

# Ministry of Finance

## 2024/25 – 2026/27 Service Plan

February 2024



For more information on the Ministry of Finance contact:  
PO BOX 9417 STN PROV GOVT  
VICTORIA, B.C.  
V8W 9V1  
1-800-663-7867

Or visit our website at  
[www.fin.gov.bc.ca](http://www.fin.gov.bc.ca)

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## Minister's Accountability Statement



The Ministry of Finance 2024/25 – 2026/27 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 12, 2024

# Table of Contents

Minister's Accountability Statement .....	3
Strategic Direction.....	5
Purpose of the Ministry .....	5
Operating Environment.....	6
Economic Statement.....	7
Performance Planning.....	8
Financial Summary.....	16
Appendix A: Public Sector Organizations .....	18
Appendix B: Government Communications and Public Engagement.....	19
Appendix C: BC Public Service Agency.....	20
Appendix D: Crown Agencies Secretariat.....	22

## Strategic Direction

In 2024/25, the Government of British Columbia will remain focused on providing the services and infrastructure that people depend on to build a good life. Government will continue delivering results that matter to British Columbians including helping people with costs, attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy. Government will continue working collaboratively with Indigenous Peoples as it implements the Action Plan for the Declaration on the Rights of Indigenous Peoples Act and delivers initiatives that advance reconciliation in ways that make a difference in communities throughout the province.

This 2024/25 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 [December 2022 Minister Mandate Letter](#) and [Parliamentary Secretary 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 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 fiscal planning and reporting, including the preparation of the province's annual budget, three-year fiscal plan, estimates and quarterly reports and the Public Accounts. 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 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 Infrastructure Benefits
- Infrastructure BC
- BC Lottery Corporation
- BC Securities Commission
- Columbia Basin Trust
- Columbia Power Corporation

## Operating Environment

The Ministry of Finance is responsible for ensuring that B.C.'s finances are managed responsibly through the 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. As part of this responsibility, the ministry directly supports the work of all other ministries, crowns, agencies and boards.

Similar to other jurisdictions, B.C. has observed increased economic instability over the past several years which creates challenges to the operating environment. British Columbians continue to face hardships posed by high global inflation and rising interest rates. The ministry is working to ensure that B.C.'s economic and fiscal policies promote a strong, well performing economy that works for all British Columbians and that B.C.'s tax system is fair and able to fund services and programs, including cost of living supports.

Housing availability and affordability remain a concern for those across the province. The ministry is working to fight housing speculation by strengthening and expanding its existing legislation and developing a fair and effective tax to address short-term real estate flipping activities.

Reconciliation with Indigenous peoples remain a steadfast priority. This includes economic inclusion, where government is working to improve economic balance and equality for Indigenous communities across B.C. The ministry is advancing key policy initiatives that will help overcome systemic barriers to Indigenous wealth generating opportunities and support meaningful participation in the provincial economy.

The increasing frequency and severity of natural disasters continues to affect people and communities across B.C. The ministry works with government partners to mitigate the financial impacts of climate events on ministry operating budgets, strengthen community resilience to climate change by investing in infrastructure, and ensure the provision of core program and services to all British Columbians after an extreme weather event. The Ministry of Finance is committed to continue working toward government's climate commitments and building a clean economy for the province.

B.C. has one of the largest gender-based pay gaps in Canada. For Indigenous and Black people, people of colour and newcomer women, the gap is even higher. The ministry will continue advancing work to address the gender-based pay gap and ensure gender equality is

included in budgets, policies and programs. With more than one million job openings anticipated for B.C. over the next decade, people all along the gender continuum will continue to play an increasingly important role in keeping B.C.'s economy diverse, strong and growing.

Recent changes to government's policy on remote and hybrid work reflect the demands of a changing workforce and will have a positive impact on the ministry's ability to recruit and retain a talented workforce. However, the ability to recruit skilled employees that reflect the diversity of the province remains a challenge for the ministry.

