



# Governing in the Public Interest

## CONFERENCE PROGRAM

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APRIL 26<sup>th</sup>, 2024

VANCOUVER CONVENTION CENTRE



CROWN AGENCIES  
SECRETARIAT



# Governing in the Public Interest

## AGENDA

|               | MAIN ROOM:<br>211-214                                                                 | BREAKOUT ROOM:<br>217-219                                 | BREAKOUT ROOM:<br>220 - 222                     |
|---------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------|
| 8:00 - 9:00   | Breakfast and Registration                                                            |                                                           |                                                 |
| 9:00 - 9:15   | Indigenous Welcome                                                                    |                                                           |                                                 |
| 9:20 - 9:30   | Opening Remarks, Minister of Finance, Katrine Conroy                                  |                                                           |                                                 |
| 9:30 - 9:40   | Introduction to the Crown Agencies Secretariat                                        |                                                           |                                                 |
| 9:40 - 10:40  | Plenary 1: Partnership & Alignment between Government and Public Sector Organizations |                                                           |                                                 |
| 10:40 - 11:00 | NETWORKING BREAK (20 MINS)                                                            |                                                           |                                                 |
| 11:00 - 12:00 | Effective Boards: Strategies for Success                                              | Risk Oversight in the Digital Age                         | Supporting Public Members on Regulatory Boards  |
| 12:00 - 1:00  | BUFFET LUNCH                                                                          |                                                           |                                                 |
| 1:00 - 1:50   | Plenary 2: Reconciliation & The Role of Public Sector Organizations                   |                                                           |                                                 |
| 1:50 - 2:00   | BREAK (10 MINS)                                                                       |                                                           |                                                 |
| 2:00 - 3:00   | AI and the Future of Governance                                                       | Leading with Purpose through Change                       | Inclusive Leadership: Embracing DEAI Principles |
| 3:00 - 3:15   | BREAK (15 MINS)                                                                       |                                                           |                                                 |
| 3:15 - 4:15   | World Café: Knowledge Exchange                                                        | Navigating Climate Challenges: Pathways to Sustainability | Creating Positive Board Culture                 |
| 4:15 - 4:30   | BREAK (15 MINS)                                                                       |                                                           |                                                 |
| 4:30 - 4:40   | Closing Remarks, Premier David Eby                                                    |                                                           |                                                 |
| 4:45 - 7:30   | Networking Reception with Premier & Ministers (Ocean Foyer)                           |                                                           |                                                 |



# Plenary 1: Partnership & Alignment between Government and Public Sector Organizations

Room: 211-214 | Time: 9:40AM – 10:40AM

There are approximately 250 Public Sector Organizations (PSOs) in British Columbia ranging from large, complex organizations to smaller, regionally based entities. They include commercial crown corporations, service delivery crown corporations, post-secondary institutions, health organizations, advisory boards, tribunals, independent authorities, self-regulating bodies and registered societies. PSOs are established by the Government of British Columbia with the authority to perform or provide a public function or service in the interest of the people of British Columbia.

This session will begin with opening comments from Shannon Salter, Deputy to the Premier, Cabinet Secretary and Head of the Public Service, on the relationship between government and public sector organizations and how they work together to serve the public. It will be followed by a panel of Deputy Ministers to delve into specific examples of partnership and alignment between government and PSOs.

## Speakers



Mary Sue Maloughney (Moderator)

Mary Sue Maloughney was appointed the Associate Deputy Minister (Assoc DM) of the Crown Agencies Secretariat (CAS) in May 2023. Prior to that, Mary Sue was the Assoc DM and Chief Operating Officer at the Ministry of Emergency Management and Climate Readiness. Leveraging her previous experience as ADM directing the BC Wildfire Service over the 2015 and 2017 wildfire seasons, Mary Sue stepped in immediately following atmospheric river event of 2021 to drive initial response and to better position BC to respond to future climate challenges. As ADM and General Manager for the Liquor and Cannabis Regulation Branch, Mary Sue lead critical liquor reforms in support of public health and industry through COVID-19, as well as streamlining the cannabis licensing process post legalization. Mary Sue also served as ADM during the initial set-up of the province's first Ministry of Mental Health and Addictions.



Shannon Salter

Shannon Salter is Deputy Minister to the Premier, Cabinet Secretary, and Head of the BC Public Service. She previously served as Deputy Attorney General and Deputy Minister Responsible for Housing for British Columbia. Shannon was also the Chair of the Civil Resolution Tribunal, Canada's first online tribunal, for almost 8 years. She is an adjunct professor at the UBC Allard School of Law, teaching administrative law and legal ethics and professional regulation. She earned her BA and LLB from UBC, and her LLM from the University of Toronto. Ms. Salter has served in various roles including as a vice chair of the Workers' Compensation Appeal Tribunal, vice president of the BC Council of Administrative Tribunals, and a director of the BC Financial Services Authority. She is recognized for her contributions in legal technology and access to justice initiatives, including being named an ABA LRTC Women of Legal Tech Honouree in 2021 and receiving the Adam Albright award for outstanding teaching in 2016.



