

Ministry of Finance

2025/26 – 2027/28 Service Plan

March 2025



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Minister's Accountability Statement



The Ministry of Finance 2025/26 – 2027/28 Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

A handwritten signature in black ink, which appears to read "Brenda Bailey". The signature is written in a cursive, flowing style.

Honourable Brenda Bailey
Minister of Finance
February 19, 2025

Table of Contents

Minister's Accountability Statement	3
Strategic Direction.....	5
Purpose of the Ministry	5
Performance Planning.....	6
Financial Summary.....	15
Appendix A: Public Sector Organizations	17
Appendix B: Government Communications and Public Engagement.....	19
Appendix C: BC Public Service Agency.....	20
Appendix D: Crown Agencies Secretariat.....	22
Appendix E: Minister Mandate Letter	24

Strategic Direction

In 2025/26, the Government of British Columbia will continue to prioritize delivering the services and infrastructure needed for people to build good lives in strong communities.

To support this objective, Government will focus on growing the economy, responding to the threat of tariffs, creating good paying jobs, improving affordability, strengthening health care and education, and making communities safer.

Government will also continue deepening relationships with Indigenous Peoples while advancing implementation of the Declaration on the Rights of Indigenous Peoples Act Action Plan.

This 2025/26 service plan outlines how the Ministry of Finance will support the government's priorities and selected action items identified in the Minister's January 2025 [Mandate Letter](#).

Purpose of the Ministry

The [Ministry of Finance](#) is responsible for the core financial functions of the Government of British Columbia. Key functions of the ministry include economic, fiscal, and financial policy, budgeting and forecasting, accounting, investment planning, debt management, banking services, security and risk management, and internal audit and compliance monitoring. The Ministry is also responsible for the province's revenue, tax and benefit administration and administration of the First Nations Equity Financing program. To achieve its mandate, the Ministry of Finance carries out all activities related to fiscal planning and reporting, including the preparation of the province's annual budget, three-year fiscal plan, estimates and quarterly reports and Public Accounts. The ministry plays a key role in providing professional, well-informed advice to the Treasury Board and Cabinet to support other ministries, Crowns, agencies, and boards in delivering services to citizens of British Columbia and helping the government achieve its priorities and commitments.

Furthermore, the Ministry is committed to supporting the Parliamentary Secretary for Gender Equity to ensure gender equity is reflected in government budgets, policies, and programs, as well as the work of the Parliamentary Secretary for Rural Development and other partners to ensure that government programs reflect the interests and needs of rural businesses and communities to support economic growth and inclusivity of rural communities.

The Minister is also accountable for several agencies that reside within the Ministry of Finance:

- BC Public Service Agency
- Crown Agencies Secretariat
- Government Communications and Public Engagement
- Public Sector Employers' Council

The Ministry supports the Minister in exercising accountability for the following Crown Agencies:

- BC Assessment
- BC Financial Services Authority
- BC Lottery Corporation
- BC Securities Commission

Performance Planning

Goal 1: B.C.'s finances are managed responsibly

The ministry is responsible for ensuring that B.C.'s finances are managed responsibly through government's fiscal plan, financial monitoring and reporting, and administration of the province's tax system. A sustainable fiscal plan allows government to provide services and supports for British Columbians.

Objective 1.1: B.C.'s fiscal plan is sustainable and responsive to the needs of British Columbians

The ministry plays a critical role in achieving government priorities and fiscal objectives with Treasury Board and Cabinet, and in overseeing the development of the province's fiscal plan to enable ministries and other public sector partners to deliver critical public services, drive economic growth, respond to changing circumstances or economic uncertainty, and support government's priorities.

Key Strategies

- Provide advice and guidance to the Minister of Finance and Treasury Board that balances government's fiscal objectives while supporting ministries to deliver on government's commitments.
- Develop and manage the corporate capital plan to deliver on the infrastructure needs across the province and maintain long-term fiscal sustainability.
- Incorporate appropriate levels of prudence into the fiscal plan to ensure fiscal flexibility is available to respond to changing circumstances in the economy.
- Manage the province's borrowing program by accessing the lowest cost debt available from the domestic and offshore capital markets, while managing interest rate and foreign currency risks, among others.
- Provide effective oversight of government's management of risk through the development and maintenance of enterprise-wide risk management policies and framework, and regular monitoring of risk registers.
- Work with other ministries to ensure government programs are efficient, support the economy, and keep costs low for BC families.

