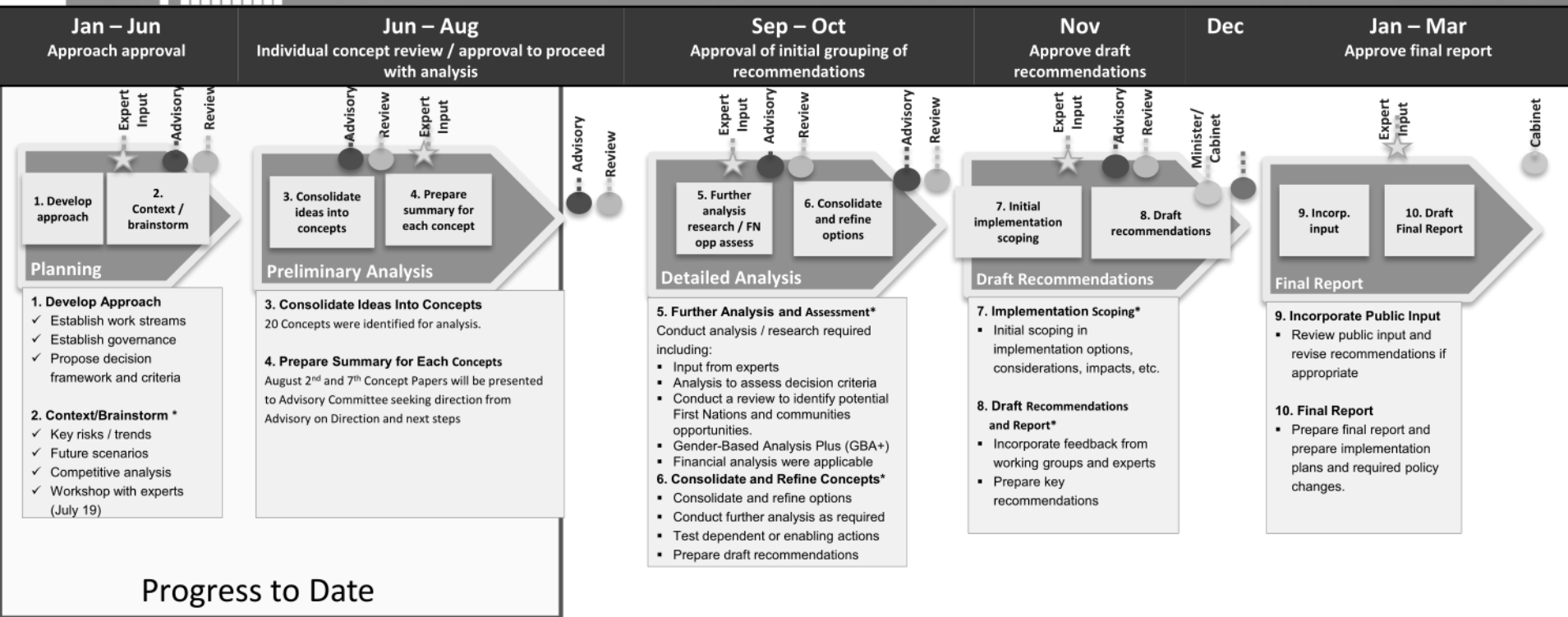
July 30, 2019



Agenda

- Oversight/Schedule Update
- Expert Advisors Update
- Progress of Working Groups
- Stakeholder and Indigenous Engagement approach (subject to approval)
- Next steps

Project Update





List of Concept Papers

Business Concepts	Work Stream Sponsor
s.12; s.13; s.16; s.17	Supporting Clean BC Thriving in the Evolving Electricity Sector Opportunities for Indigenous Nations and Communities Leveraging Our Strengths
Policy Concepts	
s.12; s.13; s.16; s.17	

ment



Working Group Milestones

	Round 1 Advisory Review	Round 2 Advisory Review	Review Committee Review	Detailed Analysis Advisory	Detailed Analysis Review Committee
Policy Concepts	2-Aug	11-Sep	30-Sep	09-Oct	17-Oct
Thriving in an Evolving Electricity Sector	2-Aug	18-Sep	30-Sep	16-Oct	30-Oct
Supporting CleanBC	26-Jul	11-Sep	30-Sep	09-Oct	17-Oct
Leveraging Our Strengths	2-Aug	04-Sep	30-Sep	02-Oct	17-Oct
Opportunities for Indigenous Nations	7-Aug	25-Sep	30-Sep	23-Oct	30-Oct



Expert Advisor Update

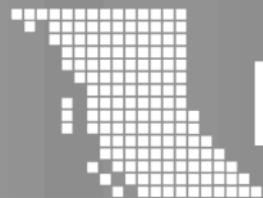
- Contracted with eight expert advisors:
 - David Bibby (Industry Disruption)
 - Gwenne Farrell (Project Labour and Management)
 - Mark Jaccard (Energy Economics and Policy)
 - Stephen Koch (Technological Innovation)
 - Caitlin Liotiris (Electricity Market Development)
 - Liisa O'Hara (Energy Regulation and Policy)
 - Blake Schaffer (Climate Policy and Electricity Markets)
 - Dan Woynillowicz (Energy and Climate Policy)
- * Awaiting Minister direction on Indigenous Expert

Expert Advisor Workshop (July 19)

- Experts were engaged and demonstrated good understanding and insight of relevant issues for the review
- Planning scenarios were seen as useful
- Experts commended the time spent on thinking openly about the future – thought this was a leading practice



Expert Panel Discussion – July 19



Expert Discussion Highlights

- Climate change adaptation and impact on electricity demand
- Technological change
- Organizational readiness for change
- Changing customer expectations
- Competitive dynamics
- Regulatory uncertainty
- Changing labour dynamics



Stakeholder and Indigenous Engagement

- *(Awaiting direction from Minister)*
- Proposed two 2-hour meetings at BC Hydro to meet with stakeholders
s.13
- One Indigenous engagement meeting in Vancouver with:
 - s.13
 -
 -
 -
- Engagement agenda will include Overview of the Process, Review of the Terms of Reference and opportunities for further engagement.



Next Steps

- Complete round 1 of Preliminary Analysis – August 7
- Engage Expert Advisors on Concept Papers – August
- Review Committee Meeting – September 3
- Stakeholder Engagement – September 16/19
- Complete round 2 of Preliminary Analysis – September 30
- Review Committee Meeting – September 30
- Expert Workshop #2 – End September/Early October

**Phase 2 Comprehensive Review Expert Advisors
Meeting Notes
July 19, 2019
333 Dunsmuir St. Vancouver, BC**

On July 19, 2019 BC Hydro hosted a full day meeting with Government, BC Hydro, Powerex and Powertech to:

- Orientate 8 external Expert Advisors supporting the Phase 2 Comprehensive Review of BC Hydro and
- Ask questions of the Expert Advisors to better understand their respective areas of expertise and obtain initial ideas and themes of importance for the Comprehensive Phase 2 Review.

The all-day meeting (from 9:00 am to 3:30 pm) consisted of the following format:

1. Pre-Meeting (9:00 am – 9:30 am)

- The Expert Advisors, government and BC Hydro employees (aka the “Phase 2 Review Committee”) provided introductions.
- The Expert Advisors provided a brief background of their experience and expertise they would bring to the Review.

2. Expert Orientation Session (10:00 am – 11:45 am)

- Additional attendees joined the meeting including members of the Phase 2 Review Advisory Committee, Focus Area Working Group Sponsors and Leads and Government Project Support Team.
- Opening remarks were provided by senior BC Hydro and Government staff.
- An overview was provided of the Comprehensive Review and Process and Work to Date.
- An introduction was provided on future potential scenarios to consider for planning purposes.

3. Plenary Discussion and Q&A (12:30 pm – 3:30 pm)

- Additional attendees joined the meeting including interested BC Hydro / Powerex / Powertech employees.
- An “armchair” interview panel with the Expert Advisors was set up and the Experts were asked a series of questions related to emerging trends for the energy / utility sector and their thoughts on the how BC Hydro should prepare to meet the objectives of the CleanBC plan and what they think should be considered to inform the Phase 2 Comprehensive Review.
- Experts were asked questions from a moderator and from the audience.

In advance of the meeting, a pre-read package was distributed to the Expert Advisors which included an overview of key global and industry trends, an overview of the Phase 2 Comprehensive Review process and an overview of four potential future scenarios

The following is a summary of the meetings, answers to specific questions posed and key themes raised during the discussions.

1. Pre-Meeting (9:00 am to 9:30 am)

Attendance:

Expert Advisors *	BC Hydro	MEMPR / MOE / CCS
David Bibby	Diane McSherry	Paul Wieringa
Stephen Koch	Jeff Nugent	Amy Sopinka
Gwenne Farrell	Darcy Quinn	Les MacLaren
Dan Woynillowicz		Jack Buchanan
Liisa O'Hara		Nancy Norris
Caitlin Liotiris		Jeremy Hewitt
Blake Shaffer		
Mark Jaccard (via Skype)		

* Expert Advisor Biographies found in the Appendix (should we include?)

- The experts provided a brief background of their experience and expertise they would bring to the Review. Les MacLaren, Assistant Deputy Minister, Ministry of Energy Mines and Petroleum Resources and Diane McSherry, Vice President and Project Director, were introduced as co-chairs of Phase 2 of the review.
- The Ministry of Energy Mines and Petroleum Resources (**MEMPR**) introduced the Comprehensive Review of BC Hydro (the **Review**). The Review is a two phase process designed to ensure affordability for British Columbians and to position BC Hydro for long term success. Phase 1 of the Review, completed in February 2019, resulted in a new rate forecast and regulatory and legislative changes to enhance the BCUC's power to make decisions on rate increases, deferral accounts and capital projects, as well as other decisions that affect British Columbians.
- Phase 2 of the Review will focus on longer term opportunities such as new technologies, market supporting CleanBC, and new roles for Indigenous Nations. The outcomes of the Review will inform the BC Hydro Integrated Resource Plan (**IRP**) which will be submitted to the British Columbia Utilities Commission (**BCUC**) in 2021.
- MEMPR then provided an overview of the role of the experts during the Review. The experts will be made available to support all of the working groups and will be asked specific questions based on their expertise and experience. There will be a second expert workshop in the fall where they may be asked to provide feedback on the analysis and recommendations of the working groups.

s.13; s.17

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2. Expert Orientation Session (10:00 am – 11:45 am)

Attendance:

Expert Advisors	BC Hydro / Powerex	MEMPR / MOE / CCS
David Bibby	Ken Peterson	Les MacLaren,
Stephen Koch	Janet Fraser	Jeremy Hewitt
Gwenne Farrell	Maureen Daschuk	Amy Sopinka
Dan Woynillowicz	Al Leonard	Paul Wieringa
Liisa O'Hara	Diane McSherry	Jack Buchanan
Caitlin Liotiris	Keith Anderson	Nancy Norris
Blake Shaffer	Fred James	
Mark Jaccard (via Skype)	Lindsay Thompson	
	Jeff Nugent	
	Kathy Lee	
	Danielle Van Huizen	
	Sanjaya De Soyza	
	Amanda Ward	
	Rob Campbell	
	Meredith Aiken	
	Greg Arnold	
	Darcy Quinn	

The meeting began with each participant introducing themselves, their background and responsibilities.

