

BC FAMILY MAINTENANCE AGENCY

2022/23 – 2024/25 Service Plan

February 2022



**BC Family
Maintenance
Agency**

For more information on the BC Family Maintenance Agency contact:

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www.bcfma.ca

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Board Chair's Accountability Statement



The 2022/23 – 2024/25 BC Family Maintenance Agency 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 the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 2022 have been considered in preparing the plan.

The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, the BC Family Maintenance Agency'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 BC Family Maintenance Agency's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in blue ink, appearing to read 'R. Fyfe'.

Richard J.M. Fyfe, QC
Board Chair

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Strategic Direction and Alignment with Government Priorities

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

This 2022/23 service plan outlines how the British Columbia Family Maintenance Agency (BCFMA) will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [BCFMA Mandate Letter \(see Appendix B\)](#)

BCFMA is responsible for the administration of the Family Maintenance Enforcement Program (FMEP) and for offering supports that strengthen families, so that they may achieve their full potential and secure the best possible future for their children. BCFMA is central to supporting government's foundational principle of putting people first. The Agency facilitates over \$225 million in support payments annually, which produces better economic circumstances for children and families throughout the province. The [Family Maintenance Enforcement Act \(FMEA\)](#) provides the authority for BCFMA to monitor, facilitate and enforce court ordered maintenance orders and agreements, ensuring that families receive the financial support that they are entitled to under provincial and federal law.

BCFMA continues to develop and improve the social and multicultural aspects of our business by addressing the B.C. government's foundational principles, including a commitment to equity, diversity and inclusion through Gender Based Analysis + and *Accessibility Act* programs, lasting and meaningful Indigenous reconciliation, and putting people first through outreach and collaboration with stakeholders and communities.

Families impacted by separation or divorce will benefit from an increased focus by BCFMA using resources and strategic direction to integrate services and to improve connections with external service providers. The organization has identified three main themes that capture our strategic challenges and opportunities:

- Accessibility – making the program more accessible available and approachable to those who need our help, clients and partners using technology and client-centric re-design of technology services;

- Modernization – ensuring we have the appropriate operations, technology, and financial and human resources systems, policies and procedures in place to efficiently and effectively address client needs; and
- Connections – developing marketing strategies and methods, creating outreach opportunities with Indigenous governments, and improving working relationships with justice sector service delivery organizations so that we can provide client-specific solutions.

Operating Environment

COVID-19 and climate change impacts have changed the economy in B.C. The resulting movement in types of employment such as the increase in remote work has had a significant impact on payors and recipients of maintenance support. BCFMA must be flexible and adaptable in responding both to the impacts these events have on our clients, and on our staff and operations.

For most of the families receiving support payments the monthly amounts received provide an important contribution to their disposable income, often accounting for one-quarter of their monthly income. For the current year we expect to disburse about \$210 million to about 35,000 families within B.C., across Canada, and to families living in countries that have service agreements with B.C. BCFMA remains one of B.C.'s most effective tools to combat child poverty. BCFMA facilitates support payment collection services for at least 15,000 children experiencing poverty. In support of the [TogetherBC Poverty Reduction Strategy](#), BCFMA services are helping the Province to meet the target of a 50% reduction in the child poverty rate by 2024.

A new Chief Executive Officer joined the organization during 2021 and the BCFMA has plans to add additional board members by appointment in 2022, as was directed through the April 2021 mandate letter. These additions will bring a renewed strategic direction for BCFMA as the organization progresses towards program modernization.

BCFMA is improving operational efficiencies and effectiveness by embracing technological changes that enhance services and processes and ensure the protection of information. Information technology infrastructure systems are moving to off-premises, cloud-based services to ensure that BCFMA remains adaptable and current with technology advancements while keeping organizational and personal client data safe. These changes will allow BCFMA to use data and analytical tools to support decision making and move towards a more diverse and inclusive organization. Significant changes to BCFMA's service delivery model and program enhancements will be implemented during 2022/23 including implementing online self-service such as online enrolment. BCFMA is also modernizing through developing a self-service app for Agency clients and redesigning the BCFMA website. These changes, in tandem with organizational policy and procedural updates, will support enhanced client accessibility to programs and services and will improve communication outcomes.