Discussion

The fiscal plan adopts levels of prudence including contingencies funding to respond to economic uncertainty and emergent issues that may not be known at the time of developing the budget. The ministry centrally coordinates fiscal activities and provides analysis and advice to decision makers aligned with government's fiscal and policy objectives. The ministry works closely with provincial ministries and other public sector partners to ensure that government's fiscal plan is responsive to the needs of British Columbians.

Objective 1.2: Public resources are managed in an accountable and transparent manner

The ministry is transparent and accountable for the use of public funds and for assisting the public sector to do the same.

Key Strategies

- Monitor progress against government's fiscal plan by reporting quarterly on the province's economic and fiscal forecasts, identifying risks and opportunities to the fiscal plan, developing risk mitigation strategies, and taking corrective action as required.
- Work with other ministries to review all existing government programs and initiatives to ensure programs remain relevant, are efficient, grow the economy, and help keep costs low for British Columbians.
- Provide effective oversight of public sector organizations by developing and maintaining government's financial control framework and monitoring compliance with it.
- Report government's financial position and actual results by publishing the Public Accounts annually in accordance with statutory requirements and Generally Accepted Accounting Principles (GAAP).

Discussion

In preparing the Public Accounts, the ministry strives to provide an open, accurate and fair representation of the government's financial position in accordance with GAAP. To validate this position, government seeks an independent audit opinion that offers an objective assessment of its financial reporting.

Objective 1.3: Fair and effective revenue, tax, and benefit administration

The ministry works with citizens, clients, and other jurisdictions to ensure revenue, tax and benefit programs are fairly and effectively administered. This includes helping individuals and businesses understand their financial obligations to ensure everyone pays their fair share of taxes and delivering supports to British Columbians who need it most.

Key Strategies

- Encourage compliance with the province’s revenue and tax system through public information, education, and outreach with citizens.
- Implement new technology and processes to improve citizen experience, enhance self-serve options, and improve enforcement activities.
- Align administrative practices across tax and revenue legislation where possible to improve compliance and effectiveness of revenue, tax and benefit administration.

Discussion

Progress towards this objective is monitored through various measures that report on the overall effectiveness of revenue collection programs, including the percentage of on-time payments. The ministry focuses on education and promoting citizen-centered tax information to help people understand their financial obligations to the province. The ministry also plays a key role in administering benefit programs to British Columbians.

Performance Measures

Performance Measure	2023/24 Baseline	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1.a Meet or exceed current year surplus/(deficit) budget target as set out in government’s fiscal plan. ^{1,2}	(\$5,035) million ¹	(\$9,135) million ²	As set out in government fiscal plan ²	As set out in government fiscal plan ²	As set out in government fiscal plan ²

Data source: British Columbia Budget and Fiscal Plan

¹ BC Public Account 2023/24

² Budget 2025

Performance Measure	2024/25 Forecast	2025/26 Target	2027/28 Target	2027/28 Target
1.b Percentage of on-time tax and royalty payments.	97.16%	Upward trend	Upward trend	Upward trend

Data source: Revenue Division

Discussion

This measure reports on the ministry’s overall effectiveness in encouraging compliance and collecting revenues owed to government. It tracks tax and royalty payments received on or before their legislated due date. The ministry seeks to continually improve this measure, and the targets reflect the commitment to an upward trend for on-time payments every year.

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1.c Taxpayer-supported debt service costs as percentage of revenue (interest bite) ranks among the three lowest provinces ¹ .	4.3% ² Expected to rank among the three lowest provinces	Remain among the three lowest provinces ²	Remain among the three lowest provinces ²	Remain among the three lowest provinces ²

Data source: Provincial Treasury

¹ Fall 2024 Economic and Fiscal Update

² Budget 2025 and Moody's Investors Service

Discussion

Interest bite measures the affordability of the province's debt burden. Keeping debt affordable is an important component of the province's financial sustainability because it frees up revenues for government priorities in lieu of servicing debt. The interest bite is favorably lowered by less debt, lower borrowing costs and strong economic and fiscal performance. Overall, it is a measure that B.C.'s finances are managed responsibly and targeting the interest bite to remain among the three lowest provinces keeps debt affordable. Progress toward this objective is tracked through reports from Moody's Investors Service which provides the interest bite information for other provinces.