### Bobbi Plecas

Bobbi Plecas was appointed Deputy Minister, Post-Secondary Education and Future Skills (PSFS) on December 7, 2022. Prior to joining PSFS, she served as Deputy Minister at the Ministry of Jobs, Economic Recovery and Innovation, starting in November 2020. This ministry holds provincial responsibility for the economy and economic development across the region. Bobbi has also held positions as Deputy Minister at the Intergovernmental Relations Secretariat, Office of the Premier, and as Deputy Minister of Climate Change, where she spearheaded the development of the groundbreaking CleanBC plan, focused on transitioning to clean energy to reduce climate pollution. With over 30 years of service in the provincial public sector, she has worked in 12 ministries and has held various executive roles throughout the government. She resides in Victoria, the capital city of the province, with her husband and two daughters.



### Fazil Mihar

Fazil Mihar was appointed Deputy Minister, Ministry of Jobs Economic Development and Innovation, in Dec 2022. Prior to this role, Fazil was Deputy Minister, Ministry of Energy, Mines and Low Carbon Innovation; Deputy Minister, Ministry of Jobs, Economic Development and Competitiveness; Deputy Minister, Climate Leadership; Assistant Deputy Minister, Institutions and Programs Division, Ministry of Advanced Education; and Assistant Deputy Minister, Oil and Strategic Initiatives Division, Ministry of Natural Gas Development. Before joining government in 2013, Fazil was Associate Editor of The Vancouver Sun newspaper. He has also managed the Royal Bank Financial Group's public affairs department for B.C. and the Yukon. He was also Director of Regulatory and Labour Market Studies at the Fraser Institute and managed a small business consulting group at Simon Fraser University. Fazil holds a B.A. in Economics from Simon Fraser University, an M.A. in Public Administration from Carleton University and a Marketing Diploma from the Chartered Institute of Marketing in London, England.



### Trevor Hughes

Trevor was appointed as the Deputy Minister of Labour on in 2017 after serving as an Assistant Deputy Minister of Labour for 9 years. Prior to joining the provincial government in October of 2008, Trevor was with the Health Employers Association of B.C. for 16 years. The Ministry of Labour is responsible for employment related statutes and regulations, including the Workers Compensation Act, the Labour Relations Code, the Employment Standards Act, and the Temporary Foreign Worker Protection Act. Trevor is the senior official responsible for the provincial Workers' Compensation Board (WorkSafeBC). Trevor is responsible for government's relationship with the chair of the B.C. Labour Relations Board and the Employment Standards Tribunal, and the chair of the Workers' Compensation Appeal Tribunal. Trevor is government's representative on the Board of Directors of The Community Against Preventable Injuries, a group of organizations working together to reduce the number and severity of preventable injuries in B.C.



### Neilane Mayhew

Neilane Mayhew was appointed Deputy Minister of the Ministry of Tourism, Arts, Culture & Sport on November 2020. Prior to this appointment, Neilane was with the Ministry of Mental Health and Addictions (MMHA), which she joined in October 2017, serving first as Associate Deputy Minister and Chief Operating Officer before being appointed Deputy Minister in June 2018. Neilane was with the Ministry of Indigenous Relations and Reconciliation (MIRR), in roles which included Assistant Deputy Minister, Strategic Initiatives Division and Assistant Deputy Minister and Executive Financial Officer (ADM/EFO). She was appointed Associate Deputy and COO for the Ministry in October 2014. Neilane has also worked in tax administration, serving in a variety of roles for the Ministry of Finance including Executive Director of the Appeals and Litigation Branch, Executive Director of the Property Taxation Branch, and Executive Director of the Consumer Taxation Programs Branch. Neilane has a Bachelor of Arts from the University of Calgary and a Bachelor of Laws from UVic. She practiced law with a small firm in Victoria before joining the BC Public Service in 2001.

# Effective Boards: Strategies for Success

Room: 211-214 | Time: 11:00AM – 12:00PM

This panel discussion will delve into the essential components of effective board governance. We will cover strategic foresight, fiscal stewardship, CEO succession planning, the art of communication with stakeholders and government, navigating the delicate balance between governance and operational boundaries and how to create good feedback mechanisms. Join us for an illuminating discussion that promises to equip board members with the tools and strategies needed to navigate the complexities of governance and lead with purpose.

## Speakers



Merle Alexander (Moderator)

Merle practices Indigenous resource law empowering nations through title and rights affirmation, sustainable economic development and environmental conservation. Merle is a 'life of project' lawyer assisting with negotiations of all stages of impact benefit agreements, joint ventures, regulatory engagement, traditional knowledge collection and other corporate and tax-related advice. He is continuously engaged in legal support for emerging government to government negotiations in resource areas. Merle will hold the Hereditary Chief name, Lagax'niitsk, of the Hailzaq/Tsimshian Nations upon following applicable protocol. Merle is recognized in the Lexpert Directory and Chambers Canada as a leading lawyer in the area of Aboriginal law. Merle was recognized in 2021 and 2022 by Business in Vancouver's BC500, the 500 most influential business leaders in BC, as a Leader in Law; Kings Counsel in 2020; UVic Distinguished Alumni Award in 2018 and Top 40 under 40 in 2009. He sat on their Board of Governors, serving as Chair for a term, and holds a Bachelor of Arts and Bachelor of Laws from the University of Victoria.



Opreet Kang

Opreet Kang is passionate about transformative change that strengthens our communities, deepens a resilient economy and protects our environment. With over 25 years of professional and community experience, including senior leadership roles in large complex organizations, she brings strong governance and financial experience to the table. She understands that the complex and intersectional issues of social justice, the climate emergency and creating an equitable economy must be addressed with values-driven, people-centric solutions that centre the well-being of communities. Through various leadership roles, Opreet's professional experience has focused on scaling innovative solutions that build capacity and impact in infrastructure development, equitable economies and improving health care access. For the past six years, she has sat on the board of the Fraser Health Authority and in 2023, she was elected to the Vancity Credit Union Board. Opreet is a founding partner in The Core Firm, a consultancy that empowers organizations through tailored solutions for long-term impact and transformative change.



