



## Ministries of Attorney General & Public Safety and Solicitor General

Sept. 26, 2019

Dear colleagues,

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

### **What does this mean?**

Effective immediately, all hiring must have Deputy Minister approval. This includes hiring for positions that are currently in the recruitment process. For competitions underway, unless a written offer has been given, Deputy Minister approval must be reconfirmed and no offers given until Deputy Minister approval is received. All positions which previously received blanket approval on their bulk hiring will now be reviewed by the appropriate Deputy Minister. The exception to this will be essential operations staff such as sheriffs, correctional officers, probation officers and prosecutors.

Only essential travel should be considered and any travel whether in province or out of province, which is not litigation-related or essential for a statutory obligation or fully reimbursed, will require pre-approval by the Deputy Minister.

Discretionary spending, including new contracts, is now on hold. Only essential expenditures should be considered and these should be pre-approved by your Deputy Minister. Essential expenditures approved by branches and divisions will be monitored by the Corporate Management Services Branch on behalf of the joint executive team.

The approval process for other discretionary expenditures is also being reviewed and targets will be developed through our corporate governance committees. More information on this to come.

### **For more information**

The hiring approval process will be communicated through executive next week. In the meantime, please speak with your ADM if you have any questions.

The AG and PSSG joint executive team recognizes the challenges that can come with these constraints. We want to thank you for your commitment and ongoing dedication to serving the citizens of B.C.

Sincerely,

Richard J.M. Fyfe, QC  
Deputy Attorney General

Mark Sieben  
Deputy Solicitor General

Lori Halls  
Deputy Minister, EMBC

**From:** [Hoadley, David AG:EX](#)  
**To:** [Butterworth-Carr, Brenda PSSG:EX](#); [Anderson, Lisa R PSSG:EX](#); [Lapointe, Lisa PSSG:EX](#); [Boyle, Patricia J PSSG:EX](#); [Sieben, Mark PSSG:EX](#); [Halls, Lori D EMBC:EX](#); [Chandler, Alex EMBC:EX](#); [Arend, Elenore PSSG:EX](#)  
**Cc:** [Thomson, Craig S PSSG:EX](#); [MacAulay, Jim PSSG:EX](#); [Mezzarobba, Marcie PSSG:EX](#); [Baidwan, Jatinder PSSG:EX](#); [Meldrum, Erica PSSG:EX](#); [Azam, Salman AG:EX](#); [Fong, Kim AG:EX](#); [Chen-Mack, Betty AG:EX](#); [Munro, Charmaine AG:EX](#); [Webb, Sandy J AG:EX](#); [Maley, Madeline L EMBC:EX](#); [Peterson, Dave EMBC:EX](#); [Thomson, Vanessa EMBC:EX](#)  
**Subject:** Expenditure Management 2019/20 Target - Letter from Chair of TB - PSSG  
**Date:** Tuesday, September 17, 2019 3:16:38 PM  
**Attachments:** [PSSG Target Letter - Expenditure Management DL signed.pdf](#)  
[0 TB Savings Targets Template Sept2019.docx](#)  
**Importance:** High

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PSSG Executive,

Please see attached Expenditure Management Target Letter from the Chair of Treasury Board. All ministries have been assigned a savings target for the current fiscal. <sup>s.12</sup> - -

s.12

An action plan using the attached template signed by the Minister is due by October 4<sup>th</sup>. I will need your assistance to complete the template and describe the implications of any reductions. Elenore, Lori, Salman and I are meeting Thursday morning to discuss. After that meeting, I will let you know next steps and we will discuss at Thursday's Joint Executive.

To date, the ministry has not received from the Chair of TB the <sup>s.12</sup>

s.12

Thanks,

---

**From:** Azam, Salman AG:EX  
**Sent:** Friday, September 13, 2019 2:23 PM  
**To:** Hoadley, David AG:EX ; Fong, Kim AG:EX ; Blakesley, Nicki AG:EX  
**Subject:** Fwd: PSSG - Signed Decision Letter

FYI - for discussion as well.

Sent from my iPhone

Begin forwarded message:

**From:** "Ma, Tiffany J FIN:EX" <[Tiffany.Ma@gov.bc.ca](mailto:Tiffany.Ma@gov.bc.ca)>  
**Date:** September 13, 2019 at 2:19:21 PM PDT  
**To:** "Sieben, Mark PSSG:EX" <[Mark.Sieben@gov.bc.ca](mailto:Mark.Sieben@gov.bc.ca)>  
**Cc:** "Azam, Salman AG:EX" <[Salman.Azam@gov.bc.ca](mailto:Salman.Azam@gov.bc.ca)>, "Crocker, Janet FIN:EX" <[Janet.Crocker@gov.bc.ca](mailto:Janet.Crocker@gov.bc.ca)>  
**Subject:** PSSG - Signed Decision Letter

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

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

Treasury Board Staff



September 13, 2019  
384760

Confidential

Honourable Mike Farnworth  
Minister of Public Safety and Solicitor General  
Rm 128 Parliament Buildings  
Victoria BC V8V 1X4

Dear Colleague:

Re: 2019/20 Expenditure Management Savings Target

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

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

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

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

s.12

.../2

s.12

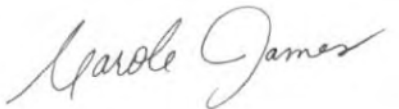
I am relying on your judgement, expertise, and leadership to ensure we can meet our collective savings target in a thoughtful way.

s.12; s.17

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

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

Sincerely,

A handwritten signature in cursive script, reading "Carole James".

Carole James  
Chair

See Attachment

cc: Mark Sieben  
Deputy Solicitor General  
Ministry of Public Safety and Solicitor General

Salman Azam  
Assistant Deputy Minister and Executive Financial Officer  
Ministry of Public Safety and Solicitor General



Page 005 of 102 to/à Page 006 of 102

Withheld pursuant to/removed as

s.12

**From:** [Hoadley, David AG:EX](#)  
**To:** [Azam, Salman AG:EX](#)  
**Subject:** FW: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Friday, September 20, 2019 1:39:58 PM  
**Attachments:** [Branch Expenditure Management Savings Template.docx](#)  
**Importance:** High  
**Sensitivity:** Confidential

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Salman,

Here is what I asked the branches (other than CMSB) to submit. I sent a similar request on the PSSG side.

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**From:** Hoadley, David AG:EX

**Sent:** Friday, September 20, 2019 12:35 PM

**To:** Cavanaugh, Lynda A AG:EX ; Juk, Peter A AG:EX ; Sandstrom, Kurt AG:EX ; Harvey, James AG:EX ; MacLeod, Sam GPEB:EX ; Maloughney, Mary Sue LCRB:EX ; Scott, Douglas S AG:EX ; Bailey, Ian D AG:EX ; Manton, Jenny D AG:EX ; Steinbach, Christopher G AG:EX ; Chiddell, Dan J AG:EX ; Anderson, Brian E AG:EX ; Pollner, Kyle AG:EX ; Grills, Sean C AG:EX ; Truong, My Anh GPEB:EX ; Bentley, Cheryl A LCRB:EX ; Cairns, Holly AG:EX ; Rutherford, Derek AG:EX

**Cc:** Fischer, Caryn L AG:EX

**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan

**Importance:** High

**Sensitivity:** Confidential

AG Executive,

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to **Caryn Fischer** no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much in savings can be achieved in 2019/20. Primarily the Ministry Executive are considering

s.13; s.17 We also want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

s.12; s.13; s.17

Realistically, I suspect that there might be a gap s.13; s.16  
s.13; s.17

The second part of the template is to justify that gap. This section is to explain why key core services/programs are NOT recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced. Some key services that we definitely cannot cut are prosecutors and sheriffs in courtroom, transfers to Legal Services Society, legislative drafting, etc. Please include these and other key core services/programs in the second part of the template.

(Ian and Mary Sue, Thanks for the ideas that you have already provided. Please also have your branch complete the template.)

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC



## {Insert Name of Branch} – 19/20 Expenditure Management Savings Plan

What is being proposed:

Ref #	Savings Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations on the PROPOSED savings
1.				
2.				
3.				
...				
...				
Total		\$		

Why is Core Service Not Recommended for a Reduction

Ref #	Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations of NOT RECOMMENDED core service reduction
1.				
2.				
Total		\$		

**From:** [Hoadley, David AG:EX](#)  
**To:** [Neuhaus, Candace PSSG:EX](#)  
**Subject:** FW: Expenditure Management 2019/20 Target - Letter from Chair of TB - PSSG  
**Date:** Tuesday, September 17, 2019 3:38:53 PM  
**Attachments:** [PSSG Target Letter - Expenditure Management DL signed.pdf](#)  
[0 TB Savings Targets Template Sept2019.docx](#)  
**Importance:** High

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Candace: Forwarding to you as Craig is out of the office. This is FYI for now, I will let you know, if I need anything from Corrections.

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**From:** Hoadley, David AG:EX  
**Sent:** Tuesday, September 17, 2019 3:17 PM  
**To:** Butterworth-Carr, Brenda PSSG:EX ; Anderson, Lisa R PSSG:EX ; Lapointe, Lisa PSSG:EX ; Boyle, Patricia J PSSG:EX ; Sieben, Mark PSSG:EX ; Halls, Lori D EMBC:EX ; Chandler, Alex EMBC:EX ; Arend, Elenore PSSG:EX  
**Cc:** Thomson, Craig S PSSG:EX ; MacAulay, Jim PSSG:EX ; Mezzarobba, Marcie PSSG:EX ; Baidwan, Jatinder PSSG:EX ; Meldrum, Erica PSSG:EX ; Azam, Salman AG:EX ; Fong, Kim AG:EX ; Chen-Mack, Betty AG:EX ; Munro, Charmaine AG:EX ; Webb, Sandy J AG:EX ; Maley, Madeline L EMBC:EX ; Peterson, Dave EMBC:EX ; Thomson, Vanessa EMBC:EX  
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PSSG Executive,

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Thanks,

---

**From:** Azam, Salman AG:EX  
**Sent:** Friday, September 13, 2019 2:23 PM  
**To:** Hoadley, David AG:EX <[David.Hoadley@gov.bc.ca](mailto:David.Hoadley@gov.bc.ca)>; Fong, Kim AG:EX <[Kim.Fong@gov.bc.ca](mailto:Kim.Fong@gov.bc.ca)>; Blakesley, Nicki AG:EX <[Nicki.Blakesley@gov.bc.ca](mailto:Nicki.Blakesley@gov.bc.ca)>  
**Subject:** Fwd: PSSG - Signed Decision Letter

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**To:** "Sieben, Mark PSSG:EX" <[Mark.Sieben@gov.bc.ca](mailto:Mark.Sieben@gov.bc.ca)>

**Cc:** "Azam, Salman AG:EX" <Salman.Azam@gov.bc.ca>, "Crocker, Janet FIN:EX" <[Janet.Crocker@gov.bc.ca](mailto:Janet.Crocker@gov.bc.ca)>

**Subject: PSSG - Signed Decision Letter**

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Treasury Board Staff



September 13, 2019  
384760

Confidential

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Minister of Public Safety and Solicitor General  
Rm 128 Parliament Buildings  
Victoria BC V8V 1X4

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s.12

.../2

s.12

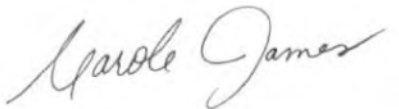
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I wish to thank you for your commitment and continued support as we continue to work together to maintain a balanced fiscal plan.

Sincerely,



Carole James  
Chair

See Attachment

cc: Mark Sieben  
Deputy Solicitor General  
Ministry of Public Safety and Solicitor General

Salman Azam  
Assistant Deputy Minister and Executive Financial Officer  
Ministry of Public Safety and Solicitor General



Page 014 of 102 to/à Page 015 of 102

Withheld pursuant to/removed as

s.12

**From:** [Hoadley, David AG:EX](#)  
**To:** [Arend, Elenore PSSG:EX](#); [Thomson, Craig S PSSG:EX](#); [Neuhaus, Candace PSSG:EX](#)  
**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Friday, September 20, 2019 12:22:32 PM  
**Attachments:** [Branch Expenditure Management Savings Template.docx](#)  
**Importance:** High  
**Sensitivity:** Confidential

---

Elenore, Craig and Candace – Confidential,

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to Kim Fong no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much in savings can be achieved in 2019/20. Primarily the Ministry Executive are considering

s.13; s.17

But we

want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

s.12; s.13; s.17

Realistically, I suspect that your branch s.13; s.17

The second part of the template is to justify that gap. This section is to explain why key core services/programs are Not recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced. Specifically, the major part of your branch budget is staffing in Correctional Centres and Probation Offices, please include in the template the consequences (inability to recruit, 19 living units closed, high violence in centres, etc.) of a reduction.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division  
Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC  
778 974-2907

## {Insert Name of Branch} – 19/20 Expenditure Management Savings Plan

What is being proposed:

Ref #	Savings Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations on the PROPOSED savings
1.				
2.				
3.				
...				
...				
Total		\$		

Why is Core Service Not Recommended for a Reduction

Ref #	Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations of NOT RECOMMENDED core service reduction
1.				
2.				
Total		\$		

**From:** [Hoadley, David AG:EX](#)  
**To:** [Fong, Kim AG:EX](#)  
**Subject:** FW: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Friday, September 20, 2019 12:36:28 PM  
**Attachments:** [Branch Expenditure Management Savings Template.docx](#)  
**Importance:** High  
**Sensitivity:** Confidential

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**From:** Hoadley, David AG:EX

**Sent:** Friday, September 20, 2019 12:23 PM

**To:** Arend, Elenore PSSG:EX ; Thomson, Craig S PSSG:EX ; Neuhaus, Candace PSSG:EX

**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan

**Importance:** High

**Sensitivity:** Confidential

Elenore, Craig and Candace – Confidential,

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s.12; s.13; s.17

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Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

**From:** [Thomson, Craig S PSSG:EX](#)  
**To:** [Hoadley, David AG:EX](#)  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Tuesday, September 24, 2019 1:16:28 PM  
**Sensitivity:** Confidential

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s.22

Cheers,  
C.

-----  
**Craig Thomson**  
**Director, Finance**  
BC Corrections  
(desk) 778.974.2990

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**From:** Hoadley, David AG:EX  
**Sent:** Tuesday, September 24, 2019 1:12 PM  
**To:** Butterworth-Carr, Brenda PSSG:EX ; Arend, Elenore PSSG:EX ; Boyle, Patricia J PSSG:EX ; Anderson, Lisa R PSSG:EX ; Lapointe, Lisa PSSG:EX ; Halls, Lori D EMBC:EX ; Chandler, Alex EMBC:EX  
**Cc:** MacAulay, Jim PSSG:EX ; Thomson, Craig S PSSG:EX ; Meldrum, Erica PSSG:EX ; Mezzarobba, Marcie PSSG:EX ; Ford, Stephen PSSG:EX ; Baidwan, Jatinder PSSG:EX ; Thomson, Vanessa EMBC:EX ; Fong, Kim AG:EX  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Importance:** High  
**Sensitivity:** Confidential

s.12; s.13; s.17

**From:** Hoadley, David AG:EX  
**Sent:** Friday, September 20, 2019 1:34 PM  
**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Importance:** High  
**Sensitivity:** Confidential

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s.13; s.17

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*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

**From:** [Arend, Elenore PSSG:EX](#)  
**To:** [Hoadley, David AG:EX](#)  
**Cc:** [Azam, Salman AG:EX](#); [Thomson, Craig S PSSG:EX](#)  
**Subject:** FW: 19/20 Target Papers  
**Date:** Friday, September 27, 2019 6:30:23 PM  
**Attachments:** [Corrections - Expenditure Management Savings - Strategic Operations FINAL to ADM.docx](#)  
[Expenditure Management Savings - Corrections - ADMO FINAL.docx](#)  
[Expenditure Management Savings Template CCD September 2019 FINAL TO ADM.docx](#)  
[Corrections - Expenditure Management Savings - Adult Custody Sept27.docx](#)  
**Importance:** High

---

Hi David,

Please find attached the Corrections Branch papers to achieve the target of <sup>s.13; s.17</sup> in savings. I'd like to emphasize that my team worked hard to find savings that would not impact core services and were able to identify <sup>s.13; s.17</sup> in savings that do **not** impact core services and even in doing so, <sup>s.13</sup>  
<sup>s.13</sup>

The reality is that the vast majority of our budget is dedicated to the delivery of core services directly focussed on supporting community corrections clients and inmates in adult custody. <sup>s.13; s.17</sup>  
<sup>s.13; s.17</sup>

Elenore

**Elenore Arend | Assistant Deputy Minister**

Ministry of Public Safety and Solicitor General

BC Corrections Branch

Phone 778-974-3009 | Mobile <sup>s.17</sup>

This e-mail message may contain privileged or confidential information. You may not disclose, use, distribute, or copy this message or attachment in any way without permission from the sender. If

you received this e-mail message in error, please delete the e-mail and any attachments.



