

**Columbia Power Corporation**

**2026/27 – 2028/29**  
**Service Plan**

**February 2026**



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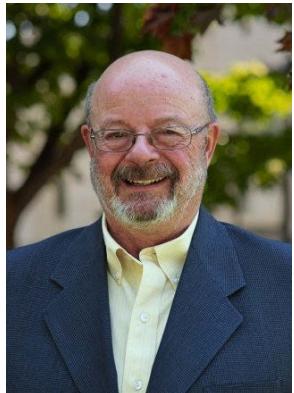
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[columbiapower.org](http://columbiapower.org)

Published by Columbia Power Corporation

## Board Chair's Accountability Statement



The 2026/27 – 2028/29 Columbia Power Corporation (Columbia Power) Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

All significant assumptions, policy decisions, events and identified risks, as of January 29, 2026, have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Columbia Power's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of Columbia Power's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink, appearing to read "John Stephens".

Signed on behalf of the Board by:

John Stephens  
Board Chair, Columbia Power Corporation  
January 29, 2026

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## Strategic Direction

In 2026/27, the public sector organizations will do their part to support the Government of British Columbia's prioritizing support for people by taking action to make life better for everyone.

Despite a challenging fiscal environment due to global uncertainty, trade relationship reordering, and low resource prices, over the past year Government made significant progress on efforts to reduce costs for British Columbians, hire more doctors and nurses, and build more homes, hospitals and schools, faster. Crown Agencies will continue to advance these key priorities even as tariffs, trade policies, and instability outside of the province's borders continue to put pressure on the province's finances.

Ongoing fiscal pressure means all parts of Government, including Crown Agencies must continue to do their part to maximize efficiencies and make sure every dollar counts.

To respond to these extraordinary times, Crown Agencies will support Government's focus on expanding trade and investment both within Canada and abroad and delivering major projects that offer good jobs and opportunities for people and communities. This focus on economic growth and prosperity is critical to delivering the revenue needed to provide services and infrastructure.

Good relationships and mutually beneficial partnerships with First Nations are critical to building a better future for everyone in British Columbia. Crown Agencies will continue supporting efforts to implement the Declaration on the Rights of Indigenous Peoples Act Action Plan. Through collaboration and open dialogue, we aim to foster trust, stability and certainty for all.

This 2026/27 service plan outlines how Columbia Power Corporation (Columbia Power) will support the government's priorities and selected action items identified in the most recent Columbia Power Corporation [Mandate Letter](#).

## Purpose of the Organization and Alignment with Government Priorities

Columbia Power, a commercial Crown corporation existing under the Business Corporations Act, operates four hydroelectric power generation facilities in the West Kootenay region of the Columbia Basin: Arrow Lakes Generating Station; Brilliant Dam and Generating Station; Brilliant Expansion Generating Station; and the Waneta Expansion Generating Station. These power generation and associated transmission assets are owned in partnership with Columbia Basin Trust (the Trust) on a 50/50 basis. Columbia Power uses its share of the income from the power generation assets to pay dividends to its shareholder, the Province of B.C.

Columbia Power's strategic priority in 2026/27 is to continue to ensure the long-term profitability, reliability, safety, and environmental sustainability of the hydropower facilities in

which Columbia Power holds an ownership interest on behalf of its shareholder, the Province of B.C., through effective and efficient management of plant operations and maintenance.

This service plan outlines Columbia Power's work towards the continued safe and reliable operation of these facilities, the generation of clean hydropower, the continued support for community sponsorship, and the provision of a dividend return to the Province.

The Minister of Energy and Climate Solutions is the Minister Responsible for Columbia Power.

## Performance Planning

### Goal 1: Efficient and reliable plant operations

This goal measures the output of Columbia Power's facilities in consideration of planned and unplanned outages. A high level of equipment reliability is critical to the success of both Columbia Power and its power asset partner, the Trust.