Catherine Roome

Catherine is a tech innovator with a passion for serving the public interest. She is a director of BC Hydro, chairs the board of its energy trading subsidiary Powerex, and is a member of the Site C Project oversight board. She also serves on the private sector boards of Prospera Credit Union, and McElhanney Engineering where she chairs their operating board. Catherine recently served as Interim CEO of Atira Women's Resource Society, supporting governance and operational renewal. Previously, she led Technical Safety BC for a decade. Catherine is dedicated to fostering justice, equity, diversity, and inclusion, and encouraging the next generation of leaders.



Raza Mirani

Raza currently sits on the Board of Governors for Langara College and was the Chair of the Governance and Nominating Committee. An educator with the Vancouver School Board for 27 years, Raza currently serves as a Secondary School Principal. Raza has a Bachelor of Science, Bachelor of Education and Master of Education in Digital Curriculum and Technology from the University of British Columbia. Raza is the Secretary for the Pakistan-Canada Association and was previously Vice President of Education with the BC Muslim Association and a founding member of the Unified Muslim Alliance of British Columbia (UMABC).



# Risk Oversight in the Digital Age

Room: 217-219 | Time: 11:00AM – 12:00PM

Join us for an exploration of cybersecurity and risk oversight in the digital age. Through real-world examples of cybersecurity incidents, our panelists will illuminate the evolving landscape of digital risk and the critical role of effective oversight. From identifying emerging threats to implementing robust mitigation strategies, our discussion will help you gain actionable strategies for bolstering risk resilience in the face of cyber threats.

## Speakers



Joan Axford (Moderator)

Joan Axford is a Chartered Professional Accountant with more than 40 years of experience working in the public education sector. Her positions included Executive Director of the B.C. Association of School Business Officials, Secretary-Treasurer/CFO with School District No. 63 (Saanich), and Director of School Finance with the Ministry of Education. Joan is also a past president of the Association of School Business Officials and a recipient of the Larry Ozero Leadership award which recognizes leadership in business administration of public education. Currently, Ms. Axford provides financial and strategic advice to the education sector as well as leadership and governance professional development. Ms. Axford governance background spans over 20 years holding director, trustee, and chair positions with the B.C. Teachers' Pension board of trustees, Beacon Community Services, the British Columbia Investment Management Corporation, and the British Columbia Lottery Corporation. Ms. Axford was recently appointed as a director on the board of the Royal BC Museum.



Pat Davis

Pat Davis is President and CEO of British Columbia Lottery Corporation (BCLC), a multi-channel gambling entertainment company that operates lottery, physical casino and online properties. Under his leadership, BCLC delivered record profits, introduced stronger supports for player-health programs and was recognized as a top employer and Canadian leader in diversity and inclusion. Most recently, Pat was recently named as one of the 500 most-influential business leaders in British Columbia, Canada. Prior to becoming President and CEO, Pat served as BCLC's Chief Information Officer and Vice President of Business Technology. His work in this role included leading a refresh of BCLC's technology platforms, enabling the delivery of its digital strategy and innovation agenda. Pat is a certified Project Management Professional (PMP) as well as certified as a Chartered Director (C.Dir) from the Directors College.



Gina Pala

Gina Pala is an Information Management/Information Technology Strategic Consultant providing advisory services at BC Financial Services Authority (BCFSA). Previously, she was the Chief Information Officer at BCFSA/Financial Institutions Commission and the Senior Vice President of Information Technology at British Columbia Investment Management Corporation (BCI). Active in her community, she is a Board Director/IT Committee Chair and Strategic Planning committee member for BC Assessment and Board Director/Audit Committee member for Sweet Poison Spirits Inc. (CSE: SPS). Ms. Pala holds a Certificate in Technology and Management from the University of Victoria, a CISSP - Certified Information Systems Security Professional Certificate and an Investment Foundations Certificate from the CFA Institute.



Neil Fassina

Dr. Neil Fassina became Okanagan College's President in April 2021. Prior to joining OC, Fassina was the President of Athabasca University (2016-21). He served previously as Provost and Vice President Academic at the Northern Alberta Institute of Technology (NAIT) and the Dean of the JR Shaw School of Business and School of Hospitality and Culinary Arts. He has taught at the University of Toronto, the University of Calgary, and the University of Manitoba. Fassina holds a PhD in Management from the Rotman School of Business at the University of Toronto, a BSc in Psychology from the University of Calgary and is a chartered professional in human resources (CPHR), and a chartered director through the Institute of Chartered Directors (ICD.D). As an active researcher, he has authored or co-authored a number of refereed articles, a Canadian Human Resource Management text, and pursues research interests in negotiations, applied decision making, and the role of education in shaping societies.

# Supporting Public Members on Regulatory Boards

Room: 220-222 | Time: 11:00AM – 12:00PM

In 2023, a research project was undertaken here in B.C. to explore how to improve support and engagement of public members on regulatory boards. This session will explore some of the themes emerging from this study and engage a broader discussion about the role of public members as well as recommendations to empower them to make their most impactful contributions.