Page 023 of 102 to/à Page 033 of 102

Withheld pursuant to/removed as

s.13; s.17

**From:** [Hoadley, David AG:EX](#)  
**To:** [Fong, Kim AG:EX](#)  
**Subject:** Fwd: 19/20 Target Papers  
**Date:** Friday, September 27, 2019 6:48:32 PM  
**Attachments:** [Corrections - Expenditure Management Savings - Strategic Operations FINAL to ADM.docx](#)  
[ATT00001.htm](#)  
[Expenditure Management Savings - Corrections - ADMO FINAL.docx](#)  
[ATT00002.htm](#)  
[Expenditure Management Savings Template CCD September 2019 FINAL TO ADM.docx](#)  
[ATT00003.htm](#)  
[Corrections - Expenditure Management Savings - Adult Custody Sept27.docx](#)  
[ATT00004.htm](#)

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Sent from my iPhone

Begin forwarded message:

**From:** "Arend, Elenore PSSG:EX" <[Elenore.Arend@gov.bc.ca](mailto:Elenore.Arend@gov.bc.ca)>  
**Date:** September 27, 2019 at 6:30:21 PM PDT  
**To:** "Hoadley, David AG:EX" <[David.Hoadley@gov.bc.ca](mailto:David.Hoadley@gov.bc.ca)>  
**Cc:** "Azam, Salman AG:EX" <[Salman.Azam@gov.bc.ca](mailto:Salman.Azam@gov.bc.ca)>, "Thomson, Craig S PSSG:EX" <[Craig.Thomson@gov.bc.ca](mailto:Craig.Thomson@gov.bc.ca)>  
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<sup>s.13</sup>

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<sup>s.13; s.17</sup>

Elenore

**Elenore Arend | Assistant Deputy Minister**

Ministry of Public Safety and Solicitor General

BC Corrections Branch

Phone 778-974-3009 | Mobile <sup>s.17</sup>

This e-mail message may contain privileged or confidential information. You may not disclose, use, distribute, or copy this message or attachment in any way without permission from the sender. If you received this e-mail message in error, please delete the e-mail and any attachments.

**From:** Hoadley, David AG:EX  
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**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Friday, September 20, 2019 11:25:20 AM  
**Attachments:** Branch Expenditure Management Savings Template.docx  
**Importance:** High  
**Sensitivity:** Confidential

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Lisa, Marcie and Steve – Confidential,

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<sup>s.13; s.17</sup> But we want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.  
<sup>s.12; s.13; s.17</sup>

Realistically, I suspect that your branch<sup>s.13; s.17</sup>

The second part of the template is to justify that gap. Specifically, it is to explain why key core services/programs are Not recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced. Specifically, the major part of your branch budget is the Victim Services transfers, please include the consequences (which I have described as horrific) of a reduction to the transfers on the second part of the template.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division  
Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC  
778 974-2907

## {Insert Name of Branch} – 19/20 Expenditure Management Savings Plan

What is being proposed:

Ref #	Savings Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations on the PROPOSED savings
1.				
2.				
3.				
...				
...				
Total		\$		

Why is Core Service Not Recommended for a Reduction

Ref #	Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations of NOT RECOMMENDED core service reduction
1.				
2.				
Total		\$		

**From:** [Hoadley, David AG:EX](#)  
**To:** [Fong, Kim AG:EX](#)  
**Subject:** FW: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Friday, September 20, 2019 12:36:40 PM  
**Attachments:** [Branch Expenditure Management Savings Template.docx](#)  
**Importance:** High  
**Sensitivity:** Confidential

---

**From:** Hoadley, David AG:EX

**Sent:** Friday, September 20, 2019 11:25 AM

**To:** Anderson, Lisa R PSSG:EX ; Mezzarobba, Marcie PSSG:EX ; Ford, Stephen PSSG:EX

**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan

**Importance:** High

**Sensitivity:** Confidential

Lisa, Marcie and Steve – Confidential,

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to Kim Fong no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much savings that they can be achieved in 2019/20. Primarily the Ministry Executive are considering <sup>s.13; s.17</sup>

<sup>s.13; s.17</sup>

But we want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

<sup>s.12; s.13; s.17</sup>

Realistically, I suspect that your branch <sup>s.13; s.17</sup>

The second part of the template is to justify that gap. Specifically, it is to explain why key core services/programs are Not recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced. Specifically, the major part of your branch budget is the Victim Services transfers, please include the consequences (which I have described as horrific) of a reduction to the transfers on the second part of the template.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

**From:** [Hoadley, David AG:EX](#)  
**To:** [Halls, Lori D EMBC:EX](#); [Chandler, Alex EMBC:EX](#); [Thomson, Vanessa EMBC:EX](#)  
**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Friday, September 20, 2019 1:35:42 PM  
**Attachments:** [Branch Expenditure Management Savings Template.docx](#)  
**Importance:** High  
**Sensitivity:** Confidential

---

Lori, Alex and Vanessa,

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to Kim Fong no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much in savings can be achieved in 2019/20.

s.13; s.17

Primarily the Ministry Executive are considering . We also want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

s.12; s.13; s.17

Realistically, I suspect that there might be a gap <sup>s.13; s.17</sup>

s.13; s.17

The second part of the template is to justify that gap. This section is to explain why key core services/programs are NOT recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

## {Insert Name of Branch} – 19/20 Expenditure Management Savings Plan

What is being proposed:

Ref #	Savings Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations on the PROPOSED savings
1.				
2.				
3.				
...				
...				
Total		\$		

Why is Core Service Not Recommended for a Reduction

Ref #	Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations of NOT RECOMMENDED core service reduction
1.				
2.				
Total		\$		



**From:** [Chandler, Alex EMBC:EX](#)  
**To:** [Hoadley, David AG:EX](#); [Thomson, Vanessa EMBC:EX](#); [Halls, Lori D EMBC:EX](#)  
**Cc:** [Azam, Salman AG:EX](#); [Fong, Kim AG:EX](#)  
**Subject:** Re: URGENT - Fwd: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Saturday, September 28, 2019 9:04:27 AM  
**Attachments:** [EMBC Expenditure Management Savings Template.docx](#)  
**Sensitivity:** Confidential

---

Here you are David.

Sent from my Samsung Galaxy smartphone.

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

**From:** "Hoadley, David AG:EX"  
**Date:** 2019-09-28 9:02 AM (GMT-08:00)  
**To:** "Chandler, Alex EMBC:EX" , "Thomson, Vanessa EMBC:EX" , "Halls, Lori D EMBC:EX"  
**Cc:** "Azam, Salman AG:EX" , "Fong, Kim AG:EX"  
**Subject:** URGENT - Fwd: Information needed by Sept 27th - Branch Expenditure Management Target Plan

Alex, Vanessa and Lori,  
CMSB has not yet received the EMBC plan. Please submit Today. I have received the plans from all the other PSSG and AG branches.

Thanks!

Sent from my iPhone

Begin forwarded message:

**From:** "Hoadley, David AG:EX" <[David.Hoadley@gov.bc.ca](mailto:David.Hoadley@gov.bc.ca)>  
**Date:** September 26, 2019 at 8:18:04 AM PDT  
**To:** "Butterworth-Carr, Brenda PSSG:EX" <[Brenda.ButterworthCarr@gov.bc.ca](mailto:Brenda.ButterworthCarr@gov.bc.ca)>, "Arend, Elenore PSSG:EX" <[Elenore.Arend@gov.bc.ca](mailto:Elenore.Arend@gov.bc.ca)>, "Boyle, Patricia J PSSG:EX" <[Patricia.Boyle@gov.bc.ca](mailto:Patricia.Boyle@gov.bc.ca)>, "Anderson, Lisa R PSSG:EX" <[Lisa.R.Anderson@gov.bc.ca](mailto:Lisa.R.Anderson@gov.bc.ca)>, "Lapointe, Lisa PSSG:EX" <[Lisa.Lapointe@gov.bc.ca](mailto:Lisa.Lapointe@gov.bc.ca)>, "Halls, Lori D EMBC:EX" <[Lori.D.Halls@gov.bc.ca](mailto:Lori.D.Halls@gov.bc.ca)>, "Chandler, Alex EMBC:EX" <[Alex.Chandler@gov.bc.ca](mailto:Alex.Chandler@gov.bc.ca)>  
**Cc:** "MacAulay, Jim PSSG:EX" <[Jim.MacAulay@gov.bc.ca](mailto:Jim.MacAulay@gov.bc.ca)>, "Thomson, Craig S PSSG:EX" <[Craig.Thomson@gov.bc.ca](mailto:Craig.Thomson@gov.bc.ca)>, "Meldrum, Erica PSSG:EX" <[Erica.Meldrum@gov.bc.ca](mailto:Erica.Meldrum@gov.bc.ca)>, "Mezzarobba, Marcie PSSG:EX" <[Marcie.Mezzarobba@gov.bc.ca](mailto:Marcie.Mezzarobba@gov.bc.ca)>, "Ford, Stephen PSSG:EX" <[Stephen.Ford@gov.bc.ca](mailto:Stephen.Ford@gov.bc.ca)>, "Baidwan, Jatinder PSSG:EX" <[Jatinder.Baidwan@gov.bc.ca](mailto:Jatinder.Baidwan@gov.bc.ca)>, "Thomson, Vanessa EMBC:EX"

<[Vanessa.Thomson@gov.bc.ca](mailto:Vanessa.Thomson@gov.bc.ca)>, "Fong, Kim AG:EX" <[Kim.Fong@gov.bc.ca](mailto:Kim.Fong@gov.bc.ca)>  
**Subject: RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan**

The 27<sup>th</sup> is a hard deadline, please don't be late. I will be working this weekend on compiling information from the branches, doing analysis and writing the ministry's plan. The Minister's Office has asked to discuss the analysis on Monday and I don't want to report to the MO that any branches were late.

---

**From:** Hoadley, David AG:EX

**Sent:** Tuesday, September 24, 2019 1:12 PM

**To:** Butterworth-Carr, Brenda PSSG:EX <[Brenda.ButterworthCarr@gov.bc.ca](mailto:Brenda.ButterworthCarr@gov.bc.ca)>; Arend, Elenore PSSG:EX <[Elenore.Arend@gov.bc.ca](mailto:Elenore.Arend@gov.bc.ca)>; Boyle, Patricia J PSSG:EX <[Patricia.Boyle@gov.bc.ca](mailto:Patricia.Boyle@gov.bc.ca)>; Anderson, Lisa R PSSG:EX <[Lisa.R.Anderson@gov.bc.ca](mailto:Lisa.R.Anderson@gov.bc.ca)>; Lapointe, Lisa PSSG:EX <[Lisa.Lapointe@gov.bc.ca](mailto:Lisa.Lapointe@gov.bc.ca)>; Halls, Lori D EMBC:EX <[Lori.D.Halls@gov.bc.ca](mailto:Lori.D.Halls@gov.bc.ca)>; Chandler, Alex EMBC:EX <[Alex.Chandler@gov.bc.ca](mailto:Alex.Chandler@gov.bc.ca)>

**Cc:** MacAulay, Jim PSSG:EX <[Jim.MacAulay@gov.bc.ca](mailto:Jim.MacAulay@gov.bc.ca)>; Thomson, Craig S PSSG:EX <[Craig.Thomson@gov.bc.ca](mailto:Craig.Thomson@gov.bc.ca)>; Meldrum, Erica PSSG:EX <[Erica.Meldrum@gov.bc.ca](mailto:Erica.Meldrum@gov.bc.ca)>; Mezzarobba, Marcie PSSG:EX <[Marcie.Mezzarobba@gov.bc.ca](mailto:Marcie.Mezzarobba@gov.bc.ca)>; Ford, Stephen PSSG:EX <[Stephen.Ford@gov.bc.ca](mailto:Stephen.Ford@gov.bc.ca)>; Baidwan, Jatinder PSSG:EX <[Jatinder.Baidwan@gov.bc.ca](mailto:Jatinder.Baidwan@gov.bc.ca)>; Thomson, Vanessa EMBC:EX <[Vanessa.Thomson@gov.bc.ca](mailto:Vanessa.Thomson@gov.bc.ca)>; Fong, Kim AG:EX <[Kim.Fong@gov.bc.ca](mailto:Kim.Fong@gov.bc.ca)>

**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan

**Importance:** High

**Sensitivity:** Confidential

s.12; s.13; s.17

---

**From:** Hoadley, David AG:EX

**Sent:** Friday, September 20, 2019 1:34 PM

**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan

**Importance:** High

**Sensitivity:** Confidential

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to Kim Fong no later than **September 27<sup>th</sup>**. The template has 2 sections, the first is what is being proposed. Please outline your

branch plan on how much in savings can be achieved in 2019/20. Primarily the Ministry Executive are considering<sup>s.13; s.17</sup>

s.13; s.17

. We also want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

s.12; s.13; s.17

s.12; s.13; s.17 Realistically, I suspect that there might be a gap<sup>s.13; s.17</sup>

s.13; s.17

The second part of the template is to justify that gap. This section is to explain why key core services/programs are NOT recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency

Management BC

778 974-2907

Page 044 of 102

Withheld pursuant to/removed as

s.13; s.17

Page 045 of 102

Withheld pursuant to/removed as

s.17; s.13

**From:** [Hoadley, David AG:EX](#)  
**To:** [Ford, Stephen PSSG:EX](#)  
**Subject:** FW: Expenditure Management 2019/20 Target - Letter from Chair of TB - PSSG  
**Date:** Wednesday, September 18, 2019 3:28:10 PM  
**Attachments:** [PSSG Target Letter - Expenditure Management DL signed.pdf](#)  
[0 TB Savings Targets Template Sept2019.docx](#)  
**Importance:** High

---

Steve,  
For discussion at Finance Governance Committee

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**From:** Hoadley, David AG:EX  
**Sent:** Tuesday, September 17, 2019 3:17 PM  
**To:** Butterworth-Carr, Brenda PSSG:EX ; Anderson, Lisa R PSSG:EX ; Lapointe, Lisa PSSG:EX ; Boyle, Patricia J PSSG:EX ; Sieben, Mark PSSG:EX ; Halls, Lori D EMBC:EX ; Chandler, Alex EMBC:EX ; Arend, Elenore PSSG:EX  
**Cc:** Thomson, Craig S PSSG:EX ; MacAulay, Jim PSSG:EX ; Mezzarobba, Marcie PSSG:EX ; Baidwan, Jatinder PSSG:EX ; Meldrum, Erica PSSG:EX ; Azam, Salman AG:EX ; Fong, Kim AG:EX ; Chen-Mack, Betty AG:EX ; Munro, Charmaine AG:EX ; Webb, Sandy J AG:EX ; Maley, Madeline L EMBC:EX ; Peterson, Dave EMBC:EX ; Thomson, Vanessa EMBC:EX  
**Subject:** Expenditure Management 2019/20 Target - Letter from Chair of TB - PSSG  
**Importance:** High

PSSG Executive,  
Please see attached Expenditure Management Target Letter from the Chair of Treasury Board. All ministries have been assigned a savings target for the current fiscal. <sup>s.12</sup>

s.12

An action plan using the attached template signed by the Minister is due by October 4<sup>th</sup>. I will need your assistance to complete the template and describe the implications of any reductions. Elenore, Lori, Salman and I are meeting Thursday morning to discuss. After that meeting, I will let you know next steps and we will discuss at Thursday's Joint Executive.

To date, the ministry has not received from the Chair of TB the <sup>s.12</sup>

s.12

Thanks,

---

**From:** Azam, Salman AG:EX  
**Sent:** Friday, September 13, 2019 2:23 PM  
**To:** Hoadley, David AG:EX <[David.Hoadley@gov.bc.ca](mailto:David.Hoadley@gov.bc.ca)>; Fong, Kim AG:EX <[Kim.Fong@gov.bc.ca](mailto:Kim.Fong@gov.bc.ca)>; Blakesley, Nicki AG:EX <[Nicki.Blakesley@gov.bc.ca](mailto:Nicki.Blakesley@gov.bc.ca)>  
**Subject:** Fwd: PSSG - Signed Decision Letter

FYI - for discussion as well.  
Sent from my iPhone

Begin forwarded message:

**From:** "Ma, Tiffany J FIN:EX" <[Tiffany.Ma@gov.bc.ca](mailto:Tiffany.Ma@gov.bc.ca)>  
**Date:** September 13, 2019 at 2:19:21 PM PDT  
**To:** "Sieben, Mark PSSG:EX" <[Mark.Sieben@gov.bc.ca](mailto:Mark.Sieben@gov.bc.ca)>

**Cc:** "Azam, Salman AG:EX" <Salman.Azam@gov.bc.ca>, "Crocker, Janet FIN:EX" <[Janet.Crocker@gov.bc.ca](mailto:Janet.Crocker@gov.bc.ca)>

**Subject: PSSG - Signed Decision Letter**

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

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

Treasury Board Staff



September 13, 2019  
384760

Confidential

Honourable Mike Farnworth  
Minister of Public Safety and Solicitor General  
Rm 128 Parliament Buildings  
Victoria BC V8V 1X4

Dear Colleague:

Re: 2019/20 Expenditure Management Savings Target

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

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

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

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

s.12

.../2



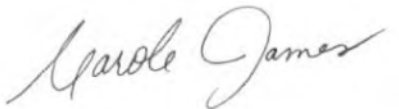
I am relying on your judgement, expertise, and leadership to ensure we can meet our collective savings target in a thoughtful way.

s.12; s.17

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

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

Sincerely,

A handwritten signature in cursive script, reading "Carole James".

Carole James  
Chair

See Attachment

cc: Mark Sieben  
Deputy Solicitor General  
Ministry of Public Safety and Solicitor General

Salman Azam  
Assistant Deputy Minister and Executive Financial Officer  
Ministry of Public Safety and Solicitor General

Page 050 of 102 to/à Page 051 of 102

Withheld pursuant to/removed as

s.12

**From:** [Ford, Stephen PSSG:EX](#)  
**To:** [Fong, Kim AG:EX](#)  
**Cc:** [Hoadley, David AG:EX](#); [Mezzarobba, Marcie PSSG:EX](#); [Anderson, Lisa R PSSG:EX](#)  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Friday, September 27, 2019 2:42:00 PM  
**Attachments:** [Branch Expenditure Management Savings Plan - CSCP FINAL.docx](#)  
**Sensitivity:** Confidential

---

Hi Kim,

Find attached the completed Branch Expenditure Management Savings Plan for CSCP. Let us know if you need anything further.