Goal 2: B.C. has a sustainable and secure economy

The ministry is responsible for ensuring B.C.'s economic and fiscal policies promote a strong, well-performing economy that works for all British Columbians now and in the future.

Objective 2.1: A fair and competitive tax system and progressive revenue programs

The ministry is responsible for ensuring B.C.'s tax system is fair, able to support services and programs, and competitive with other jurisdictions.

Key Strategies

- Deliver supports and measures for British Columbians as announced in Budget 2025.
- Develop and diversify provincial revenue programs to support stable funding for government priorities, critical services, and public infrastructure projects.
- Co-develop new policy frameworks for resource revenue-sharing and other fiscal mechanisms with Indigenous Peoples.
- Explore new ways to incentivize more construction of rental housing through tax or other programs.
- Work with other provincial and territorial governments and the federal government to mitigate pressure for tax competition between provinces and territories by seeking increased federal funding for shared national priorities.

- Continue to deliver supports and measures for British Columbians, aligning with the priorities outlined in the most recent mandate letter.
- Work with other ministries to support BC's economic growth by developing initiatives to attract new investments, help businesses expand, and promote sustainable practices.

Discussion

Tax measures and other revenue programs are designed to generate funding for government services and programs, support a secure and sustainable economy, and address inequality to improve the lives of British Columbians. The ministry will monitor tax and other fiscal information and perform program evaluations to provide advice and information to the Minister of Finance on these subjects to help inform the annual budget process and other decision-making.

Objective 2.2: An economy that balances consumer protection with economic growth

A sustainable economy depends on a regulatory environment that is robust and competitive with other jurisdictions nationally and internationally.

Key Strategies

- Monitor the real estate and insurance markets and consider policies to improve access for British Columbians.
- Work with regulators to maintain effective financial regulation in the areas of capital markets, credit unions and pensions.
- Update the framework for cooperative associations and continue improving corporate transparency through a beneficial ownership registry.
- Explore ways to strengthen tax legislation and take enforcement actions against those avoiding taxes and driving up real estate prices in the province.

Discussion

Maintaining a sound and robust regulatory framework in the financial, corporate and real estate sectors contributes to a secure and sustainable economy by balancing the need to protect the financial interests of all British Columbians with the need to maintain a financial marketplace that can flourish and innovate. Furthermore, these strategies are needed to create and maintain sound regulatory frameworks for corporate and commercial entities, providing an environment that maintains public confidence in those entities and protecting those with a vested interest in them.

Objective 2.3: Prevent and deter money laundering in British Columbia

The ministry works with other partners to prevent and deter money laundering in British Columbia.

Key Strategies

- Work with the federal government, provincial ministries, and provincial financial services regulators to address recommendations made to prevent and deter money laundering in B.C.
- Strengthen anti-money laundering regulations in the financial services sector, including beneficial ownership, mortgage services and money services businesses.
- Communicate B.C.'s progress on anti-money laundering initiatives through a dedicated website and stakeholder engagement.

Discussion

This objective reflects responsibility for the Anti-Money Laundering Secretariat and the ministry's critical role as a part of government's collective response to money laundering. Progress toward this objective will require coordination across government and with key partners to prioritize and address recommendations.

Performance Measures

Performance Measure[s]	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
2a.i Provincial ranking of corporate income tax rates	Remain in lowest four	Remain in lowest four	Remain in lowest four	Remain in lowest four
2a.ii Provincial ranking of personal income tax rates for bottom two brackets	Remain in lowest two	Remain in lowest two	Remain in lowest two	Remain in lowest two

Data source: Published legislation and budgets from all 10 provinces.

Discussion

The targets for corporate and personal income tax rates speak to the competitiveness of the province's tax rates. Maintaining a competitive corporate tax environment represents sustainability because it fosters economic growth by encouraging business investment and promoting a business-friendly environment. Maintaining a competitive personal income tax environment for families and individuals in lower tax brackets ensures people of all income levels are supported in B.C.

The measures of the provincial ranking of both corporate and personal income tax rates provide a comparison of B.C.'s tax rates, as of March 31st each year, with those of the other nine provinces.

Goal 3: B.C. is an inclusive and equitable place to live

This goal reflects the ministry's role in shaping the development of corporate policies to advance the broader priorities of government.

Objective 3.1: Improve equity for British Columbians

The ministry provides leadership and support to ministries across government in promoting equity for British Columbians. Gender equity is a significant step towards broader inclusivity as it removes the barriers that stop people from reaching their full potential.

Key Strategies

- Close the gender pay gap by continuing to implement pay transparency legislation and leading public reporting.
- Collaborate with partners to implement government's action plan to address gender-based violence in BC, prioritizing the needs and experiences of those directly affected.
- Collaborate with the Minister of Housing and Municipal Affairs, and the Attorney General to expand accessible transition housing for women leaving violence and ensure the justice system supports survivors effectively.

Discussion

This objective reflects the strong governance role of the ministry in improving gender equity for British Columbians. Achieving this objective requires coordinating across government and public sector organizations.

Objective 3.2: Social, environmental and economic values are reflected in British Columbia's programs, policies and capital projects.

Public sector investments in critical infrastructure and supports are valuable tools to promote the province's social, environmental and economic values. In support of this objective, the Ministry of Finance developed the Environmental Social Governance (ESG) Framework for Capital projects to guide government and crown partners in the delivery of key government priorities through provincial taxpayer-supported projects.

Key Strategies

- Update the province's ESG data profile to showcase for stakeholders and the financial community how the government's policies, programs and infrastructure projects align with ESG values.
- Work with government and crown partners to ensure capital projects consider the following policy objectives: childcare space creation, mass timber construction, greenhouse gas emission reduction, climate resilience and employment opportunities for apprentices and members of underrepresented groups.

Discussion

Government and its Crown agencies align well with ESG values and outcomes which are increasingly important to global investors. Robust ESG reporting supports investor purchases of British Columbia debt securities which are offered to finance delivery of essential services and capital projects. The ESG Framework for Capital provides guidance and resources for provincial project teams as they consider which objectives are suited to each project.

Objective 3.3: Support Indigenous economic inclusion and participation

The Ministry of Finance is committed to advancing meaningful reconciliation with First Nations across B.C. The ministry supports provincial economic reconciliation efforts, working with ministry partners to help ensure Nations can meaningfully participate in public and private sector capital projects and other economic opportunities identified by Nations in the province. Economic inclusion is a vital step forward in supporting a Nation’s self-determining path.

Key strategies:

- Work with First Nations, ministry partners and industry to support Nations’ access to equity opportunities in new projects that provide for economic growth, new jobs and revenues to both Nations and the province. Specific strategies may include assistance for Nations to build capacity, to engage with the province and access equity loan guarantees.
- Collaborate with the federal government and its agencies to harmonize, to the extent possible, federal and provincial policies and processes for First Nations seeking equity loan guarantees that support participation in project opportunities as identified by Nations.
- Continue to strengthen internal capacity within the Ministry of Finance particularly with respect to the administration of the province’s First Nations Equity Financing program.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
3a Annual median hourly gender pay gap in B.C.	16% ¹	Downward trend	Downward trend	Downward trend

Data source: Statistics Canada. Table 14-10-0417-01 Employee wages by occupation, annual. Median hourly gender wage ratio.

Discussion

The gender pay gap refers to the difference in earnings between people of different genders. While it affects people all along the gender continuum, it is most often expressed as a difference between men and women. The negative impacts of the gap disproportionately affect women and presents a significant barrier to gender equity.

In B.C., the median pay gap between men and women was 16 percent in 2024, down from 17 percent in 2023, though higher than the national median of 12 percent. The gender pay gap is caused by multiple factors. Enacting pay transparency legislation is one way the ministry is attempting to close the gender pay gap. It is intended to empower employers and employees with accurate information about their pay gaps.

Over the fiscal planning period, the aim is for B.C. to continue a downward trend and be lower than the national median gender pay gap.

Financial Summary

Core Business Area	2024/25 Restated Estimates ¹	2025/26 Estimates	2026/27 Plan	2027/28 Plan
Operating Expenses (\$000)				
Treasury Board Staff	9,910	10,101	10,101	10,101
Office of the Comptroller General	23,722	24,082	24,082	24,082
Treasury	1	1	1	1
Revenue Division	284,501	295,683	295,780	295,922
Policy and Legislation	8,999	9,166	9,166	9,166
Public Sector Employers' Council Secretariat	31,257	32,060	32,060	32,060
Crown Agencies Secretariat	8,243	8,363	8,363	8,363
Executive and Support Services	46,606	47,494	47,494	47,494
Housing Priority Initiatives special account	1,038,949	878,154	827,390	827,390
Insurance and Risk Management Account	6,218	6,358	6,358	6,358
Provincial Home Acquisition Wind Up special account	10	10	10	10
<i>Land Tax Deferment Act</i>	81,000	92,000	92,000	92,000
Total	1,539,416	1,403,472	1,352,805	1,352,947
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services	341	300	170	170
Total	341	300	170	170
Other Financing Transactions (\$000)				
Reconstruction Loan Portfolio (Homeowner Protection Act Loan Program)				
Disbursements	0	0	0	0
Receipts	(1,000)	(1,000)	(1,000)	(1,000)
Net Cash Requirement (Source)	(1,000)	(1,000)	(1,000)	(1,000)
Student Aid BC Loan Program				
Disbursements	432,039	422,430	427,350	432,340
Receipts	(115,000)	(120,000)	(120,000)	(120,000)
Net Cash Requirement (Source)	317,039	302,430	307,350	312,340
International Fuel Tax Agreement (Motor Fuel Tax Act)				
Disbursements	7,000	8,000	8,000	8,000
Receipts	(15,000)	(17,000)	(17,000)	(17,000)
Net Cash Requirement (Source)	(8,000)	(9,000)	(9,000)	(9,000)
Land Tax Deferment Act				
Disbursements	445,000	475,000	505,000	535,000
Receipts	(120,000)	(120,000)	(120,000)	(120,000)
Net Cash Requirement (Source)	325,000	355,000	385,000	415,000
Improvement District Loans (Local Government Act)				

Ministry of Finance

Disbursements	2,000	2,000	2,000	2,000
Receipts	(2,000)	(2,000)	(2,000)	(2,000)
Net Cash Requirement (Source)	0	0	0	0
Total Disbursements	886,039	907,430	942,350	977,340
Total Receipts	(253,000)	(260,000)	(260,000)	(260,000)
Total Net Cash Requirements (Source)	633,039	647,430	682,350	717,340

¹ For comparative purposes, amounts shown for 2024/25 have been restated to be consistent with the presentation of the 2025/26 *Estimates*.

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Appendix A: Public Sector Organizations

The Minister of Finance is responsible and accountable for the following organizations:

BC Assessment Authority

[BC Assessment](#) is a Crown corporation that produces annual property assessments for all property owners in the province.

BC Financial Services Authority

[BC Financial Services Authority](#) regulates credit unions, trust companies, insurance companies, pension plans, mortgage brokers and real estate professionals, ensuring financial services transactions are protected, for the prosperity of consumers and the province of B.C.

BC Lottery Corporation

The [British Columbia Lottery Corporation](#) is a Crown corporation that conducts and manages commercial gambling in a responsible manner for the benefit of British Columbians.

BC Securities Commission

The [British Columbia Securities Commission](#) is a Crown corporation that administers the Securities Act and is responsible for regulating capital markets in B.C.

The following list includes additional Crown Corporations, Agencies, Boards, Commissions and other key organizations otherwise not referenced in the service plan that are directly or indirectly integral to Ministry operational interests or legislative oversight responsibilities.¹

- Credit Union Deposit Insurance Corporation
- Government House
- Insurance Council of British Columbia
- Property Assessment Review Panels
- Real Estate Compensation Fund Corporation
- Real Estate Foundation of British Columbia
- Real Estate Errors and Omissions Insurance Corporation

¹ Ministries may have direct responsibilities for certain Crown corporations, agencies, boards, commissions or other organizations through legislation or provincial ownership. Ministries may also have responsibility for key joint initiatives with other jurisdictions or external organizations which the Province does not own or control. In certain cases, ministries may appoint representatives to such entities under specific legislation, through the Province's Crown Agencies Secretariat or other authorities.

The Minister of Finance is also responsible for general oversight and legislation that governs the BC Investment Management Corporation, BC Pension Corporation and the BC Land Title and Survey Authority, which are provincial public sector entities not directly owned or controlled by the government.

Appendix B: Government Communications and Public Engagement

Purpose of the Organization

Government Communications and Public Engagement (GCPE) provides strategic advice and communications leadership across government. Through a multi-faceted and integrated communications practice, GCPE ensures British Columbians are meaningfully connected to the information, programs and services that matter to them, and that government has the insight and support needed to advance and communicate its priorities.

Strategic Direction

GCPE plays a critical role in helping government achieve its key commitments - including growing the economy by creating good jobs across British Columbia, reducing costs for families, strengthening health care, and making neighbourhoods and communities safer – by keeping people in British Columbia informed about the actions government is taking to make life better, and the programs and services that benefit and support people.

GCPE provides strategic communications counsel, services and tactics to the Executive Council, Cabinet, ministry executives and program staff. GCPE performs our work through a variety of communications channels, including paid, earned, owned and shared media. GCPE also ensures that peoples’ voices are heard when important decisions are being made through direct engagement and research on a variety of issues.

Financial Summary:

(\$000s)	2024/25	2025/26	2026/27	2027/28
	Restated Estimates ¹	Estimates	Plan	Plan
Operating Expenses				
Government Communications	31,660	32,453	32,453	32,453
Total	31,660	32,453	32,453	32,453

¹ For comparative purposes, amounts shown for 2024/25 have been restated to be consistent with the presentation of the 2025/26. *Estimates*.

Appendix C: BC Public Service Agency

Purpose of the Organization

The BC Public Service Agency (the PSA) is responsible for leading a strategic government-wide human resource (HR) agenda and supporting the operational business needs of government ministries and agencies through the provision of HR services, policies and programs.

Strategic Direction

The mission of the PSA is to provide the HR leadership, expertise, services and programs that enable the BC Public Service to respond to the ever-changing needs of British Columbians. The PSA works to fulfill this mandate with a focus on three primary goals as set out in its strategic plan:

1. **Excellence In HR Practice and Service Delivery:** providing a foundation of effective HR policy, services, advice and programs designed to build a more trusted, talented and modern public service.
2. **A Modern HR Delivery Organization:** focused on continuous improvement and the adoption of contemporary approaches to HR service delivery, policy, systems, data, employee engagement and culture.
3. **Talented People in a Trusting Culture:** attracting, developing and retaining the talented people who work in the PSA and fostering trust through inclusion, engagement and collaboration.

Priorities for the PSA in the year ahead include:

- Modernizing core HR technology platforms, with a priority on replacing the current recruitment management system with a new solution that improves the user experience for employees, applicants and hiring managers.
- Delivering reliable and efficient core HR services, including payroll, hiring, labour relations, occupational health and safety, professional development and employee engagement.
- Supporting government's priority of ensuring the B.C. Public Service is an inclusive and diverse organization, reflective of the province, and, where all employees are supported to achieve their full potential.
- Clarifying and refining the roles and responsibilities of the PSA and ministry HR partners, to reduce duplication and provide more effective and efficient HR support across government.

Financial Summary:

(\$000s)	2024/25 Restated Estimates ¹	2025/26 Estimates	2026/27 Plan	2027/28 Plan
Operating Expenses				
BC Public Service Agency	70,491	71,872	71,872	71,872
Benefits and Other Employment Costs	1	1	1	1
Long Term Disability Fund Special Account	29,470	26,066	26,066	26,066
Total	99,962	97,939	97,939	97,939
Capital Expenditures				
BC Public Service Agency	10	10	10	10
Total	10	10	10	10

¹ For comparative purposes, amounts shown for 2024/25 have been restated to be consistent with the presentation of the 2025/26 Estimates.

Appendix D: Crown Agencies Secretariat

Purpose of the Organization

The Crown Agencies Secretariat (CAS) supports public sector organizations (PSOs) to operate effectively, in the public interest, and aligned with government's strategic direction and priorities.

Strategic Direction

There are approximately 250 public sector organizations (PSOs) in B.C. They include agencies, boards, commissions, tribunals, advisory bodies, independent authorities and societies. PSOs deliver public services to the people of B.C. and collectively provide stewardship of a large portion of government spending. They are accountable to the public through a government minister that is responsible for the PSO.

As a central agency, CAS is strategically positioned and has unique expertise in public sector governance. It operates in a dynamic environment, ensuring PSO alignment with government's strategic direction. CAS's role enables Ministries and their respective PSOs to quickly respond to new and emerging government priorities and ensures changes in PSO mandates are effectively implemented. CAS provides a whole-of-government perspective on supporting PSOs and makes sure the public's interest is considered. CAS accomplishes this through providing the following services and supports:

- **Board Appointments and Development.** CAS oversees the recruitment and recommendation of candidates for appointments to PSO boards. CAS also provides public sector governance advice and training to board members. Through this, CAS supports boards to ensure PSOs are governed in the public interest and fulfill their mandate to British Columbians.
- **Performance, Planning and Reporting.** CAS develops all crown agency mandate letters and coordinates and oversees the development of crown agency and ministry service plans and annual service plan reports. These are tools that PSOs and government use to work together and to plan and communicate their business, direction and priorities with the public.
- **Primary Liaison for Select PSOs.** CAS is the primary liaison for the Insurance Corporation of BC (ICBC), the BC Lottery Corporation (BCLC), the Liquor Distribution Branch (LDB) and the BC Ferry Authority (BCFA). As primary liaison, CAS provides support to the minister responsible for the PSO to ensure that the organization is operating effectively, in the public interest, and aligned with government's strategic direction and priorities as well as supporting these PSOs in aligning to government's direction.
- **PSO Sector Communications and Governance Support.** CAS provides outreach and support to PSOs to achieve their mandate in alignment with government's strategic direction and priorities. This includes leading communication to PSOs on behalf of

government; coordinating governance-related training; and providing advice and support to ministries and PSOs on governance best practices and government priorities.

The work that CAS leads with PSOs directly supports government's priorities, such as reducing costs for families; ensuring British Columbians have the services they want and need; and ensuring PSOs are reflective of our province and inclusive of Indigenous peoples, people of colour, all genders, 2SLGBTQ+, and persons with disabilities. CAS's ongoing work will help establish a culture of collaboration, transparency and accountability across the PSOs, enabling government to be nimble and responsive when issues emerge.

Appendix E: Minister Mandate Letter



January 16, 2025

Honourable Brenda Bailey
Minister of Finance
Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Bailey:

Congratulations on your appointment as Minister of Finance at a critical time for our province. Serving as a member of the executive council is a privilege and responsibility which I am confident you will fulfill with integrity and a commitment to the people of our province.

British Columbians have trusted us with a mandate to deliver for them in ways that make a tangible difference in their daily lives. They expect us to listen and learn from people of different perspectives – and work together to make things better for everyone.

Specifically, we will tackle the challenges people worry about at the kitchen table:

- **Grow the economy by creating good jobs across British Columbia.** We will collaborate with businesses, workers, and communities to attract investments in both new and traditional sectors as well as emerging sectors of the economy. This approach will bring certainty for business, security for workers, and generate the wealth needed to support the essential services British Columbians rely on.
- **Reduce costs for families** including by helping people access homes they can afford through support for first-time homebuyers, increasing the supply of rental housing stock, and stronger measures to crack down on housing speculation.

.../2

- **Strengthen health care** by expanding access to family doctors and recruiting and training more health professionals, ensuring that every British Columbian can access the care they need, no matter where they live. We will also increase access to addictions treatment and provide help for people whose struggles require intensive supports.
- **Make our neighbourhoods and communities safer** by working with law enforcement and social agencies to address street disorder, crack down on organized crime, and do all we can to ensure repeat offenders stay behind bars.

Our commitment to take action on climate change remains foundational and will be key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples. Advancing reconciliation, implementing the *Declaration on the Rights of Indigenous Peoples Act* and working in partnership with First Nations rights-holders to advance shared interests is the responsibility of every Minister.