## Speakers



Bradley Chisholm (Moderator)

Bradley is the founder and principal of The Regulator's Practice. For the last ten years Bradley has worked with professional regulators across Canada as both a consultant and an executive leader. Prior to founding The Practice, Bradley served as the Chief Officer, Strategy and Governance for the newly formed BC College of Nurses and Midwives (BCCNM), leading two regulatory amalgamations, building a modern governance framework from the ground up, developing a strategic plan for the newly formed college and providing governance advice to regulatory leaders and boards across the country. In 2021, Bradley was named the Governance Professionals of Canada's Governance Professional of the Year for his work influencing and supporting regulatory governance modernization within Canada. In 2022, the BCCNM Governance Team won the Diversity, Equity and Inclusion award from the Governance Professionals of Canada. Bradley attained his Juris Doctor from the University of Calgary and practiced law for over a decade. He also served as the Chief of Staff to the Attorney General of Alberta and as a Governance Associate with WATSON Advisors.



Jocelyn Stanton

Jocelyn Stanton brings more than 20 years of experience in public affairs, healthcare policy, strategic planning, stakeholder and media relations. Previously, she was Chief of Staff to three Ministers of Health where she provided strategic advice and stakeholder relations on health care transformations including amendments to BC's Health Professions Act. Later, with the Vancouver Island Health Authority, she led the public and media relations strategy for primary care, public health, and mental health and substance use collaborating with many community organizations across Vancouver Island. Jocelyn serves as a public representative on the Board of the College of Naturopathic Physicians of BC, and the Board of the College of Traditional Chinese Medicine and Acupuncturists of BC. Previously, she served on the Board of the former College of Registered Nurses of BC before its amalgamation, and currently serves as Chair of the Registration Committee for the BC College of Nurses and Midwives, and Acting Chair of the Discipline Committee with the College of Speech and Hearing Health Professionals of BC.



Dianne Milette

Dianne is the Registrar and CEO of the College of Physical Therapists of British Columbia and soon to be the Registrar and CEO of the newly amalgamated College of Health and Care Professionals of British Columbia. A physiotherapist by education, Dianne has spent much of her career working in health professions regulation across Canada and in the United States. Dianne is a current member of the Board of Directors of the Canadian Alliance of Physiotherapy Regulators. She has served on the Board of Physiotherapy Education Accreditation Canada, the Canadian Physiotherapy Association, the International Network of Physiotherapy Regulators and Special Olympics Alberta. She holds a MHSc-Health Administration from the University of Toronto and is a doctoral candidate in the Doctor of Science (Rehabilitation and Health Leadership) at Queens University.



Margo Greenwood

Dr. Margo Greenwood is an internationally recognized Indigenous scholar of Cree ancestry. Throughout her career she has promoted and ensured the continued well-being of Indigenous and non-Indigenous children and families in Canada. Her academic credentials include leadership of the National Collaborating Centre for Indigenous Health and interim Scientific Director of the Canadian Institute for Health Research's Institute of Indigenous Peoples' Health alongside her professorship, which she continues to retain, in UNBC's Education Program. In acknowledgment of her transformational leadership, especially in Indigenous health and early childhood, Senator Greenwood has received numerous awards and recognitions. Most recently she was appointed to the Order of Canada as an Officer and to the Royal Society of Canada as Fellow.



# Plenary 2: Reconciliation & the Role of Public Sector Organizations

Room: 211-214 | Time: 1:00PM-1:50PM

Public sector organizations, along with government, bear the responsibility in advancing Reconciliation efforts and play significant roles in this journey. In this fireside chat, our speakers will discuss recent developments concerning Indigenous rights, including the Declaration on the Rights of Indigenous Peoples (2019), the Declaration Act Action Plan (2022), and the Distinction-Based Approach. Attendees will leave the session with a deeper understanding of their legal obligations in this area and how to ensure their organizations can effectively uphold Indigenous rights and interests.

## Speakers



Tom McCarthy

Tom McCarthy is Deputy Minister of the Ministry of Indigenous Relations and Reconciliation. Prior to this appointment, Tom served as the Assistant Deputy Minister for the Negotiations and Regional Operations Division. Tom also held several Chief Negotiator roles for the Province, including responsibility for the North area. Before joining the provincial government in 2017, Tom worked for ten years with Tsawwassen First Nation. As Chief Administrative Officer for the Tsawwassen government, Tom advanced implementation of the Tsawwassen Treaty, and negotiated several major economic development projects on behalf of the Nation, including the Tsawwassen Mills development. Tom also worked with the Government of Canada, including with the Privy Council Office, Treasury Board, and Department of Finance. He holds a Master of Public Policy from Simon Fraser University and an undergraduate degree in Public Affairs and Policy Management from Carleton University.



Jessica Wood

Si Sityaawks – (Woman who creates change) is from the Gitksan and Tsimshian First Nations with extended roots among the Tahltan and Nisga'a Nations. Currently serving as Deputy Minister of the Declaration Act Secretariat, Jessica is leading British Columbia's cross-ministry work to align provincial laws with the UN Declaration on the Rights of Indigenous Peoples in consultation and cooperation with Indigenous Peoples. Jessica recently became the first Indigenous Person to serve as Deputy Minister in the Province of British Columbia. Jessica previously served as Assistant Deputy Minister for the Reconciliation Transformation and Strategies Division with the Ministry of Indigenous Relations and Reconciliation where she was responsible for the adoption and implementation of the United Nations Declaration on the Rights of Indigenous Peoples (The Declaration), the Truth and Reconciliation Commission of Canada's Calls to Action, and learnings from relevant case law. As part of this transformation, she led, in collaboration with the First Nations Leadership Council, the development of legislation to implement the Declaration in provincial law. The Declaration on the Rights of Indigenous Peoples Act received Royal Assent in November 2019. Her division also led the development of the first Declaration Act Action Plan released in March 2022. The Plan was developed with Indigenous Peoples to ensure it reflects the priorities of Indigenous Peoples and outlines 89 specific actions every ministry will take over a five-year period.