## Economic Statement

B.C.'s economy posted modest growth last year as interest rate increases weighed on the economy, and employment continued to expand, supported by immigration. Inflation in the province continued to ease and the Bank of Canada has not raised its policy interest rate since July 2023. The impact of higher rates on borrowing costs and elevated household debt led to lower consumer spending and reduced home sales. Lumber, natural gas and coal prices declined in 2023, reducing the value of the province's goods exports. Meanwhile, there was a record number of housing starts in the province in 2023. There is uncertainty over the transmission of high interest rates to the residential construction sector and the duration of slower growth for the rest of the economy in B.C. and among our trading partners. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 0.9 per cent in 2023 and expects growth of 0.5 per cent in 2024 and 2.1 per cent in 2025. Meanwhile for Canada, the EFC estimates growth of 1.1 per cent in 2023 and projects national real GDP growth of 0.5 per cent in 2024 and 1.9 per cent in 2025. 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 continue to center around interest rates and inflation, including the risk of price increases stemming from geopolitical conflicts, the potential for interest rates remaining higher for longer, and uncertainty around the depth and timing of the impact on housing markets. Further risks include ongoing uncertainty regarding global trade policies, lower commodity prices, climate change impacts and the volatility of immigration levels.

# 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 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.

#### Discussion

The fiscal plan adopts levels of prudence including contingency funds 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 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 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. 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 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 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.a Meet or exceed current year surplus/(deficit) budget target as set out in government's fiscal plan.	(\$5,914) million	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

### 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 reflects the Balanced Budget and Ministerial Accountability Act amendment that permits deficits for the 2021-22 to 2024-25 fiscal years.

Performance Measure	2018/19 Baseline	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.b Percentage of on-time tax and royalty payments.	97.75%	97.17%	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	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.c Taxpayer-supported debt service costs as percentage of revenue (interest bite) ranks among the three lowest provinces	3.0% <sup>1</sup> Expected to rank among the three lowest provinces	Remain among the three lowest provinces <sup>2</sup>	Remain among the three lowest provinces <sup>2</sup>	Remain among the three lowest provinces <sup>2</sup>

Data source: Provincial Treasury

<sup>1</sup> Second Quarterly Report 2023/24

<sup>2</sup> 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 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 2024.
- 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.

## 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 Measures	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 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.
- Work with community leaders, ministries and key partners to implement government’s action plan to address gender-based violence.
- Support all ministries to implement gender-based analysis plus (GBA+) in government policies, programs and services.

## 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. 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 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 Report to showcase for stakeholders and the financial community how the government's policies, programs and infrastructure projects align with ESG values.
- Seek feedback from stakeholders and the financial community for including more ESG performance data and activity in reports on the province.
- Work with government and crown partners to ensure capital projects consider the following policy objectives: child care space creation, mass timber construction, greenhouse gas emission reduction, climate resilience and work opportunities for apprentices and members of under-represented 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 Indigenous Nations across B.C. The ministry supports provincial reconciliation efforts, working to ensure Nations can meaningfully participate in major provincial capital projects and other economic opportunities identified by Nations. Economic inclusion is a vital step forward in supporting a Nation's self-determining path, where opportunities can directly support community vision, priorities, and wellbeing.

**Key strategies:**

- Work with Nations, ministry partners, labour and industry to implement new ways of supporting Indigenous opportunities on major public sector capital projects.
- Work with federal and provincial ministry partners to explore financing support tools for Nations seeking equity options in major resource projects across the province and other opportunities identified by Nations.
- Continue to strengthen internal capacity within the Ministry of Finance particularly with respect to meaningful engagement practices that promote Indigenous inclusivity and partnership.

**Discussion:**

This objective reflects the Ministry of Finance’s commitment to strong relationships with Indigenous Nations towards building a more inclusive, sustainable economy. The Ministry will also work closely with provincial ministries to ensure a unified approach to economic reconciliation efforts.

**Performance Measures**

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3a Annual median hourly gender pay gap in B.C.	17% <sup>1</sup>	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 percent in 2023, higher than the national median of 15 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 be lower than the national median gender pay gap.

# Financial Summary

(\$000s)	2023/24 Restated Estimates <sup>1</sup>	2024/25 Estimates	2025/26 Plan	2026/27 Plan
<b>Operating Expenses</b>				
Treasury Board Staff	9,563	9,910	9,910	9,910
Office of the Comptroller General	22,901	23,722	23,722	23,722
Treasury	1	1	1	1
Revenue Division	222,337	284,501	286,670	286,670
Policy and Legislation	8,690	8,999	8,999	8,999
Public Sector Employers' Council Secretariat	23,769	31,257	31,257	31,257
Crown Agencies Secretariat	7,513	8,243	8,243	8,243
Executive and Support Services	45,083	46,474	46,474	46,474
Housing Priority Initiatives special account	1,042,010	1,038,949	878,154	827,390
First Nations Equity Financing special account	0	0	0	0
Insurance and Risk Management Account	5,858	6,218	6,218	6,218
Provincial Home Acquisition Wind Up special account	10	10	10	10
<i>Land Tax Deferment Act</i>	70,000	81,000	92,000	92,000
<b>Total</b>	<b>1,457,735</b>	<b>1,539,284</b>	<b>1,391,658</b>	<b>1,340,894</b>
<b>Capital Expenditures</b>				
Executive and Support Services	272	341	434	170
<b>Total</b>	<b>272</b>	<b>341</b>	<b>434</b>	<b>170</b>
<b>Other Financing Transactions</b>				
<b>Reconstruction Loan Portfolio (Homeowner Protection Act Loan Program)</b>				
Disbursements	0	0	0	0
Receipts	(1,500)	(1,000)	(1,000)	(1,000)
Net Cash Requirements (Source)	(1,500)	(1,000)	(1,000)	(1,000)



