

CCOF/CCFRI Renewal Process Update

Background:

- On March 1, 3,573 Funding Agreements (FA) were sent to Child Care Operating Fund (CCOF) organizations. Providers were advised they had 30 days to renew their FA.
- Of the 3,573 Funding Agreements sent 2,164 (61%) unique organizations PCF's have been returned
- Of the 2,164 received, 1,793 (83%) have been put into base pay
- Of the 1,793 organizations put into base pay, 1,513 facilities have been adjudicated to date
- Of the 1,513 Facilities adjudicated:
 - All are in CCOF Base Pay
 - For CCFRI:
 - 457 Approval emails have been sent
 - 235 Request for Information emails have been sent
 - 163 are currently recommend for Approval for end of day March 20
 - 296 have opted out of CCFRI
 - 19 have been recommended as Ineligible
 - 34 have non-standard rate increases and will receive a Need More Information email request
 - 309 are currently In Process
 - 120 have been recommended for Stage 3 Follow-Up

The short timeline for providers to submit and receive approval was the focus of a CTV story featuring the spokesperson for the BC Child Care Owners Association, also a child care provider. The provider indicated she was going to tell parents their fees are going up by \$350 as a result of uncertainty from not having approval from the Ministry in time.

We have begun to receive correspondence from concerned providers and parents, and media attention is expected to increase.

Phone briefing with Ministry:

The Ministry indicates two reminder emails are set to go out to providers today, based on their situation:

1. Have been approved for CCOF Base Funding but have not yet submitted an enrolment report (which they need to submit to get paid); and
2. Have not yet returned their Program Confirmation Form to renew their funding.

The Ministry says if enrolment forms are submitted by approved CCFRI providers this Friday, they will receive payment on the 1st of April.

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The Ministry has a call centre to take incoming calls for the renewal process.

The Ministry indicates some of the renewal applications include unreasonable fee increases^{s.13}

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MO/Issues has asked Ministry for:

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Memorandum

To: Premier John Horgan; Geoff Meggs, Chief of Staff
From: Mira Oreck, Director Stakeholder Relations
Date: August 20, 2018
Re: Year in Review

As we begin our second year in government, we have paused to take stock of the first year of our work in the newly created department of Stakeholder Relations. The goal of our work has been to build and develop external relationships to further the Premiers' policy priorities.

We are a small team that took some time to initially get started on our work. I spent the first 8-10 weeks recruiting, interviewing and hiring political staff. It was not until late September that I turned my attention towards hiring my own team and beginning the work of the Stakeholder Relations department.

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We are now a team of three currently all based in Vancouver

Based on our size and distance from the core of government in Victoria, I believe our accomplishments have been significant. We have managed to include relationship management into all major policy decisions and announcements. We have initiated, built, managed and maintained relationships with a wide-range of communities; across sectors and cultural communities.

The areas I would like to see our team grow in the year ahead include:

1. Solidifying internal relationships both with DM's and with MA's; this will likely require more time spent in Victoria
2. A commitment to working more outside of the Lower Mainland; this will require travel and an associated budget
3. A greater - and more proactive - connection to the Chinese, South Asian and Filipino communities; this may require additional staff resources

Below you will find a summary of our areas of focus and accomplishments, both structural and specific. They include:

1. Capacity Building

2. Stakeholder Plans
3. Provincial Budget
4. Community Engagement
5. Business Relations
6. Civil Society
7. Correspondence
8. Agencies Boards & Commissions

1. Capacity-Building

We quickly determined that political staff required capacity-building and resources to effectively manage relationships with new people and sectors. As such, we created **resource library** of stakeholder engagement strategies, tactics and tools. We have presented this on several occasions to Ministerial Assistants both individually and collectively. It is a living library that we add to regularly.

We also realized early that the Ministry stakeholder lists were out of date and lacking in many of the people we would consider key stakeholders. We collected, reviewed and contributed to all Ministry stakeholder lists to ensure their relevance to our governments work. In addition, we provide regular support to ministries - particularly for cross-ministry events - for stakeholder relations and management.