- Les MacLaren, Assistant Deputy MEMPR, provided opening remarks on behalf of government. MacLaren further outlined the four areas of interest for phase 2 of the Review. The objective of phase 2 of the Review which was:

“To create a strategy, for the benefit of British Columbians, for BC Hydro to continue to provide its customers with access to clean energy at competitive rates through the continuing evolution of BC Hydro in

response to changes in climate, consumer demand, technology and BC's commitment to reconciliation with Indigenous Nations."

- MacLaren stated that despite uncertainty, the government is committed to the CleanBC plan which offers a combination of economic development and carbon reduction strategies. The objective is to execute the CleanBC plan while still being fair to ratepayers. A core tenant of the CleanBC plan is fuel switching from carbon based energy sources to cleaner sources of energy such as electricity generated by BC Hydro.
- MacLaren said that another government priority is the advancing the provincial commitments under UNDRIP and looks to BC Hydro to support this role. MacLaren said that they want BC Hydro to consider leading edge technologies where it makes sense.
- Ken Peterson, Executive Chair of BC Hydro provided opening remarks on behalf of BC Hydro. Peterson, used the creation of Powerex as an example of where the government and BC Hydro worked together strategically to position BC Hydro to the benefit of ratepayers.
- Looking forward, Peterson stated that BC Hydro is well positioned for the future. It has a large storage capability. He emphasized the need to price the value of the system through new rate structures that incentivize different behaviors by its customers. Peterson also stated that ratepayers would be better served by gaining access to better more cost effective resources even if they are from outside of British Columbia.
- Diane McSherry followed the opening remarks with an introduction to the phase 2 process and objectives. There was a question from the experts on whether there was a specific end date for the Review. McSherry answered that there is no specific end date but the goal is for the final report to be issued in early 2020 to enable the IRP process to get underway.
- Janet Fraser, Executive Vice President, People, Customer and Corporate Affairs and executive sponsor for the CleanBC working group, provided an overview of the focus of the CleanBC working group. Some opportunities the working group is exploring include hydrogen production and distribution, programs and incentives for electrification, new rate design options to incentivize electrification.
- Les MacLaren followed up to state the provincial and federal governments are aligned on climate policy and that the federal government is interested in supporting initiatives that incentivize electrification. He referenced recent federal funding to electrify upstream oil and gas.
- Dan Woynillowicz followed up with a question about how the Review is going to validate the phase 1 outcomes of the CleanBC plan. Jeremy Hewitt, Assistant Deputy Minister for the Ministry of Environment and Climate Change Strategy, answered that phase 1 of the CleanBC plan has a plan to achieve 75% of the 2050 target. The model shows 4,000 Gigawatt hours of incremental load for BC Hydro through electrification. Post 2030 the plan is less clear.
- David Bibby asked if the CleanBC plan looked into whether it could achieve its 2050 targets earlier. Jeremy Hewitt, stated that the focus was primarily on 2030 and the need to get at least 75% to the target.
- Next, Maureen Daschuk, Senior Vice President Integrated Planning and executive sponsor for Thriving in an Evolving Electricity Sector working group provided an introduction to the initiatives being explored by

group. Ideas being explored include looking behind the meter, water as a business, increasing flexibility in planning, grid modernization,

- Sanjaya De Zoysa, Resource Planning Team Lead at BC Hydro provided an introduction to the Scenarios used to support the planning processes. s.13; s.17
s.13; s.17

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- s.13; s.17

3. Panel Discussion and Q & A (12:30 pm – 3:30 pm)

Attendance: Participants of the **Expert Orientation Session** (10:00 am – 11:45 am) plus other interested BC Hydro and Government employees or participants (including Powertech).

The meeting began with each participant introducing themselves, their background and responsibilities.

The following is a summary of the answers provided by the Expert Advisors based on the questions posed by the moderator (Jeff Nugent):

s.13; s.17

Page 023 of 101 to/à Page 033 of 101

Withheld pursuant to/removed as

s.13 ; s.17

**Comprehensive Review Phase 2
Proposed Stakeholders**

Stakeholder / Organization	Contact Name	Contact Information	Notes
Assembly of First Nations	Jaime Sanchez (main contact) Patricia Rojas Caro	jaime.sanchez@bcafn.ca patricia.rojas@bcafn.ca	s.16
First Nations Summit	Colin Braker	cbraker@fns.bc.ca	See above
Union of BC Indian Chiefs (UBCIC)	Andrea Glickman	andrea@ubcic.bc.ca	See above
Business Council of British Columbia	Jock Finlayson	jock.finlayson@bcbc.com	
FortisBC	Brent Graham Mike Hopkins		
Columbia Power Corp. / Columbia Basin Trust	Johnny Strilaeff	jstrilaeff@cbt.org	
Clean Energy BC	Martin Mullany	martin.mullany@cleanenergybc.org	
City of Vancouver	Matt Horne		
City of Victoria	Fraser Works Andrea Hudson Steve Young	fworks@victoria.ca ahudson@victoria.ca syoung@victoria.ca	
Association of Major Power Customers (AMPC)	Carlo Del Monte	carlo.dalmonete@catalystpaper.com	
Mining Association of BC (MABC)	Michael Goehring	mgoehring@mining.bc.ca	
Commercial Energy Consumers (CEC)	Chris Weafer	cweafer@owenbird.com	
Council of Forest Industries (COFI)	Susan Yurkovich	yurkovich@cofi.org	

**Comprehensive Review Phase 2
Proposed Stakeholders**

Stakeholder / Organization	Contact Name	Contact Information	Notes
BC LNG Alliance	Bryan Cox		
Canadian Association of Petroleum Producers (CAPP)			Phone: 778-265-3819
Pembina Institute	Karen Tam Wu		604-874-8558 x228
BC Sustainable Energy Association / Sierra Club	Hannah Askew	Hannah@sierraclub.bc.ca	
	Bill Andrews	wjandrews@shaw.ca	
	Tom Hackney	tom.hackney@bcsea.org	
Suzuki Foundation			
Movement of United Professionals (MoveUp)	Rysa Kronebusch	RKronebusch@moveuptogether.ca	
International Brotherhood of Electrical Workers (IBEW)	Doug McKay	dmckay@ibew258.bc.ca	
British Columbia Old Age Pensioners' Organization (BCOAPO) / BC Public Interest Advocacy Centre	Leigha Worth	lworth@bcpiac.com	
Low Income Advisory Council			



BC Hydro Review Phase Two

Review Committee Meeting

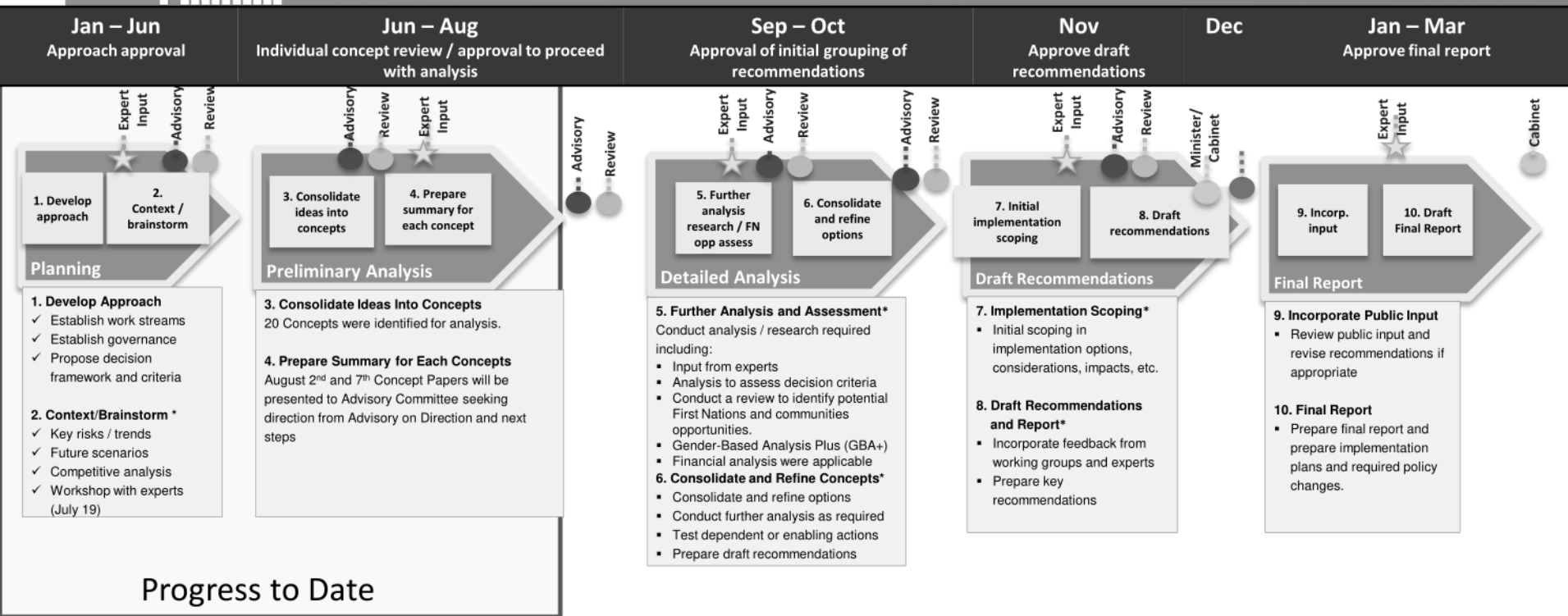
July 30, 2019



Agenda

- Oversight/Schedule Update
- Expert Advisors Update
- Progress of Working Groups
- Stakeholder and Indigenous Engagement approach
- Next steps