Thanks,

Steve

**Steve Ford**

Executive Director, Service Delivery  
Community Safety and Crime Prevention Branch  
Ministry of Public Safety and Solicitor General

**Tel:** 778-572-3567 | **Mobile:** s.17 | **Email:** [stephen.ford@gov.bc.ca](mailto:stephen.ford@gov.bc.ca)

---

**From:** Hoadley, David AG:EX

**Sent:** Thursday, September 26, 2019 8:18 AM

**To:** Butterworth-Carr, Brenda PSSG:EX ; Arend, Elenore PSSG:EX ; Boyle, Patricia J PSSG:EX ; Anderson, Lisa R PSSG:EX ; Lapointe, Lisa PSSG:EX ; Halls, Lori D EMBC:EX ; Chandler, Alex EMBC:EX

**Cc:** MacAulay, Jim PSSG:EX ; Thomson, Craig S PSSG:EX ; Meldrum, Erica PSSG:EX ; Mezzarobba, Marcie PSSG:EX ; Ford, Stephen PSSG:EX ; Baidwan, Jatinder PSSG:EX ; Thomson, Vanessa EMBC:EX ; Fong, Kim AG:EX

**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan

**Sensitivity:** Confidential

The 27<sup>th</sup> is a hard deadline, please don't be late. I will be working this weekend on compiling information from the branches, doing analysis and writing the ministry's plan. The Minister's Office has asked to discuss the analysis on Monday and I don't want to report to the MO that any branches were late.

---

**From:** Hoadley, David AG:EX

**Sent:** Tuesday, September 24, 2019 1:12 PM

**To:** Butterworth-Carr, Brenda PSSG:EX <[Brenda.ButterworthCarr@gov.bc.ca](mailto:Brenda.ButterworthCarr@gov.bc.ca)>; Arend, Elenore PSSG:EX <[Elenore.Arend@gov.bc.ca](mailto:Elenore.Arend@gov.bc.ca)>; Boyle, Patricia J PSSG:EX <[Patricia.Boyle@gov.bc.ca](mailto:Patricia.Boyle@gov.bc.ca)>; Anderson, Lisa R PSSG:EX <[Lisa.R.Anderson@gov.bc.ca](mailto:Lisa.R.Anderson@gov.bc.ca)>; Lapointe, Lisa PSSG:EX <[Lisa.Lapointe@gov.bc.ca](mailto:Lisa.Lapointe@gov.bc.ca)>; Halls, Lori D EMBC:EX <[Lori.D.Halls@gov.bc.ca](mailto:Lori.D.Halls@gov.bc.ca)>; Chandler, Alex EMBC:EX <[Alex.Chandler@gov.bc.ca](mailto:Alex.Chandler@gov.bc.ca)>

**Cc:** MacAulay, Jim PSSG:EX <[Jim.MacAulay@gov.bc.ca](mailto:Jim.MacAulay@gov.bc.ca)>; Thomson, Craig S PSSG:EX <[Craig.Thomson@gov.bc.ca](mailto:Craig.Thomson@gov.bc.ca)>; Meldrum, Erica PSSG:EX <[Erica.Meldrum@gov.bc.ca](mailto:Erica.Meldrum@gov.bc.ca)>; Mezzarobba, Marcie PSSG:EX <[Marcie.Mezzarobba@gov.bc.ca](mailto:Marcie.Mezzarobba@gov.bc.ca)>; Ford, Stephen PSSG:EX <[Stephen.Ford@gov.bc.ca](mailto:Stephen.Ford@gov.bc.ca)>; Baidwan, Jatinder PSSG:EX <[Jatinder.Baidwan@gov.bc.ca](mailto:Jatinder.Baidwan@gov.bc.ca)>; Thomson, Vanessa EMBC:EX <[Vanessa.Thomson@gov.bc.ca](mailto:Vanessa.Thomson@gov.bc.ca)>; Fong, Kim AG:EX <[Kim.Fong@gov.bc.ca](mailto:Kim.Fong@gov.bc.ca)>

**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan

**Importance:** High

**Sensitivity:** Confidential

s.12; s.13; s.17

---

**From:** Hoadley, David AG:EX

**Sent:** Friday, September 20, 2019 1:34 PM

**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan

**Importance:** High

**Sensitivity:** Confidential

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much in savings can be achieved in 2019/20. Primarily the Ministry Executive are considering

s.13; s.17

We also

want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

s.12; s.13; s.17

Realistically, I suspect that there might be a gap

s.13; s.17

s.13; s.17

The second part of the template is to justify that gap. This section is to explain why key core services/programs are NOT recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

Page 054 of 102

Withheld pursuant to/removed as

s.17; s.13

Page 055 of 102 to/à Page 057 of 102

Withheld pursuant to/removed as

s.13; s.17

Page 058 of 102

Withheld pursuant to/removed as

s.17; s.13

Page 059 of 102 to/à Page 062 of 102

Withheld pursuant to/removed as

s.13; s.17



**From:** [Hoadley, David AG:EX](#)  
**To:** [Lapointe, Lisa PSSG:EX](#)  
**Cc:** [Fong, Kim AG:EX](#); [Baidwan, Jatinder PSSG:EX](#)  
**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Friday, September 20, 2019 1:33:55 PM  
**Attachments:** [Branch Expenditure Management Savings Template.docx](#)  
**Importance:** High  
**Sensitivity:** Confidential

---

Lisa,

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to Kim Fong no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much in savings can be achieved in 2019/20. Primarily the Ministry Executive are considering

s.13; s.17

We also

want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

s.12; s.13; s.17

Realistically, I suspect that there might be a gap s.13; s.17

s.13; s.17

The second part of the template is to justify that gap. This section is to explain why key core services/programs are NOT recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

## {Insert Name of Branch} – 19/20 Expenditure Management Savings Plan

What is being proposed:

Ref #	Savings Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations on the PROPOSED savings
1.				
2.				
3.				
...				
...				
Total		\$		

Why is Core Service Not Recommended for a Reduction

Ref #	Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations of NOT RECOMMENDED core service reduction
1.				
2.				
Total		\$		

**From:** Lapointe, Lisa PSSG:EX  
**To:** Hoadley, David AG:EX  
**Cc:** Fong, Kim AG:EX; Baidwan, Jatinder PSSG:EX  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Friday, September 20, 2019 2:39:24 PM  
**Sensitivity:** Confidential

---

Thanks David. I'll meet with branch exec next week to review options. As we're forecasting a <sup>s.13; s.17</sup> pressure, this is going to be a challenging exercise.

I appreciate your suspicion that there may be a gap <sup>s.13; s.17</sup>

<sup>s.13; s.17</sup> but we'll do our best.

Lisa

---

**From:** Hoadley, David AG:EX  
**Sent:** Friday, September 20, 2019 1:34 PM  
**To:** Lapointe, Lisa PSSG:EX  
**Cc:** Fong, Kim AG:EX ; Baidwan, Jatinder PSSG:EX  
**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Importance:** High  
**Sensitivity:** Confidential

Lisa,

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to Kim Fong no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much in savings can be achieved in 2019/20. Primarily the Ministry Executive are considering <sup>s.13; s.17</sup> . We also

want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

<sup>s.12; s.13; s.17</sup>

Realistically, I suspect that there might be a gap <sup>s.13; s.17</sup>  
<sup>s.13; s.17</sup>

The second part of the template is to justify that gap. This section is to explain why key core services/programs are NOT recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

**From:** [Hoadley, David AG:EX](#)  
**To:** [Lapointe, Lisa PSSG:EX](#)  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Friday, September 20, 2019 2:45:57 PM  
**Sensitivity:** Confidential

---

Hi Lisa,

I appreciate that Coroners will do its best. I made that same statement to every branch, as I don't think any branch will meet the targeted %, so the ministry will be well short. We are realistic about what branches can save. Corrections cannot cut staffing as retention is an issue, Policing cannot cut the RCMP contract and Victim Services should not cut transfers to a vulnerable population. Salman is trying to negotiate a lower target with TBS, but will it be low enough.

As you said last week, "the party is over".

---

**From:** Lapointe, Lisa PSSG:EX  
**Sent:** Friday, September 20, 2019 2:39 PM  
**To:** Hoadley, David AG:EX  
**Cc:** Fong, Kim AG:EX ; Baidwan, Jatinder PSSG:EX  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Sensitivity:** Confidential

Thanks David. I'll meet with branch exec next week to review options. As we're forecasting a <sup>s.13; s.17</sup> pressure, this is going to be a challenging exercise.

I appreciate your suspicion that there may be a gap <sup>s.13; s.17</sup>

<sup>s.13; s.17</sup> but we'll do our best.

Lisa

---

**From:** Hoadley, David AG:EX  
**Sent:** Friday, September 20, 2019 1:34 PM  
**To:** Lapointe, Lisa PSSG:EX <[Lisa.Lapointe@gov.bc.ca](mailto:Lisa.Lapointe@gov.bc.ca)>  
**Cc:** Fong, Kim AG:EX <[Kim.Fong@gov.bc.ca](mailto:Kim.Fong@gov.bc.ca)>; Baidwan, Jatinder PSSG:EX <[Jatinder.Baidwan@gov.bc.ca](mailto:Jatinder.Baidwan@gov.bc.ca)>  
**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Importance:** High  
**Sensitivity:** Confidential

Lisa,

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to Kim Fong no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much in savings can be achieved in 2019/20. Primarily the Ministry Executive are considering <sup>s.13; s.17</sup>

We also

want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

<sup>s.12; s.13; s.17</sup>

Realistically, I suspect that there might be a gap <sup>s.13; s.17</sup>

<sup>s.13; s.17</sup>

The second part of the template is to justify that gap. This section is to explain why key core services/programs are NOT recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

**From:** [Lapointe, Lisa PSSG:EX](#)  
**To:** [Hoadley, David AG:EX](#)  
**Cc:** [Stancato, Vincent PSSG:EX](#); [Burns, Aaron PSSG:EX](#)  
**Subject:** Fwd: Expenditure reduction proposals  
**Date:** Friday, September 27, 2019 4:38:44 PM  
**Attachments:** [sixpoint3 2nd.xlsx](#)  
[ATT00001.htm](#)

---

Hi David, we did our best and have achieved the target but with significant cuts to service delivery across the province. As you know, we have little discretionary spending so virtually all of these will impact the public in some fashion - some significantly.

I'm on email all weekend if you have questions. Thanks for your hard work on behalf of all of us.

Lisa

Sent from my iPhone

Begin forwarded message:

**From:** "Burns, Aaron PSSG:EX" <[Aaron.Burns@gov.bc.ca](mailto:Aaron.Burns@gov.bc.ca)>  
**Date:** September 27, 2019 at 4:31:40 PM PDT  
**To:** "Lapointe, Lisa PSSG:EX" <[Lisa.Lapointe@gov.bc.ca](mailto:Lisa.Lapointe@gov.bc.ca)>  
**Subject:** Expenditure reduction proposals

Attached.

Page 069 of 102 to/à Page 072 of 102

Withheld pursuant to/removed as

s.12; s.13; s.17

**From:** [Hoadley, David AG:EX](#)  
**To:** [Boyle, Patricia J PSSG:EX](#)  
**Cc:** [Meldrum, Erica PSSG:EX](#); [Fong, Kim AG:EX](#)  
**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Friday, September 20, 2019 1:32:34 PM  
**Attachments:** [Branch Expenditure Management Savings Template.docx](#)  
**Importance:** High  
**Sensitivity:** Confidential

---

Patti,

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to Kim Fong no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much in savings can be achieved in 2019/20. Primarily the Ministry Executive are considering

s.13; s.17

We also

want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

s.12; s.13; s.17

Realistically, I suspect that there might be a gap <sup>s.13; s.17</sup>

s.13; s.17

The second part of the template is to justify that gap. This section is to explain why key core services/programs are NOT recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC  
778 974-2907



## {Insert Name of Branch} – 19/20 Expenditure Management Savings Plan

What is being proposed:

Ref #	Savings Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations on the PROPOSED savings
1.				
2.				
3.				
...				
...				
Total		\$		

Why is Core Service Not Recommended for a Reduction

Ref #	Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations of NOT RECOMMENDED core service reduction
1.				
2.				
Total		\$		

**From:** [Boyle, Patricia J PSSG:EX](#)  
**To:** [Hoadley, David AG:EX](#)  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Thursday, September 26, 2019 8:57:15 PM  
**Sensitivity:** Confidential

---

Not easy stuff. Thanks David

---

**From:** Hoadley, David AG:EX  
**Sent:** Thursday, September 26, 2019 8:18 AM  
**To:** Butterworth-Carr, Brenda PSSG:EX ; Arend, Elenore PSSG:EX ; Boyle, Patricia J PSSG:EX ; Anderson, Lisa R PSSG:EX ; Lapointe, Lisa PSSG:EX ; Halls, Lori D EMBC:EX ; Chandler, Alex EMBC:EX  
**Cc:** MacAulay, Jim PSSG:EX ; Thomson, Craig S PSSG:EX ; Meldrum, Erica PSSG:EX ; Mezzarobba, Marcie PSSG:EX ; Ford, Stephen PSSG:EX ; Baidwan, Jatinder PSSG:EX ; Thomson, Vanessa EMBC:EX ; Fong, Kim AG:EX  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Sensitivity:** Confidential

The 27<sup>th</sup> is a hard deadline, please don't be late. I will be working this weekend on compiling information from the branches, doing analysis and writing the ministry's plan. The Minister's Office has asked to discuss the analysis on Monday and I don't want to report to the MO that any branches were late.

---

**From:** Hoadley, David AG:EX  
**Sent:** Tuesday, September 24, 2019 1:12 PM  
**To:** Butterworth-Carr, Brenda PSSG:EX <[Brenda.ButterworthCarr@gov.bc.ca](mailto:Brenda.ButterworthCarr@gov.bc.ca)>; Arend, Elenore PSSG:EX <[Elenore.Arend@gov.bc.ca](mailto:Elenore.Arend@gov.bc.ca)>; Boyle, Patricia J PSSG:EX <[Patricia.Boyle@gov.bc.ca](mailto:Patricia.Boyle@gov.bc.ca)>; Anderson, Lisa R PSSG:EX <[Lisa.R.Anderson@gov.bc.ca](mailto:Lisa.R.Anderson@gov.bc.ca)>; Lapointe, Lisa PSSG:EX <[Lisa.Lapointe@gov.bc.ca](mailto:Lisa.Lapointe@gov.bc.ca)>; Halls, Lori D EMBC:EX <[Lori.D.Halls@gov.bc.ca](mailto:Lori.D.Halls@gov.bc.ca)>; Chandler, Alex EMBC:EX <[Alex.Chandler@gov.bc.ca](mailto:Alex.Chandler@gov.bc.ca)>  
**Cc:** MacAulay, Jim PSSG:EX <[Jim.MacAulay@gov.bc.ca](mailto:Jim.MacAulay@gov.bc.ca)>; Thomson, Craig S PSSG:EX <[Craig.Thomson@gov.bc.ca](mailto:Craig.Thomson@gov.bc.ca)>; Meldrum, Erica PSSG:EX <[Erica.Meldrum@gov.bc.ca](mailto:Erica.Meldrum@gov.bc.ca)>; Mezzarobba, Marcie PSSG:EX <[Marcie.Mezzarobba@gov.bc.ca](mailto:Marcie.Mezzarobba@gov.bc.ca)>; Ford, Stephen PSSG:EX <[Stephen.Ford@gov.bc.ca](mailto:Stephen.Ford@gov.bc.ca)>; Baidwan, Jatinder PSSG:EX <[Jatinder.Baidwan@gov.bc.ca](mailto:Jatinder.Baidwan@gov.bc.ca)>; Thomson, Vanessa EMBC:EX <[Vanessa.Thomson@gov.bc.ca](mailto:Vanessa.Thomson@gov.bc.ca)>; Fong, Kim AG:EX <[Kim.Fong@gov.bc.ca](mailto:Kim.Fong@gov.bc.ca)>  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Importance:** High  
**Sensitivity:** Confidential

s.12; s.13; s.17

---

**From:** Hoadley, David AG:EX  
**Sent:** Friday, September 20, 2019 1:34 PM

**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan

**Importance:** High

**Sensitivity:** Confidential

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to Kim Fong no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much in savings can be achieved in 2019/20. Primarily the Ministry Executive are considering

s.13; s.17

. We also

want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

s.12; s.13; s.17

Realistically, I suspect that there might be a gap s.13; s.17

s.13; s.17

The second part of the template is to justify that gap. This section is to explain why key core services/programs are NOT recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

**From:** [Meldrum, Erica PSSG:EX](#)  
**To:** [Hoadley, David AG:EX](#); [Boyle, Patricia J PSSG:EX](#)  
**Cc:** [Fong, Kim AG:EX](#)  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Monday, September 23, 2019 11:45:53 AM  
**Sensitivity:** Confidential

---

Hi David –

I'm meeting with our executive team and I'm hoping you can clarify – for this exercise would this cover base and contingency funding?

Thanks very much.

