

**Ministry of  
Finance**

**2022/23 – 2024/25  
SERVICE PLAN**

**February 2022**



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## Minister's Accountability Statement



The *Ministry of Finance 2022/23 – 2024/25 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 blue ink, appearing to read 'S. Robinson'.

Honourable Selina Robinson  
Minister of Finance  
February 11, 2022

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## Purpose of the Ministry

The Ministry of Finance plays a central role in managing government's fiscal, financial, human resource and taxation policies. Key responsibilities of the ministry include:

- Developing forecasts of the provincial economy; and developing and monitoring government's budget, capital plan and three-year fiscal plan.
- Policy development with respect to provincial taxes; financial services, capital markets, pension plans, mortgage broker sectors, real estate services and societies and anti-money laundering in real estate.
- Providing policy advice with respect to federal-provincial fiscal arrangements and federal-provincial income security programs, such as Employment Insurance and the Canada Pension Plan.
- Oversight for government's financial, procurement and administrative governance as well as banking, payment card, corporate accounting, insurance, risk, security, and debt management services.
- Performance and financial management audits of ministry, agency and Crown corporation programs and functions to help improve efficiency and ensure governance, management and control systems are operating effectively.
- Identifying and collecting amounts owed to the government in relation to statutes the ministry directly administers, as well as statutes administered by other ministries.
- Coordinate cross-government action on gender equity issues, including addressing and responding to Gender-Based Violence (GBV), closing the gender pay gap and advancing the application and use of Gender-Based Analysis Plus (GBA+).
- Through the Public Sector Employers' Council, oversight of strategic coordination of bargaining and labour relations, total compensation planning and human resource management for the provincial public sector, in addition to representing the Minister of Finance as Government Pension Plan Partner.
- Providing guidance to ministries in the delivery of strategic government objectives on public infrastructure projects.
- Through the Crown Agencies Secretariat (CAS), ensuring specified Crowns are operating effectively, in the public interest and in support of government's strategic direction and fiscal, financial and other policy principles; and
- oversight of governance, corporate accountability and appointments to all Crown corporations, agencies, boards and commissions.
- Through Government Communications and Public Engagement (GCPE), ensuring British Columbians are informed about programs, policies and services that affect them and communicate essential features and changes in these areas through a wide variety of communication channels, direct engagement, and online services.
- Through the BC Public Service Agency (PSA), providing human resource leadership, expertise, services and programs that contribute to better business performance of ministries and government as a whole. These services include hiring, payroll, labour relations, occupational health and safety, professional development, succession management, and employee engagement.

- Operation of [Government House](#) and accountability for the [BC Securities Commission](#), the [BC Financial Services Authority](#), [BC Infrastructure Benefits](#), [Infrastructure BC](#), [BC Assessment Authority](#), [BC Lottery Corporation](#), [Liquor Distribution Branch](#) and [Real Estate Foundation of BC](#).

## Strategic Direction

In 2022/2023, the Government of British Columbia will continue its whole-of-government response to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each ministry's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first; working toward lasting and meaningful reconciliation; supporting equity and anti-racism; ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets; and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how the Ministry of Finance will support the government's priorities including the foundational principles listed above and selected action items identified in the November 2020 Minister's [Mandate Letter](#).

## Economic Statement

B.C.'s economy has rebounded from the impacts of the COVID-19 pandemic that began in 2020, despite significant pandemic variant and climate-related events. A strong health response, high vaccination rates, increased infrastructure investments and supports for British Columbians struggling through the pandemic has helped the province rebound. While the recovery has broadened over the past year, it remains uneven with sectors like tourism, hospitality and live recreation events not fully recovered. The path of the ongoing economic recovery in B.C. and its trading partners remains highly uncertain. However, rebuild efforts from the November 2021 floods are expected to provide some support to economic activity in the province. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 5.1 per cent in 2021 and expects growth of 4.2 per cent in 2022 and 2.7 per cent in 2023. Meanwhile for Canada, the EFC projects national real GDP growth of 4.1 per cent in 2022 and 2.8 per cent in 2023, following an estimated gain of 4.7 per cent in 2021. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the emergence of further variants of concern, inflationary supply chain disruptions, extended travel restrictions, and the continued impact of the slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies, and lower commodity prices.