Ann Marie Sam

Ann Marie Sam was appointed Assistant Deputy Minister in the Ministry of Indigenous Relations and Reconciliation in June 2022. Ann Marie is from Nak'azdli Whut'en (Fort St James) and is a member of the Lhts'umusyoo (beaver clan). With roots in community advocacy and leadership, Ann Marie has deep knowledge of the connection between land, protocol, and the history of Indigenous communities. She has provided support and services to Indigenous and northern communities throughout her career as an elected councillor and as a school trustee in Nechako Lake. As a councillor, Ann Marie guided negotiations on behalf of her community for major infrastructure projects. Ann Marie also has been active in many non-profits, including as a leading author of the Indigenous Communities and Industrial Camps Report. Ann Marie holds a Bachelor of Arts in History from the University of Northern British Columbia and has studied in the Master of Applied Science program at the Norman B. Keevil Institute of Mining Engineering at the University of British Columbia.

# AI and the Future of Governance

Room: 211-214 | Time: 2:00PM-3:00PM

This discussion will explore questions surrounding the impact of the latest evolutions in artificial intelligence (AI) on decision-making processes, data governance, transparency, and accountability for public sector organizations. Learn about the innovative ways AI can be implemented and how to navigate ethical considerations, manage risks, and safeguard equity and inclusion when embracing new technologies.

## Speakers



Nelson Chan (Moderator)

Nelson Chan is the CFO for the Capital Regional District, Capital Regional Hospital District and Capital Region Housing Corporation. He currently serves as Board Chair and Chancellor for Royal Roads University. Previous Board experience include the Government Finance Officers Association of BC, the Natural Capital Lab, and Community Living BC. Chan previously served as the director of finance for Canada Post Corporation and on the advisory committee of the Canada Post Pension Plan. Before joining Canada Post, Chan held senior roles at Roots Canada Ltd., WRH Realty Services Inc. in St. Petersburg, Florida, and the Canadian division of Sega Amusements Inc. Chan holds a Bachelor of Commerce with a minor in Economics from McMaster University and a Master of Business Administration from Florida Metropolitan University. He has also completed the Executive Leadership Program at the University of Toronto's Rotman School of Management and is Lean Six-Sigma certified. Chan is a Chartered Professional Accountant (CPA, CMA) in both Ontario and British Columbia and was elected to Fellowship by CPABC.



Charmaine Lowe

Charmaine was appointed Assistant Deputy Minister of the Corporate Information and Records Management Office and Government Chief Records Officer in April 2022. She previously served as ADM and Chief Information Officer for the Ministries of Attorney General and Public Safety and Solicitor General (AG/PSSG) where she led the development and execution of the justice and public safety sector's Digital Transformation Strategy, overseeing the sector's pandemic-driven transition to remote work and digital justice services. Charmaine spent over 12 years as a digital transformation advisor to the Government Chief Information Officer. She played a critical role in the establishment of the BC Service Card Program – leading the development and implementation of enabling legislation, policy, and identity management standards. She also led the development of the Information Management Act; the BC Government's Open Information and Open Data Policy. Charmaine also supported the Digital Identity and Authentication Council of Canada (DIACC) with the development of Pan-Canadian identity federation standards that will enable digital identity interoperability and security.



Sarah Corrigan-Brown

Sarah Corrigan-Brown is General Counsel at the British Columbia Securities Commission. She has been with the Commission for over 15 years, previously in the roles of Associate General Counsel and Senior Legal Counsel in the Capital Markets Regulation division. Before joining the Commission, she was a commercial litigator at McCarthy Tétrault LLP. She has worked on a wide variety of securities policy projects, advised the BC government on significant amendments to the BC Securities Act and on the proposed development of a pan Canadian Cooperative Capital Markets Regulatory Authority, and advised panels of the Commission tribunal. Sarah supports the BCSC's digital transformation project, including advising on privacy and information management, and is corporate secretary to the Board, advising on corporate governance and other strategic matters. She has taught securities law at UBC law school and chairs the board of the Kettle Society, a non-profit that supports people living with mental health challenges.



Alexis Kerr

Alexis Kerr is a healthcare and information governance, data privacy and cybersecurity lawyer based in Vancouver, BC. Leveraging her experience as a former general counsel to a healthcare institution, she is a trusted advisor to numerous institutional healthcare clients on a wide range of issues. In healthcare, Ms. Kerr advises the boards and senior executive teams of healthcare institutions on all aspects of law that affect their broad-based operations. Ms. Kerr also has over 20 years of experience advising organizational clients both within and outside the healthcare sector on compliance with applicable privacy laws, data mapping, developing privacy impact assessments and security threat risk assessments, developing and executing privacy management programs, policies and procedures and table-top exercises, employee training and education, investigating and managing data and cybersecurity breach incidents, liaising with privacy and access regulators across Canada, and litigating privacy and cybersecurity-related issues.

# Leading with Purpose through Change

Room: 217-219 | Time: 2:00PM-3:00PM

Join us for an insightful panel discussion on the pivotal role of boards in leading your organization through transformative times with confidence and vision. Our esteemed panelists, seasoned board members and change management experts, will share their experience in navigating change in different sectors. This discussion will address questions such as the role of the board, examples of effective change management strategies, and some essential questions board members should ask to prepare their organizations for change.

## Speakers



Leah Hollins (Moderator)

Leah Hollins was appointed to the role of Chair for the Island Health Board of Directors in September 2017. Leah brings vast experience in health-care policy, programs, strategy and service delivery. She served as Deputy Minister of Health for the Government of British Columbia, the Chair of the Canadian Blood Services Board of Directors for eight years, and was a member of the Departmental Audit Committee for Veterans' Affairs Canada. Leah is currently Chair of the Departmental Audit Committee for Health Canada/Public Health Agency of Canada. Leah has been awarded the Order of Canada for her work in organ and tissue donation and transplantation, a doctor of laws from the University of Manitoba for distinguished public service, and a Distinguished Alumni Award from the Faculty of Human & Social Development at the University of Victoria in 2020.



Ruth Wittenberg

Ms. Wittenberg currently serves as the Chair of BC Assessment and as a public representative on the Law Society of BC Tribunal. She also serves as a faculty member for the United Way Public Policy Institute. Previously, she served as President for the BC Association of Institutes and Universities (BCAIU) for 10 years. Prior to her role as President for BCAIU, she was employed by the British Columbia Public Service for over 30 years, holding positions with the Ministry of Advanced Education & Labour Market Development (Assistant Deputy Minister, Post Secondary Education Division), Ministry of Education (Assistant Deputy Minister, Management Services Division), Ministry of Human Resources (Assistant Deputy Minister, Financial & Administrative Services), Ministry of Finance (Chief Information Officer), Ministry of Transportation (Manager, Financial Systems & Policy), and Treasury Board (Analyst). She served as a Board member of the Art Gallery of Greater Victoria for over 6 years, including as Board President from 2013 to 2018.



Joanie Bouchard

Joanie completed a bachelor in dietetics and a research master at the University of Montreal in Quebec, Canada. In more recent years, she completed a certificate in public leadership at the Harvard Kennedy School and is currently finishing a certificate in change management at the UBC Sauder School of Business. Before turning her interest to professional regulation, she worked in various healthcare facilities as a registered dietitian. She is currently the Registrar of the College of Dietitians of BC and the Chief Transition Officer for the amalgamation project. In this role, she oversees the implementation of the government modernization initiative to amalgamate 11 health regulatory colleges into two organizations. Prior to this appointment, she was vice-chair for the BC Health Regulators and chair of the Alliance of Canadian Dietetic Regulatory Bodies. She also led the work to advance reconciliation and cultural safety and humility in health regulation for 11 BC health regulators between 2020 and 2023.



Cynthia Johansen

As Registrar and Chief Executive Officer, Cynthia leads the largest health profession regulator in western Canada, ensuring the college fulfils its mandate to protect the public through the regulation of more than 60,000 nurses and midwives in B.C. Founded in 2020, the BC College of Nurses and Midwives (BCCNM) is the first college in Canada to regulate both nurses and midwives. Cynthia's regulatory career began in 2003, as Registrar of the College of Dental Hygienists of BC. In 2006, she joined the College of Registered Nurses of BC (CRNBC) and was subsequently appointed Registrar/CEO in 2012. Cynthia guided CRNBC through its transition to a college focused solely on public protection. She was also instrumental in bringing the province's nursing colleges together as a single regulator for all nursing designations in 2018. Cynthia served as Registrar and CEO of the British Columbia College of Nursing Professionals (BCCNP) prior to BCCNP and CMBC amalgamating to become BCCNM. Cynthia holds a BA in Political Science, an MA in Leadership Studies, and an MSc in Information Management.



# Inclusive Leadership: Embracing DEAI Principles

Room: 220-222 | Time: 2:00PM-3:00PM

Join us for a panel discussion on how boards can lead diversity, equity, accessibility, inclusion and decolonization efforts within organizations. Our panelists will explore key strategies including strong leadership commitment, recruitment with inclusion, DEI training, policy review, accountability measures, community engagement, and strategic partnerships. Discover how boards can drive meaningful change, foster inclusive environments and lead the charge on positive change.

## Speakers



June Francis (Moderator)

Francis is an advocate for equity, diversity and inclusion for racialized groups. She is chair of the Hogan's Alley Society, whose mission is to advance the social, political, economic and cultural well-being of people of African descent through the delivery of housing, built spaces and programming. She is also director of Simon Fraser University's Institute for Diaspora Research and Engagement, whose mandate is to strengthen the links between scholarly research, policy and practice related to multicultural and diaspora communities and their role in building innovative, sustainable and inclusive initiatives. As an entrepreneur and co-founder of the CoLab, Francis works with a wide range of clients to audit and address structural barriers to participation of Indigenous, Black and other racialized groups in workplace culture, supply chains, policy, programs, partnerships and service designs.



Spring Hawes

Observer, questioner, challenger of the status quo. Tetraplegic. Anti-ableist. Underestimate me at your own risk. When Spring became disabled through a mountain bike accident in 2005, she was a single mom, involved community member, and business owner. She found that the world responded to her differently, overnight. She was being treated as if she couldn't make decisions. People sometimes spoke about her as if she weren't there, and sometimes used child-like language when communicating. Her family was advised to start looking for an appropriate care facility for her. She didn't know what it was called back then, but that was ableism. Since then, she has served two terms as town councillor, runs a non-profit, travelled, been married, ran for MLA, and serves as board director for Interior Health. She is co-chair of BC's Provincial Accessibility Committee, which advises the government on the implementation of the province's new accessibility legislation. Recently, she was honoured by the Province with the Medal of Good Citizenship for her extraordinary contributions to her community. She currently works for Praxis Spinal Cord Institute.



