

Columbia Power Corporation

2024/25 – 2026/27 Service Plan

February 2024



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Board Chair's Accountability Statement



The 2024/25 – 2026/27 Columbia Power Corporation Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The 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 23, 2024, 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.

Signed on behalf of the Board by:

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

John Stephens
Board Chair, Columbia Power Corporation
January 23, 2024

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Strategic Direction

In 2024/25, public sector organizations will remain focused on providing the services and infrastructure that people depend on to build a good life. Public sector organizations will continue to support Government in 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. Public sector organizations will also continue to work closely with Government as it works collaboratively with Indigenous Peoples to implement 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 Columbia Power Corporation (Columbia Power) will support the government's priorities and selected action items identified in the most recent Columbia Power [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 2024/25 is to continue to ensure the long-term profitability, reliability, safety, and environmental sustainability of the facilities in which Columbia Power, on behalf of its shareholder the Province of B.C., has an ownership share, through effective and efficient management of plant operation 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 Finance is responsible for Columbia Power.

Operating Environment

Fiscal year 2024/25 will see Columbia Power implement a five-year list of objectives in its Strategic Asset Management Plan, supporting optimum asset performance and profitability while managing the risks inherent in owning and operating hydroelectric facilities.

Columbia Power continues to actively assess its operating environment to ensure risks that could impact performance of the assets are identified and appropriate mitigation actions are put in place. This also includes navigating the potential impacts of increased wildfire risk and invasive species potential such as Zebra and Quagga Mussels, while planning and completing required work as part of asset management.

A Computerized Maintenance Management System (CMMS), a tool to support Columbia Power's asset management vision, will be procured and implemented in 2024/25. The CMMS will improve asset management delivery capabilities and realize valuable gains through efficiencies and increased effectiveness in work planning and execution on site.

The significant failure and ensuing repair of the Arrow Lakes Generating Station (ALH) Unit 1 turbine that began April 2023 has impacted Columbia Power's operating environment. As this unexpected, forced outage draws significant resourcing, both internally and from the Operations & Maintenance Services Provider FortisBC, overall work planning has identified a low risk of deferrals of other projects across the facilities to allow a focused investigation, root cause analysis and repair of ALH Unit 1 spanning 10 months in 2023/24 and completed end of January 2024.

Along with other utilities, Columbia Power faces material risks in plant reliability and labour disruptions inherent with reliance on a single contractor. In addition, environmental risks such as invasive species or risks due to unforeseen natural environmental events like wildfires could impact operations. Other considerations include the potential impacts of the Columbia River Treaty renegotiation, implementation of the Species at Risk Act and new challenges posed by potential salmon reintroduction to the upper Columbia River.

Performance Planning

Goal 1: Efficient and reliable plant operations

This goal measures the output of our 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.

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 ensures the effective and efficient management of power facilities to ensure high reliability and to control Operations, Maintenance and Administration (OMA) costs. Our Strategic Asset Management Plan and financial management processes focus on improving availability of the generating units while achieving strong financial performance.

Key Strategies

- Complete repair of ALH Unit 2 turbine given the April 2023 failure and findings on Unit 1, addressing operational risk, and seeking to efficiently execute in a planned six-month outage from February-July 2024.
- Procure and implement a CMMS software solution, providing functional value to both FortisBC (the Operations and Maintenance Service Provider) and Columbia Power.
- Act on the recommendations of the Operations and Maintenance (O&M) outsourcing review, evaluate options and confirm cost-effective performance. More specifically, take on compliance obligations as part of Mandatory Reliability Standards from July 1, 2024 onward with established internal department and compliance programs.
- Monitor financial performance regularly throughout the year against established targets using visual dashboards and other communication tools to clearly show progress.

Discussion

The ALH Unit 1 failure in April 2023 altered the key strategies in 2024/25 and onward significantly, given the long duration of the outage and the increased resourcing needs both internally and externally, as described above. After the completion of our root cause analysis and repair on Unit 1, Columbia Power identified that repair should be completed on Unit 2 in 2024/25. This approach has a significant impact on performance measure targets below for ALH but is preferable to another unplanned forced outage and repair in the future.