#### Performance Measures

Performance Measures	Baseline	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1.1a Equivalent Availability Factor (Hours)	91.4% <sup>1</sup>	ALH: 85.9% BRX: 92.1% WAX: 98.5%	ALH: 93.4% BRX: 91.9% WAX: 97.0%	ALH: 95.2% BRX: 87.6% WAX: 97.0%	ALH: 94.3% BRX: 95.7% WAX: 95.2%
1.1b Equivalent Availability Factor (MWh)	ALH: 98.4% <sup>2</sup> BRX: 99.0% <sup>2</sup>	ALH: 97.9% BRX: 99.1%	ALH: 98.9% BRX: 98.5%	ALH: 99.0% BRX: 94.4%	ALH: 99.0% BRX: 98.8%
1.1c Equivalent Availability Factor (Revenue)	WAX: 97.7% <sup>2</sup>	WAX: 98.9%	WAX: 97.7%	WAX: 97.7%	WAX: 96.4%
1.1d OMA Costs - \$ per MWh	ALH: \$10.35 <sup>2</sup> BRX: \$13.29 <sup>2</sup> WAX: \$9.05 <sup>2</sup>	ALH: \$9.68 BRX: \$13.17 WAX: \$10.30	ALH: \$11.03 <sup>3</sup> BRX: \$17.10 <sup>3</sup> WAX: \$12.53 <sup>3</sup>	ALH: \$8.79 BRX: \$13.41 WAX: \$8.97	ALH: \$8.76 BRX: \$13.06 WAX: \$9.13

Baseline Data sources:

<sup>1</sup>Columbia Power participates in benchmarking periodically to gauge plant performance relative to industry. The most recent external study finalized in 2025 by Guidehouse, found 91.4% for Equivalent Availability Factor (EAF) – hours on medium-sized, high-use hydro facilities like ALH, BRX and WAX.

<sup>2</sup>The baseline values for EAF (MWh), EAF (Revenue) and OMA \$ per MWh are based on rolling Columbia Power six-year median actuals and targets from 2023/24 to 2028/29.

<sup>3</sup>2026/27 OMA targets increase due to transition costs associated with bringing operations and maintenance services in-house.

#### Discussion

Agreements with BC Hydro and FortisBC provide firm monthly energy and capacity entitlements for ALH, BRX, Brilliant Dam (BRD) and WAX generating facilities. Under these

arrangements, hydrology risk (variable annual water flows) is transferred to BC Hydro, which optimizes the operation of regional generating facilities. However, plant unavailability due to planned or unplanned outages results in reduced entitlements, underscoring the importance of plant availability in Columbia Power's performance metrics.

The transition to in-house operations and maintenance delivery increases internal capacity and maturity as an asset manager. The transition is assessed as low risk and is expected to deliver improved efficiencies, enhanced data transparency, reduced operational risk, and ongoing cost savings while strengthening internal control over critical generating assets.

**1.1a Equivalent Availability Factor (Hours)** measures generating hours available over the year, reflecting equipment reliability and the effectiveness of asset management strategies.

- **Benchmark:** The 91.4% target is based on Guidehouse's median availability rate for medium-sized, high-capacity hydro plants (40 station group).
- **Targets:** Annual targets for 2026/27 to 2028/29 account for planned outages and an expected unplanned outage allowance.

**1.1b Equivalent Availability Factor (MWh)** evaluates energy availability by comparing entitlement energy received to total potential entitlement energy, focusing on revenue generation.

- **Benchmark:** Derived internally from historical and forecasted production levels at ALH and BRX.
- **Application:** This internally focused metric helps track revenue performance against targets. Targets vary annually based on planned outage durations and progressively lower unplanned outage rate targets, currently set at 1% for ALH and BRX.

**1.1c Equivalent Availability Factor (Revenue)** measures WAX performance by comparing actual entitlement energy and capacity sales revenue to the maximum potential revenue.

- **Purpose:** It accounts for residual capacity differently than ALH and BRX, requiring a separate evaluation method.
- **Targets:** Reflect an optimal balance of reliability and outage management. The unplanned outage rate target is set at 0.70% annually, based on strong historical performance.

**1.1d OMA Costs - \$ per MWh** tracks controllable operating costs per MWh to ensure cost-effective power generation while maintaining high reliability through planned maintenance.

Targets fluctuate due to maintenance schedules, inflation, and required repairs. The long-term goal is to optimize lifecycle value while balancing costs and reliability. The OMA cost targets for 2026/27 increase for ALH, BRX and WAX increase, primarily due to transition costs associated with bringing operations and maintenance services in-house.

## **Objective 1.1: Maximize generation availability at Arrow Lakes Generating Station (ALH), Brilliant Expansion Generating Station (BRX), and Waneta Expansion Generating Station (WAX).**

Columbia Power is committed to the effective management of its power facilities to maintain high reliability while controlling Operations, Maintenance and Administration (OMA) costs, recognizing that plant availability directly affects energy and capacity entitlements and financial performance. Through its Strategic Asset Management Plan and robust financial management processes, Columbia Power aims to enhance the availability of generating units while achieving strong financial performance.