**Student Aid BC Loan Program**

Disbursements	325,467	432,039	439,603	447,300
Receipts	(115,000)	(115,000)	(115,000)	(115,000)
Net Cash Requirements (Source)	210,467	317,039	324,603	332,300

**International Fuel Tax Agreement  
(Motor Fuel Tax Act)**

Disbursements	7,000	7,000	7,000	7,000
Receipts	(16,000)	(15,000)	(15,000)	(15,000)
Net Cash Requirements (Source)	(9,000)	(8,000)	(8,000)	(8,000)

**Land Tax Deferment Act**

Disbursements	300,000	445,000	475,000	505,000
Receipts	(120,000)	(120,000)	(120,000)	(120,000)
Net Cash Requirements (Source)	180,000	325,000	355,000	385,000

**Improvement District Loans (Local  
Government Act)**

Disbursements	2,000	2,000	2,000	2,000
Receipts	(2,000)	(2,000)	(2,000)	(2,000)
Net Cash Requirements (Source)	0	0	0	0

<b>Total Disbursements</b>	<b>634,467</b>	<b>886,039</b>	<b>923,603</b>	<b>961,300</b>
<b>Total Receipts</b>	<b>(254,500)</b>	<b>(253,000)</b>	<b>(253,000)</b>	<b>(253,000)</b>
<b>Total Net Cash Requirements (Source)</b>	<b>379,967</b>	<b>633,039</b>	<b>670,603</b>	<b>708,300</b>

<sup>1</sup> For comparative purposes, amounts shown for 2023/24 have been restated to be consistent with the presentation of the 2024/25 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 February 2024, 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](#) 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.

### **Land Title and Survey Authority of British Columbia**

The [Land Title and Survey Authority of British Columbia](#) is a publicly accountable, statutory corporation formed in 2005 responsible for operating the land title and survey systems of BC.

# 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 - helping people with the cost of living; delivering the services people count on; and building a strong, sustainable economy that works for everyone – 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)	2023/24	2024/25	2025/26	2026/27
	Restated Estimates <sup>1</sup>	Estimates	Plan	Plan
<b>Operating Expenses</b>				
Government Communications	29,921	31,660	31,660	31,660
<b>Total</b>	<b>29,921</b>	<b>31,660</b>	<b>31,660</b>	<b>31,660</b>

<sup>1</sup> For comparative purposes, amounts shown for 2023/24 have been restated to be consistent with the presentation of the 2024/25 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 the BC Public Service needs to respond to the ever-changing needs of British Columbians. The PSA works to fulfil 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: drawing on modern approaches to HR services, policy, systems, data, engagement and culture change.
3. Talented People in a Trusting Culture: making the most of 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.
- Reliable delivery of core HR services, including payroll, hiring, labour relations, occupational health and safety, professional development and employee engagement, as well as supporting the government priority of ensuring the B.C. Public Service is an inclusive organization 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)	2023/24 Restated Estimates <sup>1</sup>	2024/25 Estimates	2025/26 Plan	2026/27 Plan
<b>Operating Expenses</b>				
BC Public Service Agency	63,385	69,815	69,815	69,815
Benefits and Other Employment Costs	1	1	1	1
Long Term Disability Fund Special Account	28,737	29,470	29,470	29,470
<b>Total</b>	<b>92,123</b>	<b>99,286</b>	<b>99,286</b>	<b>99,286</b>
<b>Capital Expenditures</b>				
BC Public Service Agency	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 2023/24 have been restated to be consistent with the presentation of the 2024/25 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 260 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. CAS adopts a collaborative approach to supporting and advising ministries and their public sector organizations, working in partnership with the organizations and the ministries responsible for them 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 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 Crown sector, enabling government to be nimble and responsive when issues emerge.