Michelle Bryant-Gravelle

Michelle joined the City of Vancouver in September 2022 as the first Senior Director of Indigenous Relations. She previously was the Corporate Affairs Manager at Trigon Pacific Terminal (formally Ridley Terminals Inc.), in Prince Rupert, BC, where she worked since 2011. She previously worked as a teacher and vice principal for 10 years. Michelle previously served as the first Indigenous woman President of the Prince Rupert and District Chamber of Commerce. Michelle currently is the Vice President of the Women's Leadership Network and an elected Trustee for the Lax Kw'alaams Settlement Trust, a Director for Skilled Trades BC, and was previously a Director for the Indigenous Business Investment Council, and on the Committee for the Medal of Good Citizenship in B.C. She holds a Bachelor of Arts and Bachelor of Education degree from Vancouver Island University and a Master of Education in Multidisciplinary Leadership from the University of Northern British Columbia. Michelle is from the Ts'msyen Nation, from the Nine Allied Tribes of Lax Kw'alaams. She is from the Gitwilgyoots (People of the Kelp) Tribe and Gispudwada (Killer Whale) Clan. Her traditional name is Bilha'am Nelx, which means "Pearl (inside of the abalone shell) on the fin of the killer whale".



Ry Moran

Ry Moran is Canada's inaugural Associate University Librarian – Reconciliation at the University of Victoria. His role within UVic Libraries' focuses introducing Indigenous approaches and knowledge into the daily work of the Libraries and more broadly across the campus community. Mr. Moran came to this position from the National Centre for Truth and Reconciliation hosted by the University of Manitoba. Prior to the NCTR, he served with the Truth and Reconciliation Commission of Canada. On the TRC's behalf, he facilitated the gathering of nearly 7,000 video/audio-recorded statements of former residential school students and millions of pages archival records. Mr. Moran is the vice-chair of the Royal BC Museum board where he chairs the governance committee. He also chairs the governance committee of the of National Indigenous Leadership Circle in Research of. He serves on the executive board of the Canadian Coalition for Digital Heritage. Mr. Moran is a distinguished alumnus of the University of Victoria and was awarded a Meritorious Service Cross by the Governor General. Mr. Moran is a proud member of the Red River Métis.



# World Café: Knowledge Exchange

Room: 211-214 | Time: 3:15PM-4:15PM

This World Café style session is designed to provide participants with an opportunity to discuss in small groups the lessons they have learned throughout the day and to foster new connections. Each participant will move through three rounds of guided discussions, each lasting approximately 15 minutes. You will have the freedom to explore different topics or dive deeper into the ones that resonate with you.

## Topics:

1. Onboarding, Orientation and Training Best Practices
2. DEI Recruitment and Retention
3. Reconciliation
4. Ah-Ha Moments
5. Take-Away Lessons from Breakout Sessions



# Navigating Climate Challenges: Pathways to Sustainability

Room: 217-219 | Time: 3:15PM-4:15PM

This session will explore the imperative of considering climate change and sustainability considerations at the board level. Learn how boards play a pivotal role in overseeing strategic decision-making, risk management, and governance practices, making them key drivers of sustainability initiatives. Learn about opportunities for innovation, risk mitigation, and how boards can foster innovation and collaboration, advocating for policy change, and driving long-term value creation through sustainable practices.

## Speakers



Christine Bergeron (Moderator)

Christine joined Concert Properties, a diversified Canadian real estate owner and developer, in September 2023 as President & CEO. She is a highly respected, strategic and values-based leader, whose personable style aligns with the company's people-first culture. She brings more than 25 years' experience building and leading financial firms where she guided their strategic development while fostering prudent risk management and thoughtful stakeholder relations. Over her career, Christine has led wealth management, business banking and commercial real estate portfolios, has financed innovative companies as a venture capitalist and has experience in asset management. She is also a proven entrepreneur who has both created and helped build successful financial firms and this entrepreneurial perspective has continued to inform her solutions-oriented approach as a leader. Prior to joining the company, she was the President & CEO of Vancity, Canada's largest credit union with over \$33 billion in assets under administration. Christine has been the recipient of several prestigious awards. In 2022, she was named by BC Business as the winner of the Corporate Leader category in the Women of the Year Awards, and she also received the Business in Vancouver Influential Woman in Business Award. Current Board work includes UBC's Sauder School of Business Faculty Advisory Board, Chair of InBC Investment Corporation and Board member with Aviso Wealth.



Sharon Singh

Sharon G.K. Singh is a Partner of Bennett Jones and Co-Head of Aboriginal Law Practice in Vancouver, specializing in regulatory, climate change, environmental, governance, and Aboriginal law matters. With over a decade of industry experience, Sharon offers pragmatic, strategic, and innovative solutions to sectors crucial to the Canadian economy. She excels in creating collaborative relationships with Indigenous nations, local communities, and regulators, implementing Environmental, Social, and Governance (ESG) and Corporate Social Responsibility (CSR) practices within organizations. Sharon's expertise spans environmental and regulatory advisory, Indigenous relations, due diligence, investigations, crisis management, and sustainability initiatives. She assists clients in navigating regulatory processes, negotiating commercial agreements with Indigenous communities, and embedding proactive ESG and CSR practices. Sharon is a sought-after speaker on sustainability, ESG, human rights, Indigenous relations, and environmental assessments, earning trusted advisory relationships across various sectors. Leveraging her industry experience, diverse client base, and board membership, Sharon provides comprehensive and focused advice to her clients.