### **Key Strategies**

- **Bring Operations and Maintenance In-House:** Transition day-to-day operations and maintenance of ALH, BRX and WAX facilities from third-party provider FortisBC March 2027, to reduce operational risk, increase efficiencies, improve data transparency and build internal expertise while managing costs.
- **Deploy and Evaluate Computerized Maintenance Management System (CMMS):** 2026/27 represents the first full year of operation for Maximo, the new CMMS. Existing and new staff as part of the in-housing initiative described above will test and further develop this critical work planning tool to ensure its effective use at the facilities by March 2027.
- **Ensure Continued Reliable Operations During Transition:** Ensure continued reliable operation and effective asset management during FortisBC's final year of operations and maintenance support, managing within existing agreements to support an orderly transition and minimize operational disruption.

## **Goal 2: Optimize Shareholder value**

This goal describes the value to Columbia Power's shareholder, the Province, measured by net income and earnings before interest, taxes, depreciation and amortization (EBITDA).

### **Performance Measures**

<b>Performance Measures [\$000]</b>	<b>2025/26 Forecast</b>	<b>2026/27 Target</b>	<b>2027/28 Target</b>	<b>2028/29 Target</b>
2.1a Net Income	69,506	67,571	72,827	74,920
2.1b EBITDA	86,019	84,304	88,813	90,133

Data source: Columbia Power Corporation

### **Discussion**

Columbia Power's financial results are closely monitored throughout the fiscal year, with variances reported quarterly to the Finance and Audit Committee, the Board of Directors, and the Province. Quarterly updates also include five-year forecasts to ensure alignment with long-term planning goals.

**2.1a Net Income** provides the clearest indicator of Columbia Power's financial performance. Net income is monitored throughout the reporting period and undergoes an annual audit.

**2.1b EBITDA** reflects operational performance by excluding non-operational items. It approximates cash flow from operations before financing costs and capital investments. After financing costs, the remaining cash flow is available for dividends to the Province.

Performance Analysis:

- **2026/27 Target:** A decrease in targets due to final transition costs to bring operations and maintenance services in-house.
- **2027/28 Target:** An increase in targets due to projected operations and maintenance cost savings resulting from transitioning these services in-house. In addition, movement of planned maintenance outages at the power generation facilities which shifts revenue decreases to future years. With the transition to in-house operations and maintenance services, the timing of major maintenance has been adjusted.
- **2028/29 Target:** An increase in targets reflecting planned maintenance schedules and stabilized operations following the transition to in-house operations and maintenance.

## **Objective 2.1: Deliver effective financial management.**

Columbia Power employs robust financial management systems to maintain consistency, accountability and transparency in support of stable financial performance and shareholder value. Prudent planning, budgeting, forecasting and reporting processes support the achievement of financial objectives.

### **Key Strategies**

- **Maximize revenue** by controlling facility operating costs and ensuring reliable operations.
- **Manage working capital** to fulfil Columbia Power's mandate while returning free cash flow to the Province through an annual dividend.
- **Monitor key performance indicators** regularly to assess the effectiveness of financial management systems.

# Financial Plan

## Financial Summary

[\$000s]	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
<b>Revenues</b>				
Arrow Lakes Power Corporation	22,385	21,823	22,485	23,215
Brilliant Expansion Power Corporation	10,041	9,150	10,861	12,033
Brilliant Power Corporation	17,399	18,000	18,353	18,797
Waneta Expansion Power Corporation	38,626	37,831	39,734	38,810
Recoveries	4,700	8,491	9,232	9,508
<b>Total Revenue</b>	<b>93,151</b>	<b>95,295</b>	<b>100,665</b>	<b>102,363</b>
<b>Expenses</b>				
Staff and General Administration	5,309	9,059	9,841	10,136
Sponsorships and Bursaries	160	160	160	160
Zebra Quagga Mussel Defense Program	350	350	350	350
Grants in Lieu of Property Taxes	1,313	1,422	1,501	1,584
Interest Expense	20,863	20,895	20,926	20,957
Less: Interest Revenue	(4,350)	(4,162)	(4,940)	(5,744)
<b>Total Expenses</b>	<b>23,645</b>	<b>27,724</b>	<b>27,838</b>	<b>27,443</b>
<b>Annual Surplus</b>	<b>69,506</b>	<b>67,571</b>	<b>72,827</b>	<b>74,920</b>
<b>Total Debt</b>	<b>618,904</b>	<b>614,007</b>	<b>608,594</b>	<b>602,713</b>
<b>Accumulated Surplus</b>	<b>239,218</b>	<b>256,789</b>	<b>274,616</b>	<b>291,535</b>
<b>Dividends/Other Transfers</b>	<b>60,000</b>	<b>50,000</b>	<b>55,000</b>	<b>58,000</b>