Project Update





Current Concept Papers

Business Concepts

s.12; s.13; s.16; s.17

Work Stream Sponsor

Supporting Clean BC

**Thriving in the Evolving
Electricity Sector**

**Opportunities for
Indigenous Nations and
Communities**

**Leveraging Our
Strengths**

Policy Concepts

s.12; s.13; s.16; s.17

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Working Group Milestones

	Round 1 Advisory Review	Round 2 Advisory Review	Review Committee Review	Detailed Analysis Advisory	Detailed Analysis Review Committee
Policy Concepts	2-Aug	11-Sep	30-Sep	09-Oct	17-Oct
Thriving in an Evolving Electricity Sector	2-Aug	18-Sep	30-Sep	16-Oct	30-Oct
Supporting CleanBC	26-Jul	11-Sep	30-Sep	09-Oct	17-Oct
Leveraging Our Strengths	2-Aug	04-Sep	30-Sep	02-Oct	17-Oct
Opportunities for Indigenous Nations	7-Aug	25-Sep	30-Sep	23-Oct	30-Oct



Review Committee Dates

Date	Time
September 3	9:30 am – 10:30 am
September 30	9:00 am – 10:00 am
October 17	1:00 am – 2:00 pm
October 30	10:00 am – 11:00 am
November 15	10:30 am – 11:30 am
November 28	2:00 pm – 3:00 pm
December 12	10:30 pm – 11:30 am



Expert Advisor Update

- Contracted with eight expert advisors:
 - David Bibby (Industry Disruption)
 - Gwenne Farrell (Project Labour and Management)
 - Mark Jaccard (Energy Economics and Policy)
 - Stephen Koch (Technological Innovation)
 - Caitlin Liotiris (Electricity Market Development)
 - Liisa O'Hara (Energy Regulation and Policy)
 - Blake Schaffer (Climate Policy and Electricity Markets)
 - Dan Woynillowicz (Energy and Climate Policy)
- * Awaiting Minister direction on Indigenous Expert

Expert Advisor Workshop (July 19)

- Experts were engaged and demonstrated good understanding and insight of relevant issues for the review
- Planning scenarios were seen as useful
- Experts commended the time spent on thinking openly about the future – thought this was a leading practice



Expert Panel Discussion – July 19



Expert Discussion Highlights

- Climate change adaptation and impact on electricity demand
- Technological change
- Organizational readiness for change
- Changing customer expectations
- Competitive dynamics
- Regulatory uncertainty
- Changing labour dynamics



Stakeholder and Indigenous Engagement

- Two 2-hour meetings at BC Hydro to meet with stakeholders (industry, non-governmental organizations, labour and municipalities)
- One 2-hour Indigenous engagement meeting in Vancouver with targeted Indigenous organizations
- Agenda for engagement sessions will include Overview of the Process, Review of the Terms of Reference and opportunities for further engagement



Next Steps

- Complete round 1 of Preliminary Analysis – August 7
- Engage Expert Advisors on Concept Papers – August
- Stakeholder Engagement – September 16/19
- Complete round 2 of Preliminary Analysis – September 30
- Expert Workshop #2 – End September/Early October
- Update to Clean Growth Advisory Council – October 8 (TBC).

**Comprehensive Review Phase 2
Proposed Stakeholders**

Stakeholder / Organization	Contact Name	Contact Information	Notes
Assembly of First Nations	Jaime Sanchez (main contact), Special Advisor to Regional Chief Teegee Patricia Rojas Caro, Regional Climate Change Coordinator	jaime.sanchez@bcfn.ca patricia.rojas@bcfn.ca	s.16
First Nations Summit	Colin Braker, Communications Director	cbraker@fns.bc.ca	See above
Union of BC Indian Chiefs (UBCIC)	Andrea Glickman, Senior Policy Advisor	andrea@ubcic.bc.ca	See above
Modern Treaty Alliance	Dillon Johnson, Coordinator	djohnson@temixw.com	604.603.9629
Nisga'a Nation	Collier Azak, CEO, Nisga'a Lisims Government	colliera@nisga.net	250.633.3041
Business Council of British Columbia	Jock Finlayson, Executive VP and Chief Policy Officer	jock.finlayson@bccbc.com	
FortisBC	Brent Graham, Government Relations and Public Policy Mike Hopkins, Senior Manager, Price Risk & Resource Planning	Brent.Graham@fortisbc.com Mike.hopkins@fortisbc.com	
Columbia Power Corp. / Columbia Basin Trust	Johnny Strilaeff, President	jstrilaeff@cbt.org	
Clean Energy BC	Martin Mullany, Interim Executive Director	martin.mullany@cleanenergybc.org	
City of Vancouver	Matt Horne, Climate Policy Manager	Matt.Horne@vancouver.ca	

**Comprehensive Review Phase 2
Proposed Stakeholders**

Stakeholder / Organization	Contact Name	Contact Information	Notes
City of Victoria	Fraser Work, Chief Sustainability Officer	fworks@victoria.ca	
	Andrea Hudson, Assistant Director, Community Planning	ahudson@victoria.ca	
	Steve Young, Senior GIS Specialist	syoung@victoria.ca	
Association of Major Power Customers (AMPC)	Carlo Dal Monte, Chair	carlo.dalmonete@catalystpaper.com	
Mining Association of BC (MABC)	Michael Goehring, President & CEO	mgoehring@mining.bc.ca	
Commercial Energy Consumers (CEC)	Chris Weafer, Council	cweafer@owenbird.com	
Council of Forest Industries (COFI)	Susan Yurkovich, President & CEO	yurkovich@cofi.org	
BC LNG Alliance	Bryan Cox, President & CEO	Bryan.cox@bclnga.ca	
Canadian Association of Petroleum Producers (CAPP)	Geoff Morrison, Manager of BC Operations	Geoff.morrison@capp.ca	Phone: 778-265-3819
Pembina Institute	Karen Tam Wu, Regional Director	karentw@pembina.org	604-874-8558 x228
BC Sustainable Energy Association / Sierra Club	Hannah Askew, Executive Director	Hannah@sierraclub.bc.ca	
	Bill Andrews, Lawyer	wjandrews@shaw.ca	
	Tom Hackney, Policy Advisor	tom.hackney@bcsea.org	
Suzuki Foundation	Lindsay Coulter, Senior Public Engagement Specialist	lcoulter@davidsuzuki.org	

**Comprehensive Review Phase 2
Proposed Stakeholders**

Stakeholder / Organization	Contact Name	Contact Information	Notes
Movement of United Professionals (MoveUp)	Rysa Kronebusch, Vice-President	RKronebusch@moveuptogether.ca	
International Brotherhood of Electrical Workers (IBEW)	Doug McKay, Business Manager/ Financial Secretary	dmckay@ibew258.bc.ca	
British Columbia Old Age Pensioners' Organization (BCOAPO) / BC Public Interest Advocacy Centre	Leigha Worth, Executive Director	lworth@bcpiac.com	
Low Income Advisory Council	Iris Mis, Staff Lawyer	imis@bcpiac.com	604.687.3017

Meeting w/BCH: Aug 14, 2019

- Indigenous expert
 - Send materials
 - Offer an orientation session
 - Send questions and arrange a time to discuss her responses
- Questions
 - Gwenne Farrell
 - Workforce of the future
 - Lisa O'Hara – Thriving,
 - How should BCUC deal with policy drivers
 - Rates
 - Markets
- Doodle poll -
 - Leads from BCH and Government, plus experts
 - 3 groups
- Discussion paper
 - Comfortable with the format
 - Planning group to create a PPP template for AC and RC meetings
 - Procurement
 - s.12; s.13
 -
- Sept 3rd RC - Cancel it
- Engagement
 - Stakeholders
 - Indigenous
 - Materials (MO/GCPE wants to see materials 1 week in advance)
 - Presentation
 - TOR

Morrison, Lauren EMPR:EX

From: Quinn, Darcy <Darcy.Quinn@bchydro.com>
Sent: August 30, 2019 3:13 PM
To: Sopinka, Amy EMPR:EX
Cc: McSherry, Diane; Nugent, Jeff; Virani, Karima
Subject: September 4 - CR 2 Advisory - Agenda and Strategic Framework
Attachments: Agenda Advisory Committee Mtg 04SEPT19.docx; CR2_Advisory_04SEP19 (handout)_Advisory.pptx

Hi Amy,

We've incorporated your feedback into the Strategic Framework document and made a few minor adjustments.

We plan to send this out at 4 pm today as PDF before people leave the office. Please let us know if you have any concerns before that.

Darcy

Darcy Quinn | Commercial Manager, Project Delivery

BC Hydro

6911 Southpoint Drive, Pod A02
Burnaby, BC V2N 4X8

P 604.528.2361

M 778.968.0496

E darcy.quinn@bchydro.com

bchydro.com

Smart about power in all we do.

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**Comprehensive Review Phase 2
Advisory Committee Meeting**

Agenda

September 04, 2019

3:00 – 4:00 pm

Teleconference:

Toll-Free: s.15; s.17

Victoria: s.15; s.17

Vancouver: s.15; s.17

Conference ID: s.15; s.17

Time	Agenda Item
3:00 – 4:00 pm	Strategic Framework Discussion

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s.12 ; s.13 ; s.17

Page 054 of 101 to/à Page 056 of 101

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s.12 ; s.13 ; s.14 ; s.16 ; s.17

Business Concept – [insert concept paper title here]

Future Relevance – state whether the concept would have a positive/negative/neutral impact on BC Hydro if the specific scenario came into reality. Scenarios are included in the Appendix B.

Competitive Analysis - Based on the information provided in section 3 & 6 of the Appendix, provide a brief summary of BC Hydro's competitive position for each of the options.