## **Performance Planning**

### **Goal 1: Sound and transparent management of government's finances**

The ministry is responsible for achieving government's goal of balancing the needs and priorities of British Columbians within a fiscal plan that helps keep the province financially sound over the long run. This includes management of government's budget and fiscal plan, oversight of financial monitoring and reporting, and administration of the province's tax system.

#### **Objective 1.1: Effective management of government's fiscal plan**

Government is focused on supporting people, rebuilding critical infrastructure, and making major progress in recovery from the pandemic and flooding events of 2021. Government continues to be focused on balancing the needs of British Columbians with the longer-term fiscal sustainability of the province.

The government's ability to achieve fiscal sustainability flows from a prudent and resilient fiscal plan. The ministry plays a critical role in overseeing the development of the fiscal plan and works closely with provincial ministries and other public sector partners to ensure that government's annual and three-year revenue, operating and capital expenditure targets are met, while achieving government's priorities.

#### **Key Strategies**

- Prepare the annual Budget and Fiscal Plan, Estimates and quarterly reports in accordance with statutory requirements.
- Develop and prepare the economic forecast, incorporating an appropriate amount of prudence relative to the private sector outlook, and monitor changes in the forecast and B.C.'s economy that impact government's fiscal plan.
- Develop, prepare and monitor forecasts of revenues, expenditure and debt set out in Budget 2022 to identify risks and opportunities to the fiscal plan, develop risk mitigation strategies, and take corrective action as required to meet targets.
- Develop and manage government's corporate capital plan consistent with the strategic priorities of government.
- Ensure effective cash management and debt issuance to minimize borrowing requirements and debt service costs.
- Prepare the province's first-ever report on how the government's programs, policies and projects align with Environmental, Social and Governance (ESG) values and outcomes, and thereby assist investors to appreciate BC's strong ESG credentials and the compelling case for investment in the province.
- Complete the province's borrowing program as set out in the fiscal plan by accessing lowest cost debt available from the domestic and offshore capital markets, while prudently managing interest rate and foreign currency risks, among others.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1 Meet or exceed current year budget targets as set out in government's fiscal plan.	Deficit \$196 M	As set out in government fiscal plan	As set out in government fiscal plan	As set out in government fiscal plan

Data source: British Columbia Budget and Fiscal Plan

### Linking Performance Measure to Objective

This measure reflects the ministry's overall success in implementing, monitoring, and maintaining government's fiscal plan. The ministry will monitor the post-COVID economic recovery and update the fiscal plan accordingly.

### Objective 1.2: Accountable, efficient and transparent financial and program management across government

#### Key Strategies

- Oversee government's financial, procurement and administrative management framework and ensure core policies are effectively administered.
- Monitor, evaluate and report on the effectiveness of internal controls and prepare the annual Public Accounts in accordance with statutory requirements.
- Ensure treasury, risk management and security services align with related policies and support the requirements of government and public sector clients.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2 Audit opinion provided by the Office of the Auditor General	<i>Public Accounts</i> in accordance with GAAP	<i>Public Accounts</i> in accordance with GAAP	<i>Public Accounts</i> in accordance with GAAP	<i>Public Accounts</i> in accordance with GAAP

Data source: Release of *Public Accounts*.

### Linking Performance Measure to Objective

This measure is an indication of government's transparency in accounting for its finances. 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 (generally accepted accounting principles). To validate this position, government seeks an independent audit opinion that offers an objective assessment of its financial reporting. This measure will be considered substantially achieved if the Office of the Auditor General provides a qualified but generally positive opinion of the *Public Accounts*.

### Objective 1.3: Responsive, fair and effective revenue, tax and benefit administration

#### Key Strategies

- Work with citizens, clients, and other jurisdictions to ensure tax, revenue and benefit programs are effectively administered, including compliance and enforcement activities.