Greater outreach activities are underway and are designed to increase awareness of the program with Indigenous peoples and under-served groups. To best reflect the clients that we serve BCFMA is updating and creating human resource policies and practices that are informed by GBA+ analysis, Indigenous recognition and reconciliation. The Agency is also providing training to staff on trauma-informed client support. Supplemental training and development is planned to support mental health resiliency and de-escalation techniques to address conflicts during case management and client interaction.

The first work environment survey (WES) for BCFMA was undertaken in 2021 and provided a snapshot of the experience our staff have in working for the Agency. The survey revealed the

organization's need for joint accountability between management and staff to inform future activities and practices in the workplace. BCFMA is addressing internal opportunities identified by the WES and is working collaboratively with staff through a joint workplace engagement committee to find and implement changes that improve staff engagement. The BCFMA Green Team will ensure that environmental initiatives (such as reduced paper usage) are implemented across the organization.

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

Performance Planning

Goal 1: Provide effective and efficient family support services and referrals for British Columbians

BCFMA will continue to provide a high level of service, even as the impacts of COVID-19 and climate change affect our organization and our clients.¹

Objective 1.1: Support orders and agreements filed under the Family Maintenance Enforcement Act are enforced and payments are recovered

Key Strategies

- Continue to work with payors and recipients to ensure the terms of support orders are fulfilled
- Demonstrate flexibility and negotiation when supporting families through referrals and voluntary payment arrangements
- Enhance and leverage communication and service technology and methodologies to improve the efficiency and efficacy of services provided

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Maintain the ratio of support payments received over support payments due ¹	92.0	92.0	92.0	92.0
1.1b Maintain or improve on a low median enrolment time (in calendar days) ²	41	35	35	35

¹ Data Source: BCFMA

² Data Source: BCFMA

Linking Performance Measure to Objective

As BCFMA modernizes and enhances service delivery through 2022/23 to a client-centric model that focuses on service coordination and modernization, these measures will assess the organization’s ability to successfully provide support services for clients.

1.1a This performance measure assesses the health of support payment collections by BCFMA. BCFMA is currently collecting at one of the highest ratios in Canada, and by maintaining a high ratio is ensuring that both current and missed support payments are being made by payors. Changing economic conditions can affect this ratio in both directions - positively and negatively.

1.1b This performance measure reflects the median number of calendar days required from initial receipt of the filing kit to enrol a client in the BCFMA program. Maintaining or

¹ The word “enforcement” has been replaced by the words “family support” in this goal to better reflect the range of client-centric services that BCFMA provides.

improving on a low median enrolment time will demonstrate the success of BCFMA enrolment practices.

Discussion

Goal 1 performance measures have been revised to better reflect the performance of client-centric services that BCFMA provides. The child and family support payments recovered per case through FMEP has been replaced by a measure that is a more sophisticated way to track activity and allows the organization to compare support payment collection results with other Canadian jurisdictions. The telephone and web message response time measures do not align with our modernization/accessibility strategies which include improving the quality of service encounters, increased uptake of client self-service, and an enhanced online presence. Each of these previous measures will continue to be used by BCFMA to internally monitor performance.

A constant ratio of support payments received relative to the amount of support payments due is indicative of BCFMA's effectiveness in collecting and distributing payments. The ratio of support payments received over support payments due measure can be influenced by external economic factors, including federal and provincial economic support payments, and labour market changes. A 92% ratio is aligned with the historical rate of payments distributed versus payments due. By comparison, most maintenance enforcement entities across Canada achieve a rate between the high 80s and very low 90s.

BCFMA is implementing policy and procedure changes to improve client service coordination through our information technology. The use of technology such as websites to securely access and share information continues to grow at a significant rate. For BCFMA, increasing the range and quality of online services will provide clients with improved access to the family support services they require. Clients benefit from improved online service functionality, including significantly faster turnaround times for services as well as improved security when documents are shared electronically.

The online enrolment process includes receipt of the applicant's filing kit, Enrolment Officer review of the filing kit, and file creation. Once the Agency receives all required information the client is usually enrolled within one business day.