Further Analysis Required - Identify areas that need to be evaluated further in Phase 2.
Potential Questions for Experts – outline questions that could be required from the experts

Future Relevance (based on scenarios)			Competitive Analysis (preliminary)	Further Analysis Required
Positive/Negative/Neutral		Technology Transforms	text	<ul style="list-style-type: none"> text
Positive/Negative/Neutral		Integrated Markets		
Positive/Negative/Neutral		Great Expectations		
Positive/Negative/Neutral		Borders Rising		
Initial Assessment Criteria			Initial Assessment	
Financial	BC Hydro Net Impact	Text [identify the directional impact the concept would have on BC Hydro's net income. Provide some order of magnitude. Identify if direction is different for options]		
	Province of BC Revenues	Text [identify the directional impact the concept would have on provincial revenues or costs. Exclude returns to province from BC Hydro as that is captured in BC Hydro Net Impact. Identify if direction is different for options]		
	Taxpayers Net Income	Text [identify the directional impact the concept would have on BC taxpayers or rate payers (i.e. higher rates, new/higher costs. Identify if direction is different for options]		
Policy Objectives	GHG Emissions	Text [identify the directional impact the concept would have on global GHG emissions. Identify if direction is different for options]		
	Reconciliation	Text [identify the directional impact the concept would have on BC reconciliation. Identify if direction is different for options]		
	Economic Dev	Text [identify the directional impact the concept would have on economic development in BC (jobs, regional growth). Identify if direction is different for options]		
	Environmental Impact	Text [identify any potential impacts the concept would have on environment (water quality, air quality. Identify if direction is different for options]		
Other	Reliability	Text [identify any potential impacts the concept would have on BC Hydro's reliability. Identify if direction is different for options]		
	Reputational	Text [identify any direct potential impacts the concept would have on BC Hydro's reputation. Identify if direction is different for options]		
	Safety	Text [identify any potential impacts the concept would have on the safety of BC Hydro workers or the public. Identify if direction is different for options]		

Business Concept – **[insert concept paper title here]**

Requested Direction from Advisory Committee

text

[Outline either the approval or information required from Advisory Committee to proceed with further analysis]

Direction from Advisory Committee

text

[This information will be captured during the Advisory Meeting)

Date Presented

Text

**Business Concept –
Additional Analysis and
Information**

[insert concept paper title here]

Text_[Provide additional analysis and information here on economics, market size etc. This can be links as well as analysis.]

If a briefing note is being prepared, attach to the file.

Appendix A: Business Concept – [insert concept paper title here]

Preliminary Feasibility Assessment [For each option identified on page 1, complete the table below]

	Option 1	Option 2	Option 3	Option 4
1. Value to BCH / Gov't	Text [define the strategic value to BCH/Gov't for pursuing this option i.e. defensive position, maintain relevance etc.]			
2. Value to Customer	Text [define the value this option would deliver to BC Hydro's customers. Does market exist and untapped? Market already satisfied?]			
3. Competitive Dynamic	Text [Is Option related to services offered as part of BC Hydro's current business or divergent. Are there competitors already in space?]			
4. People Capability	Text [Does BC Hydro have the staff in place to perform this work? If not what is needed?]			
5. Financial	Text [Does this option require capital/OMA to implement? Are economics known? Further assessment required?]			
6. Channels / Partners	Text [Could BC Hydro compete directly or are partners required? Do we have relationships in place?]			
7. Technology	Text [Are new technologies required to implement the option. Is technology commercially available?]			
8. Regulatory	Text [Does the regulatory framework exist for this option to move forward? If not, what would be needed? If known, define if it is regulatory or legislative change.]			
9. Implementation Complexity	Text [Provide some analysis on the complexity on implementing this option considering regulatory, BCUC, internal readiness etc.]			

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s.12 ; s.13 ; s.14 ; s.16 ; s.17

Page 065 of 101 to/à Page 066 of 101

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s.12 ; s.13 ; s.14 ; s.17

Business Concept – [insert concept paper title here]

Future Relevance – state whether the concept would have a positive/negative/neutral impact on BC Hydro if the specific scenario came into reality. Scenarios are included in the Appendix B.

Competitive Analysis - Based on the information provided in section 3 & 6 of the Appendix, provide a brief summary of BC Hydro's competitive position for each of the options.

Further Analysis Required - Identify areas that need to be evaluated further in Phase 2.
Potential Questions for Experts – outline questions that could be required from the experts

Future Relevance (based on scenarios)			Competitive Analysis (preliminary)	Further Analysis Required
Positive/Negative/Neutral		Technology Transforms	text	<ul style="list-style-type: none"> text
Positive/Negative/Neutral		Integrated Markets		
Positive/Negative/Neutral		Great Expectations		
Positive/Negative/Neutral		Borders Rising		
Initial Assessment Criteria			Potential Questions for Experts	Initial Assessment
Financial	BC Hydro Net Impact	Text [identify the directional impact the concept would have on BC Hydro's net income. Provide some order of magnitude. Identify if direction is different for options]		Text [For each option summarize the key findings from items 4, 7, 8 from the Appendix.
	Province of BC Revenues	Text [identify the directional impact the concept would have on provincial revenues or costs. Exclude returns to province from BC Hydro as that is captured in BC Hydro Net Impact. Identify if direction is different for options]		
	Taxpayers Net Income	Text [identify the directional impact the concept would have on BC taxpayers or rate payers (i.e. higher rates, new/higher costs. Identify if direction is different for options)]		
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Other	Reliability	Text [identify any potential impacts the concept would have on BC Hydro's reliability. Identify if direction is different for options]		
	Reputational	Text [identify any direct potential impacts the concept would have on BC Hydro's reputation. Identify if direction is different for options]		
	Safety	Text [identify any potential impacts the concept would have on the safety of BC Hydro workers or the public. Identify if direction is different for options]		

Business Concept – [insert concept paper title here]

Requested Direction from Advisory Committee

text

[Outline either the approval or information required from Advisory Committee to proceed with further analysis]

Direction from Advisory Committee

text

[This information will be captured during the Advisory Meeting]

Date Presented

Text

Business Concept –

Additional Analysis and Information

[insert concept paper title here]

Text_[Provide additional analysis and information here on economics, market size etc. This can be links as well as analysis.

If a briefing note is being prepared, attach to the file.

Appendix A: Business Concept – [insert concept paper title here]

Preliminary Feasibility Assessment [For each option identified on page 1, complete the table below]

	Option 1	Option 2	Option 3	Option 4
1. Value to BCH / Gov't	Text [define the strategic value to BCH/Gov't for pursuing this option i.e. defensive position, maintain relevance etc.]			
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8. Regulatory	Text [Does the regulatory framework exist for this option to move forward? If not, what would be needed? If known, define if it is regulatory or legislative change.]			
9. Implementation Complexity	Text [Provide some analysis on the complexity on implementing this option considering regulatory, BCUC, internal readiness etc.]]			

Appendix B: BC Hydro Scenarios

To help up maximize the opportunity of Phase 2 of the Comprehensive Review, we are using 'future potential scenarios' to develop a go-forward strategy to help inform the Review.

As we look out to 2050, how will technology be shaping our lives? How will society be addressing climate change? Of course, with a thirty-year time frame, there's no certain way to know the answers to questions like these, but we can think about a range of answers, with each leading us to a different future world, or scenario.

The process of developing narratives about a range of futures to inform decision making today is called "scenario planning". Many utilities and companies around the world use scenario planning in their strategy development to allow them to manage the risks

What scenarios ARE	What scenarios are NOT
A tool to inform our planning	NOT plans
Descriptions of a range of possible futures	NOT predictions of the future
Constructed by focusing on chosen uncertainty 'drivers'	NOT constructed from feared or desired futures
Creative, with provocative names to help us remember the stories	NOT modelling exercises based on standard rules

associated with an uncertain future. At BC Hydro, we have developed four future scenarios to help us with our long-term planning. They are focused on how energy is used and produced in North America and allow us to think about implications for B.C. and BC Hydro.

How scenarios can help us make decisions

While we cannot predict the future, we can think of plausible and diverse ways in which the future could unfold. Constructing different future scenarios helps us with planning for the long-term. As we develop plans and strategies, we can use scenarios as a tool to:

- Stretch our thinking by having us consider a wide range of 'what if' questions.
- Test out new strategies so that we can choose actions that are sound across a number of possible scenarios.
- Identify risks that we may not have seen otherwise.
- Generate new options or opportunities that we might not have contemplated.

What factors are driving our scenarios?

As we developed our scenarios, four factors emerged that became key determinants of our narratives. How these factors, or uncertainties, play out will have a profound impact on how we use and produce energy. These are:

- How society approaches climate change, along with the associated policies that are put in place to address climate change.
- Future customer expectations and consumer preferences.
- The global economy, key players in the global economy, and international trade.
- Technology advancements, particularly in the energy industry.

Each of the scenarios explores a range of the above factors in combination with one another. The result is four scenarios that provide a spectrum of *diverse, yet plausible* futures.

The scenarios

The next sections are brief synopses of the narratives we developed for each of our scenarios. While the synopses highlight important differences between the present and the future in key areas such as policy, daily life, energy production, and energy consumption, they do not necessarily capture the full diversity of experiences that we expect our customers might have. At BC Hydro, we are especially aware, for example, that rural and urban, high and low income, and small and large customers will have different experiences and we keep this awareness at the forefront of our work.



Great
Expectations



Tech
Transforms



Integrated
Markets



Borders
Rising



Great Expectations

Regional clean solutions

No lone technological breakthrough or policy change can take sole credit for GHG reductions across the industrialized world. While climbing carbon prices provided incentive for innovation and emission reduction in the utility and transportation industries, these taxes don't account for advances in the rest of the economy. In the end, a mix of policies at all government levels, such as special funding for clean solutions development and stringent energy efficiency standards, provide momentum for greenhouse gas reductions.

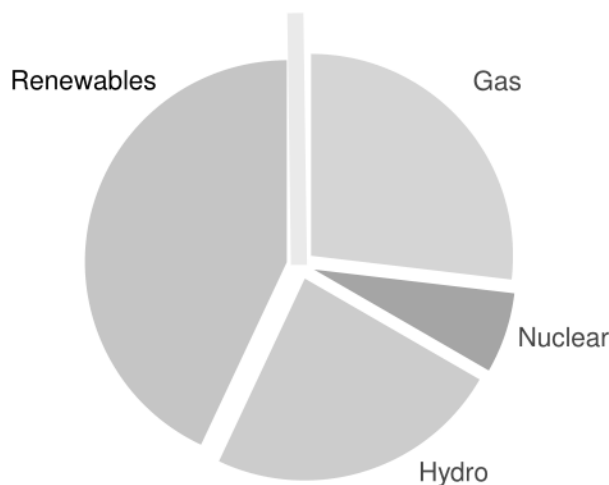


North America in a 'Great Expectations' world

"Pressure to stay a step ahead of intensifying climate change policies and growing demand for green products has translated into a sweeping change in societal attitudes. A new form of patriotism – where people are personally invested in ensuring policies for one's own jurisdiction are continually being improved upon – has taken a deep hold in North America."