Internally, we have conducted three workshops with MA's and EA's to increase capacity with specific tactics to better connect with stakeholders. We are working hard to encourage ministries to communicate directly with their stakeholders - rather than through the media - by being in the habit of sending email updates, phone calls, updating petitions with 'decision-notes', and holding telephone town halls.

2. Stakeholder Plans

One of the major initiatives we have accomplished this past year is developing stakeholder plans for major government announcements. This has included working with all related Ministries to develop a list of people who need to be informed about the decision, determining the priorities of those people, determining who should be connecting with the stakeholder, developing a script for any calling and managing all feedback.

We have developed stakeholder plans for the following decisions:

- Grizzly bear hunting ban
- Site C
- LNG
- Aquaculture
- Poverty Reduction Plan

- TMX

We have some work to do to improve the ease with which our plans get implemented but they have proven to be useful - both in the moment - and in the longer-term. Stakeholders have come to expect some kind of connection prior to or following an announcement and many ministers have taken to look forward to doing the calling.

We have provided in-depth stakeholder support on a few different files that have been strategically important to government. They have included:

- Childcare
- SDPR (particularly the poverty reduction plan)
- relationship management with ENGO's on TMX

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3. Provincial Budget

For approximately six - eight weeks pre and post-budget last February, my team focused significantly on how best to engage with stakeholders to maximize the impact of our budget.

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We tackled this challenge through a number of efforts including:

- Worked with Ministry of Finance to develop a **budget invitation list** that reflected our government priorities, based on roundtables and conferences Ministries of housing and childcare in particular had hosted;
- **Prepared stakeholders** in advance of budget lock-up with relevant information - particularly those who had not attended a budget lock-up, and encouraged new stakeholders to attend the lock-up;
- Divided up the list of attendees amongst our team to make sure all major stakeholder sectors were connected to someone in the Premier's Office ;
- Worked with stakeholders to **initiate budget events** to reach new and different audiences. Metro Vancouver Alliance and BC Tech both hosted post-budget events with the MOF and Premier respectively, however, there was significant effort on our part that was met with some challenges from external stakeholders and is something we'd like to tackle this coming year more effectively;
- Encouraged **translation of the budget** into additional languages to reach more British Columbians;

- Debriefed directly with stakeholders to add their feedback to future plans and shared this feedback with the Ministry of Finance;
- Developed **recommendations for future budgets** to better engage stakeholders and reach more people.

Our work on the budget was substantial and productive. I look forward to building on this in the year ahead.

4. Community Engagement

The crux of our external work has been in the area of community engagement. Amongst our team, we have divided up communities of all kinds to make sure we are connecting with - and providing a contact for communities to connect with our government - on a regular basis. Our touch point is often about policy, but it is also about the government being aware of and connected to issues facing specific communities.

In our first year, we initiated interactions with the following communities:

a. South Asian community:

- a. Letter to all Gurdwaras for Guru Nanak's birthday
- b. Coordinated Vaisakhi activities including sending a proclamation to all Gurdwaras in the province
- c. Wrote a personal obituary to a significant community leader

b. Chinese community:

- a. Hosted Lunar New Year dim sum with over 200 attendees and coordinated cultural specific programming including traditional Chinese dancers
- b. Launched the Chinese Canadian Community Advisory Committee and provide ongoing staff support towards it
- c. Working cross-ministry on the stakeholder engagement for the Chinese Heritage Museum and UNESCO designation along with the City of Vancouver

c. Muslim community:

- a. Created an opportunity for the Premier to attend Eid (the first time a sitting Premier has done so)
- b. Hosted a roundtable discussion to mark the one-year anniversary of the mosque shooting in Quebec
- c. Initiated exploration for a Muslim Advisory Committee
- d. Held several meetings with the Ismaili Council of BC and managed the visit with the Aga Khan
- e. Met and spoke regularly with community members

d. Filipino community:

