



December 10, 2025

R. Blain Lawson
General Manager and Chief Executive Officer
BC Liquor Distribution Branch
Ministry of Agriculture and Food
3383 Gilmore Way
Burnaby, BC V5G 4S1

Dear Blain Lawson:

On behalf of Premier Eby and Executive Council, I would like to extend my thanks to you and your senior leadership team for your leadership, dedication, and expertise in which you serve the people of British Columbia (B.C).

Public sector organizations—including crown corporations, health authorities and post secondary institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This letter, which I am sending in my capacity as Minister responsible for BC Liquor Distribution Branch (LDB), communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

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

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

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

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

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

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

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

- Optimizing the LDB's financial performance and sustain net returns to the Province of British Columbia in accordance with government policy, Treasury Board directives and the appropriate legislation and regulation. This includes a review of spending and operations for efficiency aligned in spirit and intent of government's financial and hiring directives.
- Continuing to improve organizational effectiveness and management practices by building on existing strengths to enhance a productive work culture and bolster overall performance.
- Continuing to strengthen LDB's focus on corporate social impact through initiatives that align with government's social and environmental priorities, including B.C. Liquor Stores' and B.C. Cannabis Stores' promoting responsible consumption of beverage alcohol and non-medical cannabis.
- Responding to tariffs and continuing to support B.C. liquor manufacturers and businesses through strengthening local economies, reducing barriers to interprovincial trade, and supporting impacted businesses and workers.

As General Manager and Chief Executive Officer, you are asked to sign this letter to acknowledge this direction from government to your organization. This signed letter is to be posted publicly on your website immediately upon signing.

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

Sincerely,



Honourable Lana Popham
Minister of Agriculture and Food

Date: December 16, 2025

cc: Honourable David Eby, K.C.
Premier

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

Michelle Koski
Deputy Minister, Ministry of Agriculture and Food



R. Blain Lawson
General Manager and Chief Executive Officer
BC Liquor Distribution Branch
Date: December 18, 2025