Goal 2: BCFMA’s services are reflective of the clients we serve and support the needs of individuals and families²

The expansion of BCFMA community and service provider outreach services will provide more opportunities to collaborate with stakeholders, service delivery partners, Indigenous communities, and under-served groups. Integrated service delivery and improved connections with external service providers are expected to result in improved outcomes for individuals and families.

Objective 2.1: Raise awareness of the BCFMA mandate and increase our client base

Key Strategies

- Strengthen relationships with key client outreach stakeholders and government partners
- Develop and implement a plan to conduct marketing and community outreach in order to raise awareness of BCFMA support services
- Develop a Diversity, Equity and Inclusion plan to support organizational awareness, promote accessibility, and set a direction towards the implementation of equitable and inclusive organizational behaviours and practices

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Annual number of outreach or educational presentations with communities or stakeholder organizations that serve Indigenous governments and under-served groups ¹	5	5	10	12

¹Data source: BCFMA

Linking Performance Measure to Objective

2.1a BCFMA conducts outreach presentations with Indigenous, under-served, and strategic partners to build relationships, increase the Agency’s client base, and to increase the guidance and support options that BCFMA can provide to clients through partner organizations.

Discussion

The previous Goal 2 performance measures have been retired. The [BCFMA multi-year Strategic Framework](#) has been developed, will be reviewed annually, and will be updated as and when changes are needed. As an evolving Crown agency the BCFMA will use our Strategic Framework to guide our business planning efforts. BCFMA is actively engaged with all of our stakeholders in an effort to educate and socialize our programs. Measuring the increase in the

² This goal has been changed to ensure that BCFMA services continue to closely align with the needs of our clients.

number of recipients on income assistance enrolled in FMEP performance measure has been replaced by a more comprehensive outreach measure that captures connectivity with multiple BCFMA client groups.

BCFMA is developing a community and service provider marketing outreach program that incorporates GBA+ analysis and is informed by opportunities to participate in reconciliation and engagement with Indigenous self-governments. Outreach planning considers our accessibility strategies and our diversity, equity and inclusion activities in support of Indigenous reconciliation and under-served groups. The development and implementation of the outreach program combined with following through with outreach presentations to advocacy groups will raise awareness of the services the Agency provides. Outreach and educational events will target Indigenous accessibility of BCFMA services, and will be informed by an understanding of the barriers and challenges that Indigenous people experience when accessing family justice services. Once the outreach program is in place this performance measure will look to measure the impact of the program, such as improvements in client knowledge or increases in the number of new Indigenous clients.

Goal 3: BCFMA is resilient, diverse, inclusive and engaged

This goal has been changed to acknowledge the importance of staff engagement on the health of the organization. The BCFMA will ensure its continued success in delivery of family maintenance services as a result of utilizing an effective organization structure, collaborative work engagement opportunities, and a healthy and productive workplace environment.

Objective 3.1: Provide a workplace that promotes employee engagement and satisfaction

Key Strategies

- Work collaboratively with staff to build upon successes and address workplace environment concerns raised through the biennial workplace engagement survey
- Promote strong teamwork and open communication amongst all staff members, and provide significant learning opportunities
- Update position roles and responsibilities, and implement a new organizational structure, in support of the new client-centric business model

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a Improve the Overall Employee Engagement workplace engagement score ¹	58	n/a	60	n/a

¹Data Source: BCFMA

Linking Performance Measure to Objective

3.1a BCFMA believes that providing employees with a healthy work environment improves staff well-being and encourages employees to contribute to organizational success. The measure will provide an accurate gauge of the success of efforts taken to improve the BCFMA workplace environment between biennial surveys.

Discussion

The June 2021 workplace engagement survey established a baseline of 58 in overall engagement, which is our foundation to measure against future results. Through the use of collaborative action groups involving staff and management, successes and best practices will be identified and addressed throughout the organization. Issues will be reviewed and action plans developed and implemented in support of continuous organizational improvement. The biennial survey will next occur in 2023 and the workplace engagement drivers identified in the 2021 survey will be used to improve the workplace environment between surveys.