- a. Hosted a policy forum over lunch with community leaders and coordinated proclamation
- b. Initiated follow-up with community leaders

e. Jewish community:

- a. Sent out cards to all synagogues across the province wishing a Happy New Year
- b. Organized a tour of the Jewish Community Centre for PJH and a meet-and-greet breakfast with community leaders to follow
- c. Hosted a Holocaust Remembrance Day service at the Legislature

f. Persian community:

- a. Hosted an event to celebrate Nowruz at the Legislature with 80-100 community members from Vancouver Island and Metro Vancouver
- b. Hosted a lunch in North Vancouver with the Premier and other community leaders
- c. Coordinated Norouz proclamation
- d. Ongoing liaison with community leaders

g. Vietnamese community:

- a. Worked with MAD's office to coordinate Vietnamese Journey to Freedom Day

In addition to the community relations noted above, we also:

- Review all invite lists for events (across Ministries) to ensure engagement of relevant stakeholders and community partners
- Initiated weekly call between community specific media work and stakeholder relations work
- Work with GCPE digital and correspondence team to recognize significant dates for ethno-cultural communities and support communications efforts

5. Business Relations

The location of our department significantly impacts our ability to develop and maintain relationships with the business community. In the first year, our team has responded to and held close to 100 meetings with business leaders of all kinds.

I personally have regular conversations and meetings with GR professionals who work with these associated businesses, both relay and communicate information (both from them and to them) but also connect with them regularly to get a pulse on the response to major government initiatives.

We have also initiated meetings and events between the Premier and the business community including:

- Working closely with the CEO of BC Tech to organize a post-budget roundtable with the Premier and members of the tech community.
- Worked with JTT to host a roundtable in Surrey with light industrial manufacturers
- Identified the BC BCorp conference as an opportunity for the Premier and created a speaking opportunity for him there
- Created a Prince Rupert young entrepreneurs roundtable
- Worked on a Kelowna digital economies roundtable

6. Civil Society

Another area of significant effort for our team has been with civil society. While some organizations within civil society have long had relationships with government, this is the sector that has required the greatest effort to ensure they are included in government communications and that they themselves are connecting with government.

We have had several successes on this front. They include:

- **Women Deliver:** connected with the organizers of Women Deliver and worked closely with them and the Prime Minister's Office on having the Premier involved in and speak at the launch of the international conference (alongside hundreds of stakeholders)
- **Neighbourhood Houses:** initiated a roundtable with the leadership of 15 Metro Vancouver neighbourhood houses; including a proclamation for Neighbourhood House Week. We also helped to draft a blog post for PJH on Temporary Modular Housing based on stories gathered from the Neighborhood House event.
- Regular meeting with members of the **non-profit community** (ie Coalition of Neighbourhood Houses in Victoria, Metro Vancouver Alliance, Poverty Reduction Coalition, CCPA, Broadbent Institute, Vancouver Foundation (Youth Funders Summit), BC Civil Liberties Association, Pivot Legal Society, Megaphone, Hua Foundation and more)
- Worked with **seniors organizations** on a seniors town-hall discussion in Nanaimo on affordability issues
- Worked with the senior leadership at **Polygon Gallery** to host the Premier on a tour of the gallery and meeting with local artists
- Worked closely with **women's organizations** on the 16 Days of Activism, including:
 - Holding a roundtable at Surrey Women's Centre
 - Reigniting a December 6 Memorial for the École Polytechnique massacre at the Legislature
 - Developed the idea for the International Women's Day video
- Started exploration and work around a **provincial Youth Council** and/or other styles of engagement with youth in BC with PJH

Next Steps:

In the upcoming year, my goals include the following:

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Memorandum

To: Geoff Meggs and Amber Hockins
From: Mira Oreck
Date: March 25, 2019
Re: Stakeholder Relations

The goal of this memo is to outline the main areas of work of the Stakeholder Relations team as the new role takes shape. It builds on the Year In Review document created in the early Fall and reiterates the importance of nurturing relationships for more meaningful engagement.

Before I depart my role formally at the end of April, I will do my best to outline the specific relationships that I want to make sure are handed off and stewarded by others in the Premiers Office.

3 Areas of Focus

1. Capacity Building
2. Government Priorities
3. Engagement & Outreach

1. Capacity Building

Internal

- The main focus of capacity building has been with political staff – including workshops, a resource library, a database, and ongoing (daily) support
- Future areas of growth should be on timeliness of response to stakeholders, the difference between communicating to stakeholders and media; cultivating support over the long-term, managing expectations, and engaging stakeholders more regularly on files

Action:

- Set regular dates for future workshops with MA's and EA's
- Refresh resource library

External

- Capacity building work is regularly done with stakeholders outside of government including on how best to engage with government; directing people to ministries, making introductions, encouraging events and initiating partnerships
- This work was particularly important around budget – when we helped newer stakeholders prepare for the budget (expectations, logistics, media, etc)

Action items:

- Determine priorities for sectors and organizations to connect with based on policy priorities;
- Connect with leaders in a range of sectors, initiate introductions.

2. Government Priorities

The Stakeholder Relations team has worked to further government priorities through a range of efforts.^{s.13} This takes shape in the following ways:

- Working with almost every single MO to develop stakeholder plans; this ranges from significant engagement on projects such as CleanBC where we spent months working with internal and external stakeholders, to support on announcements – who is there, who is being notified, briefed and how. One of the goals of this work is to always have a wide-variety of validators for any given announcement;
- Our team spends a significant amount of time in preparation for the budget including engaging stakeholders in advance of, during and following the budget (from December – March) to provide a strategic overview of who attends, validation on the day-of and hosted events in the days to follow

Action items:

- Review past stakeholder plans;
- Meet with MO's to determine how we can best provide support;
- Work with the policy team to prepare for upcoming files.

3. Engagement & Outreach

Our engagement with a wide-variety of sectors is what enables us to provide support to MO's. By regularly connecting with business, civil society and community leaders, we are able to appreciate the issues on the ground, the ways in which government policy is being interpreted and understood and find strategic partnerships for collaboration.^{s.13}

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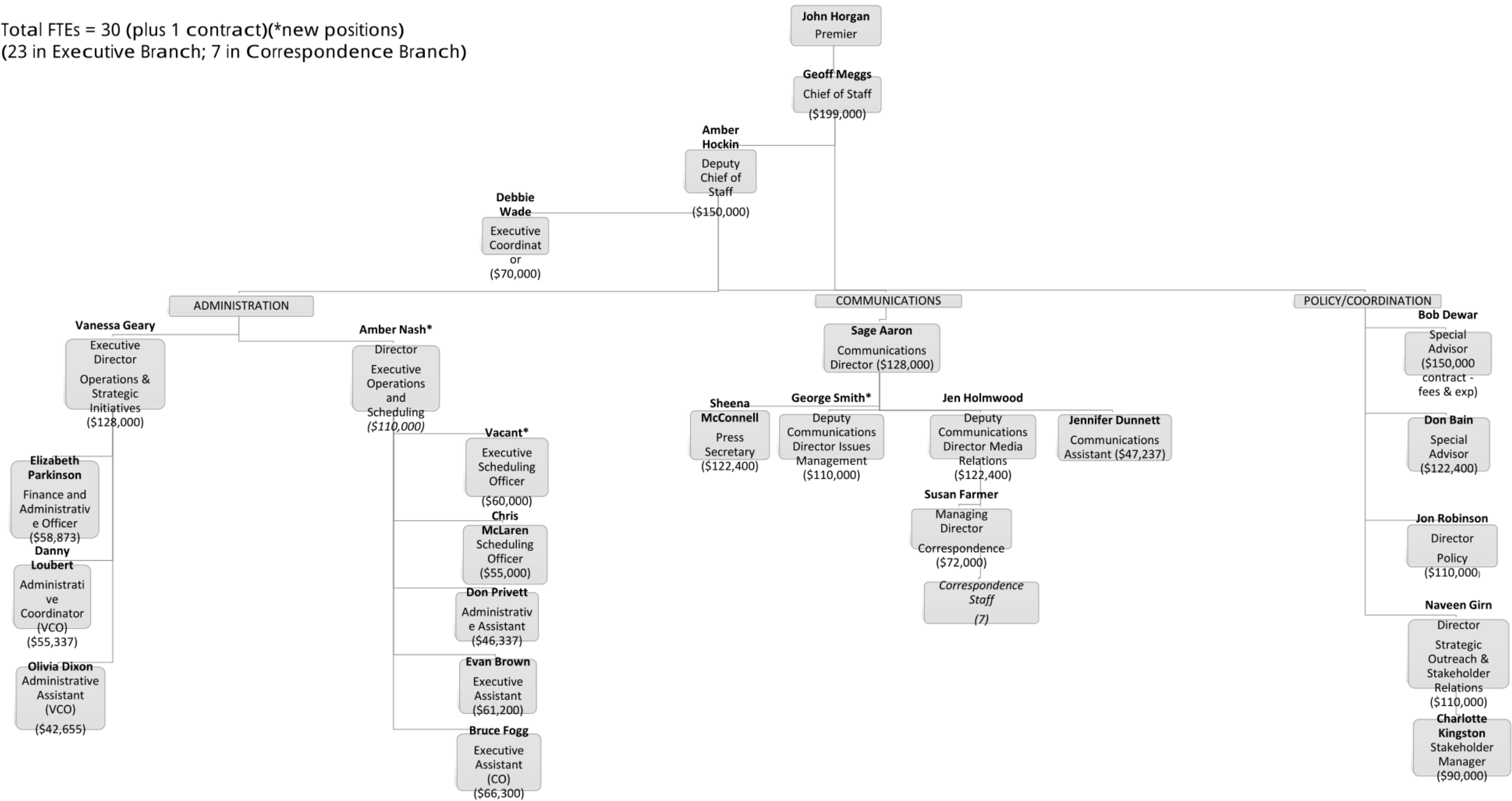
Below are related action items.

Action Items:

- Signature events – review what they are, if they can be set up in a more effective way with respect to internal structure;
- Business – follow up on key relationships with individual business leaders and with individuals at government relations firms; set up semi-regular meetings with government relations leads;
- Communities – initiate contacts within each community – attempt to further those relationships across the province;
- Civil Society – regularly connect with civil society leaders in a range of sectors (environmental, civil liberties, women's, poverty-reduction, etc) to best support Ministry work and be a point of contact in the PO;
- Working with community specific media relations team to access community issues in an ongoing way.

Premier’s Office Organization Chart

Total FTEs = 30 (plus 1 contract)(*new positions)
(23 in Executive Branch; 7 in Correspondence Branch)



Premier's Office, Executive Branch (proposed April 2019)