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

## Key Forecast Assumptions, Risks and Sensitivities

Columbia Power's financial forecasts incorporate plans to address strategic risks and external environmental changes. Key assumptions include:

- **Plant Availability:** Forecasted availability for ALH, BRX, and WAX is critical, with BRD power sales secured through a long-term lease unaffected by plant availability.
- **Capital and Operating Needs:** Capital investments and operating expenses are forecasted to meet asset needs.
- **Operating Costs:** Assumed increases are based on the past five-year average for water rentals, property taxes, and insurance, with other costs rising consistent with inflation.
- **Working Capital:** Adequate reserves are maintained to support operational and capital requirements while achieving service plan goals.

Columbia Power faces several risks inherent to utilities, including:

- **Plant Reliability and Labour Disruptions:** Columbia Power will transition all operations and maintenance for ALH, BRX and WAX to in-house resources over 2026/27. Until the transition to in-house operations and maintenance is complete in March 2027, reliance on a single contractor poses potential operational risks.
- **Market and Contractual Risks:** Certain power sale agreements include provisions that may expose Columbia Power to changes in market conditions. These include the 2026 market reset clause under the Brilliant Power Purchase Agreement, which may affect future pricing and revenues, as well as upcoming power sale agreement maturities for the Brilliant Expansion Generating Station that could result in changes to contract terms depending on prevailing market conditions.
- **Regulatory and Environmental Risks:** Potential impacts include Columbia River Treaty renegotiations, adherence to Species at Risk Act, and challenges from proposed salmon reintroduction to the upper Columbia River.
- **Environmental Events:** Risks from invasive species or unforeseen natural events.

To address these risks, Columbia Power employs effective monitoring and oversight, coordination with governing bodies, proactive mitigation strategies, and appropriate insurance coverage.

## Sensitivity Analysis

The financial outlook projects stable net income over the forecast period. Key sensitivities include:

- **Impact of Plant Availability:** A 1% increase in unplanned outages in 2026/27 would reduce revenues as follows:
  - ALH: \$783,000
  - BRX: \$366,000
  - WAX: \$1,184,000

- **Provision for Variability:** Revenue projections for ALH, BRX, and WAX incorporate a provision for unplanned outages. For revenue impacts, plant availability must fall below the targets outlined in Goal 1 (Efficient and Reliable Plant Operations).
- **Operating Costs and Capital Needs:** Unexpected increases in operations and maintenance costs or capital requirements could impact net revenues.

## Management's Perspective on Financial Outlook

Columbia Power's financial health remains strong, supported by:

- **High Reliability:** Continued focus on achieving high reliability through proactive maintenance planning and balancing schedules.
- **Long-Term Agreements:** Stability ensured by long-term power sales agreements.
- **Strong Asset Management:** Backed by experienced engineering and maintenance teams.
- **Performance Management:** Regular monitoring and performance management to sustain increasing shareholder value and returns.

The organization remains committed to strong financial management through:

- **Budgeting and Forecasting:** Continuous improvement in financial reporting and forecasting processes.
- **Investment Opportunities:** Leveraging opportunities to enhance shareholder value.

The growth trend in net income is expected to continue into future years, supported by strong financial practices, stable long-term agreements, and sustained operational performance.

## Appendix A: Subsidiaries

### Active Subsidiaries

#### Arrow Lakes Power Corporation

Arrow Lakes Power Corporation (ALPC) owns ALH and an associated 48-kilometre transmission line from the power plant to BC Hydro's Selkirk Substation.

#### Financial Summary

[\$000s]	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Total Revenue	77,919	77,687	78,486	79,401
Total Expenses	33,149	34,041	33,516	32,972
<b>Annual Surplus (Deficit)</b>	<b>44,770</b>	<b>43,646</b>	<b>44,970</b>	<b>46,429</b>

#### Brilliant Expansion Power Corporation

Brilliant Expansion Power Corporation (BEPC) owns BRX.