Objective 3.2: Provide employees with the skills and training development opportunities needed to perform their jobs effectively

Key Strategies

- Raise mental health awareness among staff and equip them with the skills and knowledge needed to support the mental health of clients through supplemental training and development
- Ensure a healthy and supportive workplace environment by educating staff on diversity and conflict resolution strategies
- Follow the BCFMA employee skills and training development program to ensure that staff are competent, knowledgeable, and satisfied with their employment

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.2a Develop and implement enhancements to the staff skills and training development program that expand interpersonal skills and client-focused training (e.g. de-escalation training) ¹	n/a	Program Development 0% of staff trained	Implementation and evaluation 25% of staff trained	Implementation and evaluation 50% of staff trained

¹Data Source: BCFMA

Linking Performance Measure to Objective

3.2a Providing employees with the skills and resources they need to be successful in the workplace will contribute to organizational success. The BCFMA’s skills and training development program will be expanded upon to include client-focus and inter-personal skills.

Discussion³

Performance measure 3.2a has been updated to develop, implement and assess staff client-focus and inter-personal skills development. The BCFMA is a diverse and inclusive organization and all BCFMA staff training opportunities consider accessibility, GBA+ analysis, and our commitment to meaningful Indigenous reconciliation activities. The impact of the staff skills and training development program (e.g. employee feedback, and evaluating changes to the number of critical incidents and number of complaints received) will be assessed annually to evaluate program effectiveness. Mental health training opportunities will continue to be provided annually to BCFMA staff.

A newly developed training program will ensure that BCFMA staff are enabled with the skills and knowledge necessary to provide quality support services to clients. BCFMA is planning supplemental training and development to support mental health resiliency, interpersonal skills, diversity and inclusion, and conflict resolution to address the ongoing complexity of caseload

³ This performance measure has been changed, as the measure previously addressed the development and implementation of an enhanced staff skills and training development program.

management and client interaction. The enhanced skills and training development program will ensure staff have the key abilities they need to more fully understand and support BCFMA clients and should result in improved client and staff satisfaction.

Providing a tailored skills and training program is seen as an essential steps towards attracting, engaging, and retaining staff. Once the enhanced training program has been scoped, developed and established, the performance measure will look to evaluate the success of the program, such as to measure the percentage of staff who complete the program each year.

Financial Plan

Financial Summary

(\$m)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue				
Provincial Transfers ¹	19.140	19.140	19.140	19.140
Total Revenue	19.140	19.140	19.140	19.140
Total Expenses				
Salaries	11.925	12.000	12.000	12.000
Benefits	3.032	3.051	3.051	3.051
Default Fee Salaries and Benefits	0.400	0.400	0.400	0.400
Travel	0.038	0.100	0.100	0.100
Contracts	0.117	0.150	0.150	0.150
Information Technology	0.824	0.825	0.825	0.825
Office Expenses and Equipment	0.378	0.375	0.375	0.375
Staff Development	0.119	0.100	0.100	0.100
Facilities	2.061	2.100	2.100	2.100
Other Expenses	0.246	0.039	0.039	0.039
Total Expenses	19.140	19.140	19.140	19.140
Annual Surplus (Deficit)	0.000	0.000	0.000	0.000
Total Debt	0.000	0.000	0.000	0.000
Accumulated Surplus (Deficit)²	(0.196)	(0.196)	(0.196)	(0.196)
Capital Expenditures	0.200	0.259	0	0

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

¹ Provincial transfers include \$0.366 million in federal flow-through funding.

² Accumulated deficit is a result of the transition from ASPE to PSAS in 2019/20 which resulted in the BCFMA taking a one-time non-cash transition expense related to the recognition of employee leave entitlements.

Key Forecast Assumptions, Risks and Sensitivities

In the near term, risks to the forecast are adequately mitigated. The relevant assumptions that underlie this forecast are: (1) the balance of the fiscal year will be a continuation of the current operating circumstances; and (2) current funding levels will remain throughout the fiscal plan period.

Management's Perspective on the Financial Outlook

BCFMA is wholly dependent on the Ministry of Attorney General for revenue.