- Help improve and promote citizen-centred tax information and education to ensure individuals and businesses fully understand their financial obligations and ensure everyone pays their fair share of taxes.
- Continue to implement new technology and process improvements to the tax administration system that improves the citizen experience, increases engagement with clients, enhances self-service options, and enables effective compliance and enforcement activities.

Performance Measures	2018/19 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.3a Percentage of on-time payments	97.75%	97.45%	Upward trend	Upward trend	Upward trend
1.3b Cost to collect one dollar of tax revenue	\$0.0059	\$0.0045	Downward trend	Downward trend	Downward trend
1.3c Accounts receivables as a percentage of total tax revenue	1.43%	3.87%	Downward trend	Downward trend	Downward trend

Data source: Revenue Services Division information systems.

### Linking Performance Measure to Objective

The ministry has three measures that report on the effectiveness of revenue collection programs: percentage of on-time payments, cost to collect tax revenue, and accounts receivable as a percentage of total tax revenue.

The percentage of on-time payments measure tracks tax payments and other revenues received on or before their legislated due date.

The cost to collect revenue measure reflects the cost incurred to collect tax amounts owed to government.

The accounts receivable as a percentage of total revenue measure reports on the success of collecting amounts owed to government and administered by the Ministry of Finance.

## Goal 2: Strong, sustainable and innovative economy

The ministry has a critical role in helping to make B.C.’s tax system fair for all citizens, ensuring a fair and transparent housing market, supporting a robust regulatory environment and making B.C.’s tax system fair for all citizens.

### Objective 2.1: A modern, progressive and fair tax system and a robust regulatory environment

A tax system that is perceived by British Columbians to be fair increases their confidence in government. Furthermore, the province’s ability to support a strong economy depends on a regulatory environment that is benchmarked nationally and internationally. Jurisdictions with competitive tax regimes and regulatory frameworks are successful in attracting and retaining personal and business investment.

#### Key Strategies

- Develop and implement tax and other measures through the annual Budget process that foster economic growth and help address inequality to ensure the tax system works for all British Columbians, especially disadvantaged and marginalized populations.
- Ensure financial services and real estate regulatory frameworks are efficient and effective and protect the public interest, Respond to financial service regulatory developments in other provinces and territories to ensure effective coordination and harmonization with these partner jurisdictions.
- Ensure the property assessment system remains fair and equitable; and continue to work on emerging and existing property assessment issues including the valuation of properties with development potential occupied by small businesses, non-profits and arts and cultural organizations.
- Expand the ministry’s capacity to leverage data holdings<sup>1</sup> to support evidence-based policy development.
- Review and provide advice on federal-provincial fiscal arrangements.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Provincial ranking of corporate income tax rates	Remain in lowest four	Remain in lowest four	Remain in lowest four	Remain in lowest four
2.1b Provincial ranking of personal income tax rates for bottom bracket	Remain in lowest two	Remain in lowest two	Remain in lowest two	Remain in lowest two
2.1c Provincial ranking of personal income tax rates for second lowest bracket	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.

<sup>1</sup> The ministry maintains a variety of datasets related to information collected through ministry programs and from public sector partners.

## Linking Performance Measure to Objective

The corporate income tax measure reflects government’s commitment to maintaining a competitive tax environment that supports a strong and sustainable economy. The measures of the provincial ranking of personal income tax rates provide a comparison of B.C.’s personal income tax rates for the bottom two tax brackets, as of March 31st each year, with those of the other nine provinces.

### Objective 2.2: A fair and transparent housing market

#### Key Strategies

- Continue work on the ministry’s commitments in government’s [Homes for BC: a 30-Point Plan for Housing](#).
- Strengthen consumer protection in B.C.’s real estate market.
- Monitor effects of the speculation and vacancy tax, and the foreign buyers’ tax to ensure desired results are achieved.
- Work with federal government and the B.C. financial services regulators to address money laundering.

• Performance Measure(s)	2021/22 Actual	2022/23 Target	2023/24 Target	2024/25 Target
2.2 Residential sales-to-new listing ratio	77%	Ratio between 40% and 60%	Ratio between 40% and 60%	Ratio between 40% and 60%

Data source: Haver Analytics/Canadian Real Estate Association. The data used for this measure is for the calendar year that ends in the stated fiscal year (e.g., 2021 calendar year data is used for 2021/22).

## Linking Performance Measure to Objective

This measure is the ratio between the number of housing unit sales and the number of new listings entering the market annually in the province on average. In general, a ratio between 40 percent and 60 percent indicates a balanced market in which prices are likely to grow at a moderate pace. The B.C. housing market and its stability is affected by a multitude of factors, only some of which are influenced by ministry policies. Nevertheless, this ratio is an important indicator of the effectiveness of measures implemented by the ministry. The targets signal government’s intent to ensure B.C.’s housing market is fair, transparent and balanced.

### Objective 2.3: Effective oversight of public sector organizations

#### Key Strategies

- Continue to ensure that GBA+ is effectively implemented through training as well as monitoring and reporting on practices.
- Build and maintain strong governance capacity within government and the broader public sector by providing tools, education, and professional development opportunities.

- Provide training and facilitate an open, transparent, and merit-based process for provincial appointments, resulting in effective public sector organization boards that reflect the diversity of B.C.
- Strengthen alignment between government and public sector organizations by establishing and maintaining strong relationships and using a collaborative approach to identify and resolve issues and opportunities in partnership with public sector organizations and responsible ministries.
- Provide consistent and comprehensive financial and operational policy oversight of Crown corporations under the responsibility of the [Crown Agencies Secretariat](#).
- Promote a culture of public sector governance best practices and rigorous financial accountability for Crowns and other public sector organizations across government.
- Report on financial plans and performance in accordance with statutory requirements.
- Through training and information sharing on promising practices, support ministries to build out respective GBA+ capacity to aid the broader public sector in the development and implementation of increasingly inclusive and equitable programs.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.3a Total number of current staff who have taken GBA+ training <sup>1, 2, 3, 4</sup>	-	32%	35%	38%	40%
2.3b Number of public sector organization board members and executive who have completed the Governing in the Public Interest Certificate training courses <sup>5</sup>					
• Level 1 (cumulative) <sup>6</sup>	313	350	425	TBD	TBD
• Level 2 - Financial Management - Module 3 <sup>7</sup>	30	150	180	TBD	TBD

<sup>1</sup> Data source: Public Service Agency data.

<sup>2</sup> Data captures the percentage of employees (out of a total 35,988) who undertook either the Federal or Provincial GBA+ training and were employed with the BC Government as of January 2022. Data excludes duplicate counts of training (i.e., if staff took a course multiple times or if they took multiple types of GBA+ courses).

<sup>3</sup> Data does not include training undertaken by Crown Corporations.

<sup>4</sup> Targets for the 2022/23 Ministry Service Plan have been updated as training targets from the 2021/22 Service Plan were met early on. Additionally, targets now reflect percentages of employees who received training as opposed to absolute numbers. This was done to ease interpretation of training targets and future training target estimations.

<sup>5</sup> Data source-2021/22: Ministry of Finance - Crown Agencies Secretariat. There are a total of 1,889 appointees on BC's public crowns, boards and commissions. Approximately 400 new appointments are made annually.

<sup>6</sup> [Governing in the Public Interest Certificate Program Level 1](#) includes Public Sector Organization Basics, and Your Role as Board/Tribunal Member.

<sup>7</sup> Financial Management eModule was launched in September 2021. Baseline data, forecast and target for the first full year reflects an estimate based on 3 months of data.

## **Linking Performance Measure to Objective**

For performance measure 2.3a, these percentages capture all current public service employees who have completed federal or provincial GBA+ training. GBA+ courses are designed to increase staff awareness of how diverse groups of people benefit from and are impacted by policies, programs, services, budgets, and legislation. Increasing the number of employees who receive this training will help ensure GBA+ is effectively implemented across the public service.

Performance measure 2.3b tracks the Ministry's commitment to maintaining a strong governance capacity within government and the broader public sector. Through training provided by the Crown Agencies Secretariat, public sector organization board members and executive can expand their knowledge in areas that are key to the effective oversight of public sector organizations: public sector organization basics; roles as board/tribunal members; financial governance; risk management; and human resources. Additional support is provided to key Crown agency boards and executive in specific areas of focus related to their organizations.

## **Discussion**

The figures in 2.3a capture the ambition to train new staff entering the public service, and a commitment to increase training completion. As of February 2022, 10,875 of the public service's 35,998 employees have taken at least one of the offered GBA+ trainings. The percentage of staff expected to complete GBA+ training is expected to grow over the next several years; and over time, as a greater percentage of existing employees complete the training, the targets will be driven by new employees onboarding into the public service. All future training targets will be formally assessed, reviewed and updated as part of the provincial GBA+ Strategy. Updated training targets will be integrated into future service plans.

The figures in 2.3b are cumulative, with a focus on a steady increase in completed training year-over-year. As the *Governing in the Public Interest Certificate Program* is developed and additional training programs are explored, targets are expected to increase. Targets will be determined in next year's service plan for fiscal years 2023/24 and 2024/25, after the development and launch of Module 4 (Risk Management) and Module 5 (Human Resources Management).

## Financial Summary

Core Business Area	2021/22 Restated Estimates <sup>1</sup>	2022/23 Estimates	2023/24 Plan	2024/25 Plan
<b>Operating Expenses (\$000)</b>				
Treasury Board Staff	8,355	9,150	9,150	9,150
Office of the Comptroller General	21,799	21,799	21,799	21,799
Treasury	1	1	1	1
Revenue Division	210,418	212,895	212,421	212,421
Policy and Legislation	9,790	8,280	8,280	8,280
Public Sector Employers' Council Secretariat	16,958	17,339	17,339	17,339
Crown Agencies Secretariat	2,589	7,034	6,962	6,871
Executive and Support Services	37,556	42,349	42,416	42,416
Housing Priority Initiatives special account	565,110	785,738	530,740	538,044
Insurance and Risk Management Account	4,630	4,630	4,630	4,630
Provincial Home Acquisition Wind Up special account	10	10	10	10
<b>Total</b>	<b>877,216</b>	<b>1,109,225</b>	<b>853,748</b>	<b>860,961</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services	181	292	112	10
<b>Total</b>	<b>181</b>	<b>292</b>	<b>112</b>	<b>10</b>
<b>Other Financing Transactions (\$000)</b>				
<b>Reconstruction Loan Portfolio (Homeowner Protection Act Loan Program)</b>				
Receipts	(2,000)	(1,750)	(1,500)	(1,000)
Disbursements	0,000	0,000	0,000	0,000
Net Cash Requirements (Source)	(2,000)	(1,750)	(1,500)	(1,000)
<b>Student Aid BC Loan Program</b>				
Receipts	(115,000)	(115,000)	(115,000)	(115,000)
Disbursements	230,000	230,000	230,000	230,000

Core Business Area	2021/22 Restated Estimates <sup>1</sup>	2022/23 Estimates	2023/24 Plan	2024/25 Plan
<b>Operating Expenses (\$000)</b>				
Net Cash Requirements (Source)	115,000	115,000	115,000	115,000
<b>International Fuel Tax Agreement Motor Fuel Tax Act</b>				
Receipts	(16,000)	(18,000)	(18,000)	(18,000)
Disbursements	5,000	7,000	7,000	7,000
Net Cash Requirements (Source)	(11,000)	(11,000)	(11,000)	(11,000)
<b>Land Tax Deferment Act</b>				
Receipts	(100,000)	(120,000)	(120,000)	(120,000)
Disbursements	300,000	300,000	300,000	300,000
Net Cash Requirements (Source)	200,000	180,000	180,000	180,000
<b>Improvement District Loans (Local Government Act)</b>				
Receipts	(2,000)	(2,000)	(2,000)	(2,000)
Disbursements	15,000	2,000	2,000	2,000
Net Cash Requirements (Source)	13,000	0	0	0
<b>Total Receipts</b>	<b>(235,000)</b>	<b>(256,750)</b>	<b>(256,500)</b>	<b>(256,000)</b>
<b>Total Disbursements</b>	<b>550,000</b>	<b>539,000</b>	<b>539,000</b>	<b>539,000</b>
<b>Total Net Cash Requirements (Source)</b>	<b>315,000</b>	<b>282,250</b>	<b>282,500</b>	<b>283,000</b>

<sup>1</sup> For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

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

## Appendix A: Government Communications and Public Engagement

### Purpose of the Organization

[Government Communications and Public Engagement](#) (GCPE) provides centralized communications management and services for government. The mandate of GCPE is to ensure British Columbians are informed about programs, policies and services that affect them – and to communicate essential features and changes in these areas through traditional communication practices, direct engagement, and online services.

### Strategic Direction

GCPE plays a critical role in helping government achieve its key commitments: make life more affordable; deliver the services people count on; and build a strong, sustainable economy that works for everyone by informing British Columbians about government actions to achieve these priorities and about the programs and services available. GCPE also supports direct engagement with citizens through ongoing dialogue concerning the development and design of key initiatives (e.g., supporting communications and public engagement activities for the implementation of COVID-19 pandemic response and recovery).

In today’s fast-paced and media-rich world, it is important to ensure that government communicates effectively so people know what services are available to them, what changes are made to those services, and how to access them. GCPE is responsible for helping to shape the way the B.C. government talks to citizens through various channels, from traditional advertising and earned media techniques, to innovative digital communications, and ensuring that peoples’ voices are heard when important decisions are being made through direct engagement on a variety of issues.

GCPE engages and informs British Columbians on government initiatives to connect directly to the information and services they need. This is achieved by expanding government’s reach in communicating via direct (social media) and filtered (media) communications, and by helping them access the public services they require.

### Resource Summary

Core Business Area	2021/22 Restated Estimates <sup>1</sup>	2022/23 Estimates	2023/24 Plan	2024/25 Plan
<b>Operating Expenses (\$000)</b>				
Government Communications	28,338	28,338	28,338	28,338
<b>Total</b>	<b>28,338</b>	<b>28,338</b>	<b>28,338</b>	<b>28,338</b>

<sup>1</sup> For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.



## **Appendix B: BC Public Service Agency**

### **Purpose of the Agency**

The [BC Public Service Agency](#) (PSA) provides human resource leadership, expertise, services and programs that contribute to better business performance of ministries and government as a whole.

### **Strategic Direction**

The BC Public Service is one of the largest workforces in the province, serving all communities across British Columbia. From frontline workers, to accountants and architects, researchers and analysts, information technology professionals, social workers and others, there is virtually no area of expertise unrepresented. BC Public Service employees provide a wide range of services to British Columbians supporting the provision of health care, public safety, education, and environmental management to name a few.

The PSA supports that work by providing human resources services such as hiring, payroll, labour relations, occupational health and safety, professional development, succession management and employee engagement. In doing so, it helps to ensure the BC Public Service continues to have the right talent it needs to do the work of government today and in the future.

In addition to its core services and functions, priorities for the PSA in the coming year include:

- Working to ensure the BC Public Service is an inclusive organization reflective of the people of British Columbia where all employees are supported to reach their full potential.
- Supporting employees with the policies, programs and services needed to ensure their health, safety, and performance during the ongoing COVID-19 pandemic.
- Maintaining a strong focus on the ethical foundation of the professional public service.

### **Links to Key Programs and Initiatives**

[Public Service Agency Programs & Services](#)

[Careers in the BC Public Service](#)

[Indigenous Youth Internship Program](#)

[Diversity, Inclusion & Respect](#)

[Where Ideas Work 2020 Corporate Plan for the BC Public Service](#)

**Resource Summary**

<b>Core Business Area</b>	<b>2021/22 Restated Estimates<sup>1</sup></b>	<b>2022/23 Estimates</b>	<b>2023/24 Plan</b>	<b>2024/25 Plan</b>
<b>Operating Expenses (\$000)</b>				
<b>BC Public Service Agency</b>	59,507	59,628	59,628	59,628
<b>Benefits and Other Employment Costs</b>	1	1	1	1
<b>Long Term Disability Fund Special Account</b>	24,763	23,985	23,985	23,985
<b>Total</b>	<b>84,271</b>	<b>83,614</b>	<b>83,614</b>	<b>83,614</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
<b>BC Public Service Agency</b>	10	10	10	10
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

<sup>1</sup> For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

## **Appendix C: Crown Agencies Secretariat**

### **Purpose of the Organization**

The Crown Agencies Secretariat (CAS) supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. CAS supports specific Crown agencies that are strategically important to government and provides advisory and supportive services across ministries, Crown agencies and the Crown sector. CAS also includes the Crown Agencies and Board Resourcing Office (CABRO), which provides oversight of governance, training, corporate accountability and appointments to all Crown corporations, agencies, boards and commissions.

### **Strategic Direction**

CAS was established in November 2020 to provide strategic oversight and support to Crown agencies and the Crown sector. CAS adopts a collaborative approach to supporting and advising ministries and their public sector organizations, working in partnership with the organizations and their responsible ministries to manage and resolve issues and leverage opportunities.

CAS offers a range of services, including:

- Integrated financial, policy and communications oversight for select Crown agencies.
- Analytical services including expertise in public sector finance, policy, communications and stakeholder engagement, governance, and performance planning and reporting.
- Identification and management of risks and opportunities in the Crown sector.
- Advisory/consultative services as requested by ministries or Crowns including issues management.
- Centralized leadership for the delivery of Crown agency mandate letters, and the legislated annual budget planning and reporting cycle for ministry and Crown agency service plans and annual service plan reports.
- Leadership and oversight of appointments to 264 public sector organizations and approximately 2000 appointees.
- Governance supports and training for public sector boards and executive, as well as operational support for Crown executive and management.

The work that CAS leads with Crown agencies directly supports government's priorities, such as improving affordability for British Columbians and ensuring good jobs and livelihoods for citizens. In addition, CAS serves as a key resource for government in advancing COVID-19 recovery efforts within and across the Crown sector. CAS's ongoing work will help establish a culture of collaboration, transparency and accountability across the Crown sector, enabling government to be nimble and responsive when issues emerge.

## **Appendix D: Agencies, Boards, Commissions and Tribunals**

As of July 31, 2021, the Minister of Finance is responsible and accountable for the following:

### **Crown Corporations**

- BC Assessment Authority: [www.bcassessment.ca](http://www.bcassessment.ca)
- BC Financial Services Authority: [www.bcfsa.ca](http://www.bcfsa.ca)
- BC Infrastructure Benefits: [www.bcib.ca](http://www.bcib.ca)
- BC Lottery Corporation: [www.bclc.com](http://www.bclc.com)
- BC Securities Commission: [www.bcsc.bc.ca](http://www.bcsc.bc.ca)
- Infrastructure BC: [www.infrastructurebc.com](http://www.infrastructurebc.com)
- Real Estate Foundation of British Columbia: [www.refbc.com](http://www.refbc.com)
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### **Other Key Organizations**

- British Columbia Investment Management Corporation (BCI): [www.bci.ca](http://www.bci.ca)
- Credit Union Deposit Insurance Corporation: [www.cudicbc.ca](http://www.cudicbc.ca)
- Insurance Council of British Columbia: [www.insurancecouncilofbc.com](http://www.insurancecouncilofbc.com)
- Liquor Distribution Branch: [www.bclldb.com](http://www.bclldb.com)