[\$000s]	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Total Revenue	36,091	36,241	37,893	40,488
Total Expenses	16,009	17,942	16,170	16,422
<b>Annual Surplus (Deficit)</b>	<b>20,082</b>	<b>18,299</b>	<b>21,723</b>	<b>24,066</b>

#### Brilliant Power Corporation

Brilliant Power Corporation (BPC) owns BRD and the Brilliant Terminal Station (BTS).

[\$000s]	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Total Revenue	51,834	53,153	55,390	56,734
Total Expenses	17,037	17,154	18,684	19,141
<b>Annual Surplus (Deficit)</b>	<b>34,797</b>	<b>35,999</b>	<b>36,706</b>	<b>37,593</b>

**Waneta Expansion Power Corporation**

Waneta Expansion Power Corporation (WEPC) owns WAX.

<b>[\$000s]</b>	<b>2025/26 Forecast</b>	<b>2026/27 Budget</b>	<b>2027/28 Plan</b>	<b>2028/29 Plan</b>
Total Revenue	111,829	111,826	113,447	111,833
Total Expenses	46,166	47,744	45,559	45,794
<b>Annual Surplus (Deficit)</b>	<b>65,663</b>	<b>64,082</b>	<b>67,888</b>	<b>66,039</b>

The Boards of Directors of Columbia Power's subsidiaries each consist of six directors: three nominated by Columbia Power and three nominated by the Trust. Columbia Power is appointed as Manager on behalf of the owners, and in turn, contracts management responsibilities to the Trust.

BRD, ALH, BRX, BTS and WAX are currently operated and maintained by FortisBC (a subsidiary of Fortis Inc.) or its related company, FortisBC Pacific Holdings Inc., under the oversight of Trust employees acting as agents of Columbia Power. In 2026/27, operations and maintenance of ALH, BRX and WAX will transition in-house. Operations and maintenance for BRD will remain with FortisBC.

Most of the power generated at these facilities is committed under long-term sales agreements with FortisBC and BC Hydro. Short-term sales of capacity and energy are utilized to maximize revenue.

## Appendix B: Mandate Letter from the Minister Responsible



May 23, 2025

145830

John Stephens  
Chair  
Columbia Power Corporation  
200 – 445 13 Ave  
Castlegar BC V1N 1G1

Dear John Stephens:

On behalf of Premier Eby and Executive Council, I would like to extend my thanks to you and your board members for your organization's leadership, dedication, and expertise in which you serve the people of British Columbia.

Public sector organizations—including Crown corporations, Health Authorities and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for Columbia Power Corporation, communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote and First Nation communities.



In the current economic and fiscal context including the threat of U.S. tariffs and other global economic challenges affecting British Columbian families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of: cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. The [Office of the Chief Information Officer](#) within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the Declaration on the *Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.

Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC. Please coordinate closely with PSEC before finalizing compensation decisions for existing CEOs or Presidents and



Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the [Crown Agencies and Board Resourcing Office](#) will continue to support your board on recruitment, appointments and professional development by ensuring board composition and governance reflects the diversity of our province.

To support the annual budget process, you are to provide annual updates to Treasury Board on Columbia Power Corporation's operations, including financial forecasts, program delivery, risks and issues. Additional guidance related to the content and timing of these updates will be provided by Treasury Board Staff.

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and as you develop plans to address the following priorities:

- Continue to ensure long-term profitability, reliability, safety and environmental sustainability of the facilities in which Columbia Power Corporation, on behalf of its shareholder the Province, has an ownership share through effective and efficient management of plant operation and maintenance.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by June 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,

Adrian Dix  
Minister



cc: Honourable David Eby, KC  
Premier

Shannon Salter  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Douglas S. Scott  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Elenore Arend  
Associate Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Peter Pokorny  
Deputy Minister  
Ministry of Energy and Climate Solutions

Johnny Strilaeff  
Chief Executive Officer/President  
Columbia Power Corporation

Alison MacLeod  
Vice-Chair  
Columbia Power Corporation

David de Git  
Board Member  
Columbia Power Corporation

Les MacLaren  
Board Member  
Columbia Power Corporation



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John Stephens  
Chair  
Columbia Power Corporation  
Date: June 9, 2025



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Alison MacLeod  
Vice Chair  
Columbia Power Corporation  
Date: June 9, 2025



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David de Git  
Board Member  
Columbia Power Corporation  
Date: June 9, 2025



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Les MacLaren  
Board Member  
Columbia Power Corporation  
Date: June 9, 2025