BCFMA is midstream in a period of considerable operating and strategic direction changes. The organization was established with the existing staff complement and operating budget, and operates in an evolving environment of changing familial structures and recent revisions to the family law framework in British Columbia. BCFMA has adopted a managed staffing process in order to facilitate the transition from current state resources to a human resource complement/staffing mix that is more consistent with the strategic direction BCFMA has adopted.

BCFMA was established with legacy information technology infrastructure, notably the lack of a meaningful human resource information system, and an antiquated operational financial system. The organization is successfully undertaking work to modernize back office functions with available resources. These legacy systems remain a risk to ongoing operations and increases the risk of inaccurate information being produced and on which management must rely for decision making.

Appendix A: Additional Information

Corporate Governance

The [BC Family Maintenance Agency](https://www.bcfma.ca/) (BCFMA) works directly with the Government of BC to support the goals of increasing access to justice, reducing child poverty and delivering services to citizens in a customer-focused way. Reporting to the Ministry of Attorney General, BCFMA has developed and continues to build a foundation for services that are predictable, sustainable and able to change and expand as required.

Board of Directors: <https://www.bcfma.ca/about-us/board-of-directors/>

Statutes and Regulations: <https://www.bcfma.ca/about-us/statutes-and-regulations/>

Corporate Reporting: <https://www.bcfma.ca/about-us/reporting/>

Organizational Overview

BCFMA operates the [BC Family Maintenance Enforcement Program](https://www.bcfma.ca/) (FMEP) and is mandated to provide family justice services to families. The FMEP is delivered under the [Family Maintenance Enforcement Act](https://www.bcfma.ca/) (FMEA). The FMEA provides the authority to monitor and enforce maintenance orders and agreements, ensuring that families receive the financial support that they are entitled to under provincial and federal law.

The BCFMA's vision is to ensure healthy and thriving families achieve their full potential and secure the best possible future for their children. The BCFMA's mission is to ensure British Columbians who experience separation or divorce are supported in achieving and maintaining the best financial outcomes for their family. BCFMA offices are located in Burnaby, Kamloops and Victoria.

Home Page: <https://www.bcfma.ca/>

About Us: <https://www.bcfma.ca/about-us/>

Family Maintenance Enforcement Program: <https://www.fmep.gov.bc.ca/about-the-program/>

Appendix B: Crown Mandate Letter from the Minister Responsible



BRITISH COLUMBIA

VIA EMAIL

April 20, 2021

Richard J. M. Fyfe, QC
BC Family Maintenance Agency
PO Box 9226, Stn Prov Govt
Victoria BC V8W 9J1

Dear Richard Fyfe:

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for the BC Family Maintenance Agency, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to the BC Family Maintenance Agency about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

.../2

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government’s unanimous passage of the *Declaration on the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** 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. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including 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.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for the BC Family Maintenance Agency I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Address the needs of recipients and payors as they cope with the fiscal impacts of COVID-19.
- Develop the BC Family Maintenance Agency's governance structure and support the Ministry of Attorney General to identify and appoint candidates for an experienced and diverse Board of Directors.
- Establish a permanent and financially sustainable service delivery model for the BC Family Maintenance Agency.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your board colleagues to build a better British Columbia

Yours truly,

A handwritten signature in black ink, appearing to be 'D. Eby', written in a cursive style.

David Eby, QC
Attorney General
and Minister Responsible for Housing

Date: April 20, 2021

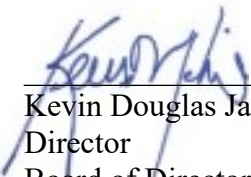
Attachment

pc: The Honourable John Horgan, Premier
Lori Wanamaker, 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
Douglas S. Scott, Deputy Minister, Crown Agencies Secretariat, Ministry of Finance
Kevin Jardine, Board Member, BC Family Maintenance Agency
Joanne Hanson, Chief Executive Officer, BC Family Maintenance Agency

BC Family Maintenance Agency Mandate Letter 2021/22
Board Signature Sheet



Richard J.M. Fyfe QC
Chair
Board of Directors
BC Family Maintenance Agency



Kevin Douglas Jardine
Director
Board of Directors
BC Family Maintenance Agency