Erica

---

**From:** Hoadley, David AG:EX  
**Sent:** September 20, 2019 1:33 PM  
**To:** Boyle, Patricia J PSSG:EX  
**Cc:** Meldrum, Erica PSSG:EX ; Fong, Kim AG:EX  
**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Importance:** High  
**Sensitivity:** Confidential

Patti,

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to Kim Fong no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much in savings can be achieved in 2019/20. Primarily the Ministry Executive are considering

s.13; s.17

We also

want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

s.12; s.13; s.17

Realistically, I suspect that there might be a gap s.13; s.17

s.13; s.17

The second part of the template is to justify that gap. This section is to explain why key core services/programs are NOT recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

**From:** [Meldrum, Erica PSSG:EX](#)  
**To:** [Hoadley, David AG:EX](#)  
**Cc:** [Fong, Kim AG:EX](#); [Boyle, Patricia J PSSG:EX](#)  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Friday, September 27, 2019 2:53:33 PM  
**Attachments:** [RSBC - Branch Expenditure Management Savings Template - Sept 27.19 - v2.docx](#)  
**Importance:** High  
**Sensitivity:** Confidential

---

Hi David –

Please find attached the Branch Expenditure Management Plan for RoadSafetyBC approved by Patti.

We have identified savings of <sup>s.13; s.17</sup>

When I spoke with Kim, we talked about section 2 and because we have been able to exceed our savings target we have not included anything in this section.

Please let me know asap if you are needing anything further from us.

Thanks very much.

Erica

---

**From:** Hoadley, David AG:EX  
**Sent:** September 24, 2019 1:12 PM  
**To:** Butterworth-Carr, Brenda PSSG:EX ; Arend, Elenore PSSG:EX ; Boyle, Patricia J PSSG:EX ; Anderson, Lisa R PSSG:EX ; Lapointe, Lisa PSSG:EX ; Halls, Lori D EMBC:EX ; Chandler, Alex EMBC:EX  
**Cc:** MacAulay, Jim PSSG:EX ; Thomson, Craig S PSSG:EX ; Meldrum, Erica PSSG:EX ; Mezzarobba, Marcie PSSG:EX ; Ford, Stephen PSSG:EX ; Baidwan, Jatinder PSSG:EX ; Thomson, Vanessa EMBC:EX ; Fong, Kim AG:EX  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Importance:** High  
**Sensitivity:** Confidential

s.12; s.13; s.17

---

**From:** Hoadley, David AG:EX  
**Sent:** Friday, September 20, 2019 1:34 PM  
**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Importance:** High  
**Sensitivity:** Confidential

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to Kim Fong no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much in savings can be achieved in 2019/20. Primarily the Ministry Executive are considering

s.13; s.17

. We also

want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

s.12; s.13; s.17

Realistically, I suspect that there might be a gap <sup>s.13; s.17</sup>

s.13; s.17

The second part of the template is to justify that gap. This section is to explain why key core services/programs are NOT recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

Page 080 of 102 to/à Page 083 of 102

Withheld pursuant to/removed as

s.13; s.17

**From:** [Hoadley, David AG:EX](#)  
**To:** [MacAulay, Jim PSSG:EX](#); [Butterworth-Carr, Brenda PSSG:EX](#)  
**Cc:** [Fong, Kim AG:EX](#)  
**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Friday, September 20, 2019 11:13:34 AM  
**Attachments:** [Branch Expenditure Management Savings Template.docx](#)  
**Importance:** High  
**Sensitivity:** Confidential

---

Jim and Brenda – Confidential,

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister by October 3<sup>rd</sup>. Please complete the attached template and return to Kim Fong no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much savings that they can be achieved in 2019/20. Primarily the Ministry Executive are

s.13; s.17

s.13; s.17 But we want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

s.12; s.13; s.17

Your branch planned savings should be what is achievable. Realistically, I suspect that Policing and Security s.13; s.17

The second part of the template is to justify that gap. Specifically, it is to explain why core services/programs are Not recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced. Specifically, the major part of your branch budget is the RCMP contract, please include the consequences of a reduction on the second part of the template.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907



## {Insert Name of Branch} – 19/20 Expenditure Management Savings Plan

What is being proposed:

Ref #	Savings Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations on the PROPOSED savings
1.				
2.				
3.				
...				
...				
Total		\$		

Why is Core Service Not Recommended for a Reduction

Ref #	Measure	Estimated Savings (\$M)	Comments/ Description	Implications and Considerations of NOT RECOMMENDED core service reduction
1.				
2.				
Total		\$		

**From:** [MacAulay, Jim PSSG:EX](#)  
**To:** [Fong, Kim AG:EX](#)  
**Cc:** [Hoadley, David AG:EX](#); [Castillo, Billy R PSSG:EX](#)  
**Subject:** PSB Expenditure Management Savings V2  
**Date:** Friday, September 27, 2019 3:50:05 PM  
**Attachments:** [PSB Expenditure Management Savings V2.docx](#)

---

Good afternoon Kim,

Please find attached Policing and Security Branch's completed Expenditure Management Savings Plan. We have identified <sup>s.13; s.17</sup> which represents <sup>s.13; s.17</sup> of our delegated budget after deducting the RCMP delegation.

The Provincial Policing Service Agreement (PPSA) does not allow for the reduction of in-year budget allocations - i.e. once we give the RCMP an annual delegation, the PPSA prohibits budget reductions in that year.  
<sup>s.12; s.13; s.17</sup>

We will work collaboratively with the RCMP, outside of the annual delegation, to achieve savings  
<sup>s.13</sup>

If you have questions over the weekend, I may be reached at <sup>s.22</sup>

Thanks

Jim

Page 087 of 102 to/à Page 090 of 102

Withheld pursuant to/removed as

s.12; s.13; s.17

**From:** [Chen-Mack, Betty AG:EX](#)  
**To:** [Hoadley, David AG:EX](#)  
**Cc:** [Strueby, Earl AG:EX](#)  
**Subject:** FW: Target Savings Facilities for AG and PSSG  
**Date:** Friday, September 27, 2019 5:14:10 PM  
**Attachments:** [Copy of 2019 09 27 Facilities 19\\_20 Budget Targets for AG Summary.xlsx](#)  
[2019 09 27 Facilities 19\\_20 Budget Targets - PSSG v4.xlsx](#)

---

David, I've reviewed and if you have any questions over the weekend, please let me know. Thx for the opportunity to provide input.

---

**From:** Strueby, Earl AG:EX  
**Sent:** Friday, September 27, 2019 5:06 PM  
**To:** Hoadley, David AG:EX  
**Cc:** Chen-Mack, Betty AG:EX  
**Subject:** FW: Target Savings Facilities for AG and PSSG

Please see attached documents on behalf of our clients which we have summarized for your review.

Page 092 of 102 to/à Page 093 of 102

Withheld pursuant to/removed as

s.13; s.17

**From:** [Hoadley, David AG:EX](#)  
**To:** [Takkar, Nimmi PSSG:EX](#)  
**Cc:** [Azam, Salman AG:EX](#)  
**Subject:** For 9:00 discussion with Minister  
**Date:** Friday, September 20, 2019 8:45:33 AM  
**Attachments:** [PSSG Expenditure Savings Target for MMF review.xlsx](#)  
[PSSG Budget 2020 Invitation Letter.pdf](#)  
[PSSG Target Letter - Expenditure Management DL signed.pdf](#)  
[0 TB Savings Targets Template Sept2019.docx](#)

---

Nimmi,

Please see attached documents for discussion with Minister. The Excel document has 2 tabs.

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

Page 095 of 102 to/à Page 096 of 102

Withheld pursuant to/removed as

s.13; s.17



384838

September 19, 2019

Confidential

Honourable Mike Farnworth  
Minister of Public Safety and Solicitor General  
Rm 128 Parliament Buildings  
Victoria BC V8V 1X4

Dear Colleague:

Re: Budget 2020 Invitation

This is a follow-up to the letter dated August 30, 2019 regarding the *Budget 2020* Process.

This letter is to invite the ministry to prepare submissions for the following as part of the *Budget 2020* process:

s.12

.../2



As previously noted, government must be selective and strategic in how we allocate our limited resources. As such, please do not expand the scope of your submission beyond what has been requested. You must present modest and scalable options, including options for the ministry to absorb a portion of the cost.

s.12

Minister signed submissions are due to Treasury Board Staff on **October 18, 2019**.

I look forward to your cooperation as we develop *Budget 2020*.

Sincerely,

A handwritten signature in cursive script that reads "Carole James".

Carole James  
Chair

cc: Mark Sieben  
Deputy Solicitor General  
Ministry of Public Safety and Solicitor General

Salman Azam  
Assistant Deputy Minister and Executive Financial Officer  
Ministry of Public Safety and Solicitor General



September 13, 2019  
384760

Confidential

Honourable Mike Farnworth  
Minister of Public Safety and Solicitor General  
Rm 128 Parliament Buildings  
Victoria BC V8V 1X4

Dear Colleague:

Re: 2019/20 Expenditure Management Savings Target

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

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

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

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

s.12

.../2

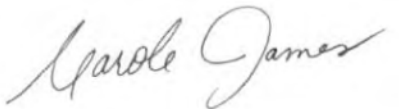
I am relying on your judgement, expertise, and leadership to ensure we can meet our collective savings target in a thoughtful way.

s.12; s.17

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

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

Sincerely,

A handwritten signature in cursive script, reading "Carole James".

Carole James  
Chair

See Attachment

cc: Mark Sieben  
Deputy Solicitor General  
Ministry of Public Safety and Solicitor General

Salman Azam  
Assistant Deputy Minister and Executive Financial Officer  
Ministry of Public Safety and Solicitor General

Page 101 of 102 to/à Page 102 of 102

Withheld pursuant to/removed as

s.12

## Cherry, Don PSSG:EX

---

**From:** Sieben, Mark PSSG:EX  
**Sent:** Saturday, September 14, 2019 8:15 AM  
**To:** Arend, Elenore PSSG:EX  
**Subject:** FW: PSSG - Signed Decision Letter  
**Attachments:** PSSG Target Letter - Expenditure Management DL signed.pdf; ATT00001.htm; 0 TB\_Savings\_Targets\_Template\_Sept2019.docx; ATT00002.htm

Good morning. Just a few points to note as you approach this exercise in conjunction with the rest of Executive. It will be useful to keep in touch with the same exercise with EMBC and MAG, too, so each DM knows the full picture of what is being submitted and identified initiatives aren't at cross purposes. Try to touch base with Lori and Richard early on.

I suggest, Elenore, you get together with Salman and David , initially. We've had some general discussions anticipating a request for restraint measures from TBS already. David provided me with a document a couple of weeks ago summarizing activities the last time the ministry was asked to develop such plans. There isn't much that is new so what was used last time probably will inform what to do this time. Consistent with Minister James letter, travel and hiring can be curtailed – while dm approval is already in place for hiring, s.13; s.17

s.13; s.17

It works best if the approaches we take are consistent with EMBC and with MAG so I suggest, as a 2<sup>nd</sup> step getting together with Lori and Richard with a bit of a draft strategy<sup>s.13</sup>

s.13

s.13 David could also begin to reach out to individual branches so they can prepare their EDs and ADMs. I'd then convene a meeting with Executive along with David<sup>s.13</sup>

s.13

s.13 Generally, its useful to give people time to go back to their branches and do some work and have a follow up meeting. There is a DMC next Friday – There is likely to be discussion there about the exercise as its playing out and may be further instructions after there has been some dm discussion.

There may also be some discussion amongst the social/justice dm's – we've already had discussion amongst us that much of what is allocated to us as discretionary or in contingency is base line operational. You may benefit from touching base with David Galbraith and Allison Bond, in particular.

s.13; s.17

I've had a brief touch base with Nimmi already. I suggest you give her a call on Monday just to let her know that you're working up an initial approach with Executive. Let her know you'll touch base with her later in the week in terms of progress. You'll have lots of time with the Minister during UBCM so you can begin to outline what it looks like during that time. I'd look to give him something in hardcopy end of the UBCM week or beginning of the week of Sept 30<sup>th</sup>. make sure he has a few days consider and leave yourself time to adjust and work with Exec if he requests changes. He may not do so but it's good to have that built into your timeframe. Prior to finalizing, I'd look to have one last touch base with Richard and Lori.

That's really all the advice I can think of in conjunction with this type of task. Give me a call if you have a question or want to discuss next week. My experience is there really is only so many places to look and levers to pull. Whatever you and the team put together will be the plan.

Thanks for taking this on.

Mark

---

**From:** Sieben, Mark PSSG:EX  
**Sent:** Friday, September 13, 2019 2:24 PM  
**To:** Arend, Elenore PSSG:EX  
**Subject:** Fwd: PSSG - Signed Decision Letter

What we've been expecting

Sent from my iPhone

Begin forwarded message:

**From:** "Ma, Tiffany J FIN:EX" <[Tiffany.Ma@gov.bc.ca](mailto:Tiffany.Ma@gov.bc.ca)>  
**Date:** September 13, 2019 at 2:19:21 PM PDT  
**To:** "Sieben, Mark PSSG:EX" <[Mark.Sieben@gov.bc.ca](mailto:Mark.Sieben@gov.bc.ca)>  
**Cc:** "Azam, Salman AG:EX" <[Salman.Azam@gov.bc.ca](mailto:Salman.Azam@gov.bc.ca)>, "Crocker, Janet FIN:EX" <[Janet.Crocker@gov.bc.ca](mailto:Janet.Crocker@gov.bc.ca)>  
**Subject:** PSSG - Signed Decision Letter

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

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

Treasury Board Staff

September 13, 2019  
384760

Confidential

Honourable Mike Farnworth  
Minister of Public Safety and Solicitor General  
Rm 128 Parliament Buildings  
Victoria BC V8V 1X4

Dear Colleague:

Re: 2019/20 Expenditure Management Savings Target

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

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

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

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

s.12

.../2

s.12

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

s.12; s.17

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

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

Sincerely,

A handwritten signature in cursive script that reads "Carole James".

Carole James  
Chair

See Attachment

cc: Mark Sieben  
Deputy Solicitor General  
Ministry of Public Safety and Solicitor General

Salman Azam  
Assistant Deputy Minister and Executive Financial Officer  
Ministry of Public Safety and Solicitor General



Page 05 of 10 to/à Page 06 of 10

Withheld pursuant to/removed as

s.12

**From:** [Arend, Elenore PSSG:EX](#)  
**To:** [Neuhaus, Candace PSSG:EX](#)  
**Subject:** FW: Expenditure Management 2019/20 Target - Letter from Chair of TB - PSSG  
**Date:** Wednesday, September 18, 2019 9:28:06 AM  
**Attachments:** [PSSG Target Letter - Expenditure Management DL signed.pdf](#)  
[0 TB Savings Targets Template Sept2019.docx](#)  
**Importance:** High

---

Looks like you were missed with this email.

---

**From:** Hoadley, David AG:EX  
**Sent:** Tuesday, September 17, 2019 3:17 PM  
**To:** Butterworth-Carr, Brenda PSSG:EX ; Anderson, Lisa R PSSG:EX ; Lapointe, Lisa PSSG:EX ; Boyle, Patricia J PSSG:EX ; Sieben, Mark PSSG:EX ; Halls, Lori D EMBC:EX ; Chandler, Alex EMBC:EX ; Arend, Elenore PSSG:EX  
**Cc:** Thomson, Craig S PSSG:EX ; MacAulay, Jim PSSG:EX ; Mezzarobba, Marcie PSSG:EX ; Baidwan, Jatinder PSSG:EX ; Meldrum, Erica PSSG:EX ; Azam, Salman AG:EX ; Fong, Kim AG:EX ; Chen-Mack, Betty AG:EX ; Munro, Charmaine AG:EX ; Webb, Sandy J AG:EX ; Maley, Madeline L EMBC:EX ; Peterson, Dave EMBC:EX ; Thomson, Vanessa EMBC:EX  
**Subject:** Expenditure Management 2019/20 Target - Letter from Chair of TB - PSSG  
**Importance:** High

PSSG Executive,

Please see attached Expenditure Management Target Letter from the Chair of Treasury Board. All ministries have been assigned a savings target for the current fiscal. s.12

s.12

An action plan using the attached template signed by the Minister is due by October 4<sup>th</sup>. I will need your assistance to complete the template and describe the implications of any reductions. Elenore, Lori, Salman and I are meeting Thursday morning to discuss. After that meeting, I will let you know next steps and we will discuss at Thursday's Joint Executive.

To date, the ministry has not received from the Chair of TB the s.12

s.12

Thanks,

---

**From:** Azam, Salman AG:EX  
**Sent:** Friday, September 13, 2019 2:23 PM  
**To:** Hoadley, David AG:EX <[David.Hoadley@gov.bc.ca](mailto:David.Hoadley@gov.bc.ca)>; Fong, Kim AG:EX <[Kim.Fong@gov.bc.ca](mailto:Kim.Fong@gov.bc.ca)>; Blakesley, Nicki AG:EX <[Nicki.Blakesley@gov.bc.ca](mailto:Nicki.Blakesley@gov.bc.ca)>  
**Subject:** Fwd: PSSG - Signed Decision Letter

FYI - for discussion as well.

Sent from my iPhone

Begin forwarded message:

**From:** "Ma, Tiffany J FIN:EX" <[Tiffany.Ma@gov.bc.ca](mailto:Tiffany.Ma@gov.bc.ca)>  
**Date:** September 13, 2019 at 2:19:21 PM PDT  
**To:** "Sieben, Mark PSSG:EX" <[Mark.Sieben@gov.bc.ca](mailto:Mark.Sieben@gov.bc.ca)>  
**Cc:** "Azam, Salman AG:EX" <[Salman.Azam@gov.bc.ca](mailto:Salman.Azam@gov.bc.ca)>, "Crocker, Janet FIN:EX"

<Janet.Crocker@gov.bc.ca>

**Subject: PSSG - Signed Decision Letter**

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

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

Treasury Board Staff

**From:** [Arend, Elenore PSSG:EX](#)  
**To:** [Neuhaus, Candace PSSG:EX](#)  
**Subject:** FW: Expenditure Management 2019/20 Target - Letter from Chair of TB - PSSG  
**Date:** Thursday, September 19, 2019 3:53:56 PM  
**Attachments:** [PSSG Target Letter - Expenditure Management DL signed.pdf](#)  
[0 TB Savings Targets Template Sept2019.docx](#)  
**Importance:** High

---

Sending to you in Craig's absence.

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**From:** Hoadley, David AG:EX  
**Sent:** Tuesday, September 17, 2019 3:17 PM  
**To:** Butterworth-Carr, Brenda PSSG:EX ; Anderson, Lisa R PSSG:EX ; Lapointe, Lisa PSSG:EX ; Boyle, Patricia J PSSG:EX ; Sieben, Mark PSSG:EX ; Halls, Lori D EMBC:EX ; Chandler, Alex EMBC:EX ; Arend, Elenore PSSG:EX  
**Cc:** Thomson, Craig S PSSG:EX ; MacAulay, Jim PSSG:EX ; Mezzarobba, Marcie PSSG:EX ; Baidwan, Jatinder PSSG:EX ; Meldrum, Erica PSSG:EX ; Azam, Salman AG:EX ; Fong, Kim AG:EX ; Chen-Mack, Betty AG:EX ; Munro, Charmaine AG:EX ; Webb, Sandy J AG:EX ; Maley, Madeline L EMBC:EX ; Peterson, Dave EMBC:EX ; Thomson, Vanessa EMBC:EX  
**Subject:** Expenditure Management 2019/20 Target - Letter from Chair of TB - PSSG  
**Importance:** High

PSSG Executive,

Please see attached Expenditure Management Target Letter from the Chair of Treasury Board. All ministries have been assigned a savings target for the current fiscal. <sup>s.12</sup>

s.12

An action plan using the attached template signed by the Minister is due by October 4<sup>th</sup>. I will need your assistance to complete the template and describe the implications of any reductions. Elenore, Lori, Salman and I are meeting Thursday morning to discuss. After that meeting, I will let you know next steps and we will discuss at Thursday's Joint Executive.

To date, the ministry has not received from the Chair of TB the <sup>s.12</sup>

s.12

Thanks,

---

**From:** Azam, Salman AG:EX  
**Sent:** Friday, September 13, 2019 2:23 PM  
**To:** Hoadley, David AG:EX <[David.Hoadley@gov.bc.ca](mailto:David.Hoadley@gov.bc.ca)>; Fong, Kim AG:EX <[Kim.Fong@gov.bc.ca](mailto:Kim.Fong@gov.bc.ca)>; Blakesley, Nicki AG:EX <[Nicki.Blakesley@gov.bc.ca](mailto:Nicki.Blakesley@gov.bc.ca)>  
**Subject:** Fwd: PSSG - Signed Decision Letter

FYI - for discussion as well.

Sent from my iPhone

Begin forwarded message:

**From:** "Ma, Tiffany J FIN:EX" <[Tiffany.Ma@gov.bc.ca](mailto:Tiffany.Ma@gov.bc.ca)>  
**Date:** September 13, 2019 at 2:19:21 PM PDT  
**To:** "Sieben, Mark PSSG:EX" <[Mark.Sieben@gov.bc.ca](mailto:Mark.Sieben@gov.bc.ca)>  
**Cc:** "Azam, Salman AG:EX" <[Salman.Azam@gov.bc.ca](mailto:Salman.Azam@gov.bc.ca)>, "Crocker, Janet FIN:EX"

<Janet.Crocker@gov.bc.ca>

**Subject: PSSG - Signed Decision Letter**

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

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

Treasury Board Staff

## Lai, Teresa PSSG:EX

---

**From:** Anderson, Lisa R PSSG:EX  
**Sent:** Thursday, November 7, 2019 7:31 AM  
**To:** Anderson, Lisa R PSSG:EX  
**Subject:** FW: Expenditure Control - heads up message

**Importance:** High

---

**From:** Anderson, Lisa R PSSG:EX  
**Sent:** Wednesday, September 25, 2019 4:19 PM  
**To:** Mezzarobba, Marcie PSSG:EX <Marcie.Mezzarobba@gov.bc.ca>; Ford, Stephen PSSG:EX <Stephen.Ford@gov.bc.ca>; Tawtel, Phil PSSG:EX <Phil.Tawtel@gov.bc.ca>; Sims, Brian A PSSG:EX <Brian.Sims@gov.bc.ca>; Semcesen, Mila PSSG:EX <Mila.Semcesen@gov.bc.ca>  
**Subject:** FW: Expenditure Control - heads up message  
**Importance:** High

Please see below and advise of any immediate impacts as it relates to the hiring process (eg. competitions in progress). With respect to travel, if there is any non-essential travel planned for next week that can be cancelled without incurring costs, please cancel it. Ideally we will have more information on this by the end of next week.

Clearly more to come – I will keep you informed as information is available. In the meantime, please let me know if you have any questions.

Lisa

---

**From:** Azam, Salman AG:EX  
**Sent:** Wednesday, September 25, 2019 4:13 PM  
**To:** Fyfe, Richard J AG:EX; Halls, Lori D EMBC:EX; Sieben, Mark PSSG:EX; Scott, Douglas S AG:EX; Juk, Peter A AG:EX; Harvey, James AG:EX; Cavanaugh, Lynda A AG:EX; Sandstrom, Kurt AG:EX; MacLeod, Sam GPEB:EX; Maloughney, Mary Sue LCRB:EX; Bailey, Ian D AG:EX; Louie, Toby I PSSG:EX; Arend, Elenore PSSG:EX; Butterworth-Carr, Brenda PSSG:EX; Anderson, Lisa R PSSG:EX; Boyle, Patricia J PSSG:EX; Lapointe, Lisa PSSG:EX; Holmes, Rachel PSSG:EX; Maley, Madeline L EMBC:EX; Lewis, Cameron F EMBC:EX; Peterson, Dave EMBC:EX; Chandler, Alex FIN:EX  
**Cc:** Webb, Sandy J AG:EX; Hoadley, David AG:EX; Munro, Charmaine AG:EX; Chen-Mack, Betty AG:EX; Blakesley, Nicki AG:EX; Marshall, Autumn AG:EX; Azam, Salman AG:EX; Duncan, Nikki PSSG:EX; Richter, Connie AG:EX; Pearson, Barbera AG:EX  
**Subject:** Expenditure Control - heads up message

All, please note that effective immediately:

1. All hiring approvals will require DM approval.
2. Excluded are bulk hiring requests for Sheriffs, Correctional Officers and Prosecutors.

3. Controls will be on travel, restricted to essential only – more communications will be coming.
4. New contracts will be on hold – and require DM approval to go forward.
5. Additional direction on discretionary spend will be communicated through governance committees.

On hiring: Current competitions posted & up to interview stage will be cancelled. Competitions with offer letters out will continue and are not impacted.

If you wish to re-submit – it will go through the new hiring process with the additional DM approval control in place. More communication on this will also be forthcoming.

Travel and expenses for the long-service awards in October will not be impacted by these controls.

Several ministries have already distributed similar messages - A sector wide message is planned to be distributed tomorrow afternoon.

Please do not hesitate to call if you have concerns or questions – I will do my best give as much clarity on this as possible. Your support and feedback to communicate this process out to your staff is appreciated.

Salman

s.17

## Lai, Teresa PSSG:EX

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**From:** Anderson, Lisa R PSSG:EX  
**Sent:** Thursday, November 7, 2019 7:32 AM  
**To:** Anderson, Lisa R PSSG:EX  
**Subject:** FW: Information

**Importance:** High

---

**From:** Anderson, Lisa R PSSG:EX  
**Sent:** Wednesday, September 25, 2019 5:59 PM  
**To:** Ford, Stephen PSSG:EX <Stephen.Ford@gov.bc.ca>; Mezzarobba, Marcie PSSG:EX <Marcie.Mezzarobba@gov.bc.ca>; Tawtel, Phil PSSG:EX <Phil.Tawtel@gov.bc.ca>; Sims, Brian A PSSG:EX <Brian.Sims@gov.bc.ca>; Larson, Jerad D PSSG:EX <Jerad.Larson@gov.bc.ca>; McKellar, Grant PSSG:EX <Grant.McKellar@gov.bc.ca>; Currie, Rosalind PSSG:EX <Rosalind.Currie@gov.bc.ca>; Redford, Brynne PSSG:EX <Brynne.Redford@gov.bc.ca>; Hare, Kashmir K PSSG:EX <Kashmir.Hare@gov.bc.ca>; Stoneman, Lorinda PSSG:EX <Lorinda.Stoneman@gov.bc.ca>; Semcesen, Mila PSSG:EX <Mila.Semcesen@gov.bc.ca>  
**Subject:** Information  
**Importance:** High

Good evening to all BMC.....

I'm writing to provide a heads up that tomorrow we can expect to receive some corporate direction across the sector relating to some fiscal controls that are being put into place, effective immediately and likely for the balance of the fiscal year. At this time these controls relate specifically to what would be referred to as discretionary spending which includes things like hiring, travel and contracts.

We can expect to be advised that all hiring will require DM approval. This is something that has been in place for many years now, however it had loosened up in recent years. We can expect that all positions and all types of hiring (permanent, TA, aux) will now require this approval. We will also be directed to cancel all competitions that are in progress unless an offer letter has already been provided. Another area of impact for the branch will be on travel with only essential travel to be approved. I expect we will see more on what constitutes essential travel in the communication that comes tomorrow.

I wanted to provide you with the heads up of what's to come and wish I had more details to provide than I do. In addition to the immediate spending controls that will be communicated tomorrow, we have been asked to complete a budget exercise to identify other areas of potential savings across the branch for this fiscal year. This information is required to be submitted by the ministry to the Secretary of Treasury Board by October 4, 2019.

I would appreciate that you keep this information confidential until there is broader communication to all staff. I recognize the uncertainty this creates and I don't want to create any unnecessary alarm for staff – especially since there are more questions than answers at this stage. I may look to schedule a short BMC call before the end of the week so we can have an opportunity to talk as a group. In the meantime, please let me or any of the executive directors know if you have any questions or concerns. It would also be appreciated if you could advise of any concerns staff are raising as I expect word from other ministries will start to trickle out.

As with all things, we will get through this. And as always, we are stronger together and I'm grateful for such a strong team. ☺



More to come....

Lisa

Lisa Anderson  
Assistant Deputy Minister  
Community Safety and Crime Prevention Branch  
and Project Lead, Policing Model Transition Project  
Ministry of Public Safety and Solicitor General  
Office – 778-572-3602  
Cell - s.17  
Email - [Lisa.R.Anderson@gov.bc.ca](mailto:Lisa.R.Anderson@gov.bc.ca)

## Lai, Teresa PSSG:EX

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**From:** Anderson, Lisa R PSSG:EX  
**Sent:** Thursday, November 7, 2019 7:42 AM  
**To:** Anderson, Lisa R PSSG:EX  
**Subject:** FW: Policy regarding TAs

---

**From:** Mezzarobba, Marcie PSSG:EX <Marcie.Mezzarobba@gov.bc.ca>  
**Sent:** Monday, September 30, 2019 4:42 PM  
**To:** Anderson, Lisa R PSSG:EX <Lisa.R.Anderson@gov.bc.ca>  
**Subject:** FW: Policy regarding TAs

FYI

---

**From:** Lindsay, Liz AG:EX  
**Sent:** Friday, September 27, 2019 11:28 AM  
**To:** Castillo, Billy R PSSG:EX <Billy.Castillo@gov.bc.ca>; Dooner, Catherine AG:EX <Catherine.Dooner@gov.bc.ca>; Ford, Stephen PSSG:EX <Stephen.Ford@gov.bc.ca>; Gillis, Heather AG:EX <Heather.Gillis@gov.bc.ca>; Johnson, Kyle EMBC:EX <Kyle.Johnson@gov.bc.ca>; Liu, Angela AG:EX <Angela.Liu@gov.bc.ca>; Matthews, Simon AG:EX <Simon.Matthews@gov.bc.ca>; Neuhaus, Candace PSSG:EX <Candace.Neuhaus@gov.bc.ca>; Pallan, Jason AG:EX <Jason.Pallan@gov.bc.ca>; Plater, Aaron N AG:EX <Aaron.Plater@gov.bc.ca>; Randle, Craig AG:EX <Craig.Randle@gov.bc.ca>; Rousselle, Jillian LCRB:EX <Jillian.Rousselle@gov.bc.ca>; Sasvari, Frances PSSG:EX <Frances.Sasvari@gov.bc.ca>; Stabile, Isla AG:EX <Isla.Stabile@gov.bc.ca>; Steinbach, Christopher G AG:EX <Christopher.G.Steinbach@gov.bc.ca>; Tsang, Diana GPEB:EX <Diana.Tsang@gov.bc.ca>; Watson, Andy PSSG:EX <Andy.Watson@gov.bc.ca>; Anderson, Brian E AG:EX <Brian.Anderson@gov.bc.ca>; Azam, Salman AG:EX <Salman.Azam@gov.bc.ca>; Baidwan, Jatinder PSSG:EX <Jatinder.Baidwan@gov.bc.ca>; Bentley, Cheryl A LCRB:EX <Cheryl.Bentley@gov.bc.ca>; Cairns, Holly AG:EX <Holly.Cairns@gov.bc.ca>; Chen-Mack, Betty AG:EX <Betty.ChenMack@gov.bc.ca>; Fischer, Caryn L AG:EX <Caryn.Fischer@gov.bc.ca>; Fong, Kim AG:EX <Kim.Fong@gov.bc.ca>; Grills, Sean C AG:EX <Sean.Grills@gov.bc.ca>; Grove, Marcela AG:EX <Marcela.Grove@gov.bc.ca>; Hoadley, David AG:EX <David.Hoadley@gov.bc.ca>; MacAulay, Jim PSSG:EX <Jim.MacAulay@gov.bc.ca>; Manton, Jenny D AG:EX <Jenny.Manton@gov.bc.ca>; Meldrum, Erica PSSG:EX <Erica.Meldrum@gov.bc.ca>; Mezzarobba, Marcie PSSG:EX <Marcie.Mezzarobba@gov.bc.ca>; Munro, Charmaine AG:EX <Charmaine.Munro@gov.bc.ca>; Pollner, Kyle AG:EX <Kyle.Pollner@gov.bc.ca>; Rutherford, Derek AG:EX <Derek.Rutherford@gov.bc.ca>; Thomson, Craig S PSSG:EX <Craig.Thomson@gov.bc.ca>; Thomson, Vanessa EMBC:EX <Vanessa.Thomson@gov.bc.ca>; Truong, My Anh GPEB:EX <MyAnh.Truong@gov.bc.ca>  
**Subject:** Policy regarding TAs

Committee Members & Delegates,

This is the follow-up to a question posed at the last Finance Governance Committee meeting. Given the changes in hiring procedure, due to the new spending directives, would the PSA consider changing their policy regarding TAs?

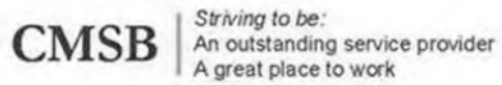
Currently, as you know, managers may not refuse TA opportunities for their staff. The PSA has confirmed that there are no plans for the Agency to amend the TA policy at this time.

Thank you,

Liz Lindsay (for)

David Hoadley

David Hoadley, CPA, CA  
Chair, Financial Governance Committee,  
Chief Financial Officer and Executive Director, Financial Planning and Accounting  
Corporate Management Services Branch  
Ministries of Attorney General & Public Safety and Solicitor General  
778 974-2907



## AG PSSG FOI AG:EX

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**From:** Marshall, Autumn AG:EX  
**Sent:** Tuesday, September 17, 2019 3:41 PM  
**To:** Duncan, Nikki PSSG:EX; Fraser, Agnes EMBC:EX; Andrist, Kerri M PSSG:EX  
**Cc:** Hoadley, David AG:EX  
**Subject:** FW: Documents for Thursday's meeting  
**Attachments:** PSSG Target Letter - Expenditure Management DL signed.pdf; 0  
TB\_Savings\_Targets\_Template\_Sept2019.docx; s.12  
s.12

Hello,

Please see attached the material for the 9:30 call on Thursday September 19 (Elenore / Salman / David / Kim re: Budget Direction from TB)

Lori Halls and Alex Chandler from EMBC have been added to the call as well.

If you have any questions or concerns, please reach out to David!

Thanks,  
Autumn

---

**From:** Hoadley, David AG:EX  
**Sent:** Tuesday, September 17, 2019 3:36 PM  
**To:** Marshall, Autumn AG:EX <Autumn.Marshall@gov.bc.ca>  
**Subject:** Documents for Thursday's meeting

Hi Autumn,  
Please forward the below email and all of the attachments to Elenore, Lori and Alex.  
s.12; s.13; s.17

Thanks,

---

**From:** Hoadley, David AG:EX  
**Sent:** Tuesday, September 17, 2019 3:17 PM  
**To:** Butterworth-Carr, Brenda PSSG:EX <[Brenda.ButterworthCarr@gov.bc.ca](mailto:Brenda.ButterworthCarr@gov.bc.ca)>; Anderson, Lisa R PSSG:EX <[Lisa.R.Anderson@gov.bc.ca](mailto:Lisa.R.Anderson@gov.bc.ca)>; Lapointe, Lisa PSSG:EX <[Lisa.Lapointe@gov.bc.ca](mailto:Lisa.Lapointe@gov.bc.ca)>; Boyle, Patricia J PSSG:EX <[Patricia.Boyle@gov.bc.ca](mailto:Patricia.Boyle@gov.bc.ca)>; Sieben, Mark PSSG:EX <[Mark.Sieben@gov.bc.ca](mailto:Mark.Sieben@gov.bc.ca)>; Halls, Lori D EMBC:EX <[Lori.D.Halls@gov.bc.ca](mailto:Lori.D.Halls@gov.bc.ca)>; Chandler, Alex EMBC:EX <[Alex.Chandler@gov.bc.ca](mailto:Alex.Chandler@gov.bc.ca)>; Arend, Elenore PSSG:EX <[Elenore.Arend@gov.bc.ca](mailto:Elenore.Arend@gov.bc.ca)>  
**Cc:** Thomson, Craig S PSSG:EX <[Craig.Thomson@gov.bc.ca](mailto:Craig.Thomson@gov.bc.ca)>; MacAulay, Jim PSSG:EX <[Jim.MacAulay@gov.bc.ca](mailto:Jim.MacAulay@gov.bc.ca)>; Mezzarobba, Marcie PSSG:EX <[Marcie.Mezzarobba@gov.bc.ca](mailto:Marcie.Mezzarobba@gov.bc.ca)>; Baidwan, Jatinder PSSG:EX <[Jatinder.Baidwan@gov.bc.ca](mailto:Jatinder.Baidwan@gov.bc.ca)>; Meldrum, Erica PSSG:EX <[Erica.Meldrum@gov.bc.ca](mailto:Erica.Meldrum@gov.bc.ca)>; Azam, Salman AG:EX <[Salman.Azam@gov.bc.ca](mailto:Salman.Azam@gov.bc.ca)>; Fong, Kim AG:EX <[Kim.Fong@gov.bc.ca](mailto:Kim.Fong@gov.bc.ca)>; Chen-Mack, Betty AG:EX <[Betty.ChenMack@gov.bc.ca](mailto:Betty.ChenMack@gov.bc.ca)>; Munro, Charmaine AG:EX <[Charmaine.Munro@gov.bc.ca](mailto:Charmaine.Munro@gov.bc.ca)>; Webb, Sandy J AG:EX <[Sandy.Webb@gov.bc.ca](mailto:Sandy.Webb@gov.bc.ca)>; Maley, Madeline L EMBC:EX <[Madeline.Maley@gov.bc.ca](mailto:Madeline.Maley@gov.bc.ca)>; Peterson, Dave EMBC:EX

<Dave.Peterson@gov.bc.ca>; Thomson, Vanessa EMBC:EX <Vanessa.Thomson@gov.bc.ca>

**Subject:** Expenditure Management 2019/20 Target - Letter from Chair of TB - PSSG

**Importance:** High

PSSG Executive,

Please see attached Expenditure Management Target Letter from the Chair of Treasury Board. All ministries have been assigned a savings target for the current fiscal. <sup>s.12</sup>

An action plan using the attached template signed by the Minister is due by October 4<sup>th</sup>. I will need your assistance to complete the template and describe the implications of any reductions. Elenore, Lori, Salman and I are meeting Thursday morning to discuss. After that meeting, I will let you know next steps and we will discuss at Thursday's Joint Executive.

To date, the ministry has not received from the Chair of TB the<sup>s.12</sup>

s.12

Thanks,

---

**From:** Azam, Salman AG:EX

**Sent:** Friday, September 13, 2019 2:23 PM

**To:** Hoadley, David AG:EX <David.Hoadley@gov.bc.ca>; Fong, Kim AG:EX <Kim.Fong@gov.bc.ca>; Blakesley, Nicki AG:EX <Nicki.Blakesley@gov.bc.ca>

**Subject:** Fwd: PSSG - Signed Decision Letter

FYI - for discussion as well.

Sent from my iPhone

Begin forwarded message:

**From:** "Ma, Tiffany J FIN:EX" <Tiffany.Ma@gov.bc.ca>

**Date:** September 13, 2019 at 2:19:21 PM PDT

**To:** "Sieben, Mark PSSG:EX" <Mark.Sieben@gov.bc.ca>

**Cc:** "Azam, Salman AG:EX" <Salman.Azam@gov.bc.ca>, "Crocker, Janet FIN:EX" <Janet.Crocker@gov.bc.ca>

**Subject:** PSSG - Signed Decision Letter

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

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

Treasury Board Staff

September 13, 2019  
384760

Confidential

Honourable Mike Farnworth  
Minister of Public Safety and Solicitor General  
Rm 128 Parliament Buildings  
Victoria BC V8V 1X4

Dear Colleague:

Re: 2019/20 Expenditure Management Savings Target

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

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

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

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

s.12

.../2

s.12

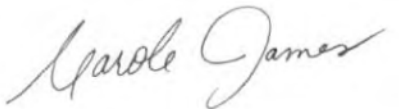
I am relying on your judgement, expertise, and leadership to ensure we can meet our collective savings target in a thoughtful way.

s.12; s.17

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

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

Sincerely,

A handwritten signature in cursive script, reading "Carole James".

Carole James  
Chair

See Attachment

cc: Mark Sieben  
Deputy Solicitor General  
Ministry of Public Safety and Solicitor General

Salman Azam  
Assistant Deputy Minister and Executive Financial Officer  
Ministry of Public Safety and Solicitor General

Page 05 of 14 to/à Page 06 of 14

Withheld pursuant to/removed as

s.12



Page 07 of 14 to/à Page 11 of 14

Withheld pursuant to/removed as

s.12; s.13; s.17

Page 12 of 14

Withheld pursuant to/removed as

s.13; s.17; s.12

Page 13 of 14

Withheld pursuant to/removed as

s.13; s.12; s.17

Page 14 of 14

Withheld pursuant to/removed as

s.12; s.13; s.17

## PSSG PSD FOI PSSG:EX

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**From:** MacAulay, Jim PSSG:EX  
**Sent:** Tuesday, September 24, 2019 2:44 PM  
**To:** Castillo, Billy R PSSG:EX  
**Subject:** FW: Information needed by Sept 27th - Branch Expenditure Management Target Plan

**Importance:** High  
**Sensitivity:** Confidential

FYI

---

**From:** Hoadley, David AG:EX  
**Sent:** Tuesday, September 24, 2019 1:12 PM  
**To:** Butterworth-Carr, Brenda PSSG:EX <Brenda.ButterworthCarr@gov.bc.ca>; Arend, Elenore PSSG:EX <Elenore.Arend@gov.bc.ca>; Boyle, Patricia J PSSG:EX <Patricia.Boyle@gov.bc.ca>; Anderson, Lisa R PSSG:EX <Lisa.R.Anderson@gov.bc.ca>; Lapointe, Lisa PSSG:EX <Lisa.Lapointe@gov.bc.ca>; Halls, Lori D EMBC:EX <Lori.D.Halls@gov.bc.ca>; Chandler, Alex EMBC:EX <Alex.Chandler@gov.bc.ca>  
**Cc:** MacAulay, Jim PSSG:EX <Jim.MacAulay@gov.bc.ca>; Thomson, Craig S PSSG:EX <Craig.Thomson@gov.bc.ca>; Meldrum, Erica PSSG:EX <Erica.Meldrum@gov.bc.ca>; Mezzarobba, Marcie PSSG:EX <Marcie.Mezzarobba@gov.bc.ca>; Ford, Stephen PSSG:EX <Stephen.Ford@gov.bc.ca>; Baidwan, Jatinder PSSG:EX <Jatinder.Baidwan@gov.bc.ca>; Thomson, Vanessa EMBC:EX <Vanessa.Thomson@gov.bc.ca>; Fong, Kim AG:EX <Kim.Fong@gov.bc.ca>  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Importance:** High  
**Sensitivity:** Confidential

s.12; s.13; s.17

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**From:** Hoadley, David AG:EX  
**Sent:** Friday, September 20, 2019 1:34 PM  
**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Importance:** High  
**Sensitivity:** Confidential

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to Kim Fong no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much in savings can be achieved in 2019/20. Primarily the Ministry Executive are considering savings in s.13; s.17

s.13; s.17

We also want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

suspect that there might be a gap<sup>s.13; s.17</sup>

The second part of the template is to justify that gap. This section is to explain why key core services/programs are NOT recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced.

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

**From:** Deputy Minister Communication AG:EX  
**Sent:** Thursday, September 26, 2019 3:53 PM  
**To:** 'All Staff- Attorney General and Public Safety and Solicitor General'  
**Subject:** Ministry Spending Directive and Targets

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged



## Ministries of Attorney General & Public Safety and Solicitor General

Sept. 26, 2019

Dear colleagues,

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

**What does this mean?**

Effective immediately, all hiring must have Deputy Minister approval. This includes hiring for positions that are currently in the recruitment process. For competitions underway, unless a written offer has been given, Deputy Minister approval must be reconfirmed and no offers given until Deputy Minister approval is received. All positions which previously received blanket approval on their bulk hiring will now be reviewed by the appropriate Deputy Minister. The exception to this will be essential operations staff such as sheriffs, correctional officers, probation officers and prosecutors.

Only essential travel should be considered and any travel whether in province or out of province, which is not litigation-related or essential for a statutory obligation or fully reimbursed, will require pre-approval by the Deputy Minister.

Discretionary spending, including new contracts, is now on hold. Only essential expenditures should be considered and these should be pre-approved by your Deputy Minister. Essential expenditures approved by branches and divisions will be monitored by the Corporate Management Services Branch on behalf of the joint executive team.

The approval process for other discretionary expenditures is also being reviewed and targets will be developed through our corporate governance committees. More information on this to come.

**For more information**

The hiring approval process will be communicated through executive next week. In the meantime, please speak with your ADM if you have any questions.

The AG and PSSG joint executive team recognizes the challenges that can come with these constraints. We want to thank you for your commitment and ongoing dedication to serving the citizens of B.C.

Sincerely,

Richard J.M. Fyfe, QC  
Deputy Attorney General

Elenore Arend  
Acting Deputy Solicitor  
General

Lori Halls  
Deputy Minister, EMBC

(This message may also be viewed on the AG/PSSG corporate Intranet.)



## Wilkinson, Anita PSSG:EX

---

**From:** Azam, Salman AG:EX  
**Sent:** Thursday, September 26, 2019 8:15 AM  
**To:** Boyle, Patricia J PSSG:EX  
**Cc:** Arend, Elenore PSSG:EX  
**Subject:** Re: Expenditure Control - heads up message

Patti please proceed with filling those vacancies.

Salman

Sent from my iPhone

On Sep 25, 2019, at 5:28 PM, Boyle, Patricia J PSSG:EX <[Patricia.Boyle@gov.bc.ca](mailto:Patricia.Boyle@gov.bc.ca)> wrote:

Hi Salman,

We've been having significant issues recruiting Immediate Roadside Prohibition adjudicators and have 12 funded vacancies on this team. We are in the process of interviewing for these difficult to recruit roles. Interviews will be completed on Friday.

s.13

We have several other postings in the works and we understand the need for controls. s.13

s.13

Thanks

Patti

---

**From:** Azam, Salman AG:EX  
**Sent:** Wednesday, September 25, 2019 4:13 PM  
**To:** Fyfe, Richard J AG:EX <[Richard.Fyfe@gov.bc.ca](mailto:Richard.Fyfe@gov.bc.ca)>; Halls, Lori D EMBC:EX <[Lori.D.Halls@gov.bc.ca](mailto:Lori.D.Halls@gov.bc.ca)>; Sieben, Mark PSSG:EX <[Mark.Sieben@gov.bc.ca](mailto:Mark.Sieben@gov.bc.ca)>; Scott, Douglas S AG:EX <[Douglas.S.Scott@gov.bc.ca](mailto:Douglas.S.Scott@gov.bc.ca)>; Juk, Peter A AG:EX <[Peter.Juk@gov.bc.ca](mailto:Peter.Juk@gov.bc.ca)>; Harvey, James AG:EX <[James.Harvey@gov.bc.ca](mailto:James.Harvey@gov.bc.ca)>; Cavanaugh, Lynda A AG:EX <[Lynda.Cavanaugh@gov.bc.ca](mailto:Lynda.Cavanaugh@gov.bc.ca)>; Sandstrom, Kurt AG:EX <[Kurt.Sandstrom@gov.bc.ca](mailto:Kurt.Sandstrom@gov.bc.ca)>; MacLeod, Sam GPEB:EX <[Sam.MacLeod@gov.bc.ca](mailto:Sam.MacLeod@gov.bc.ca)>; Maloughney, Mary Sue LCRB:EX <[MarySue.Maloughney@gov.bc.ca](mailto:MarySue.Maloughney@gov.bc.ca)>; Bailey, Ian D AG:EX <[Ian.Bailey@gov.bc.ca](mailto:Ian.Bailey@gov.bc.ca)>; Louie, Toby I PSSG:EX <[Toby.Louie@gov.bc.ca](mailto:Toby.Louie@gov.bc.ca)>; Arend, Elenore PSSG:EX <[Elenore.Arend@gov.bc.ca](mailto:Elenore.Arend@gov.bc.ca)>; Butterworth-Carr, Brenda PSSG:EX <[Brenda.ButterworthCarr@gov.bc.ca](mailto:Brenda.ButterworthCarr@gov.bc.ca)>; Anderson, Lisa R PSSG:EX <[Lisa.R.Anderson@gov.bc.ca](mailto:Lisa.R.Anderson@gov.bc.ca)>; Boyle, Patricia J PSSG:EX <[Patricia.Boyle@gov.bc.ca](mailto:Patricia.Boyle@gov.bc.ca)>; Lapointe, Lisa PSSG:EX <[Lisa.Lapointe@gov.bc.ca](mailto:Lisa.Lapointe@gov.bc.ca)>; Holmes, Rachel PSSG:EX <[Rachel.Holmes@gov.bc.ca](mailto:Rachel.Holmes@gov.bc.ca)>; Maley, Madeline L EMBC:EX <[Madeline.Maley@gov.bc.ca](mailto:Madeline.Maley@gov.bc.ca)>; Lewis, Cameron F EMBC:EX <[Cameron.Lewis@gov.bc.ca](mailto:Cameron.Lewis@gov.bc.ca)>; Peterson, Dave EMBC:EX <[Dave.Peterson@gov.bc.ca](mailto:Dave.Peterson@gov.bc.ca)>; Chandler, Alex FIN:EX  
**Cc:** Webb, Sandy J AG:EX <[Sandy.Webb@gov.bc.ca](mailto:Sandy.Webb@gov.bc.ca)>; Hoadley, David AG:EX <[David.Hoadley@gov.bc.ca](mailto:David.Hoadley@gov.bc.ca)>; Munro, Charmaine AG:EX <[Charmaine.Munro@gov.bc.ca](mailto:Charmaine.Munro@gov.bc.ca)>; Chen-Mack,

Betty AG:EX <[Betty.ChenMack@gov.bc.ca](mailto:Betty.ChenMack@gov.bc.ca)>; Blakesley, Nicki AG:EX <[Nicki.Blakesley@gov.bc.ca](mailto:Nicki.Blakesley@gov.bc.ca)>;  
Marshall, Autumn AG:EX <[Autumn.Marshall@gov.bc.ca](mailto:Autumn.Marshall@gov.bc.ca)>; Azam, Salman AG:EX  
<[Salman.Azam@gov.bc.ca](mailto:Salman.Azam@gov.bc.ca)>; Duncan, Nikki PSSG:EX <[Nikki.Duncan@gov.bc.ca](mailto:Nikki.Duncan@gov.bc.ca)>; Richter, Connie AG:EX  
<[Connie.Richter@gov.bc.ca](mailto:Connie.Richter@gov.bc.ca)>; Pearson, Barbera AG:EX <[Barbera.Pearson@gov.bc.ca](mailto:Barbera.Pearson@gov.bc.ca)>  
**Subject:** Expenditure Control - heads up message

All, please note that effective immediately:

1. All hiring approvals will require DM approval.
2. Excluded are bulk hiring requests for Sheriffs, Correctional Officers and Prosecutors.
3. Controls will be on travel, restricted to essential only – more communications will be coming.
4. New contracts will be on hold – and require DM approval to go forward.
5. Additional direction on discretionary spend will be communicated through governance committees.

On hiring: Current competitions posted & up to interview stage will be cancelled. Competitions with offer letters out will continue and are not impacted.

If you wish to re-submit – it will go through the new hiring process with the additional DM approval control in place. More communication on this will also be forthcoming.

Travel and expenses for the long-service awards in October will not be impacted by these controls.

Several ministries have already distributed similar messages - A sector wide message is planned to be distributed tomorrow afternoon.

Please do not hesitate to call if you have concerns or questions – I will do my best give as much clarity on this as possible. Your support and feedback to communicate this process out to your staff is appreciated.