	Name	Position	Band	Annual Salary
1	Geoff Meggs	Chief of Staff	Exec 2 MS	199,000
2	Amber Hockin	Deputy Chief of Staff	Exec 1 MS	150,000
3	Deborah Wade	Executive Coordinator	Band 1 MS	70,000
4	Sage Aaron	Director of Communications	Band 6 MS	128,000
5	Jennifer Holmwood	Deputy Communications Director, Media Relations	Band 5 MS	122,400
6	Sheena McConnell	Press Secretary	Band 5 MS	122,400
7	George Smith*	Deputy Communications Director, Issues Management	Band 5 MS	110,000
8	Susan Farmer	Managing Director, Correspondence	Band 3 MS	72,000
9	Jennifer Dunnett	Communications Assistant	COMM O14R	46,337
10	Donald Bain	Special Advisor	Special Advisor	122,400
11	Jonathan Robinson	Director of Policy	Band 5 MS	110,000
12	Naveen Girn	Director of Strategic Outreach and Stakeholder Relations	Band 5 MS	110,000
13	Charlotte Kingston	Stakeholder Manager	Band 3 MS	90,000
14	Vanessa Geary	Executive Director, Operations and Strategic Initiatives	Exec 1 MS	128,000
15	Amber Nash*	Director, Executive Operations and Scheduling	Band 5 MS	100,000
17	Vacant*	Executive Scheduling Officer	ADMIN O18R	60,000
16	Christine McLaren	Scheduling Officer	ADMIN O18R	55,000
18	Bruce Fogg	Executive Assistant (CO)	Band 1 MS	66,300
19	Evan Brown	Executive Assistant	Band 1 MS	61,200
20	Elizabeth Parkinson	Finance and Administrative Officer	ADMIN O18R	58,873
21	Donald Privett	Administrative Assistant	CLK 11R	46,337
22	Danny Loubert	Administrative Coordinator (VCO)	Band 1 MS	55,337
23	Olivia Dixon	Administrative Assistant (VCO)	CLK 11R	42,655
	Total Salaries Executive Branch (23 FTEs)			2,126,239

Notes:

1. The number of FTEs and total salary cost remain stable. New positions created for Deputy Director of Comms-Issues Mgt, Manager of Executive Operations, a second Scheduling Officer and Director of Outreach. Director of Stakeholder Relations and one Stakeholder Manager eliminated with activities and responsibilities moving into public service. Director of Outreach takes some accountabilities from former Director of Operations and Director of Stakeholder Relations. Former Exec Coordinator moves into Manager role.
2. A 2% general wage increase comes into effect on April 1, 2019 for the public service. If applied to eligible staff in PO would total approximately \$40,000 in 2019/20. This is not shown in wage rates above, but 2% increase from July 2018 is.
3. s.22
4. Salaries for the 7 staff in Correspondence (excluding Susan F who is considered part of the Exec Branch) is approximately \$315,000. Total PO salary cost is approximately \$2.5M (with salary increases and mat leave coverage). Special Advisor contract of \$150K with Bob Dewar on top of FTE count and salary total.

PO Staffing October 2018

Current Staff		Salary	Location
Geoff Meggs	Chief of Staff	195,000	Victoria
Amber Hockin	Deputy Chief of Staff	150,000	Victoria
Vanessa Geary	Executive Director, Operations/Strategic Initiatives	125,000	Vancouver
Sage Aaron	Director of Communications	125,000	Victoria
Kate van Meer Mass	Director of Operations	125,000	Victoria
Jen Holmwood	Deputy Director of Communications	120,000	Victoria
Sheena McConnell	Press Secretary	120,000	Victoria
Mira Oreck	Director of Stakeholder Relations	120,000	Vancouver
Don Bain	Special Advisor	120,000	Vancouver
Jon Robinson	Director of Policy	110,000	Victoria
Charlotte Kingston	Stakeholder Manager	88,000	Vancouver
Chantille Viaud	Stakeholder Manager	88,000	Vancouver
Amber Nash	Executive Coordinator to Premier	75,000	Victoria
Susan Farmer	Managing Director of Correspondence	72,000	Victoria
Debbie Wade	Executive Coordinator to Chief of Staff	70,000	Victoria
Bruce Fogg	Executive Assistant to the Premier	65,000	Victoria
Elizabeth Parkinson	Finance and Administrative Officer	58,874	Victoria
Danny Loubert	Administrative Coordinator, VCO	55,337	Vancouver
Evan Brown	Executive Assistant to the Premier	54,720	Victoria
Christine McLaren	Scheduling Officer	51,845	Victoria
Erin Richards	Communications Assistant	46,337	Victoria
Don Privett	Administrative Assistant	43,843	Victoria
Olivia Dixon	Administrative Assistant	42,655	Vancouver
SUB TOTAL Exec Branch (23 FTEs)		2,121,611	

TITLE: DIRECTOR OF STRATEGIC OUTREACH AND STAKEHOLDER RELATIONS

CLASSIFICATION: MANAGEMENT BAND 5

SALARY: \$100,000-\$125,000

MINISTRY: OFFICE OF THE PREMIER

SUPERVISOR TITLE: CHIEF OF STAFF

JOB OVERVIEW

Reporting to the Chief of Staff, the Director of Strategic Outreach and Stakeholder Relations collaboratively develops and implements a comprehensive strategic plan to grow and deepen the outreach activities of the Premier, Cabinet Ministers and s.13 Works closely with the Director of Executive Operations and Scheduling and Premier's Office communications team to develop and execute tour and engagement plans.

ACCOUNTABILITIES

- Identifies and operationalizes outreach and tour strategies, including medium and long term calendar planning, in collaboration with Director of Executive Operations and Scheduling and the Premier's Office communications team.
- Works closely with Events Services in Government Communications and Public Engagement to provide direction and support on events and announcements involving the Premier.
- Coordinates debriefs and follow-up on events, tour and outreach activities to evaluate and to ensure impact is maximized.
- Provides strategic advice to the Premier's Office and Cabinet Ministers on community engagement and maintains up to date knowledge of engagement tools and trends.
- Works with other Directors in the Premier's Office and Minister's Offices to strengthen and coordinate outreach and relationship building with external stakeholders.
- Reports on developments in multi-language media markets and works with Government Communications and Public Engagement to build capacity.
- Leads assigned projects as directed: plans the approach, sets milestones, monitors and reports on outcomes and coordinates linkages with other activities and projects.
- Directly supervises Stakeholder Relations Manager.

BEHAVIOURAL COMPETENCIES

Career Group:

Excluded

Job Family:

Job Stream:

Role:

Director

Revised Date:

February 2019

TITLE: DIRECTOR, EXECUTIVE OPERATIONS AND SCHEDULING**CLASSIFICATION:** MANAGEMENT BAND 5**SALARY:** \$100,000-\$125,000**MINISTRY:** OFFICE OF THE PREMIER**SUPERVISOR TITLE:** DEPUTY CHIEF OF STAFF TO THE PREMIER**JOB OVERVIEW**

Reporting to the Deputy Chief of Staff to the Premier, the Director, Executive Operations and Scheduling manages the operations of the Executive Office in Victoria and has overall responsibility for the Premier's calendar. Works closely with the Director of Strategic Outreach and Stakeholder Relations and Premier's Office communications team to develop and execute tour and engagement plans.

ACCOUNTABILITIES

- Responsible for the coordination of announcements and events involving the Premier.
- Organizes and executes comprehensive outreach and tour strategies, in collaboration with Director of Strategic Outreach and Stakeholder Relations and the Premier's Office communications team.
- Coordinates the review of invites and develops recommendations for the Premier in collaboration with the Chief of Staff/Deputy Chief of Staff and appropriate Directors.
- Works closely with Events Services in Government Communications and Public Engagement to provide direction and support on events and announcements involving the Premier.
- Works with the Premier's Office communications team to anticipate and plan for events and announcements requiring communications materials.
- Ensures the coordination of briefings for the Premier, Ministers and event dignitaries on the parameters, logistics and protocol requirements of each event.
- Primary liaison with the House Leaders' Offices, the Legislative Whips' Offices and the Legislative Caucuses regarding scheduling.
- Primary liaison with the Premier's Protection Detail, the Office of Protocol, and the Office of the Lieutenant Governor.
- Actively supports the effective operation of the senior management team: drafting agendas, preparing or assigning responsibility for background material and ensuring their delivery to members, recording the decisions, communicating decisions to staff as appropriate and tracking assigned responsibilities from these meetings.
- Leads assigned projects as directed: plans the approach, sets milestones, monitors and reports on outcomes and coordinates linkages with other activities and projects.
- Directly supervises the administrative and executive assistants supporting the Premier and scheduling officers and delegates roles and responsibilities as appropriate.

BEHAVIOURAL COMPETENCIES

DRAFT