The CMMS implementation within 2024/25 will:

- Create the ability to effectively schedule and execute annual planned outage work;
- Introduce spare parts inventory functionality;

- Track and trend historical work scope and costs to support capital replacement decisions; and,
- Trigger work based on real-time equipment conditions.

This new key strategy within 2024/25 is crucial as it impacts so many facets of our business and will remain a key tool for the foreseeable future.

Strategies that continue are the focus areas of climate change risk assessment and mitigation, cost-effective management of O&M resourcing and continued financial performance. Progress towards “Efficient and Reliable Plant Operations” is monitored monthly in consideration of the Performance Measure targets outlined below.

Performance Measures

Performance Measures	Baseline	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.1a Equivalent Availability Factor (Hours)	94.2%	ALH: 46.1% BRX: 96.8% WAX: 97.0%	ALH: 81.6% BRX: 93.3% WAX: 96.0%	ALH: 95.1% BRX: 95.2% WAX: 97.0%	ALH: 94.5% BRX: 90.6% WAX: 97.0%
1.1b Equivalent Availability Factor (MWh)	ALH: 99.1% BRX: 98.6%	ALH: 57.9% BRX: 99.5%	ALH: 92.6% BRX: 98.6%	ALH: 98.9% BRX: 98.8%	ALH: 98.9% BRX: 98.4%
1.1c Equivalent Availability Factor (Revenue)	WAX: 97.8%	WAX: 97.8%	WAX: 97.1%	WAX: 97.8%	WAX: 97.8%
1.1d OMA Costs - \$ per MWh	ALH: \$7.62 BRX: \$12.43 WAX: \$9.28	ALH: \$28.23 BRX: \$12.79 WAX: \$9.28	ALH: \$11.97 BRX: \$20.16 WAX: \$9.90	ALH: \$8.05 BRX: \$13.08 WAX: \$10.20	ALH: \$8.27 BRX: \$13.47 WAX: \$10.10

Baseline Data source: Columbia Power participates in benchmarking periodically to gauge plant performance relative to industry. The most recent external study was finalized in 2022 by Guidehouse and found 94.2% for Equivalent Availability Factor (EAF) – hours on medium-sized, high-use hydro facilities like ALH, BRX and WAX. The baseline values for EAF (MWh), EAF (Revenue) and OMA \$ per MWh are based on rolling Columbia Power eight-year median actuals and targets from 2019/20 to 2026/27.

Discussion

Columbia Power and the Trust are parties to agreements with BC Hydro and FortisBC under which ALH, BRX, Brilliant Dam (BRD) and WAX receive firm monthly energy and capacity entitlements. Under these arrangements, non-BC Hydro generating facility owners transfer hydrology risk (variable annual water flows), and BC Hydro directs the operation of all regional generating plants to optimize overall generation. If a plant is not available to generate due to planned or unplanned outages, entitlements are reduced accordingly. This is the reason for the focus on plant availability in the performance measures.

Plant availability measures allow Columbia Power to assess asset reliability performance relative to industry benchmarks and its own performance based on internal criteria.

1.1a *Equivalent Availability Factor (Hours)* is effective in measuring the number of available generating hours over the year. The established benchmark is derived from the external study prepared by Guidehouse. Successful scheduling and completion of planned outages and efficient response and management of unplanned outages ensure maximum generation availability. It provides a measure of our asset management effectiveness and equipment reliability.

- The established benchmark of 94.2% is derived from the median equivalent rate for medium-sized, high-capacity factor hydro plants from the Guidehouse Study. There were 38 station groups in this category. The 2024/25 through 2026/27 targets for ALH, BRX and WAX were derived from planned outage schedules while allowing for an expected unplanned outage rate throughout the year.
- The lower than usual Equivalent Availability Factor (Hours) for ALH in both 2023/24 and 2024/25 are due to the major planned outage on Unit 2 to address the risk of turbine failure as experienced, investigated and repaired on Unit 1 in 2023/24.

1.1b *Equivalent Availability Factor (MWh)* helps gauge revenue generation and utilizes an internally established benchmark based on historic and forecast performance. It is a measure of the entitlement energy received compared to the total annual entitlement energy potential – and differs from Equivalent Availability Factor (hours) above in that it is related to energy rather than time.