Over this mandate I expect you to prioritize making progress on the following:

- In order to protect key services that British Columbians rely on, work with your ministerial colleagues to review all existing government programs and initiatives to ensure programs remain relevant, are efficient, grow the economy, and help keep costs low for British Columbians. This is important in the context of Provincial budget constraints, proposed American tariffs and other global threats to BC families.
- Put BC on a clear path to balanced budgets and maintain the province's debt to GDP ratio as among the best in Canada.
- Continue to deliver cost of living supports for British Columbians in response to global inflation and economic uncertainty.
- Work with the Ministry of Housing and Municipal Affairs to:
 - support the construction of new purpose-built rental housing by exploring new models for capitalizing the construction of purpose built rental buildings;
 - remove barriers to financing small scale multi-unit density; and,
 - eliminate taxes that could prevent or impair the transfer of land for the purpose of developing affordable housing.
- In partnership with your ministerial colleagues, identify and deliver initiatives to support the competitiveness and growth of British Columbia's economy by supporting investment in the province, and the expansion and sustainability of existing businesses.

- Work with the new Cabinet Committee on Community Safety to ensure that initiatives identified by the committee are prioritized and delivered by your ministry as required.

To assist you in meeting the commitments we have made to British Columbians, you are assigned a Parliamentary Secretary for Gender Equity whose focus will be to:

- Work with partners to address the national epidemic of gender-based violence as it relates to our province, and work with stakeholders to ensure that government programs and initiatives reflect the interests and concerns of people with lived experience.
- Work with the Minister of Housing and Municipal Affairs and the Attorney General to ensure that we are meeting our targets on delivering accessible transition housing for women fleeing violence, and that the justice system is responsive to the needs of survivors of gender-based violence.

You are also assigned a Parliamentary Secretary for Rural Development whose focus will be to:

- Ensure that government programs reflect the interests and concerns of rural businesses, and work with stakeholders to identify how government can support rural economic development proposals from across British Columbia to help ensure every British Columbian feels the benefit of a growing economy.
- In addition to priorities identified by rural and remote communities themselves, work with the Minister of Tourism, Arts, Culture and Sport, the Minister of Agriculture and Food, and the Minister of Jobs, Economic Development and Innovation to promote and design government programs and initiatives from these ministries in a way that rural communities can also see economic growth and benefit.

You will work closely together and ensure your Parliamentary Secretaries receive appropriate support to deliver on this work.

As you are aware, we have established an accord with the BC Green Caucus that supports our shared commitment to ensuring stable governance focused on delivering progress and tangible outcomes for British Columbians. The commitments in that accord complement the direction in these mandate letters.

As a Cabinet, we will uphold the highest standards of ethics, collaboration, and good conduct in service of the public, and as a Minister of the Crown, you are expected to review, understand, and act according to the *Members' Conflict of Interest Act*. You will

establish a collaborative working relationship with your Deputy Minister and the public servants under their direction, who provide the professional, non-partisan advice that is fundamental to delivering on our government's priorities. Your Minister's Office must meet the highest standards for integrity and provide a respectful, rewarding environment for all staff.

The work we have ahead takes place in a profoundly challenging geopolitical environment. Close friends and neighbours to our south are contemplating imposing draconian tariffs on our products that would hurt both Americans and Canadians. Our allies internationally face governmental instability. Hate and racism are on the rise around the world. Artificial intelligence breakthroughs with unclear implications and astonishing potential are announced daily. Global inflation, snarled supply chains, and war are threatening global economic growth and prosperity as well as the transition to a low-carbon economy.

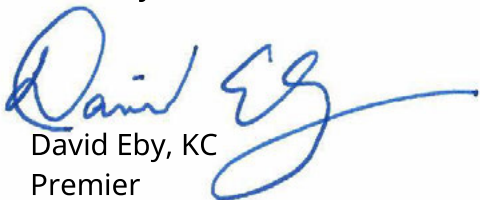
We have an obligation to protect and defend British Columbians, as well as seize opportunities, in these uncertain times.

The good news is that we have everything we need to succeed, and we will succeed. British Columbia's people – our workers, entrepreneurs, business leaders, artists, and innovators – are among the most talented in the world. We are home to world-class educational institutions and public services. Our natural beauty is unmatched, we have internationally envied resources, and we are one of the most diverse places on the planet. Your job is to help us leverage these advantages in perilous times.

Use this mandate letter to guide your work, and do not be afraid to challenge assumptions, or be innovative, bold and aggressive in achieving the goals set out for you and your Ministry by the people of this province.

Thank you for joining me in the work ahead.

Sincerely,



David Eby, KC
Premier

cc: Jennifer Blatherwick, MLA
Parliamentary Secretary for Gender Equity

Steve Morissette, MLA
Parliamentary Secretary for Rural Development