– New York Times, January 25, 2039

Electricity Generation by Type in Western North America in 2050

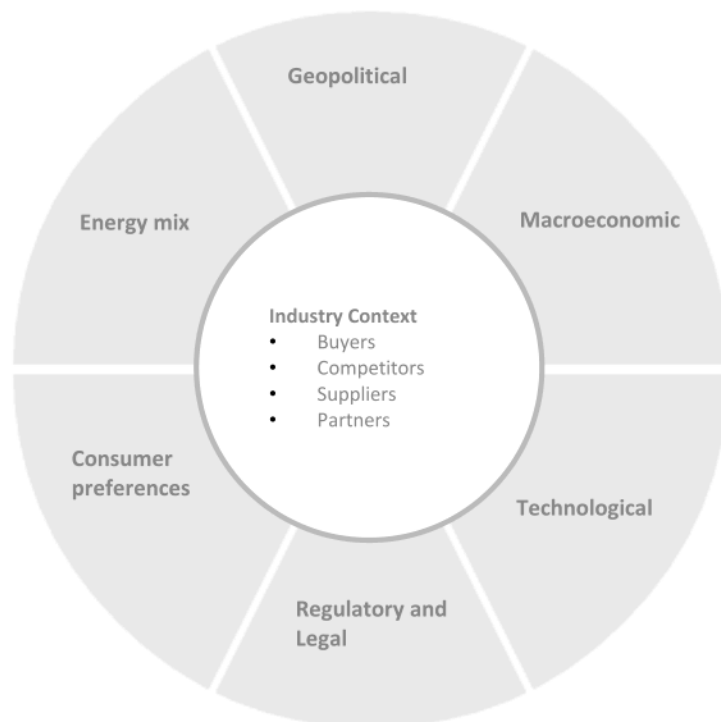


Along the path to this world, we could see:

- Strong competition for the “cleanest” or “greenest” branding among businesses and governments
- An increase of utility-scale wind and solar projects
- Small-scale energy storage technology and renewables only viable in specific applications
- Continued localized impacts of fracking as natural gas continues to play a significant role in power generation
- Strict codes and standards for efficiency, and a strong conservation culture
- Jurisdictional standards that exceed federal policy
- Expansion of electrified public transportation

Large supplies of renewable energy and advances in storage solutions enable extensive electric vehicle adoption and industry electrification.

BUSINESS CONTEXT (next 3 decades) – GREAT EXPECTATIONS



Geopolitical

- World order largely unchanged from status quo. US still the sole superpower and #1 economy
- Strong competition among jurisdictions at all levels (municipal, provincial, federal) to be branded “clean”

Macroeconomic

- The global economy continues to see robust growth
- Oil and natural gas have taken divergent paths with demand for oil continuing to shrink while LNG demand has skyrocketed.

Technological

- Solar costs have come down significantly.
- Advances in renewable natural gas and liquid biofuel technologies have resulted in notable cost declines.

Regulatory and Legal

- Climate policies are uncoordinated among jurisdictions.
- Local governments (municipalities) are vocal and influential
- Requirements for First Nations consent has continued to increase

Consumer preferences

- Strong demand for clean energy and electric vehicles.
- Consumers engaged in energy efficiency and conservation.

Energy Mix in North America

- Renewables backed up by highly efficient gas turbines are the norm

Buyers

The industrial sector and the transportation sector drive demand growth. Focus on efficiency and conservation put a lid on the residential/commercial loads in spite of fuel switching for heating.

Competitors

Cheap solar and gas in the US has kept the retail access debate alive.

Suppliers

Independent power producers and large construction companies are needed to build the generation and transmission infrastructure required to serve the growing load.

Partners

First Nations relationships are important more than ever. Municipalities have set themselves renewable energy goals and are looking for BC Hydro for clean energy.



Tech Transforms

Technology and consumer expectations disrupt current energy market models

Early signs of massively disruptive change were already evident at the end of the 20th century. Even then, it was clear that an insatiable demand for reasonably priced products that also enable independence would drive consumerism in the following decades. By 2020, artificial intelligence, 3D printers, and virtual reality found viable applications within the mainstream market, and by 2025 important advancements in renewables and energy storage meant that electricity self-generation was now within the reach of the average household. These advancements, coupled with the rise of blockchain currency, allowed North Americans to break away from traditional institutions.



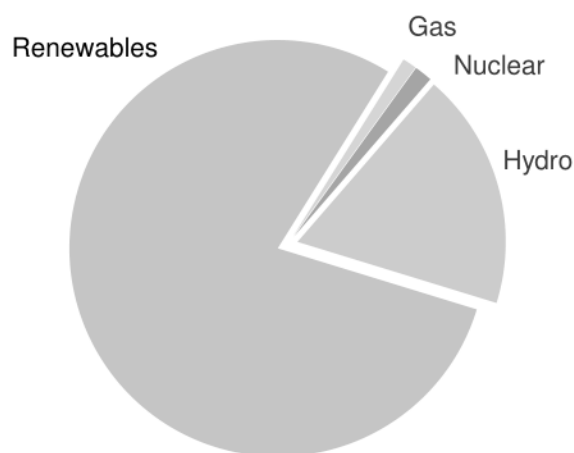
These advancements, coupled with the rise of blockchain currency, allowed North Americans to break away from traditional institutions.

North America in a 'Tech Transforms' world

"I remember watching "The Jetsons" and thinking it would be so cool to live in that world! The most futuristic thing we had back then was a remote control for the garage door. I never would have thought I'd be getting around in driverless cars and generating most of my own energy."

– Utility worker (retirement speech), May 30, 2030

Electricity Generation by Type in Western North America in 2050

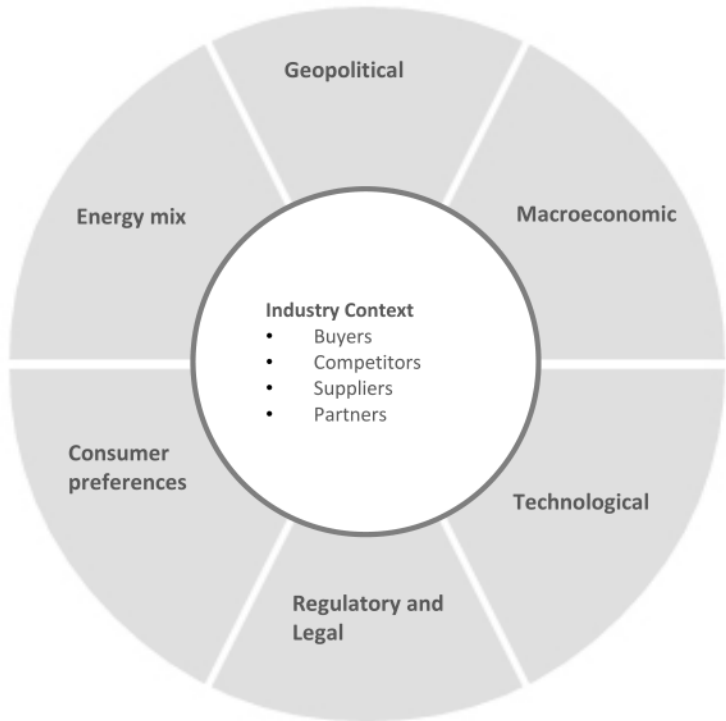


Along the path to this world, we could see:

- Very power savvy residents and businesses with changing expectations, wants, and needs
- Strong customer desire for personalized energy management services
- Shared automated electric vehicle networks
- The emergence of short-distance electrified air transportation and hyperloop technology
- Increasing disparity as communities and individuals differ in their ability or desire to adopt technology
- Businesses and residents generating their own electricity and selling it to neighbours and brokers
- A transformation of the utility model from generator to back-up energy provider

While electricity consumption is high in this world, self-generation eliminates a significant portion of electricity load supplied by the utility.

BUSINESS CONTEXT (next 3 decades) – TECH TRANSFORMS



Geopolitical

- International boundaries are blurred. Free movement of goods and people.
- Technological and political barriers to the exchange of information have diminished and the world is a global village.

Macroeconomic

- An advance in technology combined with diminished consumerism has meant that traditional industries such as oil and gas, forestry, and mining have shrunk.

Technological

- Solar and battery technologies have advanced as has the widespread use of Artificial Intelligence including the use of robots to do labor intensive, high risk work.

Regulatory and Legal

- Governments increasingly unwilling to regulate or allow monopolization

Consumer preferences

- Very savvy consumers with very discriminatory preferences who use AI to ensure they efficiently acquire products that meet their preferences.

Energy Mix in North America

- Distributed generation is prevalent aided by cost effective battery storage.

Buyers

Data centers and cloud computing clusters are a significant segment of the industrial load.

Competitors

Community choice aggregators are active throughout the continent. Large corporations such as Google are the parent companies of the CCA's.

Suppliers

Suppliers of grid-scale batteries that can be installed at distribution sub-stations. Tech companies that provide smart grid solutions and robotics.

Partners

Energy management system providers who are active behind the meter.



Integrated Markets

Inter-regional clean solutions

Repercussions of increasing incidents of drought, dropping water table levels, and increasing toxicity from fracking all came to a head in the early 2020's. The result was a global banding together to fight a common problem—climate change. Through the course of cutting fossil fuel dependency, nations decided they would be better off cooperating on mega-scale renewable energy projects that together, could serve entire continents. Around the same time, due to major advances in electricity transmission technology, infrastructure costs dropped rapidly. This would become the critical

piece for North America's largest and most aggressive transmission project: the construction of a transmission line from the Pacific Northwest to Mexico City.

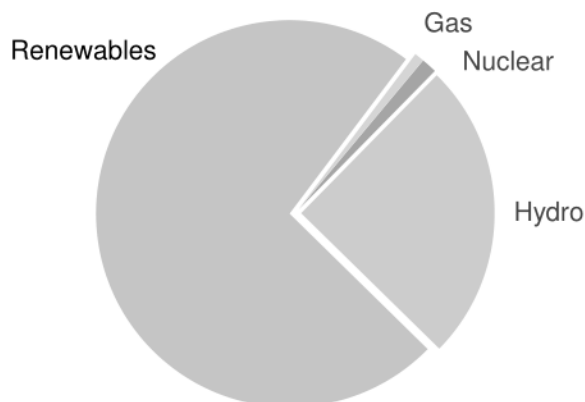


North America in an 'Integrated Markets' world

"I just got my first electricity bill since the big transmission line came into service. There's a graph with my bill that breaks down where all my energy comes from. I couldn't believe how far away some of the places were!"

– Residential electricity customer, September 21, 2035

Electricity Generation by Type in Western North America in 2050

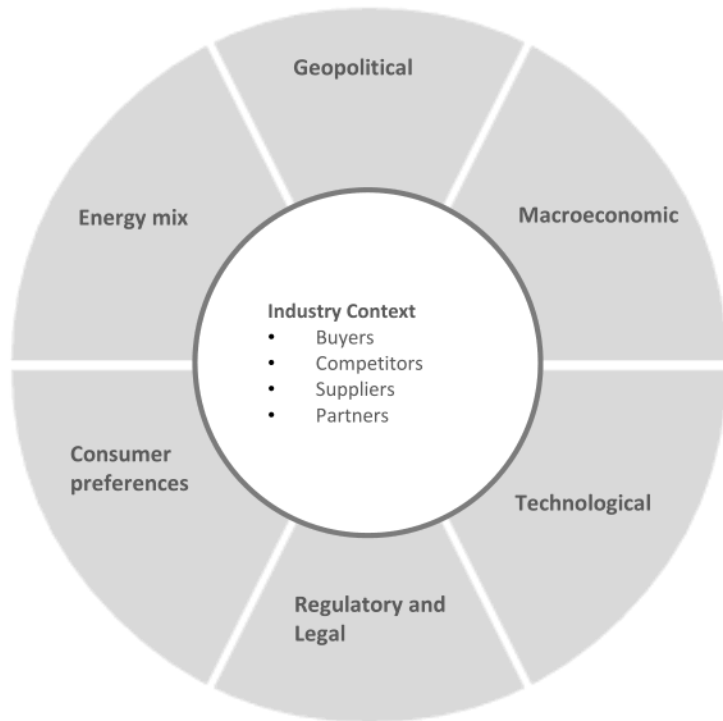


Along the path to this world, we could see:

- Customers with high confidence in their utility
- High levels of cross cultural cooperation
- Breakthroughs in conducting materials that advance transmission technology
- Solutions for integrating renewables (e.g., wind and solar) into the electricity grid
- Large-scale hydro, renewables, and energy storage projects
- Smaller scale renewables and energy storage projects remaining unpopular
- Electrification of most ground transportation
- A continental carbon-pricing program

Regional energy coordinating entities across Canada, the U.S. and Mexico join forces to promote trans-continent system reliability, further enabling a shift from day-ahead energy trading to international multi-year contracts.

BUSINESS CONTEXT (next 3 decades) – INTEGRATED MARKETS



Geopolitical

- Globalization has continued at a rapid pace. Multilateral trade agreements are commonplace.
- A renewed focus on finding cooperative solutions to issues such as climate change and immigration.

Macroeconomic

- The oil and gas industries have contracted significantly. Mining remains very strong.
- Free trade agreements have meant disparities in price of consumables have diminished. Applies to electricity as well.

Technological

- Breakthroughs in conducting materials and advances in solar and electric vehicles are some of the notable advances in technology.

Regulatory and Legal

- Very strict environmental regulations are in place resulting in very limited shale oil and gas extraction.
- Coordinated continental carbon policies.

Consumer preferences

- Strong demand for clean energy and electric vehicles.

Energy Mix in North America

- Large scale solar, wind projects, and hydro including pumped storage has resulted in a largely GHG free electricity mix.

Buyers

Electrified transportation and fuel switching has resulted in significant demand increase from residential and commercial customers. Other utilities in the WECC looking for renewable integration.

Competitors

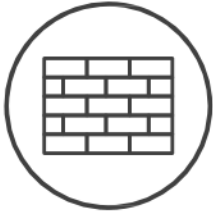
No direct competition in BC, yet state-wide cooperation has meant costs for other utilities have come down and BC Hydro can no longer boast of a significant rate advantage.

Suppliers

Independent power producers and large construction companies are needed to build the generation (storage hydro and pumped hydro) and transmission infrastructure.

Partners

First Nations relationships are important more than ever.



Borders Rising

Globalization falters—stalling agreement on global economic issues and climate action

A strong desire to bring overseas industries back home and to withdraw from global trade agreements led to deteriorating international cooperation on climate change issues. Some governments did try to transform the energy industry into a clean and renewable version. Unfortunately, they eventually realized that these plans couldn't contend with national policies that enabled traditional oil and gas industries to maintain their strong hold on the market. Renewables, such as solar and wind, simply couldn't compete with oil and gas in a world where every GHG emission reduction effort was easily met with an increasing supply of lower-priced fossil fuels.

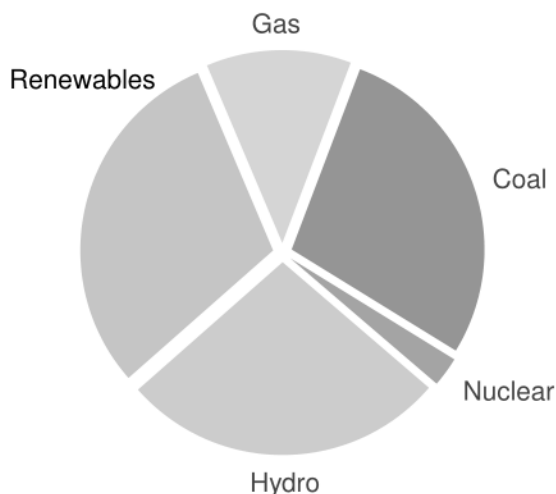


North America in a 'Borders Rising' world

"I remember back when I'd wince at gas prices, and filling up the truck was even worse – watching the dollars go up on the pump made me sick to my stomach. But now, gas is so cheap! Traffic's terrible, worse than ever, but I never think twice about getting in the car. I know it'll be cheaper than anything else. "

– Vancouver Sun editorial, April 20, 2027

Electricity Generation by Type in Western North America in 2050

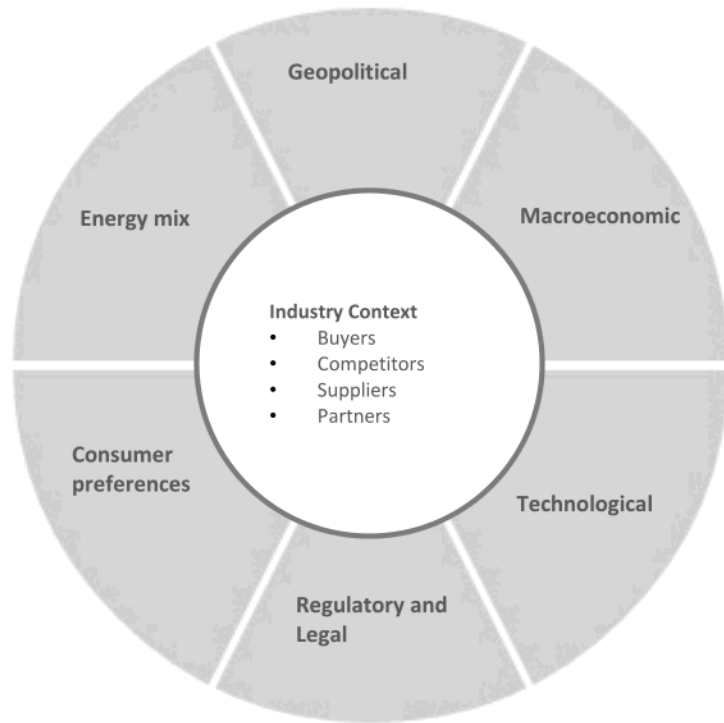


Along the path to this world, we could see:

- Continued innovations in gas extraction technologies
- Coal generation present only where affordable alternatives are lacking
- Stalled growth of renewables (e.g., solar and wind)
- Energy storage technologies only viable in limited applications
- General public distrust for government and utilities
- Stalled federal carbon programs
- Cost and security as paramount concerns for electricity customers
- Gasoline continuing to be the main type of fuel for transportation

Slow energy demand growth in North America and a lack of jurisdictional cooperation stunts the evolution of the power market.

BUSINESS CONTEXT (next 3 decades) – BORDERS RISING



Geopolitical

- Regional conflicts abound as US, China, and Russia jockey for power. The EU has been consigned to the dustbin of history.
- The western world is struggling to manage immigration including climate refugees.

Macroeconomic

- Protectionism reigns. Multiple recessions have only strengthened the resolve of many developed nations to adopt trade barriers to protect local industries.
- The oil and gas industry has remained a bright spot.

Technological

- Continued innovations in fossil fuel extraction technologies.

Regulatory and Legal

- Climate policies have stalled as other priorities such as jobs and immigration have taken priority.

Consumer preferences

- Distrust of governments and utilities.
- Least cost remains the overriding priority for consumables including energy.

Energy Mix in North America

- Coal generation still present. Gas is the default choice for dependable capacity.

Buyers

Forestry has been hit hard by tariffs. Oil and gas industry is thriving but only a few customers seek electricity service. Residential sector is growing. Low income customer number has grown significantly.

Competitors

Wholesale power prices remain low in the US and have kept the retail access debate alive. Provincial government faces increasing pressure from industrial customers to allow gas-fired self-generation.

Suppliers

Engineering companies assist in maintaining and rehabilitating heritage assets and the transmission system.

Partners

First Nations involved in refurbishment of heritage assets.

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Withheld pursuant to/removed as

s.12 ; s.13 ; s.14 ; s.16 ; s.17

Expert Advisor Questions from Working Groups

INTRODUCTION

To support the Comprehensive Review Phase 2, the working groups have identified questions for the expert advisors that will guide their analysis. Below are the first group of questions from the working groups. The questions have been assigned to you based on your areas of expertise.

Once questions have been assigned, please:

- Review the questions and spend approximately 1 – 2 hours preparing a response.
- Participate in a 1 – 1.5 hour meeting/teleconference with the working groups to review and discuss the answers. Notes will be collected from these conversations and kept as record of the meeting.
- If a written response is required, your responses should be no more than [5] pages in total including any attachments or appendices.
- It may be useful to refer to the Phase 2 Terms of Reference for additional context.
- While you may not have knowledge or expertise on all issues related to the questions, your insights will be appreciated at the level you are comfortable providing them.

SUPPORTING CLEANBC

Targeted Experts: Mark Jaccard, Blake Shaffer, Dan Woynillowicz, Stephen Koch (particularly questions 2 – 5)
s.12; s.13

s.12; s.13

2

Privileged & Confidential – May include advice developed for Cabinet/Minister/Government

THRIVING IN AN EVOLVING ELECTRICITY SECTOR

Targeted Experts: Stephen Koch, David Bibby

s.12; s.13

LEVERAGING OUR STRENGTHS

Likely Targeted - Experts: Caitlin Liotiris, Mark Jaccard, Blake Shaffer, Dan Woynillowicz, Stephen Koch

s.12; s.13

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s.12; s.13

Indigenous Engagement Plan

As part of the Phase 2 Engagement Process, EMPR with support from BC Hydro will engage with five First Nations organizations. This engagement meeting will occur prior to the stakeholder meetings and will include an Overview of the Process to date, a walk through of the Terms of Reference. Questions will be provided to participants prior to the meeting and will be used for discussion purposes.

The process for Indigenous Engagement is:

1. Identify the appropriate Indigenous Organizations. With MIR and BC Hydro, we suggest:
 - Assembly of First Nations
 - First Nations Summit
 - Union of BC Indian Chiefs (UBCIC)
 - Modern Treaty Alliance
 - Nisga'a Nation
 - Treaty 8 First Nations
2. Call key contact(s) within each of the five organizations to let them know that they will be receiving an invitation (including supporting material – TOR and Discussion Questions) to a discussion session that will be led by Phase 2 Advisory Committee co-chairs Les MacLaren and Diane McSherry. Phone call script below.
3. Send out the meeting invitation to each of the identified organizations.
4. Meeting will be held on September XX, 2019 at XXXXX from XX:00 to XX:00; notetakers will be present to record participants comments.
5. Proposed discussion questions include:

Commented [SAE1]: I'd like to hear your views on what questions we should be asking.

Invited Indigenous Organizations:

Stakeholder / Organization	Contact Name	Contact Information	Notes
Assembly of First Nations	Jaime Sanchez (main contact), Special Advisor to Regional Chief Teegee	jaime.sanchez@bcafn.ca	
	Patricia Rojas Caro, Regional Climate Change Coordinator	patricia.rojas@bcafn.ca	
First Nations Summit	Colin Braker, Communications Director	cbraker@fns.bc.ca	
Union of BC Indian Chiefs (UBCIC)	Andrea Glickman, Senior Policy Advisor	andrea@ubcic.bc.ca	
Modern Treaty Alliance	Dillon Johnson, Coordinator	djohnson@temixw.com	604.603.9629
Nisga'a Nation	Collier Azak, CEO, Nisga'a Lisims Government	colliera@nisga.net	250.633.3041
Treaty 8 First Nations	Diane Abel	reception@treaty8.bc.ca	250.785.0612

Commented [SAE2]: Do you have contact numbers for these contacts?

Call Script

- In June 2018, Government announced a two-phase approach to carrying out the comprehensive review of BC Hydro.
- Phase 1 is now complete.
- In February, the Province released a final report that detailed actions to ensure the sound financial and regulatory oversight of BC Hydro, and a five-year rate forecast declining in real terms that will keep rates affordable.
- With Phase 1 complete – we are ready to get into Phase 2, which is aimed at transforming BC Hydro.
- The objective of Phase 2 is to create a strategy for the benefit of British Columbians where BC Hydro will continue to provide its customers with clean energy at competitive rates through the continuing evolution of BC Hydro in response to changes in climate, consumer demand, technology and BC's commitment to reconciliation with Indigenous Nations.
- As one of the co-chairs of the Phase 2 Advisory Committee I would like to invite you to a meeting in Vancouver on September XX where we will provide you with an overview of the Phase 2 process and to hear your ideas on the emerging trends and issues that BC Hydro will need to address in the future.
- I will be sending you an invitation for the meeting in the next day or two that will provide details on the logistics of the meeting as well as several questions to provoke discussion.
- I hope to see you in Vancouver in September and look forward to hearing your views.

Indigenous Engagement Plan

As part of the Phase 2 Engagement Process, EMPR, with support from BC Hydro, will engage with five First Nations leadership organizations. This engagement meeting will occur prior to the stakeholder meetings and will include an Overview of the Process to date, a walk through of the Terms of Reference. Questions will be provided to participants prior to the meeting and will be used for discussion purposes.

The process for the first meeting in the Indigenous Engagement process is:

1. Identify the appropriate Indigenous Leadership Organizations. With MIR and BC Hydro, we suggest:
 - Assembly of First Nations
 - First Nations Summit
 - Union of BC Indian Chiefs (UBCIC)
 - Modern Treaty Alliance
 - Nisga'a Nation
 - Treaty 8 First Nations
2. Call key contact(s) within each of the five organizations to let them know that they will be receiving an invitation (including supporting material – TOR and Discussion Questions) to a discussion session that will be led by Phase 2 Advisory Committee co-chairs Les MacLaren and Diane McSherry. A potential phone call script is outlined below.
3. Send out the meeting invitation to each of the identified organizations.
4. Meeting will be held on September 18, 2019 from 10:00 a.m. to 12:00 p.m. (location TBC); notetakers will be present to record participants comments.
5. Proposed discussion questions include:
 - Recognizing that BC Hydro currently has a surplus of electricity and is not seeking to acquire new electricity generation at this time, what are the other near, mid and long- term opportunities for First Nations to participate in the development, ownership and operation of electrical infrastructure or services with BC Hydro or otherwise?
 - What are opportunities for Indigenous Nations and BC Hydro to work together on to advance other objectives outlined in the Phase 2 Terms of Reference?

Invited Indigenous Organizations:

Stakeholder / Organization	Contact Name	Email Address	Phone Number
Assembly of First Nations	Jaime Sanchez (main contact), Special Advisor to Regional Chief Teegee	jaime.sanchez@bcafn.ca	(778) 945-9911
	Patricia Rojas Caro, Regional Climate Change Coordinator	patricia.rojas@bcafn.ca	
First Nations Summit	Colin Braker, Communications Director	cbraker@fns.bc.ca	(604) 926- 9903
Union of BC Indian Chiefs (UBCIC)	Andrea Glickman, Senior Policy Advisor	andrea@ubcic.bc.ca	(604)-684-0231
Modern Treaty Alliance	Dillon Johnson, Coordinator	djohnson@temixw.com	(604) 603-9629

Stakeholder / Organization	Contact Name	Email Address	Phone Number
Nisga'a Nation	Collier Azak, CEO, Nisga'a Lisims Government	colliera@nisga.net	(250) 633-3041
Treaty 8 First Nations	Diane Abel	reception@treaty8.bc.ca	(250) 785-0612

Call Script

- In June 2018, Government announced a two-phase approach to carrying out the comprehensive review of BC Hydro.
- Phase 1 is now complete.
- In February, the Province released a final report that detailed actions to ensure the sound financial and regulatory oversight of BC Hydro, and a five-year rate forecast that will keep rates affordable.
- With Phase 1 of the Review now complete – we are ready to get into Phase a long-term, strategic review which is aimed at transforming BC Hydro in response to changes in climate, consumer demand, technology and BC's commitment to reconciliation with Indigenous Nations.
- Have you heard of Phase 2 or seen the terms of reference?
 - If no, then:
 - The objective of Phase 2 is to create a strategy, for the benefit of British Columbians, for BC Hydro to continue to provide its customers with clean energy at competitive rates through the continuing evolution of BC Hydro in response to changes in climate, consumer demand, technology and BC's commitment to reconciliation with Indigenous Nations.
 - The Terms of Reference are available on the Ministry of Energy, Mines and Petroleum Resources website; I'd be happy to send them to you.
- I would like to invite you to an information session in Vancouver on September 18 where we will provide you with an overview of the Phase 2 process and to hear seek your input on new ways and areas that BC Hydro and Indigenous Nations could work together to meet the objectives of Phase 2. This meeting is the first of a number of opportunities to provide the views of your organization and member Nations
- I will be sending you an invitation for the meeting in the next day or two that will provide details on the logistics of the meeting as well as questions for discussion.
- I hope to see you in Vancouver in September.

Q&A

1. Will be Indigenous participation in the review?

Yes. We are in the process of selecting an expert with Indigenous Nations expertise. Early on in the review, expert advice will be sought to inform preliminary options for opportunities or new roles for Indigenous Nations in the development, ownership, or operation of electrical infrastructure or services. In addition, Indigenous Nations and organizations, stakeholders and the public will have the opportunity to provide feedback on the interim report.

2. What will you be looking at in this second phase of the review?

Phase 2 of the review will:

- Identify how BC Hydro will support the Province in achieving the electrification targets set out in CleanBC and lay the groundwork for additional emission reductions to meet the Province's legislated 2030, 2040 and 2050 greenhouse gas reduction targets including additional opportunities for fuel-switching, energy efficiency and conservation.
- Integrate trends in technology, changes in electricity markets and transformative approaches used by other electric utilities (e.g. distributed generation, microgrid and digital utilities) into BC Hydro's business to benefit its ratepayers.
- Consider whether there are opportunities to enable increased participation in external energy markets and new lines of business to the benefit of BC Hydro ratepayers.
- Support B.C.'s commitment to reconciliation with Indigenous peoples by considering future opportunities or new roles for Indigenous Nations in the development, ownership or operation of electrical infrastructure or services. The review will also consider how BC Hydro currently works with communities and explore alternatives.

Indigenous Engagement Plan

As part of the Phase 2 Engagement Process, EMPR, with support from BC Hydro, will engage with five First Nations leadership organizations. This engagement meeting will occur prior to the stakeholder meetings and will include an Overview of the Process to date, a walk through of the Terms of Reference. Questions will be provided to participants prior to the meeting and will be used for discussion purposes.

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 - Union of BC Indian Chiefs (UBCIC)
 - Modern Treaty Alliance
 - Treaty 8 Tribal Association
 - Indigenous Business and Investment Council
2. Call key contact(s) within each of the five organizations to let them know that they will be receiving an invitation (including supporting material – TOR and Discussion Questions) to a discussion session that will be led by Phase 2 Advisory Committee co-chairs Les MacLaren and Diane McSherry. A potential phone call script is outlined below.
3. Send out the meeting invitation to each of the identified organizations.
4. Meeting will be held on September 18, 2019 from 10:00 a.m. to 12:00 p.m. (location TBC); notetakers will be present to record participants comments.
5. Proposed discussion questions include:
 - Recognizing that BC Hydro currently has a surplus of electricity and is not seeking to acquire new electricity generation at this time, what are the other near, mid and long- term opportunities for First Nations to participate in the development, ownership and operation of electrical infrastructure or services with BC Hydro or otherwise?
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Invited Indigenous Organizations:

Stakeholder / Organization	Contact Name	Email Address	Phone Number
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Union of BC Indian Chiefs (UBCIC)	Andrea Glickman, Senior Policy Advisor	andrea@ubcic.bc.ca	(604)-684-0231
Modern Treaty Alliance	Dillon Johnson, Coordinator	djohnson@temixw.com	(604) 603-9629

Stakeholder / Organization	Contact Name	Email Address	Phone Number
Treaty 8 Tribal Association	Diane Abel	reception@treaty8.bc.ca	(250) 785-0612
Indigenous Business and Investment Council	Kim Baird Denise Williams		

Call Script

- In June 2018, Government announced a two-phase approach to carrying out the comprehensive review of BC Hydro.
- Phase 1 is now complete.
- In February, the Province released a final report that detailed actions to ensure the sound financial and regulatory oversight of BC Hydro, and a five-year rate forecast that will keep rates affordable.
- With Phase 1 of the Review now complete – we are ready to get into Phase a long-term, strategic review which is aimed at transforming BC Hydro in response to changes in climate, consumer demand, technology and BC's commitment to reconciliation with Indigenous Nations.
- Have you heard of Phase 2 or seen the terms of reference?
 - If no, then:
 - The objective of Phase 2 is to create a strategy, for the benefit of British Columbians, for BC Hydro to continue to provide its customers with clean energy at competitive rates through the continuing evolution of BC Hydro in response to changes in climate, consumer demand, technology and BC's commitment to reconciliation with Indigenous Nations.
 - The Terms of Reference are available on the Ministry of Energy, Mines and Petroleum Resources website; I'd be happy to send them to you.
- I would like to invite you to an information session in Vancouver on September 18 where we will provide you with an overview of the Phase 2 process and to hear seek your input on new ways and areas that BC Hydro and Indigenous Nations could work together to meet the objectives of Phase 2. This meeting is the first of a number of opportunities to provide the views of your organization and member Nations
- Les MacLaren, ADM of Electricity and Alternative Energy in the Ministry will be sending you an invitation for the meeting in the next day or two that will provide details on the logistics of the meeting as well as questions for discussion.
- I hope to see you in Vancouver in September.