Columbia Power uses historic and forecast production level data at ALH and BRX to develop internal baseline. The baseline reflects an optimal scenario of reliable plant operations while efficiently completing maintenance outages. This metric allows a comparison of Columbia Power's revenue generating performance to the internal target. The long-term goal is to meet or exceed the annual targets. The fluctuation of targets is due to the variability in the duration of planned outages and the unplanned outage rate target, which has been set at progressively more ambitious values at ALH and BRX over the years to a current value of 1%. As this measure is entitlement-based, it is not comparable to external industry metrics but is useful for Columbia Power's internal management purposes.

1.1c *Equivalent Availability Factor (Revenue)* will gauge WAX availability considering business decisions on planned and unplanned outage duration and timing and will be comprised of both entitlement energy and capacity sales for WAX. This availability is calculated by comparing the actual revenue from entitlement energy and capacity sales to the maximum possible revenue from entitlement energy and capacity sales. It is required as a separate metric at WAX differing from Equivalent Availability Factor (hour and MWh) above because residual capacity is accounted for in a different way compared to ALH and BRX.

The targets reflect an optimal scenario of reliable plant operations with successful scheduling and completion of planned outages and efficient response and management of unplanned outages. The long-term goal is to meet or exceed annual targets. The fluctuation of targets is

due to the variability from year to year in the duration of planned outages. The unplanned outage rate for WAX is 0.70% annually based on strong historical performance.

1.1d *OMA Costs - \$ per MWh* is a measure of controllable operating costs per MWh. The effective management of OMA costs will achieve an optimized cost of power generation and higher reliability through planned maintenance scheduling. The objective is to optimize full life-cycle value of the power facilities and associated equipment.

The targets fluctuate year over year due to the changing requirements to annual operating maintenance schedules and inflationary increases. Improvements and repairs are also required as needed and contribute to these fluctuations in operating costs. Efforts are made to ensure an effective balance between OMA costs and maintaining high reliability.

The targets for ALH for 2024/25 has increased since the last Service Plan from \$7.84 to \$11.97. This is due to the planned repair of ALH Unit 2 commencing in February 2024 and spanning six months into July 2024. The forecast for ALH in 2023/24 of \$28.23 is significantly higher than the target of \$8.36 set in the 2023/24 – 2025/26 Service Plan due to the focused investigation, root cause analysis and repair of ALH Unit 1 spanning ten months.

The target for BRX for 2024/25 has increased since the last Service Plan from \$15.13 to \$20.16. This is largely due to increased investment in fish compensation projects as required under the environmental commitments made by the expansion project. Variability in projections for OMA costs can be impacted by changes to the scope of projects. The 2025/26 target has increased from \$11.06 to \$13.08 mainly due to inflationary increases impacting the costs of services and materials.

The targets for WAX for 2024/25 and 2025/26 have increased from the last Service Plan from \$9.37 to \$9.90 and \$9.32 to \$10.20, respectively. The changes are due to prioritized scheduling of non-routine maintenance activities.

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).

Objective 2.1: Deliver effective financial management

Columbia Power manages financial results through established financial management systems to ensure consistency, accountability and transparency. We monitor financial progress through prudent planning, budgeting, forecasting and reporting processes.

Key Strategies

- Maximize revenue by controlling facility operating costs and achieving reliable operations.
- Manage working capital to meet Columbia Power's mandate while returning free cash-flow to the Province through an annual dividend.

- Monitor key performance indicators regularly to measure and evaluate the effectiveness of Columbia Power’s financial management systems.

Discussion

With the continually changing economic environment and rising inflation and interest rates which can result in increasing operational costs, it is important to rely on strong financial management systems to monitor results. Financial results are reviewed regularly to ensure alignment with budgets, and business plans are adjusted as necessary to achieve the financial goals. Detailed multi-year forecasts are developed annually and reviewed and updated quarterly.