Salman  
s.17

**From:** Azam, Salman AG:EX  
**To:** Fyfe, Richard J AG:EX; Halls, Lori D EMBC:EX; Sieben, Mark PSSG:EX; Scott, Douglas S AG:EX; Juk, Peter A AG:EX; Harvey, James AG:EX; Cavanaugh, Lynda A AG:EX; Sandstrom, Kurt AG:EX; MacLeod, Sam GPFB:EX; Maloughney, Mary Sue LCRB:EX; Bailey, Ian D AG:EX; Louie, Toby I PSSG:EX; Arend, Elenore PSSG:EX; Butterworth-Carr, Brenda PSSG:EX; Anderson, Lisa R PSSG:EX; Boyle, Patricia J PSSG:EX; Lapointe, Lisa PSSG:EX; Holmes, Rachel PSSG:EX; Maley, Madeline L EMBC:EX; Lewis, Cameron F EMBC:EX; Peterson, Dave EMBC:EX; Chandler, Alex FIN:EX  
**Cc:** Webb, Sandy J AG:EX; Hoadley, David AG:EX; Munro, Charmaine AG:EX; Chen-Mack, Betty AG:EX; Blakesley, Nicki AG:EX; Marshall, Autumn AG:EX; Azam, Salman AG:EX; Duncan, Nikki PSSG:EX; Richter, Connie AG:EX; Pearson, Barbera AG:EX  
**Subject:** Expenditure Control - heads up message  
**Date:** Wednesday, September 25, 2019 4:13:28 PM

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All, please note that effective immediately:

1. All hiring approvals will require DM approval.
2. Excluded are bulk hiring requests for Sheriffs, Correctional Officers and Prosecutors.
3. Controls will be on travel, restricted to essential only – more communications will be coming.
4. New contracts will be on hold – and require DM approval to go forward.
5. Additional direction on discretionary spend will be communicated through governance committees.

On hiring: Current competitions posted & up to interview stage will be cancelled. Competitions with offer letters out will continue and are not impacted.

If you wish to re-submit – it will go through the new hiring process with the additional DM approval control in place. More communication on this will also be forthcoming.

Travel and expenses for the long-service awards in October will not be impacted by these controls.

Several ministries have already distributed similar messages - A sector wide message is planned to be distributed tomorrow afternoon.

Please do not hesitate to call if you have concerns or questions – I will do my best give as much clarity on this as possible. Your support and feedback to communicate this process out to your staff is appreciated.

Salman

**From:** [Bernal, Cristina AG:EX](#)  
**To:** [AG ISB Branch Management Committee](#)  
**Subject:** FW: **\*\*Important\*\*** Expenditure Management Savings Target 2019/20 - Facilities next steps  
**Date:** Wednesday, September 25, 2019 3:42:10 PM  
**Attachments:** [2019 09 24 Facilities 19 20 Budget Targets V4.xlsx](#)  
**Importance:** High

---

Hi Team,

I just received the email below from Shariyar. I need to have the attachment completed by Friday end of the day. I am going to need your help please.

Nancy, you have requested Charmaine to save some time for this, right?

Thank you!

---

**From:** Tabrizi, Shariyar AG:EX  
**Sent:** Wednesday, September 25, 2019 3:35 PM  
**To:** Bernal, Cristina AG:EX  
**Subject:** FW: **\*\*Important\*\*** Expenditure Management Savings Target 2019/20 - Facilities next steps  
**Importance:** High

Hi Cristina,

**As discussed please kindly provide your rationale (presenting your branch's strongest business case possible) and return by end of day tomorrow please. Please also let me know if you require any further clarifications.**

Thank you.

**Facilities Governance Committee (FGC) Colleagues:**

To recap our discussion at this morning's FGC meeting (September 24), all ministries received an Expenditure Management Target Letter from the Chair of Treasury Board, requiring that all Ministries develop an in-year savings plan focussed on reducing discretionary spending. MAG and PSSG also received savings targets which have already been shared with the Executive Committee and branch finance representatives.

Subsequently, Salman Azam has asked that every CMSB division develop a potential savings plan for their area of responsibility. To that end, Facilities Services Division has developed a draft template (see attached) to identify 3 tiers of potential facilities savings and we are seeking your input to help populate this information.

**Tier 1** – Minor Impact/Low risk (low lying fruit): These projects can be potentially deferred to fy 20/21 or beyond, and are non-critical and/or not started yet.

**Tier 2** – Moderate Impact/Moderate risk: These projects may be deferred to future years, but *in addition to the projects identified in Tier 1*, this tier will also include potentially critical projects (either from current budget or contingencies) that have not yet been initiated or are already in progress.

**Tier 3** - Major Impact/High risk: These projects may be deferred to future years, but *in addition to the projects identified in Tier 1 and Tier 2*, this tier will also include critical projects (either from current budget or contingencies) that have not yet been initiated or are already in progress.

The attached template shows an example for a special purpose property (courthouse or correctional centre) which are complicated facilities with many distinct project categories (i.e.

Mandatory Operating Equipment [MOE] expense, Tenant improvement [TI] expensed, TI amortization, etc.). However, other branches with office inventory may not be as complicated so do not feel compelled to populate all project categories shown.

Your S/FPM will be contacting you with a template customized for your branch and pre-populated with current information regarding your existing facilities costs. They will also be available to assist you in completing this task. We will be depending upon you and your staff's invaluable input to identify risks and impacts as a result of delaying or cancelling projects/facilities requests.

Please note that David Hoadley has already contacted branch financial contacts and ADMs to assist with identifying potential savings in all areas (not just facilities). Please ensure you touch base with your finance area to avoid duplication of information.

Attachments for your reference include:

- Sample Template
- Criteria for Project Criticality (to assist with categorizing facilities expenses)

**SCHEDULE (NEXT STEPS):**

**Branches must submit final document to FSD contact by Sept 26, 5:00 PM at the latest please.**

BUDGET TARGETS						
LSB	TIER #1: (A)		TIER #2: (includes Tier 1) (A+B)		TIER #3: (inc. Tier 1 and 2) A + B + C	
	MINOR		MODERATE		MAJOR	
	Defer (not initiated) Non-critical	Budget Target Savings	Defer (in progress/not initiated) Non-critical (TIER#1) plus Potentially Critical	Budget Target Savings	Defer (in progress/not initiated) Non-critical & Potentially Critical (TIER#2) plus Critical	Budget Target Savings
	Other Expenses	\$0	Tenant Improvements Other Expenses	\$0 \$0	s.13; s.17	
	<b>SUBTOTAL</b>	<b>\$0</b>	<b>SUBTOTAL</b>	<b>\$0</b>		
	<b>SUBTOTAL</b>	<b>\$0</b>		<b>\$0</b>		
<b>TOTAL</b>		<b>\$0</b>		<b>\$0</b>		
	MINOR		MODERATE		MAJOR	
<b>IMPACT</b>	SAMPLES: Examples could include (but are not limited to) Operational impact can be risk managed. Increases budget pressure in following fiscal year.		SAMPLES: Reduces ability to effectively deliver services and protect public liability		Samples: In addition to Minor Impacts, examples could include (but are not limited to): Large security risk to the public. Substantial reduces the functionality of operations. Front line service delivery is substantially impacted.	
<b>RISK</b>	Staff issues. Defers the operational deficiencies for the general public and staffing improvements		Reduces the operational deficiencies for the general public and staffing improvements		Unable to deliver the objectives of the program.	

\*Please note for capital projects that the savings is for Amort costs only.

Criteria to consider when determining criticality of projects:

Is an emergency service request where immediate action is necessary to address:

Safeguard life, property or the environment (i.e. health, safety & security needs of facilities tenants including staff, public, and physical assets)

Operational necessity: prevent or minimize a critical interruption to:

Customer service/program delivery

Use or availability of property or facility.

Aligns with Sector priorities: Supports sector service plan, Justice transformation initiatives, Minister mandate letters, public announcements.

Aligns with Government priorities: e.g. accessibility, childcare, mental health and addictions, healthcare, poverty reduction, climate change and sustainability.

Are citizen-facing locations: have a front counter, in-person service delivery program and/or provides direct service to the public.

Aligns with RPD long-term leasing or ownership strategy

Severity of implications from project cancellation (e.g. deferred maintenance on end of life asset; not renewing lease will incur hold-over costs, etc.).

Preventative maintenance/replacement of assets (facilities, furniture & equipment) which will reduce future costs

**From:** Hoadley, David AG:EX  
**To:** Cavanaugh, Lynda A AG:EX; Juk, Peter A AG:EX; Sandstrom, Kurt AG:EX; Harvey, James AG:EX; MacLeod, Sam GPEB:EX; Maloughney, Mary Sue LCRB:EX; Scott, Douglas S AG:EX; Bailey, Ian D AG:EX; Manton, Jenny D AG:EX; Steinbach, Christopher G AG:EX; Chiddell, Dan J AG:EX; Anderson, Brian E AG:EX; Pollner, Kyle AG:EX; Grills, Sean C AG:EX; Truong, My Anh GPEB:EX; Bentley, Cheryl A LCRB:EX; Cairns, Holly AG:EX; Rutherford, Derek AG:EX  
**Cc:** Fischer, Caryn L AG:EX  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Tuesday, September 24, 2019 1:15:06 PM  
**Importance:** High  
**Sensitivity:** Confidential

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s.12; s.13; s.17

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**From:** Hoadley, David AG:EX  
**Sent:** Friday, September 20, 2019 12:35 PM  
**To:** Cavanaugh, Lynda A AG:EX ; Juk, Peter A AG:EX ; Sandstrom, Kurt AG:EX ; Harvey, James AG:EX ; MacLeod, Sam GPEB:EX ; Maloughney, Mary Sue LCRB:EX ; Scott, Douglas S AG:EX ; Bailey, Ian D AG:EX ; Manton, Jenny D AG:EX ; Steinbach, Christopher G AG:EX ; Chiddell, Dan J AG:EX ; Anderson, Brian E AG:EX ; Pollner, Kyle AG:EX ; Grills, Sean C AG:EX ; Truong, My Anh GPEB:EX ; Bentley, Cheryl A LCRB:EX ; Cairns, Holly AG:EX ; Rutherford, Derek AG:EX  
**Cc:** Fischer, Caryn L AG:EX  
**Subject:** Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Importance:** High  
**Sensitivity:** Confidential

AG Executive,

CMSB wants to ensure that we receive input from the branches in developing the Expenditure Management Target Plan that will be signed by the Minister. Please complete the attached template and return to Caryn Fischer no later than **September 27<sup>th</sup>**.

The template has 2 sections, the first is what is being proposed. Please outline your branch plan on how much in savings can be achieved in 2019/20. Primarily the Ministry Executive are considering

s.13; s.17

We also

want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

s.12; s.13; s.17

Realistically, I suspect that there might be a gap <sup>s.13; s.17</sup>  
s.13; s.17

The second part of the template is to justify that gap. This section is to explain why key core services/programs are NOT recommended for reduction and to describe to TBS what the implications and consequences would be if they were reduced. Some key services that we definitely cannot cut are prosecutors and sheriffs in courtroom, transfers to Legal Services Society, legislative drafting, etc. Please include these and other key core services/programs in the second part of the

template.

(Ian and Mary Sue, Thanks for the ideas that you have already provided. Please also have your branch complete the template.)

Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907



**From:** [Hoadley, David AG:EX](#)  
**To:** [Cavanaugh, Lynda A AG:EX](#); [Juk, Peter A AG:EX](#); [Sandstrom, Kurt AG:EX](#); [Harvey, James AG:EX](#); [MacLeod, Sam GPEB:EX](#); [Maloughney, Mary Sue LCRB:EX](#); [Scott, Douglas S AG:EX](#); [Bailey, Ian D AG:EX](#); [Manton, Jenny D AG:EX](#); [Steinbach, Christopher G AG:EX](#); [Chiddell, Dan J AG:EX](#); [Anderson, Brian E AG:EX](#); [Pollner, Kyle AG:EX](#); [Grills, Sean C AG:EX](#); [Truong, My Anh GPEB:EX](#); [Bentley, Cheryl A LCRB:EX](#); [Cairns, Holly AG:EX](#); [Rutherford, Derek AG:EX](#)  
**Cc:** [Fischer, Caryn L AG:EX](#)  
**Subject:** RE: Information needed by Sept 27th - Branch Expenditure Management Target Plan  
**Date:** Tuesday, September 24, 2019 1:15:06 PM  
**Importance:** High  
**Sensitivity:** Confidential

---

s.12; s.13; s.17

---

**From:** Hoadley, David AG:EX  
**Sent:** Friday, September 20, 2019 12:35 PM  
**To:** Cavanaugh, Lynda A AG:EX ; Juk, Peter A AG:EX ; Sandstrom, Kurt AG:EX ; Harvey, James AG:EX ; MacLeod, Sam GPEB:EX ; Maloughney, Mary Sue LCRB:EX ; Scott, Douglas S AG:EX ; Bailey, Ian D AG:EX ; Manton, Jenny D AG:EX ; Steinbach, Christopher G AG:EX ; Chiddell, Dan J AG:EX ; Anderson, Brian E AG:EX ; Pollner, Kyle AG:EX ; Grills, Sean C AG:EX ; Truong, My Anh GPEB:EX ; Bentley, Cheryl A LCRB:EX ; Cairns, Holly AG:EX ; Rutherford, Derek AG:EX  
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**Importance:** High  
**Sensitivity:** Confidential

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s.13; s.17

We also

want to give branches the flexibility to put forward other ideas. In the template, describe the implications and consequences of what is being proposed.

s.12; s.13; s.17

Realistically, I suspect that there might be a gap <sup>s.13; s.17</sup>

s.13; s.17

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Thanks,

*David Hoadley, CPA, CA*

Chief Financial Officer and Executive Director, Finance Division

Corporate Management Services Branch

Ministry of Attorney General + Ministry of Public Safety & Solicitor General + Emergency Management BC

778 974-2907

**From:** [Bernal, Cristina AG:EX](#)  
**To:** [Bailey, Ian D AG:EX](#); [AG ISB Branch Management Committee](#)  
**Subject:** RE: Expenditure Control - heads up message  
**Date:** September 25, 2019 4:40:32 PM

---

I have a question:

Do we need DM approval for regular vacancies that occur due to an employee leaving?

---

**From:** Bailey, Ian D AG:EX  
**Sent:** Wednesday, September 25, 2019 4:31 PM  
**To:** AG ISB Branch Management Committee <[ISBBMC@Victoria1.gov.bc.ca](mailto:ISBBMC@Victoria1.gov.bc.ca)>  
**Subject:** Fwd: Expenditure Control - heads up message  
**Importance:** High

See important message below.

Sent from my Samsung Galaxy smartphone.

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

From: "Azam, Salman AG:EX" <[Salman.Azam@gov.bc.ca](mailto:Salman.Azam@gov.bc.ca)>  
Date: 2019-09-25 4:13 PM (GMT-08:00)  
To: "Fyfe, Richard J AG:EX" <[Richard.Fyfe@gov.bc.ca](mailto:Richard.Fyfe@gov.bc.ca)>, "Halls, Lori D EMBC:EX" <[Lori.D.Halls@gov.bc.ca](mailto:Lori.D.Halls@gov.bc.ca)>, "Sieben, Mark PSSG:EX" <[Mark.Sieben@gov.bc.ca](mailto:Mark.Sieben@gov.bc.ca)>, "Scott, Douglas S AG:EX" <[Douglas.S.Scott@gov.bc.ca](mailto:Douglas.S.Scott@gov.bc.ca)>, "Juk, Peter A AG:EX" <[Peter.Juk@gov.bc.ca](mailto:Peter.Juk@gov.bc.ca)>, "Harvey, James AG:EX" <[James.Harvey@gov.bc.ca](mailto:James.Harvey@gov.bc.ca)>, "Cavanaugh, Lynda A AG:EX" <[Lynda.Cavanaugh@gov.bc.ca](mailto:Lynda.Cavanaugh@gov.bc.ca)>, "Sandstrom, Kurt AG:EX" <[Kurt.Sandstrom@gov.bc.ca](mailto:Kurt.Sandstrom@gov.bc.ca)>, "MacLeod, Sam GPEB:EX" <[Sam.MacLeod@gov.bc.ca](mailto:Sam.MacLeod@gov.bc.ca)>, "Maloughney, Mary Sue LCRB:EX" <[MarySue.Maloughney@gov.bc.ca](mailto:MarySue.Maloughney@gov.bc.ca)>, "Bailey, Ian D AG:EX" <[Ian.Bailey@gov.bc.ca](mailto:Ian.Bailey@gov.bc.ca)>, "Louie, Toby I PSSG:EX" <[Toby.Louie@gov.bc.ca](mailto:Toby.Louie@gov.bc.ca)>, "Arend, Elenore PSSG:EX" <[Elenore.Arend@gov.bc.ca](mailto:Elenore.Arend@gov.bc.ca)>, "Butterworth-Carr, Brenda PSSG:EX" <[Brenda.ButterworthCarr@gov.bc.ca](mailto:Brenda.ButterworthCarr@gov.bc.ca)>, "Anderson, Lisa R PSSG:EX" <[Lisa.R.Anderson@gov.bc.ca](mailto:Lisa.R.Anderson@gov.bc.ca)>, "Boyle, Patricia J PSSG:EX" <[Patricia.Boyle@gov.bc.ca](mailto:Patricia.Boyle@gov.bc.ca)>, "Lapointe, Lisa PSSG:EX" <[Lisa.Lapointe@gov.bc.ca](mailto:Lisa.Lapointe@gov.bc.ca)>, "Holmes, Rachel PSSG:EX" <[Rachel.Holmes@gov.bc.ca](mailto:Rachel.Holmes@gov.bc.ca)>, "Maley, Madeline L EMBC:EX" <[Madeline.Maley@gov.bc.ca](mailto:Madeline.Maley@gov.bc.ca)>, "Lewis, Cameron F EMBC:EX" <[Cameron.Lewis@gov.bc.ca](mailto:Cameron.Lewis@gov.bc.ca)>, "Peterson, Dave EMBC:EX" <[Dave.Peterson@gov.bc.ca](mailto:Dave.Peterson@gov.bc.ca)>  
Cc: "Webb, Sandy J AG:EX" <[Sandy.Webb@gov.bc.ca](mailto:Sandy.Webb@gov.bc.ca)>, "Hoadley, David AG:EX" <[David.Hoadley@gov.bc.ca](mailto:David.Hoadley@gov.bc.ca)>, "Munro, Charmaine AG:EX" <[Charmaine.Munro@gov.bc.ca](mailto:Charmaine.Munro@gov.bc.ca)>, "Chen-Mack, Betty AG:EX" <[Betty.ChenMack@gov.bc.ca](mailto:Betty.ChenMack@gov.bc.ca)>, "Blakesley, Nicki AG:EX" <[Nicki.Blakesley@gov.bc.ca](mailto:Nicki.Blakesley@gov.bc.ca)>, "Marshall, Autumn AG:EX" <[Autumn.Marshall@gov.bc.ca](mailto:Autumn.Marshall@gov.bc.ca)>, "Azam, Salman AG:EX" <[Salman.Azam@gov.bc.ca](mailto:Salman.Azam@gov.bc.ca)>, "Duncan, Nikki PSSG:EX" <[Nikki.Duncan@gov.bc.ca](mailto:Nikki.Duncan@gov.bc.ca)>, "Richter, Connie AG:EX" <[Connie.Richter@gov.bc.ca](mailto:Connie.Richter@gov.bc.ca)>, "Pearson, Barbera AG:EX" <[Barbera.Pearson@gov.bc.ca](mailto:Barbera.Pearson@gov.bc.ca)>  
Subject: Expenditure Control - heads up message

All, please note that effective immediately:

1. All hiring approvals will require DM approval.
2. Excluded are bulk hiring requests for Sheriffs, Correctional Officers and Prosecutors.
3. Controls will be on travel, restricted to essential only – more communications will be coming.
4. New contracts will be on hold – and require DM approval to go forward.
5. Additional direction on discretionary spend will be communicated through governance committees.