Merran Smith

Merran Smith is President of New Economy Canada, bringing decades of award-winning leadership uniting industry, government, and civil society partners to solve society's most pressing social and ecological challenges. Since establishing Clean Energy Canada in 2010, Merran has been at the forefront of public policy discourse and solution building for Canada in the global energy transition. Her leadership in the landmark Great Bear Rainforest agreement led to the protection of BC's coastal rainforest ecosystems and set a new standard for collaboration between Indigenous and Crown governments, and across sectors. Merran has served as co-chair of BC's Climate Solutions Council which informed the province's first comprehensive climate plan, CleanBC, and co-chair of Natural Resources Canada's Generation Energy Council. She represents Canada on the C3E International Ambassador Corps and is a Fellow at Simon Fraser University. Merran's leadership has been formally recognized through Vancouver Magazine's Power 50, SFU's President's Social Media Newsmaker Award, Clean Energy BC's Lifetime Achievement award, Vancouver Board of Trade's Wendy McDonald Community Catalyst award, and the Clean 16 award for leadership in clean capitalism.



Lynette DuJohn

Lynette DuJohn, P.Eng. is a board member of BC Hydro and Chair of the Operations, Planning & Information Technology Committee providing governance over the organization's mandate to safely and reliably meet the electricity needs of the people of British Columbia. BC Hydro is a sustainable energy leader by generating and delivering electricity in environmentally and socially responsible ways. They are at the forefront of climate leadership, Reconciliation with Indigenous Peoples, and the electrification of the Province of BC. She recently retired from the role of Vice President of Innovation and Chief Information Officer (CIO) at Vancouver Airport Authority (YVR), one of the world's leading airports, where she was a leader of digital transformation of the global aviation industry. She was also a Relationship Committee member of the Musqueam Indian Band - YVR Airport Sustainability and Friendship Agreement. Lynette earned her B.Sc. Eng. Civil Engineering from the University of New Brunswick and is a licensed Professional Engineer in the province of BC.



# Creating Positive Board Culture

Room: 220-222 | Time: 3:15PM-4:15PM

This panel will explore the multifaceted aspects of a good culture at the board level, from fostering transparency and trust to promoting inclusivity and constructive dialogue. Through illuminating examples from seasoned board members, learn about the practices that contribute to a positive boardroom culture, along with actionable strategies for mitigating negative dynamics. Discover a range of mechanisms and tools that boards can employ to assess and monitor the health of their boardroom culture, enabling them to adapt their governance practices for long-term success.

## Speakers



Nicole Halbauer (Moderator)

Nicole is a member of the Tsimshian nation, Ganhada (Raven) Clan, of Kitsumkalum. Nicole is currently the Vice Chair at BC Assessment, a Commissioner on BC Housing, and a Research Manager at HARC and UNBC. She has spent much of her career in related fields and knows from personal experience that practical decolonization training tools are a critical missing element in most institutions in Canada. Nicole's learning journey included Criminology studies at Coast Mountain College and Simon Fraser University, a Masters in Business Administration at UNBC, and a Designation from the Institute of Corporate Directors. She continues to work with her children and grandchildren to restore their culture including harvesting traditional foods, storytelling, and revitalizing the Smalgy'ax language.



Baltej Dhillon

Baltej currently serves as the Chair of WorkSafeBC Board. Additionally, he has served on the board of Coast Mental Health, as Vice Chair of Dan's Legacy, Chair of the Canada India Education Society Board, Co-Chair of the Atlas Institute for Veterans and Families, and as a Sikh Minister within the Sikh Community in Canada. Baltej is a retired member of the RCMP and continues to serve as a member of the Organized Crime Agency of B.C. Baltej's dedication to community service earned him The Queen Elizabeth II Golden Jubilee Award in 2003 and The Queen Elizabeth II Diamond Jubilee Medal in 2012. Additionally, he has been honored with two honorary doctorates from Kwantlen Polytechnic University and McMaster University in recognition of his efforts in promoting diversity and inclusion, notably as the first RCMP officer permitted to wear a turban while on duty.



Cindy Oliver

Cindy currently serves as Chair of both the SkilledTradesBC Board and the Interprovincial Alliance of Board Chairs of Canada (IPA). Prior to these roles, Cindy Oliver held the position of President at the Federation of Post-Secondary Educators of B.C. for thirteen years. Additionally, she contributed to the Executive Board of the Canadian Association of University Teachers for six years and served as a Director on the Canadian Apprenticeship Forum Board for a decade. Cindy holds an Honours Bachelor of Arts from Lakehead University and a Master of Education from the University of Lethbridge.



David Levi

David currently serves on the board of B.C. Ferry Authority. He brings broad experience as a senior executive and director of many companies as a venture capitalist and asset manager. He is Chair at Avcorp Industries Inc., Executive Vice President at GrowthWorks Capital Ltd., Director at GrowthWorks Atlantic Venture Fund Ltd. and President and CEO at Working Enterprises Ltd. Mr. Levi has extensive volunteer experience serving as past chair of such organizations as Verite International, Vancity, SHARE, and the Vancouver Richmond Health Board.