Performance Measures

Performance Measures [\$000]	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
2.1a Net Income	60,334	61,447	68,139	70,148
2.1b EBITDA	76,874	78,023	84,685	86,773

Data source: Columbia Power Corporation

Discussion

Columbia Power’s financial results are monitored frequently throughout the fiscal year. Variances from net income targets are reported quarterly to the Finance and Audit Committee, the Board of Directors, and the Province. In addition, five-year forecasts are prepared quarterly to ensure financial objectives are in-line with our long-term planning.

2.1a Columbia Power’s *Net Income* is the most appropriate measure to gauge the company’s financial performance. Net income is closely monitored throughout the reporting period and audited annually.

2.1b *EBITDA* is a measure of operating income which focuses on items of importance to ongoing operations and excludes items that do not impact ongoing operations. EBITDA also approximates cash flow from operations before payment of financing costs and necessary capital investment. After financing costs are paid and capital investment is made, the balance is available to be paid as a dividend to the Province.

Net income and EBITDA forecasts for fiscal year 2023/24 have decreased as a result of the ALH Unit 1 repair. Targets for the fiscal year 2024/25 have decreased due to the planned repair of ALH Unit 2 turbine commencing February 2024 through July 2024. The target for 2025/26 is increasing due to growing revenues from the power facilities from rising power prices under the long-term agreements and continued focus on effective operating and maintenance planning.

Financial Plan

Financial Summary

[\$000]	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
Total Revenue				
Operating Revenue				
Recoveries	4,137	4,512	4,647	4,786
Income for Equity Accounted Investees				
Arrow Lakes Power Corporation	15,488	16,819	21,014	21,345
Brilliant Expansion Power Corporation	10,236	8,543	10,190	10,065
Brilliant Power Corporation	15,998	16,724	17,486	18,192
Waneta Expansion Power Corporation	37,321	38,108	38,231	39,483
Total Revenue	83,180	84,706	91,568	93,871
Total Expenses				
Staff and General Administration	4,711	5,031	5,187	5,340
Sponsorships and Bursaries	149	150	135	135
Zebra Quagga Mussel - Provincial Defense Contribution	250	250	250	250
Grants in Lieu of Property Taxes	1,196	1,252	1,311	1,373
Interest Expense	20,808	20,831	20,863	20,895
Amortization of Property, Plant and Equipment	-	-	-	-
Less: Interest Revenue	(4,268)	(4,255)	(4,317)	(4,270)
Total Expenses	22,846	23,259	23,429	23,723
Annual Surplus	60,334	61,447	68,139	70,148
Total Debt	627,068	623,114	618,709	613,908
Accumulated Surplus	202,057	219,504	243,643	269,791
Dividends	44,000	44,000	44,000	44,000

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

Key Forecast Assumptions, Risks and Sensitivities

Financial forecasts take into consideration Columbia Power's plans to address the key strategic risks facing the organization and changes to the external environment. As with other utilities, Columbia Power faces material risks in plant reliability and labour disruptions inherent with reliance on a single contractor. Expected potential changes to the operating environment including impacts of the Columbia River Treaty renegotiation, impacts of implementation of the *Species at Risk Act* and new challenges posed by potential salmon reintroduction to the upper Columbia River. Columbia Power also recognizes environmental risks such as invasive species or risks due to unforeseen natural environmental events.

The Columbia Power Board of Directors and the Boards of the subsidiary power corporations review material risks as a part of their governance and oversight function. Columbia Power continuously works to address those risks through effective monitoring and oversight, coordinating with governing bodies, maintaining appropriate levels of insurance, and taking actions proactively where appropriate to mitigate anticipated risks.

Sensitivity Analysis

The financial outlook indicates stable net income for the forecast period. Key assumptions affecting the forecast operations are as follows:

- Plant availability for ALH, BRX and WAX are as forecast. Power sales for BRD are in the form of a long-term lease agreement which is not impacted by plant availability.
- Capital and operating needs of the assets are as forecast.
- Operating cost increases are based on the past five-year average for water rentals, property taxes and insurance. Other operating cost increases are consistent with inflation. Columbia Power maintains adequate working capital levels to meet operational and capital requirements and achieve goals within the service plan periods.

Plant availability has a large impact on forecast revenues. Unanticipated O&M cost increases and capital requirements could impact net revenues. An increase in unplanned outages of 1% would decrease revenues in 2024/25 by \$762,000 at ALH, \$359,000 at BRX and \$1,145,000 at WAX.