Q&A

1. Will be Indigenous participation in the review?

Yes. We are in the process of selecting an expert with Indigenous Nations expertise. Early on in the review, expert advice will be sought to inform preliminary options for opportunities or new roles for Indigenous Nations in the development, ownership, or operation of electrical infrastructure or services. In addition, Indigenous Nations and organizations, stakeholders and the public will have the opportunity to provide feedback on the interim report.

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- Consider whether there are opportunities to enable increased participation in external energy markets and new lines of business to the benefit of BC Hydro ratepayers.
- Support B.C.'s commitment to reconciliation with Indigenous peoples by considering future opportunities or new roles for Indigenous Nations in the development, ownership or operation of electrical infrastructure or services. The review will also consider how BC Hydro currently works with communities and explore alternatives.

Dear _____

On July 19, 2019, the Province issued the Terms of Reference for Phase 2 of the Comprehensive Review of BC Hydro. The objective of the Phase 2 of the Comprehensive Review of BC Hydro is to create a strategy, for the benefit of British Columbians, for BC Hydro to continue to provide its customers with clean energy at competitive rates through the continuing evolution of BC Hydro in response to changes in climate, consumer demand, technology and B.C.'s commitment to reconciliation with Indigenous Nations.

-We are organizing an initial engagement session with identified organizations. As co-chairs of the Phase 2 Advisory Committee, we would like to invite you and/or one other member of your organization to attend an initial engagement meeting in Vancouver, BC. The list of invited organizations are:

- Business Council of British Columbia
- Association of Major Power Consumers XXXX
- Mining Association of BC (MABC) XXXX
- Commercial Energy Consumers (CEC)XXXX
- Council of Forest Industries (COFI) XXXX
- BC LNG Alliance
- Canadian Association of Petroleum Producers
- Innergex
- Siemens
- Blue Fuel EnergyXXXX

Date: _____ September XX19, 2019 XX10:00 a.m. – XX12:00 p.m.

Location: _____ Simon Fraser University at Harbour Centre 515 W. Hastings Street, Vancouver, BC
Segal Conference Rooms 1400-1410FBD.

-The purpose of the meeting will be to provide an overview of the Phase 2 process and the Terms of Reference as well as for us to hear what your organization believes are the most important issues that BC Hydro will need to address in the future.² We will be requesting your feedback on the following:

- *From your perspective, what do you think are the most important issues, biggest challenges, opportunities / risks that BC Hydro will need to address in the future? (or biggest challenges, opportunities/risks)*
- *What are your thoughts on how BC Hydro should prepare to meet the objectives outlined in the CleanBC plan (see www.cleanbc.gov.bc.ca)?*

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- *What are your comments on trends or emerging issues you are seeing that could inform the Phase 2 Review? Which of these trends are most relevant / impactful when considering the future of BC Hydro, and why?*

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For reference, ~~further information please see in the Terms of Reference for Phase 2 of the Comprehensive Review of BC Hydro are available at: <https://www2.gov.bc.ca/assets/gov/farming-natural-resources-and-industry/electricity-alternative-energy/electricity/bc-hydro-review/bch-review-phase-ii-tor-190716-public-clean.pdf>~~

~~Terms of Reference (and link to the online media release notice?) is attached.~~

~~Date: September XX, 2019 XX:00 – XX:00~~

~~Location: TBD~~

Please ~~confirm reply to BCHydroReviewgeneric.email@gov.bc.ca with the names of the~~ up to two (maximum up to 2) members of your organization that will attend this initial meeting. ~~We request the favour your reply no later than Friday September 10, 2019~~

Commented [SAE1]:

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Commented [SAE2]: Is this early enough ?

~~If you require further information about the engagement session please email BCHydroReview@gov.bc.ca~~

Field Code Changed

We will be seeking additional comments from ~~<<organization>>~~ on the Phase 2 Interim Report, which will be released in late 2019.

~~If you require further information about the engagement session please contact [contact [Amy Sopinka?]] at amy.sopinka@gov.bc.ca email or phone: 778-698-7280.~~

Commented [SAE3]: Should this be me, someone else or the generic email address?

~~Need RSVP? We request the favour your reply no later than Friday September 13, 2019.~~

Sincerely,

Les McLaren
Assistant Deputy Minister
Ministry of Energy, Mines and Petroleum Resources

Diane McSherry
Vice President, Projects
BC Hydro

~~Attachments: (TOR, weblink, CleanBC, questions we want participants to think about in advance, etc.)~~

On July 19, 2019, the Province issued the Terms of Reference for Phase 2 of the Comprehensive Review of BC Hydro. The objective of the Phase 2 of the Comprehensive Review of BC Hydro is to create a strategy, for the benefit of British Columbians, for BC Hydro to continue to provide its customers with clean energy at competitive rates through the continuing evolution of BC Hydro in response to changes in climate, consumer demand, technology and B.C.'s commitment to reconciliation with Indigenous Nations.

We are organizing an initial engagement session with identified organizations. As co-chairs of the Phase 2 Advisory Committee, we would like to invite you and/or one other member of your organization to attend an initial engagement meeting in Vancouver, BC. The list of invited organizations are:

- Union of BC Municipalities
- City of Dawson Creek
- Pembina Institute
- BC Sustainable Energy Association / Sierra Club
- Suzuki Foundation
- Movement of United Professionals (MoveUP)
- International Brotherhood of Electrical Workers (IBEW)
- British Columbia Old Age Pensioners' Organization (BCOAPO) / BC Public Interest Advocacy Centre
- Low Income Advisory Council

Date: September 19, 2019 1:00 p.m. – 3 :00 p.m.

Location: Simon Fraser University at Harbour Centre 515 W. Hastings Street, Vancouver, BC
Segal Conference Rooms 1400-1410

The purpose of the meeting will be to provide an overview of the Phase 2 process and the Terms of Reference as well as for us to hear what your organization believes are the most important issues that BC Hydro will need to address in the future. We will be requesting your feedback on the following:

- *From your perspective, what do you think are the most important issues, biggest challenges, opportunities / risks that BC Hydro will need to address in the future?*

What are your thoughts on how BC Hydro should prepare to meet the objectives outlined in the CleanBC plan?

- *What are your comments on trends or emerging issues you are seeing that could inform the Phase 2 Review? Which of these trends are most relevant / impactful when considering the future of BC Hydro, and why?*

For reference, please see the [Terms of Reference](#) for Phase 2 of the Comprehensive Review of BC Hydro.

Please reply to BCHydroReview@gov.bc.ca with the names of up to two members of your organization that will attend this initial meeting. We request the favour your reply no later than Friday September 10, 2019

If you require further information about the engagement session please email BCHydroReview@gov.bc.ca

We will be seeking additional comments on the Phase 2 Interim Report, which will be released in late 2019.

Sincerely,

Les MacLaren
Assistant Deputy Minister
Ministry of Energy, Mines and Petroleum Resources

Diane McSherry
Vice President, Projects
BC Hydro

First Nations Organizations

jaime.sanchez@bcafn.ca

patricia.rojas@bcafn.ca

cbraker@fns.bc.ca

andrea@ubcic.bc.ca

kimcbaird@gmail.com

Katie@technologycouncil.ca

cgal@mnbc.ca

On July 19, 2019, the Province issued the Terms of Reference for Phase 2 of the Comprehensive Review of BC Hydro. The objective of the Phase 2 of the Comprehensive Review of BC Hydro is to create a strategy, for the benefit of British Columbians, for BC Hydro to continue to provide its customers with clean energy at competitive rates through the continuing evolution of BC Hydro in response to changes in climate, consumer demand, technology and B.C.'s commitment to reconciliation with Indigenous Nations.

We are organizing an initial engagement session with identified organizations. As co-chairs of the Phase 2 Advisory Committee, we would like to invite you and/or two other members of your organization to attend an initial engagement meeting in Vancouver, BC. The list of invited organizations are:

- BC Assembly of First Nations
- First Nations Summit
- BC Union of Indian Chiefs
- Metis Nations of BC
- BC Indigenous Business and Investment Council
- First Nations Energy and Mining Council

Date: September 17, 2019 1 p.m.–3.00 p.m.

Location: Segal Building, Simon Fraser University
Location: 500 Granville Street, Vancouver, BC
Event Room 1500

The purpose of the meeting will be to provide an overview of the Phase 2 process and the Terms of Reference as well as for us to hear what your organization believes are the most important issues that BC Hydro will need to address in the future. We will be requesting your feedback on the following:

- *From your perspective, what do you think are the most important issues, biggest challenges, opportunities / risks that BC Hydro will need to address in the future?*

What are your thoughts on how BC Hydro should prepare to meet the objectives outlined in the CleanBC plan?

- *What are your comments on trends or emerging issues you are seeing that could inform the Phase 2 Review? Which of these trends are most relevant / impactful when considering the future of BC Hydro, and why?*

For reference, please see the Terms of Reference for Phase 2 of the Comprehensive Review of BC Hydro.

Please reply to BCHydroReview@gov.bc.ca with the names of up to two members of your organization that will attend this initial meeting. We request the favour your reply no later than Friday September 10, 2019

If you require further information about the engagement session please email BCHydroReview@gov.bc.ca

We will be seeking additional comments on the Phase 2 Interim Report, which will be released in late 2019.

Sincerely,

Les MacLaren
Assistant Deputy Minister
Ministry of Energy, Mines and Petroleum Resources

Diane McSherry
Vice President, Projects
BC Hydro