On hiring: Current competitions posted & up to interview stage will be cancelled. Competitions with offer letters out will continue and are not impacted.

If you wish to re-submit – it will go through the new hiring process with the additional DM approval control in place. More communication on this will also be forthcoming.

Travel and expenses for the long-service awards in October will not be impacted by these controls.

Several ministries have already distributed similar messages - A sector wide message is planned to be distributed tomorrow afternoon.

Please do not hesitate to call if you have concerns or questions – I will do my best give as much clarity on this as possible. Your support and feedback to communicate this process out to your staff is appreciated.

Salman  
s.17

**From:** [Bernal, Cristina AG:EX](#)  
**To:** [Webb, Sandy J AG:EX](#); [Holder, Catherine AG:EX](#)  
**Cc:** [AG ISB Branch Management Committee](#)  
**Subject:** FW: Expenditure Control - heads up message  
**Date:** September 25, 2019 4:53:58 PM  
**Importance:** High

---

Hi Sandy/Lorna,

I have a question regarding the information below:

- As per the hiring and classification directive updated in April 2019, we do not need DM approval for regular vacancies that occur due to an employee leaving.  
Does the message below from Salman override this statement?
- Competitions in the **Past Work Performance stage**, are also cancelled? The message below states '**Current competitions posted & up to interview stage will be cancelled.**'  
Past Work Performance are conducted after the interview. Please let me know.

Thank you,

Cristina

---

**From:** Bailey, Ian D AG:EX  
**Sent:** Wednesday, September 25, 2019 4:31 PM  
**To:** AG ISB Branch Management Committee <[ISBBMC@Victoria1.gov.bc.ca](mailto:ISBBMC@Victoria1.gov.bc.ca)>  
**Subject:** Fwd: Expenditure Control - heads up message  
**Importance:** High

See important message below.

Sent from my Samsung Galaxy smartphone.

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

From: "Azam, Salman AG:EX" <[Salman.Azam@gov.bc.ca](mailto:Salman.Azam@gov.bc.ca)>  
Date: 2019-09-25 4:13 PM (GMT-08:00)  
To: "Fyfe, Richard J AG:EX" <[Richard.Fyfe@gov.bc.ca](mailto:Richard.Fyfe@gov.bc.ca)>, "Halls, Lori D EMBC:EX" <[Lori.D.Halls@gov.bc.ca](mailto:Lori.D.Halls@gov.bc.ca)>, "Sieben, Mark PSSG:EX" <[Mark.Sieben@gov.bc.ca](mailto:Mark.Sieben@gov.bc.ca)>, "Scott, Douglas S AG:EX" <[Douglas.S.Scott@gov.bc.ca](mailto:Douglas.S.Scott@gov.bc.ca)>, "Juk, Peter A AG:EX" <[Peter.Juk@gov.bc.ca](mailto:Peter.Juk@gov.bc.ca)>, "Harvey, James AG:EX" <[James.Harvey@gov.bc.ca](mailto:James.Harvey@gov.bc.ca)>, "Cavanaugh, Lynda A AG:EX" <[Lynda.Cavanaugh@gov.bc.ca](mailto:Lynda.Cavanaugh@gov.bc.ca)>, "Sandstrom, Kurt AG:EX" <[Kurt.Sandstrom@gov.bc.ca](mailto:Kurt.Sandstrom@gov.bc.ca)>, "MacLeod, Sam GPEB:EX" <[Sam.MacLeod@gov.bc.ca](mailto:Sam.MacLeod@gov.bc.ca)>, "Maloughney, Mary Sue LCRB:EX" <[MarySue.Maloughney@gov.bc.ca](mailto:MarySue.Maloughney@gov.bc.ca)>, "Bailey, Ian D AG:EX" <[Ian.Bailey@gov.bc.ca](mailto:Ian.Bailey@gov.bc.ca)>, "Louie, Toby I PSSG:EX" <[Toby.Louie@gov.bc.ca](mailto:Toby.Louie@gov.bc.ca)>, "Arend, Elenore PSSG:EX" <[Elenore.Arend@gov.bc.ca](mailto:Elenore.Arend@gov.bc.ca)>, "Butterworth-Carr, Brenda PSSG:EX"

<Brenda.ButterworthCarr@gov.bc.ca>, "Anderson, Lisa R PSSG:EX" <Lisa.R.Anderson@gov.bc.ca>, "Boyle, Patricia J PSSG:EX" <Patricia.Boyle@gov.bc.ca>, "Lapointe, Lisa PSSG:EX" <Lisa.Lapointe@gov.bc.ca>, "Holmes, Rachel PSSG:EX" <Rachel.Holmes@gov.bc.ca>, "Maley, Madeline L EMBC:EX" <Madeline.Maley@gov.bc.ca>, "Lewis, Cameron F EMBC:EX" <Cameron.Lewis@gov.bc.ca>, "Peterson, Dave EMBC:EX" <Dave.Peterson@gov.bc.ca>  
Cc: "Webb, Sandy J AG:EX" <Sandy.Webb@gov.bc.ca>, "Hoadley, David AG:EX" <David.Hoadley@gov.bc.ca>, "Munro, Charmaine AG:EX" <Charmaine.Munro@gov.bc.ca>, "Chen-Mack, Betty AG:EX" <Betty.ChenMack@gov.bc.ca>, "Blakesley, Nicki AG:EX" <Nicki.Blakesley@gov.bc.ca>, "Marshall, Autumn AG:EX" <Autumn.Marshall@gov.bc.ca>, "Azam, Salman AG:EX" <Salman.Azam@gov.bc.ca>, "Duncan, Nikki PSSG:EX" <Nikki.Duncan@gov.bc.ca>, "Richter, Connie AG:EX" <Connie.Richter@gov.bc.ca>, "Pearson, Barbera AG:EX" <Barbera.Pearson@gov.bc.ca>

Subject: Expenditure Control - heads up message

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Please do not hesitate to call if you have concerns or questions – I will do my best give as much clarity on this as possible. Your support and feedback to communicate this process out to your staff is appreciated.

Salman

s.17

## Sidhu, Tej PSSG:EX

---

**From:** Lapointe, Lisa PSSG:EX  
**Sent:** Monday, January 13, 2020 3:39 PM  
**To:** Sidhu, Tej PSSG:EX  
**Subject:** FOI records request - FW: Savings target

Hi Tej, not sure if this meets the criteria.  
Lisa

**From:** Lapointe, Lisa PSSG:EX  
**Sent:** Wednesday, September 25, 2019 11:34 AM  
**To:** Burns, Aaron PSSG:EX ; Stancato, Vincent PSSG:EX (Vincent.Stancato@gov.bc.ca)  
**Subject:** Savings target

Hi Aaron and Vince,

I've re-read David's emails. It looks like we need to develop a plan that would fully achieve the targeted <sup>s.12; s.17</sup> of our budget. The plan includes both the savings measures proposed in the top section of the template as well as the measures not recommended in the bottom part of the template.

David's email:

s.12; s.13; s.17

s.13; s.17

Let me know if you want to discuss.

Thanks,

Lisa

*Lisa Lapointe*  
Chief Coroner, British Columbia Coroners Service  
Ministry of Public Safety and Solicitor General  
5th floor, 910 Government Street  
Victoria, BC V8V 1X4  
250-356-9326  
Traditional territory of the Songhees and Esquimalt First Nations  
[lisa.lapointe@gov.bc.ca](mailto:lisa.lapointe@gov.bc.ca)  
<http://www.gov.bc.ca/coroners>



Coroners Service



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## Sidhu, Tej PSSG:EX

---

**From:** Lapointe, Lisa PSSG:EX  
**Sent:** Monday, January 13, 2020 3:41 PM  
**To:** Sidhu, Tej PSSG:EX  
**Subject:** FOI records request - FW: Expenditure Control - heads up message

And another

---

**From:** Lapointe, Lisa PSSG:EX  
**Sent:** Wednesday, September 25, 2019 4:24 PM  
**To:** SG BCCS Regional Coroners <sg-bccs-regional-coroners@Victoria1.gov.bc.ca>; Stancato, Vincent PSSG:EX (Vincent.Stancato@gov.bc.ca) <Vincent.Stancato@gov.bc.ca>; Kuzma, Donita L PSSG:EX <Donita.Kuzma@gov.bc.ca>; Marzinzik, Larry PSSG:EX (Larry.Marzinzik@gov.bc.ca) <Larry.Marzinzik@gov.bc.ca>; Petit, Eric PSSG:EX <Eric.Petit@gov.bc.ca>; McNamee, John PSSG:EX <John.McNamee@gov.bc.ca>; Egilson, Michael PSSG:EX <Michael.Egilson@gov.bc.ca>; Baidwan, Jatinder PSSG:EX (Jatinder.Baidwan@gov.bc.ca) <Jatinder.Baidwan@gov.bc.ca>; Burns, Aaron PSSG:EX <Aaron.Burns@gov.bc.ca>; Williams, Victoria PSSG:EX <Victoria.Williams@gov.bc.ca>  
**Cc:** Susan Smallwood (susan.smallwood@gov.bc.ca) <susan.smallwood@gov.bc.ca>  
**Subject:** FW: Expenditure Control - heads up message

Hello team, please see Salman's email below. Given this direction, we will have to hold next week's meeting by video conference.

Victoria folks – Susan is cancelling hotels and flights on our behalf.

Lisa

---

**From:** Azam, Salman AG:EX  
**Sent:** Wednesday, September 25, 2019 4:13 PM  
**To:** Fyfe, Richard J AG:EX <Richard.Fyfe@gov.bc.ca>; Halls, Lori D EMBC:EX <Lori.D.Halls@gov.bc.ca>; Sieben, Mark PSSG:EX <Mark.Sieben@gov.bc.ca>; Scott, Douglas S AG:EX <Douglas.S.Scott@gov.bc.ca>; Juk, Peter A AG:EX <Peter.Juk@gov.bc.ca>; Harvey, James AG:EX <James.Harvey@gov.bc.ca>; Cavanaugh, Lynda A AG:EX <Lynda.Cavanaugh@gov.bc.ca>; Sandstrom, Kurt AG:EX <Kurt.Sandstrom@gov.bc.ca>; MacLeod, Sam GPEB:EX <Sam.MacLeod@gov.bc.ca>; Maloughney, Mary Sue LCRB:EX <MarySue.Maloughney@gov.bc.ca>; Bailey, Ian D AG:EX <Ian.Bailey@gov.bc.ca>; Louie, Toby I PSSG:EX <Toby.Louie@gov.bc.ca>; Arend, Elenore PSSG:EX <Elenore.Arend@gov.bc.ca>; Butterworth-Carr, Brenda PSSG:EX <Brenda.ButterworthCarr@gov.bc.ca>; Anderson, Lisa R PSSG:EX <Lisa.R.Anderson@gov.bc.ca>; Boyle, Patricia J PSSG:EX <Patricia.Boyle@gov.bc.ca>; Lapointe, Lisa PSSG:EX <Lisa.Lapointe@gov.bc.ca>; Holmes, Rachel PSSG:EX <Rachel.Holmes@gov.bc.ca>; Maley, Madeline L EMBC:EX <Madeline.Maley@gov.bc.ca>; Lewis, Cameron F EMBC:EX <Cameron.Lewis@gov.bc.ca>; Peterson, Dave EMBC:EX <Dave.Peterson@gov.bc.ca>; Chandler, Alex FIN:EX  
**Cc:** Webb, Sandy J AG:EX <Sandy.Webb@gov.bc.ca>; Hoadley, David AG:EX <David.Hoadley@gov.bc.ca>; Munro, Charmaine AG:EX <Charmaine.Munro@gov.bc.ca>; Chen-Mack, Betty AG:EX <Betty.ChenMack@gov.bc.ca>; Blakesley, Nicki AG:EX <Nicki.Blakesley@gov.bc.ca>; Marshall, Autumn AG:EX <Autumn.Marshall@gov.bc.ca>; Azam, Salman AG:EX <Salman.Azam@gov.bc.ca>; Duncan, Nikki PSSG:EX <Nikki.Duncan@gov.bc.ca>; Richter, Connie AG:EX

**Subject:** Expenditure Control - heads up message

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Please do not hesitate to call if you have concerns or questions – I will do my best give as much clarity on this as possible. Your support and feedback to communicate this process out to your staff is appreciated.

Salman

s.17

## Sidhu, Tej PSSG:EX

---

**From:** Lapointe, Lisa PSSG:EX  
**Sent:** Monday, January 13, 2020 3:40 PM  
**To:** Sidhu, Tej PSSG:EX  
**Subject:** FOI request records - FW: New Budget Targets - Confidential  
**Importance:** High

And perhaps this.

**From:** Lapointe, Lisa PSSG:EX  
**Sent:** Wednesday, September 25, 2019 11:57 AM  
**To:** SG BCCS Regional Coroners ; Sidhu, Tej PSSG:EX ; Petit, Eric PSSG:EX ; Egilson, Michael PSSG:EX ; McNamee, John PSSG:EX ; Baidwan, Jatinder PSSG:EX (Jatinder.Baidwan@gov.bc.ca) ; Williams, Victoria PSSG:EX  
**Cc:** Stancato, Vincent PSSG:EX (Vincent.Stancato@gov.bc.ca) ; Burns, Aaron PSSG:EX ; Susan Smallwood (susan.smallwood@gov.bc.ca)  
**Subject:** New Budget Targets - Confidential  
**Importance:** High

Hi team,

Late last week, Treasury Board assigned each ministry a savings target for this fiscal. The target is <sup>s.12; s.13; s.17</sup>

<sup>s.12; s.13; s.17</sup> As a result, each branch has been asked to present Corporate Management Services Branch with a plan – by this Friday - to achieve a total spending reduction of <sup>s.12; s.13; s.17</sup> For the Coroners Service, that is a spending reduction of <sup>s.13; s.17</sup>

At this point, Ministry executive is primarily considering <sup>s.13; s.17</sup>

<sup>s.13; s.17</sup> however, branches have flexibility to put forward other ideas.

As you can imagine, achieving a spending reduction of <sup>s.13; s.17</sup> this fiscal is a very difficult exercise in a branch as lean as ours. Vince, Aaron and I met yesterday afternoon and again this morning and have come up with a number of possible savings measures. We would like to share those with you and invite your thoughts and suggestions.

Susan will be sending you a meeting invitation for a teleconference tomorrow afternoon at 3:00 pm. Please make every effort to attend.

Any talk of budget cuts often leads to fear and uncertainty amongst staff so I ask that you please keep the contents of this email confidential to those on this email only. At 2:00 pm

tomorrow, Aaron will send out the savings measures we are proposing. These are confidential and to be considered only as proposals until our entire leadership team has a chance to review and discuss. The final template with our proposals must be submitted to CMSB on Friday.

In advance of our meeting tomorrow, please put your minds to any and all potential cost savings we can undertake to achieve our assigned target.

Regards,  
Lisa

*Lisa Lapointe*  
Chief Coroner, British Columbia Coroners Service  
Ministry of Public Safety and Solicitor General  
5th floor, 910 Government Street  
Victoria, BC V8V 1X4  
250-356-9326  
Traditional territory of the Songhees and Esquimalt First Nations  
[lisa.lapointe@gov.bc.ca](mailto:lisa.lapointe@gov.bc.ca)  
<http://www.gov.bc.ca/coroners>



Coroners Service



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