To compensate for the potential variability of plant availability, a provision for unplanned outages is incorporated into the revenue projections for ALH, BRX and WAX. To impact the revenue results from operations, plant availability will have to fall below the targets presented in Goal 1 - Efficient and reliable plant operations.

Management's Perspective on Financial Outlook

The COVID 19 pandemic has not had any negative long-term impacts to operations or equipment reliability and the disruption severity has decreased significantly.

The unexpected failure of Unit 1 and planned repair of Unit 2 at ALH reduced net income targets for fiscal year 2023/24 - 2024/25. The failure could not have been detected through our

regular maintenance programs. The repair of both Unit 1 and Unit 2 are expected to be complete by the summer of 2024, at which time management is projecting net income growth from all jointly owned power subsidiaries. This is a direct result of the focus on Strategic Asset Management Planning and Reliability Centered Maintenance programs that target increased plant reliability.

In addition, budget and forecasting processes continue to be improved to maximize shareholder value and returns. The growth trend of net income is expected to continue into future years.

Appendix A: Subsidiaries and Operating Segments

Active Subsidiaries

Columbia Power owns four hydropower facilities in partnership with the Trust. These facilities are owned by corporations jointly owned by Columbia Power and indirect subsidiaries of the Trust, as follows:

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

[\$000]	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
Total Revenue	71,857	70,570	76,475	77,262
Total Expenses	40,881	36,933	34,447	34,572
Annual Surplus (Deficit)	30,976	33,637	42,028	42,690

Brilliant Expansion Power Corporation

Brilliant Expansion Power Corporation (BEPC) owns BRX.

Financial Summary

[\$000]	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
Total Revenue	35,316	35,551	35,930	36,123
Total Expenses	14,845	18,465	15,551	15,993
Annual Surplus (Deficit)	20,471	17,086	20,379	20,130

Brilliant Power Corporation

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

Financial Summary

[\$000]	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
Total Revenue	49,083	49,918	52,064	53,615
Total Expenses	17,088	16,471	17,092	17,232
Annual Surplus (Deficit)	31,995	33,447	34,972	36,383

Waneta Expansion Power Corporation

Waneta Expansion Power Corporation (WEPC) owns WAX.

Financial Summary

[\$000]	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
Total Revenue	108,470	109,159	110,304	113,366
Total Expenses	45,551	44,665	45,430	45,981
Annual Surplus (Deficit)	62,919	64,494	64,874	67,385

The Boards of Directors of these corporations are comprised of six directors, three nominated by Columbia Power and three nominated by the Trust. Columbia Power manages these assets on behalf of the power subsidiaries in alignment with its mandate, strategic priorities, and fiscal plan.

BRD, ALH, BRX, BTS and WAX are 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.

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

Appendix B: Mandate Letter from the Minister Responsible



Date: June 26, 2023

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

Dear John Stephens:

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

Public sector organizations – including Crowns, Health Authorities and Post Secondary Institution Boards – support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home – in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for Columbia Power Corporation, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. 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.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

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 (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well as ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.

In addition to continuing to make progress on your [2021 mandate letter](#), I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization.

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 summer 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



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

Date: June 26, 2023

cc: Honourable David Eby, KC, Premier
Shannon Salter, Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service
Heather Wood, Deputy Minister and Secretary to Treasury Board, Ministry of Finance
Mary Sue Maloughney, Associate Deputy Minister, Crown Agencies Secretariat, Ministry of Finance
Les MacLaren, Assistant Deputy Minister, Ministry of Energy, Mines and Low Carbon Innovation and Board Member, Columbia Power Corporation
Alison MacLeod, Vice Chair, Columbia Power Corporation
David de Git, Director, Columbia Power Corporation
Johnny Strilaeff, Chief Executive Officer/President, Columbia Power Corporation



John Stephens
Chair, Columbia Power Corporation
Date:



Alison MacLeod
Vice Chair, Columbia Power Corporation
Date: June 27, 2023



David de Git
Director, Columbia Power Corporation
Date: June 27, 2023



Les MacLaren
Director, Columbia Power Corporation
Date: