

Ministry of Finance

**2023/24 – 2025/26
Service Plan**

Revised April 2023



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Minister's Accountability Statement



The Ministry of Finance 2023/24 – 2025/26 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 that reads "Katrine Conroy". The signature is written in a cursive, flowing style.

Honourable Katrine Conroy
Minister of Finance and Minister responsible for the Columbia Basin Trust, Columbia Power Corporation, and the Columbia River Treaty
February 28, 2023

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Strategic Direction

In 2023/24, the Government of British Columbia will continue our work to make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations. Government will focus on building a secure, clean, and fair economy, and a province where everyone can find a good home – whether in a rural area, in a city, or in an Indigenous community. B.C. will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in an inclusive and sustainable province. The policies, programs and projects developed over the course of this service plan period will focus on results that people can see and feel in four key areas: attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy that can withstand global economic headwinds.

This 2023/24 service plan outlines how the Ministry of Finance will support the government's priorities and selected action items identified in the [December 2022 Minister Mandate Letter](#) and [Parliamentary Secretary Mandate Letter](#).

Purpose of the Ministry

The Ministry of Finance is responsible for developing and implementing the core financial functions of the Government of British Columbia. Key functions of the ministry include economic, fiscal, and financial policy, revenue and tax administration, 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 is committed to ensuring gender equity is reflected in government budgets, policies, and programs.

The Ministry of Finance carries out all activities related to the coordination of public spending, including the preparation of the province's annual budget, three-year fiscal plan, estimates and quarterly reports. The ministry plays a key role in providing professional, well-informed advice to Treasury Board and Cabinet to support other ministries, crowns, agencies, and boards in delivering services to citizens of British Columbia and helping government achieve its priorities and commitments.

The Minister of Finance is accountable for ensuring that their responsibilities are fulfilled both within their portfolio and with respect to the authorities assigned through legislation. In particular, the Minister has direct responsibility for a number of acts as well as fiscal and tax policy relating to other acts that are under the responsibility of other ministers.

The Minister is accountable for several agencies:

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

The Minister is also accountable for the following Crown agencies:

- BC Assessment
- BC Financial Services Authority
- BC Infrastructure Benefits
- Infrastructure BC
- BC Lottery Corporation
- BC Securities Commission
- Columbia Basin Trust
- Columbia Power Corporation

Operating Environment

On November 18, 2022, the honourable Katrine Conroy, was appointed as the Minister of Finance and Minister Responsible for the Columbia Basin Trust, Columbia Power Corporation, and the Columbia River Treaty. At the same time, Kelli Paddon was appointed as Parliamentary Secretary for Gender Equity. This service plan has been updated to reflect the updated priorities and action items identified in the [December 2022 Minister Mandate Letter](#) and [Parliamentary Secretary Mandate Letter](#).

The ministry continues to operate during an extended period of instability and uncertainty, as British Columbians continue to recover from the COVID-19 pandemic and climate-related natural disasters. The province is entering 2023 with high global inflation, supply chain issues, and rising interest rates all driving up costs, while the global economic forecast is projecting slowing consumer demand and weak growth across the world.

One of the biggest risks the ministry faces in meeting its mandate in the upcoming year is the ability to recruit and retain skilled and qualified people that reflect the diversity of the province from a sparse and competitive labour market. The COVID-19 pandemic has changed the needs and demands of the workforce. Government is planning for the future of the public service and the ministry is committed to creating a productive hybrid work environment that supports flexible work arrangements and the talent development of our current workforce.

Economic Statement

B.C.'s economy has been resilient to pandemic, geopolitical and climate-related disruptions. However, higher interest rates are expected to weigh on the economy in the coming years. Following a rapid recovery from the economic impacts of the COVID-19 pandemic, high inflation led to successive interest rate increases from the Bank of Canada in 2022. The impact of higher interest rates has been evident in housing markets and there is uncertainty over its transmission to the rest of the economy in B.C. and among our trading partners. B.C. is heading into this challenging period in relatively strong position, with a low unemployment rate. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 3.0 per cent in 2022 and expects growth of 0.5 per cent in 2023 and 1.6 per cent in 2024. Meanwhile for Canada, the EFC estimates growth of 3.4 per cent in 2022 and projects national real GDP growth of 0.5 per cent in 2023 and 1.5 per cent in 2024. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The risks to B.C.'s economic outlook center around interest rates and inflation, such as the risk of further inflationary supply chain disruptions, the potential for more interest rate increases than expected, and uncertainty around the depth and timing of the impact on housing markets. Further risks include ongoing uncertainty regarding global trade policies, the emergence of further COVID-19 variants of concern and lower commodity prices.

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 balanced 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 confirming 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

- Build appropriate levels of prudence into the fiscal plan to ensure the necessary fiscal flexibility is available to respond to changing circumstances in the economy.
- Develop and manage the corporate capital plan consistent with government's priorities.
- Manage the province's borrowing program by accessing the lowest cost debt available from domestic and offshore capital markets, while managing interest rates and foreign currency risks.
- 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.

Discussion

The fiscal plan adopts levels of prudence including appropriate contingency funds to respond to economic uncertainty and potential impacts to the province's ongoing recovery from the global COVID-19 pandemic. 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

- 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).
- Monitor progress against the 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.
- Provide effective oversight of public sector organizations by developing and maintaining the government's financial control framework and monitoring compliance with it.

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. The government's financial control framework guides ministry and public sector activities in areas such as procurement and spending and is monitored through account reconciliation and quarterly budget approvals.

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 the 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[s]	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[1.a] Meet or exceed current year surplus/(deficit) budget target as set out in government's fiscal plan.	\$5,732 million	As set out in government fiscal plan	As set out in government fiscal plan	As set out in government fiscal plan

¹ Q2 Report, 2022/23

Data source: British Columbia Budget and Fiscal Plan

Discussion

This measure reflects the ministry's overall success in managing British Columbia's finances. The ministry will monitor actual results against the budget targets as set out in government's fiscal plan. This provides an indicator of whether risks and opportunities to the fiscal plan were identified and managed appropriately, and whether the ministry was able to respond to changing economic conditions and unforeseen events over the fiscal year. This performance measure has been updated to reflect that the *Balanced Budget and Ministerial Accountability Act* has been amended to permit deficits for the 2021-22 to 2024-25 fiscal years.

Performance Measure[s]	2018/19 Baseline	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[1.b] Percentage of on-time tax and royalty payments.	97.75%	97.62%	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[s]	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[1.c] Taxpayer-supported debt service costs as percentage of revenue (interest bite) ranks among the three lowest provinces	2.3% ¹ (Expected to be among lowest three provinces)	Remain among lowest three provinces ²	Remain among lowest three provinces ²	Remain among lowest three provinces ²

Data source: Provincial Treasury

¹ Second Quarterly Report 2022/23

² Public Accounts

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 favourably lowered by less debt, lower borrowing costs and strong economic and revenue performance. Overall, it is a measure that B.C.'s finances are managed responsibly and targeting the interest bite to remain among the lowest three provinces keeps debt affordable. Progress toward this objective is tracked through reports from Moody's Investors Services which provide 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. This goal has been updated from the previous year to reflect the priorities expressed in the Minister's December 2022 mandate letter.

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

- Develop and deliver cost of living supports for British Columbians, including in response to global inflation and economic uncertainty.
- 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 additional ways to fight speculation by strengthening existing legislation and developing a fair and effective tax to address short-term real estate flipping activities.
- Align with the federal carbon price and identify measures to support B.C. to make the transition to a clean economy in coordination with the Ministry of Environment and Climate Change Strategy.

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 the strengthening of 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

- Coordinate the government's response to the Cullen Commission Final Report on the inquiry into money laundering in B.C. through the Anti-Money Laundering Secretariat.
- Work with the federal government 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.
- Develop a fair and effective unexplained wealth order regime.

Discussion

This new objective reflects the ministry's responsibility for the Anti-Money Laundering Secretariat. Progress toward this objective will require coordination across government and with key partners to prioritize and address recommendations.

Performance Measures

Performance Measure[s]	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 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.

This goal has been updated from the previous year and further performance measures are in development for future service plans.

Goal 3: British Columbia is an inclusive and equitable place to live

This goal is new for the Ministry of Finance and 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 major step towards broader inclusivity and equity improvement.

Key Strategies

- With support from the Ministry of Labour, develop and implement pay transparency legislation to assist with closing the gender pay gap.

- Work with the Ministry of Public Safety and Solicitor General to coordinate the development of a cross government action plan to address gender-based violence.
- Support the Ministry of Post-Secondary Education and Future Skills to develop an action plan related to preventing and responding to sexual assaults on campuses.
- Support all ministries to implement gender-based analysis plus (GBA+) in government policies, programs and services.

Discussion

This objective has been added to reflect 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 on four unique but related strategies. The Ministry of Finance will develop individual plans to monitor progress on each strategy, including annual reports and evaluation frameworks developed in collaboration with key partners and stakeholders.

Objective 3.2: Social, environmental and economic values are reflected in British Columbia's investments

The ministry's responsible management of B.C.'s finances allows the province to invest in critical infrastructure and supports in a manner consistent with 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

- Maximize social, environmental and economic benefits on public infrastructure projects.
- Work with the Ministry of Housing to establish a Rental Housing Acquisition Fund to support non-profits to purchase affordable housing.
- Evolve government's Environmental, Social and Governance reporting.
- Support economic opportunities in rural, regional and remote communities.

Discussion

This objective reflects the province's continued historic levels of investment in growing communities. These investments are in new schools, hospitals, transit, roads and housing in communities across B.C.

The ESG framework ensures additional benefits such as employment and apprentice training opportunities, building new licensed childcare spaces or embedding emission standards and climate resiliency measures into the delivery and construction of provincial infrastructure throughout the province.

Performance Measures

Performance Measure[s]	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[3a] Annual median hourly gender pay gap in B.C.	17%	Downward trend	Downward trend	Downward trend

Data source: Statistics Canada. Table 14-10-0340-02 Average and median gender wage ratio, annual

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 17% in 2022, higher than the national median of 15%. The gender pay gap is caused by multiple factors. Enacting pay transparency legislation is one way the Ministry of Finance 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 be lower than the national median gender pay gap.

The ministry is considering further appropriate performance measures for this goal.

Financial Summary

Core Business	2022/23 Restated Estimates ¹	2023/24 Estimates	2024/25 Plan	2025/26 Plan
Operating Expenses (\$000)				
Treasury Board Staff	9,150	9,563	9,573	9,573
Office of the Comptroller General	21,799	22,901	23,092	23,092
Treasury	1	1	1	1
Revenue Division	212,895	222,337	224,464	224,464
Policy and Legislation	8,280	8,690	8,704	8,704
Public Sector Employers' Council Secretariat	17,339	22,869	22,171	22,171
Crown Agencies Secretariat	7,034	7,425	7,421	7,421
Executive and Support Services	42,349	45,083	45,477	45,477
Housing Priorities Initiatives special account	785,738	1,042,010	952,018	825,858
Insurance and Risk Management Account	4,630	5,858	5,972	5,972
Provincial Home Acquisition Wind Up special account	10	10	10	10
<i>Land Tax Deferment Act</i>	0	70,000	81,000	92,000
Total	1,109,225	1,456,747	1,379,903	1,264,743
Capital Expenditures (\$000)				
Executive and Support Services	292	272	341	170
Total	292	272	341	170
Other Financing Transactions (\$000)				
Reconstruction Loan Portfolio (Homeowner Protection Act Loan Program)				
Receipts	(1,750)	(1,500)	(1,000)	(1,000)
Disbursements	0,000	0,000	0,000	0,000
Net Cash Requirements (Source)	(1,750)	(1,500)	(1,000)	(1,000)

Core Business	2022/23 Restated Estimates¹	2023/24 Estimates	2024/25 Plan	2025/26 Plan
Student Aid BC Loan Program				
Receipts	(115,000)	(115,000)	(115,000)	(115,000)
Disbursements	230,000	325,467	380,258	386,459
Net Cash Requirements (Source)	115,000	210,467	265,258	271,459
International Fuel Tax Agreement (Motor Fuel Tax Act)				
Receipts	(18,000)	(16,000)	(16,000)	(16,000)
Disbursements	7,000	7,000	7,000	7,000
Net Cash Requirements (Source)	(11,000)	(9,000)	(9,000)	(9,000)
Land Tax Deferment Act				
Receipts	(120,000)	(120,000)	(120,000)	(120,000)
Disbursements	300,000	300,000	300,000	300,000
Net Cash Requirements (Source)	180,000	180,000	180,000	180,000
Improvement District Loans (Local Government Act)				
Receipts	(2,000)	(2,000)	(2,000)	(2,000)
Disbursements	2,000	2,000	2,000	2,000
Net Cash Requirements (Source)	0	0	0	0
Total Receipts	(256,750)	(254,500)	(254,000)	(254,000)
Total Disbursements	539,000	634,467	689,258	695,459
Total Net Cash Requirements (Source)	282,250	379,967	435,258	441,459

¹ For comparative purposes, amounts shown for 2022/23 have been restated to be consistent with the presentation of the 2023/24 Estimates.

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

Appendix A: Public Sector Organizations

As of December 7, 2022, the Minister of Finance and Minister responsible for the Columbia Basin Trust, Columbia Power Corporation, and the Columbia River Treaty 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 Infrastructure Benefits

[BC Infrastructure Benefits](#) (BCIB) is the Crown corporation accountable for implementing the Community Benefits Agreement on select public infrastructure projects. BCIB's purpose is to partner in the successful delivery of projects, mobilize and grow a safe, diverse and skilled workforce and honour community strength by building on local assets, knowledge and potential.

BC Lottery Corporation

The [British Columbia Lottery Corporation](#) is a Crown corporation that conducts and manages gambling in a responsible manner while focusing on innovation, strategic partnerships and community outreach.

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.

Columbia Basin Trust

The [Columbia Basin Trust](#) is a regional Crown corporation that manages its assets for the ongoing economic, environmental and social benefit of the Columbia Basin region, without relieving governments of any obligations in the region.

Columbia Power Corporation

The [Columbia Power Corporation](#) develops, owns and operates hydro power projects in the Columbia Basin and manages power project joint ventures with Columbia Basin Trust.

Infrastructure BC

[Infrastructure BC](#) supports the public sector in meeting its infrastructure needs by partnering with the private sector in the procurement of complex capital projects.

Appendix B: Government Communications and Public Engagement

Purpose of the Organization

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 - helping people with the cost of living; delivering the services people count on; and building 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 engages and informs British Columbians on government initiatives and programs to connect people directly to the information and services they need. GCPE provides strategic communications counsel, service 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.

GCPE is responsible for all public-facing government materials as directed by the BC Government's Core Policy and Procedures.

Financial Summary

Core Business	2022/23 Restated Estimates¹	2023/24 Estimates	2024/25 Plan	2025/26 Plan
Operating Expenses (\$000)				
Government Communications	28,338	29,341	29,363	29,363
Total	28,338	29,341	29,363	29,363

¹ For comparative purposes, amounts shown for 2022/23 have been restated to be consistent with the presentation of the 2023/24 Estimates.

Appendix C: 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 employers in the province, with more than 36,000 trusted professionals in hundreds of different types of work serving communities across British Columbia. BC Public Service employees provide a wide range of services to British Columbians supporting the provision of public safety, education, environmental stewardship, reconciliation with Indigenous peoples and economic development 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 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:

- Enhancing our ability to recruit and retain talent in a highly competitive labour market.
- 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 and safety.
- 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](#)

[Where We All Belong - Diversity & Inclusion Resource Centre](#)

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

Financial Summary

Core Business	2022/23 Restated Estimates ¹	2023/24 Estimates	2024/25 Plan	2025/26 Plan
Operating Expenses (\$000)				
BC Public Service Agency	59,781	63,385	63,680	63,680
Benefits and Other Employment Costs	1	1	1	1
Long Term Disability Fund Special Account	23,985	28,737	28,737	28,737
Total	83,767	92,123	92,418	92,418
Capital Expenditures (\$000)				
BC Public Service Agency	10	10	10	10
Total	10	10	10	10

¹ For comparative purposes, amounts shown for 2022/23 have been restated to be consistent with the presentation of the 2023/24 Estimates.

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

Appendix D: Crown Agencies Secretariat

Purpose of the Purpose of the Agency

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. 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. There are approximately 260 PSOs in BC. They include agencies, boards, commissions, tribunals, advisory bodies, independent authorities and societies. PSOs deliver public services to the people of BC and collectively provide stewardship of a large portion of government spending. They are accountable to the public through a responsible government minister. 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:

- Leadership and oversight of appointments to approximately 260 public sector organizations, encompassing approximately 2,000 appointees.
- Governance supports and training for public sector boards and executive, as well as operational support for Crown executive and 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.
- Expertise in governance leadership and capacity building, with resources for leadership and management of projects to deliver on government's priorities through public sector organizations.
- Integrated policy and financial analysis, regulatory changes, stakeholder relations and communication, and issues management for select public sector organizations.

The work that CAS leads with PSOs directly supports government's priorities, such as improving affordability for British Columbians; ensuring PSOs are reflective of our province and inclusive of Indigenous peoples, minority communities, immigrants, persons with disabilities and the LGBTQ2S+ community; and ensuring British Columbians have the services they want and need. 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.