

Division Overviews

Deputy Minister's Office (DMO) & Associate Deputy Minister Crown Reviews & Chief Operating Officer

This area provides overall direction for the ministry. In addition, the DMO leads or participates with various Finance and cross-government teams to review, analyze and provide strategic advice on various specific and cross-government projects, and where appropriate, provides briefings to the Minister of Finance, Treasury Board, Cabinet and the Auditor General.

The DMO administers the government's internal audit function and oversees the governance frameworks for BC's crown agencies. Internal Audit and Advisory Services provides independent, objective assurance and consulting services, evaluates and advises on risk management, control and governance. Resource Office (CARO) is a central agency within the Ministry of Finance that maintains and oversees the Crown Agency Accountability System (CAAS), and the Cabinet-approved framework for the management of British Columbia's Crown Corporations.

Policy and Legislation Division (PLD)

The Policy and Legislation Division supports well informed decisions by the Minister of Finance on taxation policy issues and prepares significant components of the annual provincial budget. It also provides policy analysis and advice for various Ministry of Finance and Cabinet committees with respect to many other policy areas, including financial and corporate sector policy and intergovernmental fiscal relations. The division also manage the ministry's non-budget legislative plan.

Corporate and Ministry Support Services (CAMSS)

The Corporate and Ministry Support Services Division provides a suite of strategic business and support services to the Ministry of Finance, as well the Ministry of Labour and the Office of the Premier, Ministers' Offices and Government House, enabling them to achieve their objectives and comply with corporate policy and legislation. CAMSS provides corporate governance services, advice and support in finance, strategic human resources, information management, business planning, performance management, risk management, business continuity planning, internal communication, external correspondence, technology and administration.

Revenue Division (RD)

Revenue Division is responsible for administration, compliance, and enforcement activities for taxes¹, fees and natural resource royalties and the administration of tax credit and benefit programs for the province. This includes public information, audit assessments, refunds, collections, ministerial tax appeals resolution and litigation management. The division is also responsible for the administration of accounts receivable for Finance and other ministries, including Medical Services Plan premiums, forest revenues and loans such as the Reconstruction Loan Program. The division manages a major alternative service delivery

¹ Taxes include: consumption taxes (carbon, social service, hotel room, and motor fuel and tobacco taxes); property taxes (rural property, school and property transfer taxes) and; other taxes (corporation capital, insurance premium and logging taxes).

Division Overviews

contracts. Revenue Division promotes voluntary compliance with tax obligations through quality customer service, education, and compliance and enforcement programs.

Treasury Board Staff (TBS)

Treasury Board Staff provides advice to support well-informed decisions by Treasury Board and the Minister of Finance on fiscal, economic and management issues. The division prepares the annual Budget and Three-Year Fiscal Plan and the Estimates. Treasury Board Staff is also responsible for capital planning and monitoring of government revenue, expenditure, capital and debt. As well, the division provides economic analysis and forecasting to support government.

Office of the Comptroller General (OCG)

The Comptroller General's office provides leadership to the Province of British Columbia's financial community to ensure an effective corporate governance framework that supports the delivery of government programs. The OCG supports the overall quality and integrity of government's financial management and procurement. The office does this by monitoring compliance with the legislation and policies that define our governance framework, and by providing advice and training to government programs to support and develop capacity. The Comptroller General prepares the Province's annual public accounts and quarterly financial statements, and compliance reviews, acts as the primary liaison with the Office of the Auditor General and the Select Standing Committee on Public Accounts on behalf of the public service, provides guidance on financial management, accounting and procurement practices, and champions improvements in financial management and procurement practices and in common accounting approaches across the broad British Columbia public sector.

Provincial Treasury (PT)

Provincial Treasury provides debt management, corporate and project finance, banking, cash management, and risk management services to government, government bodies and other authorized organizations. Services include management of the government's borrowing and fiscal agency loan programs, advice and assistance in arranging financing in relation to capital projects, development of government banking policy and cash management of the Consolidated Revenue Fund and related funds. The division also manages a series of comprehensive risk management, security and insurance programs for the provincial public sector and is responsible for the development, implementation and support of Enterprise Risk Management (ERM) across the provincial public sector.

Financial Institutions Commission (FICOM)

The Financial Institutions Commission (FICOM) is a regulatory agency of the provincial Ministry of Finance. FICOM is responsible for administering 10 statutes that regulate the pension, financial services and real estate sectors in British Columbia.

Executive Profiles

PETER MILBURN
DEPUTY MINISTER

Peter was appointed Deputy Minister and Secretary to Treasury Board of the Ministry of Finance on March 19, 2011. Peter has a B.A.Sc. in Civil Engineering from the University of British Columbia. Having worked in so many different locations across the province provides Peter with a unique understanding of the geographic diversity of British Columbia and the complex provincial challenges.



Peter began his career with the public service in 1983. His career has seen him work in a variety of positions throughout the province such as District Manager, Regional Manager and Regional Director in the Ministry of Transportation. Peter was part of the Olympic Bid Project in 2001 as Executive Director for the Sea to Sky Highway Improvement project in 2002. Peter's career brought him to Victoria when he was appointed to the position of Assistant Deputy Minister with the Ministry of Transportation and Infrastructure. Subsequently he was appointed Chief Operating Officer and the Deputy Minister.

Peter has lead numerous P3 projects including the Sea to Sky Highway Improvement project, WA Bennett Bridge, and the South Fraser Perimeter Road. He has extensive experience in capital programs and has chaired many capital boards including Transportation Investment Corporation, Interior Cardiac Board, and the Surrey Memorial Hospital reconstruction.

SHEILA TAYLOR
ASSOCIATE DEPUTY MINISTER
CHIEF OPERATING OFFICER

Sheila Taylor was appointed Associate Deputy Minister and Chief Operating Officer of the Ministry of Finance on February 10, 2012. In this role, Sheila has responsibility for Crown Corporation Reviews, Internal Audit and Advisory Services and the Crown Agency Resource Office.



After obtaining a B.Sc. in Business Management (Finance) in 1985, Sheila joined the Ministry of Health as a financial analyst and went on to work in a variety of financial, management and executive roles in the B.C. Public Services.

Prior to her current appointment with the Ministry of Finance, Sheila was the Assistant Deputy Minister, Medical Services and Health Human Resources with the Ministry of Health. Previous senior roles include Assistant Deputy Minister, Finance and Management Services with the Ministry of Transportation, Executive Financial Officer and Corporate Secretary for the B.C. Transportation Financing Authority, and Senior Financial Officer for the Ministry of Environment.

Sheila has served on a number of capital project boards, as a trustee on the Municipal Pension Board, as a member on the Forensic Psychiatric Services Commission and is currently a member on the Medical Services Commission.

Executive Profiles

DEBORAH FAYAD

ASSISTANT DEPUTY MINISTER
CORPORATE AND MINISTRY SUPPORT SERVICES



Deborah Fayad joined the BC Public Service in 1985 as a Financial Policy Analyst with the Ministry of Social Services and Housing and received her designation as a Certified General Accountant shortly after that.

Deborah moved to the Ministry of Attorney General in 1988 where she served in a number of management roles in various programs: Management Services, Land Titles, Criminal Justice and Court Services, and then back to Management Services as Senior Financial Officer in 2001. In September 2007, she accepted the position of A/Assistant Deputy Minister of Management Services Branch to provide corporate services to the Ministries of Attorney General, Public Safety and Solicitor General and Aboriginal Relations and Reconciliation, and was appointed Assistant Deputy Minister June 6, 2008.

After more than twenty years of service in the Ministry of Attorney General, Deborah recently accepted a transfer to the Ministry of Finance and was appointed June 10, 2009 as the Assistant Deputy Minister, Corporate and Ministry Support Services. In her new role, Deborah provides corporate services to the Office of the Premier and the Ministries of Finance, Labour and Citizens' Services.

Deborah's guiding principle is to be caring, curious and to approach the unknown with optimism. She doesn't always know what lies around the bend in life, but believes the best does. Her positive attitude is evident in her passion for her work and

s22

s22

JIM HOPKINS

ASSISTANT DEPUTY MINISTER
PROVINCIAL TREASURY



Jim Hopkins graduated from the University of Victoria with an undergraduate degree in Political Science and History in 1976 and did post-graduate work in public administration.

In 1979, Jim joined the Ministry of Finance. He has held positions as research analyst in economic policy and planning, executive assistant to the deputy minister, and director of policy in the government's purchasing commission. In 1987, Jim joined the Debt Management Branch, Provincial Treasury and was appointed as Director of Borrowing and Project Finance in 1999.

In February 2002, Jim was appointed Executive Director of the Debt Management Branch.

In April 2004, Jim was appointed Assistant Deputy Minister of Provincial Treasury and Registries.

Executive Profiles

SABINE FEULGEN

ASSISTANT DEPUTY MINISTER
DEPUTY SECRETARY OF TREASURY BOARD STAFF

As Deputy Secretary to Treasury Board, Sabine is responsible for leading Treasury Board Staff in advising Treasury Board on allocating financial resources to ministries, in particular through the annual budget development process. Sabine is also responsible for preparation of the budget and three-year fiscal plan, estimates and quarterly reports; development of government's economic and revenue forecasts; monitoring fiscal plan developments; and advising government on options for managing the fiscal plan and meeting its priorities.



Sabine has held several positions in Treasury Board, and prior to joining TBS, held a variety of positions in the BC Government.

ELAN SYMES

ASSISTANT DEPUTY MINISTER
REVENUE PROGRAMS

Elan Symes was named Assistant Deputy Minister of the Revenue Programs Division in July, 2004.

Over the past 13 years, Ms. Symes has held progressively responsible positions within the Ministry. Prior to this appointment, she was Executive Director of the Consumer Taxation Branch for the Ministry of Provincial Revenue. Prior to joining the provincial government, Ms. Symes practised law in Victoria.



She has an L.L.B. and a Bachelor of Arts with Distinction degree from the University of Alberta, and completed the Queens University Public Executive Program.

STUART NEWTON

COMPTROLLER GENERAL

Stuart Newton is a Chartered Accountant, as well as a Certified Internal Auditor with over 21 years of internal and external audit, consulting and policy experience. He was appointed Acting Comptroller General for the Province of British Columbia on October 25, 2010.

Prior to his appointment, Stuart held two key senior roles in the Office of the Comptroller General, as Executive Director, Internal Audit and Advisory Services and as Director, Financial Management Branch. In his most recent position as the Executive Director, Internal Audit and Advisory Services, Stuart



Executive Profiles

was responsible for the development and execution of the annual audit plan and ensuring quality assurance with respect to audit and advisory services. This included ensuring the provision of independent, objective assurance and advisory services designed to assist government in achieving its strategic objectives by supporting more effective financial management, governance, accountability and performance practices. The Branch's most recent accomplishments under Stuart's leadership include the BC Ferries, Translink and Vancouver School Board reviews.

As the Director for the Financial Management Branch, Stuart provided leadership for the effective stewardship and management of financial resources by providing strategic direction and expertise with regard to the development, implementation and evolution of the legislative, policy and procedural framework. This also included providing leadership pertaining to specific elements of the control framework across ministries, as well as taking a leadership role in cross-jurisdictional issues.

s22

HEATHER WOOD

ASSISTANT DEPUTY MINISTER
POLICY AND LEGISLATION DIVISION

Heather Wood joined the BC Public Service in January 2011 as an Assistant Deputy Minister in Finance. Prior to this, she was an Assistant Deputy Minister in the Ministry of Finance with the Province of Manitoba for more than three years, with responsibility for the Taxation, Economic and Intergovernmental Fiscal Research Division in that province.

Heather joined the Manitoba Civil Service in 1997 as a research assistant while completing a joint Master's Degree in Public Administration at the University of Manitoba and the University of Winnipeg. She accepted a permanent position in the Manitoba Civil Service in 1999 as a management intern, working in a number of ministries over the course of the three-year program, including Health, Finance and Justice.

Heather then accepted a position as a Senior Policy Analyst in the Federal-Provincial Relations Secretariat, which was responsible for the development and coordination of Manitoba's federal-provincial and international relations strategies.

s22

Heather

exchanged positions with a colleague in Finance in 2005. She was then offered positions as a Manager and Executive Director, before competing for the position of Assistant Deputy Minister in 2007.

Heather has been active in the past in the Institute of Public Administration of Canada, serving as the regional chair of the Manitoba Group, regional representative to the national Board of Directors, and Vice-President and Treasurer of the national Board.

s22

Ministry of Finance

Purpose

The Ministry of Finance plays a key role in establishing, implementing and reviewing government's economic, fiscal, financial management and taxation policies. The Ministry is responsible for delivering fair, efficient and effective tax administration, and revenue and treasury management that fund government programs, services and infrastructure essential to citizens in British Columbia.

The Ministry is also responsible for:

- Government's economic forecasting, fiscal planning, budgeting and reporting;
- Government's economic, fiscal and taxation policy;
- Tax and non-tax revenue administration and loan administration and collection;
- Oversight of financial, procurement and administrative governance for the broader public service (ministries, crown agencies and the schools, universities, colleges and hospitals (SUCH) sector);
- Banking, accounting, and risk and debt management services for government;
- Policy development for the financial, corporate and real estate sectors in British Columbia;
- Regulation of the financial services and real estate sectors, and administration of the BC credit union deposit insurance fund.

Also, the Minister of Finance is accountable for the BC Public Service Agency, Public Sector Employers' Council, BC Securities Commission, Pacific Carbon Trust, and Partnerships BC.

Ministry clients include the citizens of British Columbia, Treasury Board, Cabinet, ministries, Crown corporations, boards and commissions, agencies, businesses, investors and financial sector agencies.

Links to the Ministry Documents

- 2012/13 Service Plan
<http://www.bcbudget.gov.bc.ca/2012/sp/pdf/ministry/fin.pdf>
- 2011/12 Annual Service Plan Report
http://www.bcbudget.gov.bc.ca/Annual_Reports/2011_2012/pdf/fin.pdf

Ministry of Finance

Budget for the period 2011/12 to 2014/15 (Restated)

The budget for the Ministry of Finance for Estimates for the fiscal year ending March 31, 2013 has been restated. The restated budget reflects changes associated with the government reorganization in accordance with OIC 51 and adjustments described below.

The ministry's budget declines by \$14.0 million or 8.0% between 2011/12 and 2014/15. These budget reductions are primarily in salary and benefits (\$7.9M), office and business expense (\$2.1M) and information technology support costs (\$4.2M). Overall, the budget reductions are attributed to the planned decreased costs associated with the transition from PST to HST. With the return to PST, TBS has granted the Ministry contingency access for the related costs as there are currently uncertainties with the actual costs. This will be resolved in the next fiscal year.

Budget for the period 2011/12 to 2014/15 (Restated)

| Description | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Budget in 2011/12 Estimates | \$157,395,000 | \$153,675,000 | \$142,574,000 | \$142,574,000 |
| Vote 27 – Ministry Operations | \$103,516,000 | \$99,796,000 | \$88,695,000 | \$88,695,000 |
| Vote 28 – Public Service Agency | \$49,677,000 | \$49,677,000 | \$49,677,000 | \$49,677,000 |
| Vote 29 – Benefits | \$1,000 | \$1,000 | \$1,000 | \$1,000 |
| Statutory Appropriations (Special Accounts) | | | | |
| Insurance and Risk Management Account | \$4,191,000 | \$4,191,000 | \$4,191,000 | \$4,191,000 |
| Provincial Home Acquisition Wind Up | \$10,000 | \$10,000 | \$10,000 | \$10,000 |
| <u>Government Reorganization</u> | | | | |
| Transfer of Public Sector Employers' Council | <u>\$16,640,000</u> | <u>\$16,640,000</u> | <u>\$16,640,000</u> | <u>\$16,640,000</u> |
| | \$174,035,000 | \$170,315,000 | \$159,214,000 | \$159,214,000 |
| <u>Government Adjustments</u> | | | | |
| 1. Transfer of advertising funds from Environment | \$0 | \$773,000 | \$773,000 | \$773,000 |
| 2. Transfer of the Public Service Initiative Team from Citizens' Services to the Public Service Agency | <u>\$1,486,000</u> | <u>\$1,486,000</u> | <u>\$1,486,000</u> | <u>\$1,486,000</u> |
| Finance budget for 2012/13 Estimates | <u>\$175,521,000</u> | <u>\$172,574,000</u> | <u>\$161,473,000</u> | <u>\$161,473,000</u> |
| Changes from prior year | - | -\$2,947,000 | -\$11,101,000 | \$0 |
| Percent change from prior year | - | -1.68% | -6.43% | 0% |

Adjustment:

1. Ministry of Environment transferred advertising funds to Ministry of Finance as the expenditure fits within Finance's vote description.
2. Transfer of the Public Service Initiative Team (which is now renamed Engagement and Corporate Initiatives) to the Public Service Agency as it aligns with the Agency's corporate workplace initiatives and leadership of the "Being the Best" plan.

| Ministry of Finance | | | | | |
|---|----------------|-----------------------------|----------------|----------------|----------------|
| Budget Breakdown (excluding PSA & Benefits Vote) for the period 2011/12 to 2014/15 | | | | | |
| (000's) | | | | | |
| | 2011/12 | 2011/12 Restated | 2012/13 | 2013/14 | 2014/15 |
| Treasury Board Staff | 7,164 | 7,164 | 7,054 | 7,025 | 7,025 |
| Office of the Comptroller General | 8,338 | 8,338 | 8,338 | 8,338 | 8,338 |
| Treasury | 1 | 1 | 1 | 1 | 1 |
| Revenue Division | 53,528 | 70,181 | 68,472 | 58,634 | 58,634 |
| Revenue Programs | 41,100 | 56,417 | 54,022 | 44,283 | 44,283 |
| Revenue Services | 12,428 | 13,764 | 14,450 | 14,351 | 14,351 |
| Policy and Legislation | 8,276 | 6,901 | 4,883 | 4,843 | 4,843 |
| FICOM | 1 | 1 | 1 | 1 | 1 |
| Executive and Support Services | 26,208 | 10,930 | 11,047 | 9,853 | 9,853 |
| Minister's Office | 537 | 537 | 537 | 473 | 473 |
| Corporate Services | 25,671 | 10,393 | 10,510 | 9,380 | 9,380 |
| Sub-Total | 103,516 | 103,516 | 99,796 | 88,695 | 88,695 |
| IRMA | 4,191 | 4,191 | 4,191 | 4,191 | 4,191 |
| Provincial Home Acquisition | 10 | 10 | 10 | 10 | 10 |
| Total | 107,717 | 107,717 | 103,997 | 92,896 | 92,896 |
| 2012/13 Adjustments | | | | | |
| 1. Transfer of Public Sector Employers' Council | | 16,640 | 16,640 | 16,640 | 16,640 |
| 2. Transfer of \$773K from Environment re Advertising ¹ | | | 773 | 773 | 773 |
| | 0 | 16,640 | 17,413 | 17,413 | 17,413 |
| 2012/13 Three Year Budget Plan | 107,717 | 124,357 | 121,410 | 110,309 | 110,309 |
| Changes from prior year plan increase/(decrease): | | 16,640 | -2,947 | -11,101 | 0 |
| Percentage Change: | | 15% | -2% | -9% | 0% |
| ¹ The transfer of \$773K from Environment will be included in the Corporate Services budget. | | | | | |

**MINISTRY OF FINANCE
SUB VOTE BUDGET DETAILS**

Table of Contents

Ministry Operations – Vote 24

| | |
|---|----|
| Treasury Board Staff | 2 |
| Office of the Comptroller General | 4 |
| Provincial Treasury..... | 6 |
| Revenue Division | 8 |
| Policy and Legislation | 14 |
| Executive and Support Services..... | 17 |
| Insurance and Risk Management | 20 |
| Public Sector Employers' Council Secretariat..... | 22 |

**MINISTRY OF FINANCE
TREASURY BOARD STAFF
IMPLICATIONS OF 2012/13 FUNDING**

Compared to its restated 2011/12 budget of \$7.164M, the division's net budget decreased by \$0.110M or 1.5% to \$7.054M.

Highlights include:

- Slight decrease of \$0.110M in operating expenditures driven by decreased legal service requirements and office/business expenses.

CRF Capital Budget

Treasury Board Staff does not have a capital budget.

Staffing Implications

The authorized FTE allocation for 2012/13 is 64 FTEs.

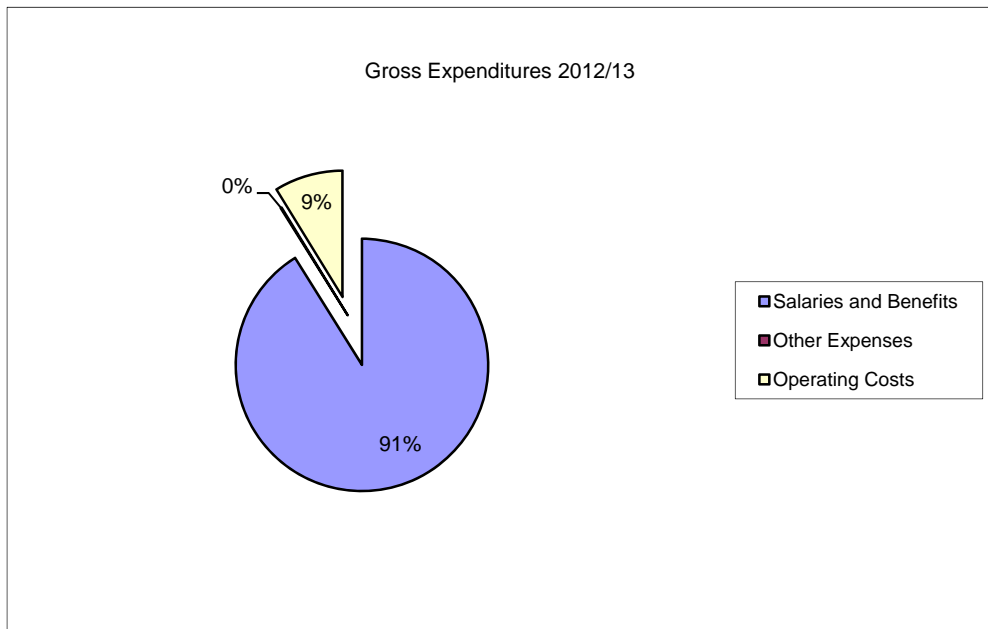
Reductions/Increases for 2013/14 and 2014/15

Compared to 2012/13, the division's budget will decrease by \$0.029M in 2013/14 and 2014/15 due to administrative efficiencies.

**MINISTRY OF FINANCE
TREASURY BOARD STAFF**

Group Account Classification by Sub-Sub-Vote

| | Restated 2011/12 Estimates | 2012/13 Estimates | Increase (Decrease) | Increase (Decrease) |
|----------------------------|----------------------------------|----------------------|------------------------|------------------------|
| | \$000 | \$000 | \$000 | % |
| Salaries and Benefits | 6,547 | 6,547 | 0 | 0.0% |
| Operating Costs | 740 | 630 | -110 | -14.9% |
| Other Expenditures | 9 | 9 | 0 | 0.0% |
| Recoveries Internal to CRF | -125 | -125 | 0 | 0.0% |
| Recoveries External to CRF | -7 | -7 | 0 | 0.0% |
| Total | 7,164 | 7,054 | -110 | -1.5% |
| Internal FTE Allocation | 64 | 64 | 0 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |



**MINISTRY OF FINANCE
OFFICE OF THE COMPTROLLER GENERAL
IMPLICATIONS OF 2012/13 FUNDING**

Compared to the restated 2011/12 budget, the division's net budget remained unchanged at \$8.338M in 2012/13.

CRF Capital Budget

Office of the Comptroller General does not have a capital budget.

Staffing Implications

The FTE allocation for 2012/13 remained unchanged from 2011/12 at 105 FTEs.

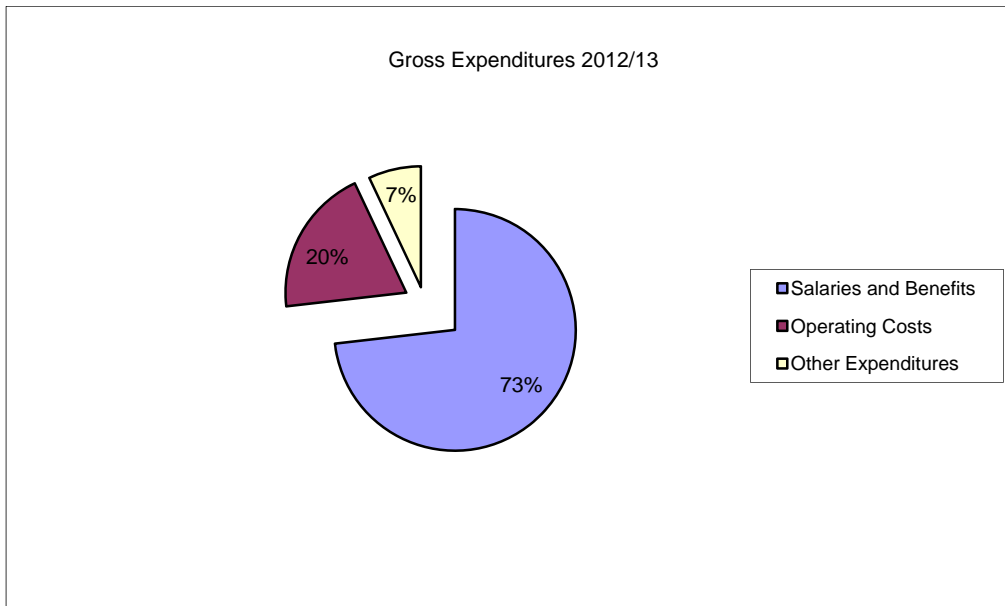
Reductions/Increases for 2013/14 and 2014/15

The budget for the Office of the Comptroller General will remain unchanged at \$8.338M in both 2013/14 and 2014/15.

**MINISTRY OF FINANCE
OFFICE OF THE COMPTROLLER GENERAL**

Group Account Classification by Sub-Sub-Vote

| | Restated 2011/12 Estimates | 2012/13 Estimates | Increase (Decrease) | Increase (Decrease) |
|----------------------------|----------------------------------|----------------------|------------------------|------------------------|
| | \$000 | \$000 | \$000 | % |
| Salaries and Benefits | 10,344 | 10,231 | -113 | -1.1% |
| Operating Costs | 2,872 | 2,769 | -103 | -3.6% |
| Other Expenditures | 765 | 981 | 216 | 28.2% |
| Recoveries Internal to CRF | -4,539 | -4,539 | 0 | 0.0% |
| Recoveries External to CRF | -1,104 | -1,104 | 0 | 0.0% |
| Total | 8,338 | 8,338 | 0 | 0.0% |
| Internal FTE Allocation | 105 | 105 | 0 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |



**MINISTRY OF FINANCE
PROVINCIAL TREASURY
IMPLICATIONS OF 2012/13 FUNDING**

Provincial Treasury is a fully cost recovered sub vote (\$1K Vote). There is no change to the division's net 2012/13 budget. However, the division's gross budget and offsetting recoveries have increased by \$2.690M compared to the 2011/12 restated budget.

Highlights include:

- Increased other expenditures (\$2.841M) primarily due to increase in credit card activity and banking fees, largely driven by volume.
- Increased other expenditures partially offset by lower operating costs (\$0.144M) mostly for the FINKIT Upgrade (DMB's information system).
- Increased total recoveries (\$2.690M) are primarily driven by the volume of credit card usage.

CRF Capital Budget

Provincial Treasury does not have a capital budget.

Staffing Implications

The FTE allocation for 2012/13 remains unchanged from 2011/12 at 73 FTEs.

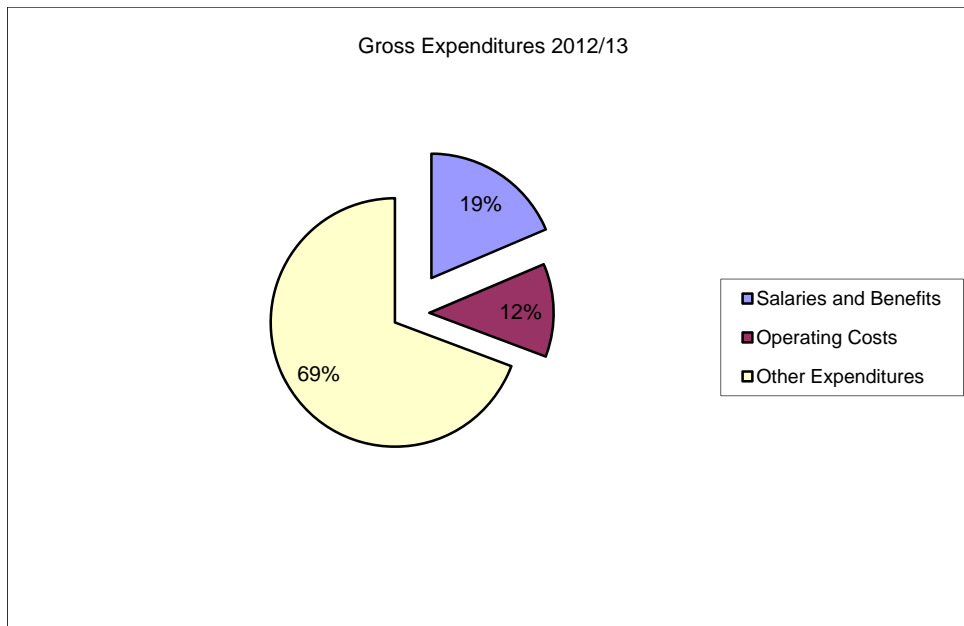
Reductions/Increases for 2012/13 and 2013/14

Compared to 2012/13, the division's gross budget will increase by \$0.423M in both 2013/14 and 2014/15 due to anticipated increased credit card usage volumes and banking fees over the next few years.

**MINISTRY OF FINANCE
PROVINCIAL TREASURY**

Group Account Classification by Sub-Sub-Vote

| | Restated 2011/12 Estimates | 2012/13 Estimates | Increase (Decrease) | Increase (Decrease) |
|-------------------------------|----------------------------------|----------------------|------------------------|------------------------|
| | \$000 | \$000 | \$000 | % |
| Salaries and Benefits | 7,114 | 7,107 | -7 | -0.1% |
| Operating Costs | 4,774 | 4,630 | -144 | -3.0% |
| Other Expenditures | 23,629 | 26,470 | 2,841 | 12.0% |
| Recoveries Internal to CRF | -9,250 | -9,744 | -494 | 5.3% |
| Recoveries External to CRF | -26,266 | -28,462 | -2,196 | 8.4% |
| Total | 1 | 1 | 0 | 0.0% |
| Internal FTE Allocation | 73 | 73 | 0 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |



**MINISTRY OF FINANCE
REVENUE DIVISION
IMPLICATIONS OF 2012/13 FUNDING**

During 2011/12, Revenue Programs and Revenue Services merged to form Revenue Division.

Compared to its restated 2011/12 budget of \$70.181M, the division's net budget decreased by \$1.709M or 2.4% to \$68.472M.

Highlights include:

(Please see individual information sheets for Revenue Programs and Revenue Services for additional detail pg.10 -13)

- Overall increase in salaries and benefits (\$0.797K) primarily due to staff originally transferring to CRA now staying with the Ministry (final two HST wave employees). Reallocation of funding from other program areas.
- Increase in operating costs (\$1.471M) mainly driven by higher ASD contract costs and amortization expense in Revenue Services (\$3.630M). This is partially offset by reduction in operating costs related to operational efficiencies in Revenue Programs (\$2.159M).
- Decrease in internal government transfers (\$7.592M) mainly due to decrease in Reconstruction Loan Portfolio grants (\$2.725M) due to the gradual windup of the program and reduction in D&H contact and Canada Post grant (\$4.420M) due to integration of BC Student Loan program with Canada Student Loan program.
- Reduction in other expenses mostly related to reduced discretionary spending in Revenue Programs.
- Decrease in external recoveries (\$5.595M) primarily due to gradual windup of Reconstruction Loan Program (\$3.013M) and integration of the BC Student Loans program with Canada Student Loans (\$4.420M). This is partially offset by increased MSP recoveries (\$1.088M) to reflect increased related HPAS contract costs for MSP collection in Revenue Services.
- Increase in internal recoveries (\$1.165M) due to adjustment to historical levels.

CRF Capital Budget

Revenue Division does not have a capital budget.

Staffing Implications

The FTE allocation for 2012/13 is 532 FTEs, a decrease of 45 FTEs from 2011/12.

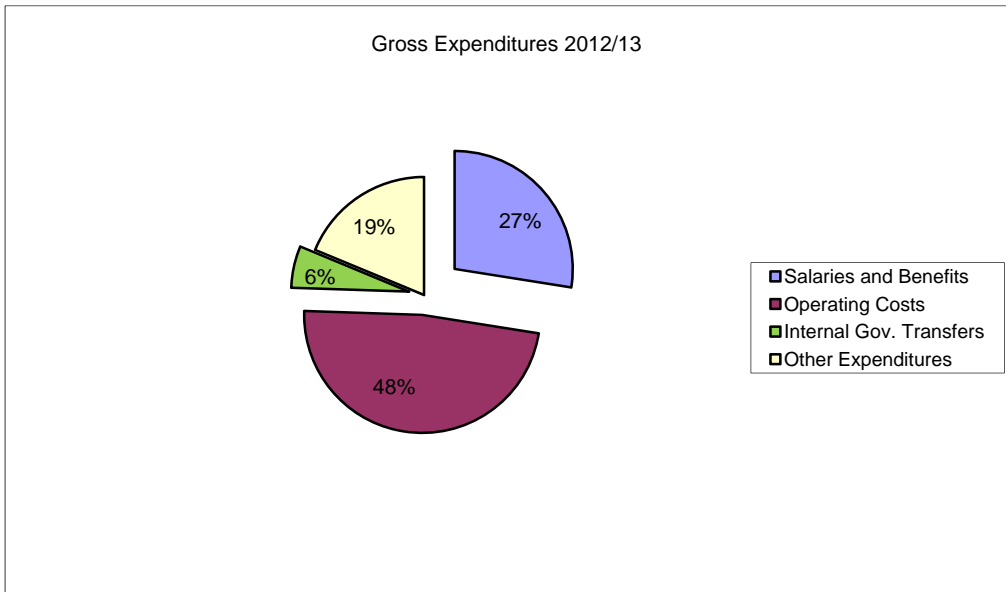
Reductions/Increases for 2013/14 and 2014/15

The division's budget will decrease by \$9.838M for 2013/14 and 2014/15, compared to 2012/13 due primarily to the previously planned final wave of HST transfers. With the return to PST, TBS has granted the Ministry contingency access for the related costs as there are currently uncertainties with the actual costs. This will be resolved in the next fiscal year. A zero-based budget review will be completed once there is more certainty regarding the return of CRA staff to the Ministry.

**MINISTRY OF FINANCE
REVENUE DIVISION**

Group Account Classification by Sub-Sub-Vote

| | Restated 2011/12 Estimates | 2012/13 Estimates | Increase (Decrease) | Increase (Decrease) |
|-------------------------------|----------------------------------|----------------------|------------------------|------------------------|
| | \$000 | \$000 | \$000 | % |
| Salaries and Benefits | 42,092 | 42,889 | 797 | 1.9% |
| Operating Costs | 73,379 | 74,850 | 1,471 | 2.0% |
| Internal Government Transfers | 16,532 | 8,940 | -7,592 | -45.9% |
| Other Expenditures | 30,035 | 29,220 | -815 | -2.7% |
| Recoveries Internal to CRF | -301 | -1,466 | -1,165 | -387.0% |
| Recoveries External to CRF | -91,556 | -85,961 | 5,595 | -6.1% |
| Total | 70,181 | 68,472 | -1,709 | -2.4% |
| Internal FTE Allocation | 577 | 532 | -45 | -7.8% |
| Capital | 0 | 0 | 0 | 0.0% |



**MINISTRY OF FINANCE
REVENUE PROGRAMS
IMPLICATIONS OF 2012/13 FUNDING**

Compared to the restated 2011/12 budget of \$56.417M, the net budget for Revenue Programs decreased by \$2.395M or 4.2% to \$54.022M.

Highlights include:

- Reduction in operating costs related to operational efficiencies (\$2.159M)
- Reduction in other expenses related to reduced discretionary spending (\$0.866M)
- Increase in salaries and benefits of \$1.677M due to staff originally transferring to CRA now staying with the Ministry (final two HST wave employees). Reallocation of funds from other program areas.

CRF Capital Budget

Revenue Programs does not have a capital budget.

Staffing Implications

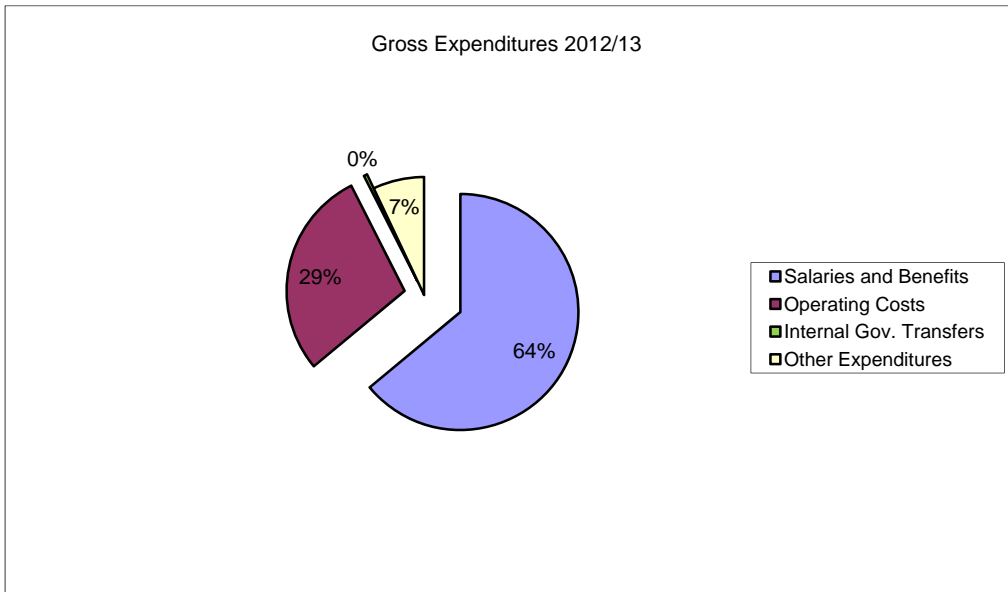
The FTE allocation for 2012/13 is 372 FTEs, a decrease of 45 FTEs from 2011/12.

Reductions/Increases for 2013/14 and 2014/15

Revenue Programs' budget will decrease by \$9.739M for 2013/14 and 2014/15, compared to 2012/13 due primarily to the previously planned final wave of HST transfers. With the return to PST, TBS has granted the Ministry contingency access for the related costs as there are currently uncertainties with the actual costs. This will be resolved in the next fiscal year. A zero-based budget review will be completed once there is more certainty regarding the return of CRA staff to the Ministry.

**MINISTRY OF FINANCE
REVENUE PROGRAMS**

| | Restated 2011/12 Estimates | 2012/13 Estimates | Increase (Decrease) | Increase (Decrease) |
|-------------------------------|----------------------------------|----------------------|------------------------|------------------------|
| | \$000 | \$000 | \$000 | % |
| Salaries and Benefits | 33,443 | 35,120 | 1,677 | 5.0% |
| Operating Costs | 17,836 | 15,677 | -2,159 | -12.1% |
| Internal Government Transfers | 700 | 253 | -447 | -63.9% |
| Other Expenditures | 4,718 | 3,852 | -866 | -18.4% |
| Recoveries Internal to CRF | -1 | -1 | 0 | 0.0% |
| Recoveries External to CRF | -279 | -879 | -600 | 215.1% |
| Total | 56,417 | 54,022 | -2,395 | -4.2% |
| Internal FTE Allocation | 417 | 372 | -45 | -10.8% |
| Capital | 0 | 0 | 0 | 0.0% |



**MINISTRY OF FINANCE
REVENUE SERVICES
IMPLICATIONS OF 2012/13 FUNDING**

Compared to its restated 2011/12 budget of \$13.764M, the division's net budget increased by \$0.686M or 5.0% to \$14.450M.

Highlights include:

- Decrease in salaries and benefits of \$0.880M due primarily to attrition.
- Increase of \$3.630M in operating budget driven mainly by higher ASD contract costs and amortization expense.
- \$2.725M decrease to government transfers due to adjustment to Reconstruction Loan Portfolio grants (interest payment to Financial Institutions) based on the current FI and CMHC loan balances, the current interest rate and decline in applications.
- \$4.420M decrease to government transfers due to the integration of the BC Student Loan Program with Canada Student Loan Program. There will be a reduction in the D&H contract by \$4.0M and Canada Post grant by \$0.420M.
- Decrease in external recoveries of \$6.195M primarily due to gradual windup of Reconstruction Loan Program (\$3.013M) and integration of the BC Student Loans program with Canada Student Loans (\$4.420M). This is partially offset by increased MSP recoveries (\$1.088M) to reflect increased related HPAS contract costs for MSP collection.
- Increase internal recoveries (\$1.165M) due to adjustment to historical levels.

CRF Capital Budget

Revenue Services does not have a capital budget.

Staffing Implications

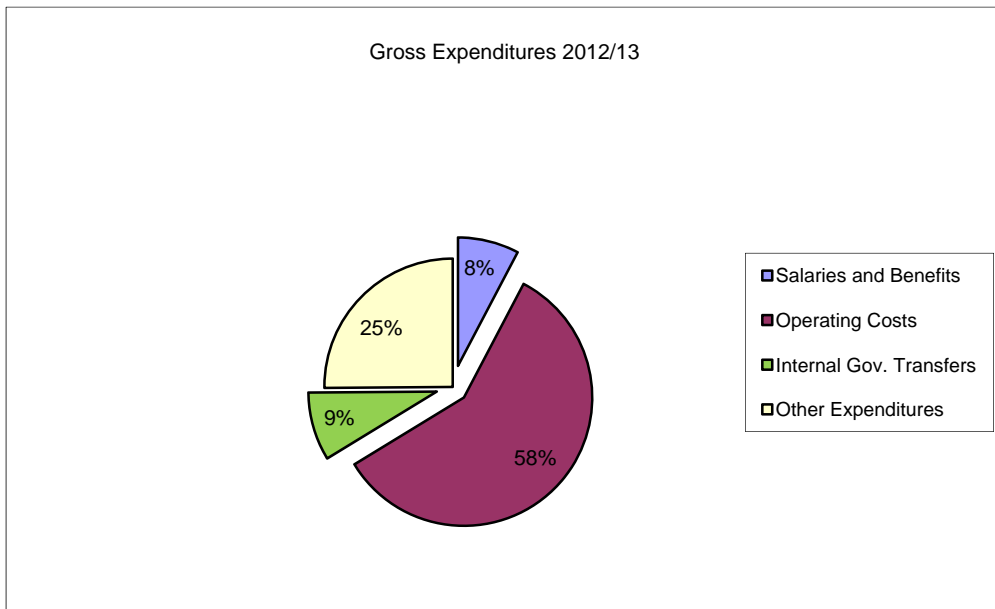
The authorized FTE allocation for 2012/13 remained unchanged from 2011/12 at 160 FTEs.

Reductions/Increases for 2013/14 and 2014/15

Compared to 2012/13, Revenue Services' budget will slightly decrease by \$0.099M in both 2013/14 and 2014/15.

**MINISTRY OF FINANCE
REVENUE SERVICES**

| | Restated 2011/12 Estimates | 2012/13 Estimates | Increase (Decrease) | Increase (Decrease) |
|----------------------------------|----------------------------------|----------------------|------------------------|------------------------|
| | \$000 | \$000 | \$000 | % |
| Salaries and Benefits | 8,649 | 7,769 | -880 | -10.2% |
| Operating Costs | 55,543 | 59,173 | 3,630 | 6.5% |
| Internal Government Transfers | 15,832 | 8,687 | -7,145 | -45.1% |
| Other Expenditures | 25,317 | 25,368 | 51 | 0.2% |
| Recoveries Internal to CRF | -300 | -1,465 | -1,165 | 388.3% |
| Recoveries External to CRF | -91,277 | -85,082 | 6,195 | -6.8% |
| Total | 13,764 | 14,450 | 686 | 5.0% |
| Internal FTE Allocation | 160 | 160 | 0 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |



**MINISTRY OF FINANCE
POLICY AND LEGISLATION
IMPLICATIONS OF 2012/13 FUNDING**

Policy and Legislation (sub-sub vote)

Compared to the restated 2011/12 budget of \$6.901M, the Policy and Legislation net budget decreased by \$2.018M or 29.2% to \$4.883M.

Highlights include:

- Reallocated \$1.845M of salaries and benefits from Policy and Legislation to other program areas due to internal reorganization (salaries and benefits reduced accordingly).
- \$100K decrease in legal service requirements.

Financial Institutions Commission (sub-sub vote)

The Financial Institutions Commission is a fully cost recovered sub-vote (\$1K Vote), and therefore, no change in the net 201/13 budget. The Financial Institutions Commission's gross budget increased by \$0.600M.

Highlights include:

- Increase operating costs (\$1.662M) driven by building occupancy charges.
- Increase partially offset by decreased other expenses (\$1.062M) to reflect actual experience and lower anticipated costs.
- \$0.600M increase to external recoveries as a result of higher operational costs.

CRF Capital Budget

Policy and Legislation division does not have a capital budget.

Staffing Implications

Compared to 2011/12, the FTE allocation for 2012/13 remained unchanged at 40 FTEs for Policy and Legislation and 88 FTEs for FICOM.

Reductions/Increases for 2013/14 and 2014/15

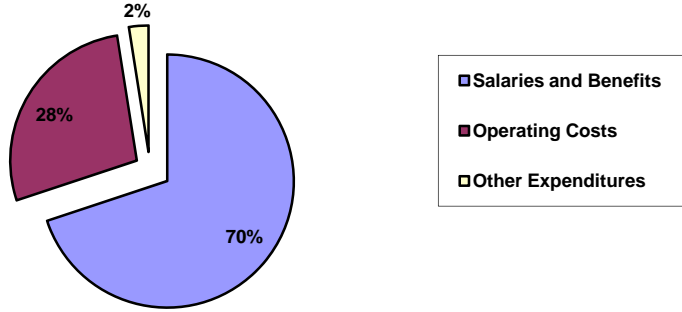
Compared to 2012/13, the Policy and Legislation sub-sub-vote will decrease by \$0.040M in both 2013/14 and 2014/15. The Financial Institutions Commission's gross budget will remain unchanged in fiscals 2013/14 and 2014/15.

**MINISTRY OF FINANCE
POLICY AND LEGISLATION**

Group Account Classification by Sub-Sub-Vote

| | Restated 2011/12 Estimates | 2012/13 Estimates | Increase (Decrease) | Increase (Decrease) |
|--|----------------------------------|----------------------|------------------------|------------------------|
| | \$000 | \$000 | \$000 | % |
| POLICY AND LEGISLATION | | | | |
| Salaries and Benefits | 6,350 | 4,505 | -1,845 | -29.1% |
| Operating Costs | 1,704 | 1,531 | -173 | -10.2% |
| Other Expenditures | 294 | 294 | 0 | 0.0% |
| Recoveries Internal to CRF | -1,165 | -1,165 | 0 | 0.0% |
| Recoveries External to CRF | -282 | -282 | 0 | 0.0% |
| Total | 6,901 | 4,883 | -2,018 | -29.2% |
| Internal FTE Allocation | 40 | 40 | 0 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |
| FINANCIAL INSTITUTIONS COMMISSION | | | | |
| Salaries and Benefits | 7,975 | 7,975 | 0 | 0.0% |
| Operating Costs | 1,733 | 3,395 | 1,662 | 95.9% |
| Other Expenditures | 1,213 | 151 | -1,062 | -87.6% |
| Recoveries Internal to CRF | 0 | 0 | 0 | 0.0% |
| Recoveries External to CRF | -10,920 | -11,520 | -600 | 5.5% |
| Total | 1 | 1 | 0 | 0.0% |
| Internal FTE Allocation | 88 | 88 | 0 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |
| TOTAL EXPENDITURE BY GROUP ACCOUNT CLASSIFICATION | | | | |
| Salaries and Benefits | 14,325 | 12,480 | -1,845 | -12.9% |
| Operating Costs | 3,437 | 4,926 | 1,489 | 43.3% |
| Other Expenditures | 1,507 | 445 | -1,062 | -70.5% |
| Recoveries Internal to CRF | -1,165 | -1,165 | 0 | 0.0% |
| Recoveries External to CRF | -11,202 | -11,802 | -600 | 5.4% |
| Total | 6,902 | 4,884 | -2,018 | -29.2% |
| Internal FTE Allocation | 128 | 128 | 0 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |

Gross Expenditures 2012/13



**MINISTRY OF FINANCE
EXECUTIVE AND SUPPORT SERVICES
IMPLICATIONS OF 2012/13 FUNDING**

Compared to its restated 2011/12 budget of \$10.930M, the division's net budget increased by \$0.890M or 8.1% to \$11.280M.

Executive and Support Services comprises of two divisions; the Minister's Office and Corporate Services. The Corporate Services division includes the Deputy Minister's Office, Strategic Human Resources, Information Management Branch, Policy Planning and Reporting Branch, Financial Services and Administration Branch, and Government House.

Minister's Office

- The Minister's Office net budget remained unchanged from 2011/12 at \$0.537M.

Corporate Services

The Corporate Services net budget increased by \$0.890M.

- Increase in salaries and benefits \$0.117M to address a structural funding shortfall that existed in the Ministry's 3 year plan.
- Increase in operating costs (\$0.773M) due to the transfer of advertising funds from Ministry of Environment as the expenditure fits within Finance's vote description.

CRF Capital Budget

The ministry's capital budget of \$9.655 is centrally held under Executive and Support Services. This figure reflects an increase of \$7.144M from the restated 2011/12 budget. The capital budget is utilized for various legislated and ministry systems. The increase can be mainly attributed to funding for capital projects to support the PST re-implementation.

Staffing Implications

Approved staffing for Executive and Support Services is 112 FTEs which remains unchanged from 2011/12.

Reductions/Increases for 2013/14 and 2014/15

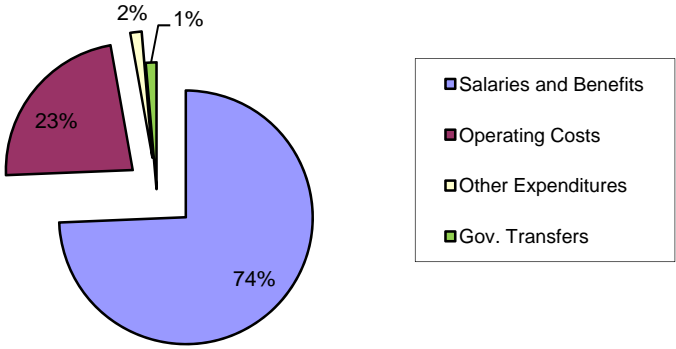
Compared to 2012/13, the Minister's Office budget will decrease by \$0.064M in both 2013/14 and 2014/15 when backfill for maternity leave is not anticipated. Compared to 2112/13, the Corporate Services budget will decrease by \$1.130M in both 2013/14 and 2014/15 mainly due to decreased salaries and benefits.

MINISTRY OF FINANCE
EXECUTIVE AND SUPPORT SERVICES

Group Account Classification by Sub-Sub-Vote

| | Restated 2011/12 Estimates \$000 | 2012/13 Estimates \$000 | Increase (Decrease) \$000 | Increase (Decrease) % |
|--|---|-------------------------------|---------------------------------|-----------------------------|
| MINISTER'S OFFICE | | | | |
| Salaries and Benefits | 457 | 457 | 0 | 0.0% |
| Operating Costs | 57 | 57 | 0 | 0.0% |
| Other Expenditures | 23 | 23 | 0 | 0.0% |
| Total | 537 | 537 | 0 | 0.0% |
| Internal FTE Allocation | 5 | 5 | 0 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |
| CORPORATE SERVICES | | | | |
| Salaries and Benefits | 8,670 | 8,787 | 117 | 1.3% |
| Operating Costs | 2,009 | 2,782 | 773 | 38.5% |
| Government Transfers | 170 | 170 | 0 | 0.0% |
| Other Expenditures | 156 | 156 | 0 | 0.0% |
| Recoveries Internal to CRF | -610 | -610 | 0 | 100.0% |
| Recoveries External to CRF | -2 | -2 | 0 | 0.0% |
| Total | 10,393 | 11,283 | 890 | 8.6% |
| Internal FTE Allocation | 107 | 107 | 0 | 0.0% |
| Capital | 2,511 | 9,655 | 7,144 | 284.5% |
| TOTAL EXPENDITURE BY GROUP ACCOUNT CLASSIFICATION | | | | |
| Salaries and Benefits | 9,127 | 9,244 | 117 | 1.3% |
| Operating Costs | 2,066 | 2,839 | 773 | 37.4% |
| Government Transfers | 170 | 170 | 0 | 0.0% |
| Other Expenditures | 179 | 179 | 0 | 0.0% |
| Recoveries Internal to CRF | -610 | -610 | 0 | 0.0% |
| Recoveries External to CRF | -2 | -2 | 0 | 0.0% |
| Total | 10,930 | 11,820 | 890 | 8.1% |
| Internal FTE Allocation | 112 | 112 | 0 | 0.0% |
| Capital | 2,931 | 2,511 | -420 | -14.3% |

Gross Expenditures 2012/13



**MINISTRY OF FINANCE
INSURANCE AND RISK MANAGEMENT
IMPLICATIONS OF 2012/13 FUNDING**

Insurance and Risk Management (IRMA) net budget for 2012/13 remained unchanged from the restated 2011/12 budget.

CRF Capital Budget

Insurance and Risk Management does not have a capital budget.

Staffing Implications

Compared to 2011/12, the FTE allocation for 2012/13 remained unchanged at 43 FTEs for IRMA.

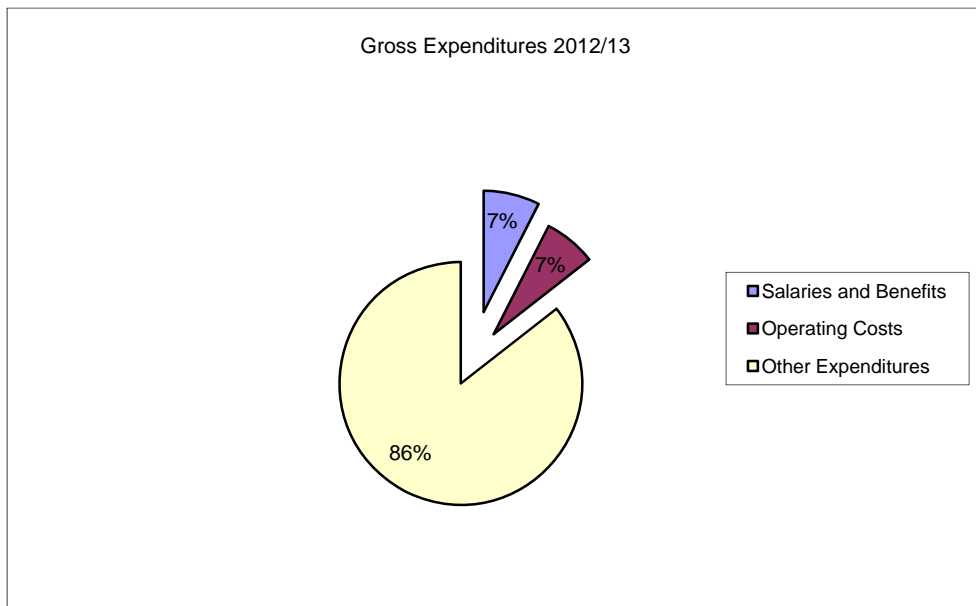
Reductions/Increases for 2013/14 and 2014/15

Insurance and Risk Management net budget will remain status quo for 2013/14 and 2014/15.

**MINISTRY OF FINANCE
INSURANCE AND RISK MANAGEMENT**

Group Account Classification by Sub-Sub-Vote

| | Restated 2011/12 Estimates | 2012/13 Estimates | Increase (Decrease) | Increase (Decrease) |
|----------------------------|----------------------------------|----------------------|------------------------|------------------------|
| | \$000 | \$000 | \$000 | % |
| Salaries and Benefits | 3,910 | 4,009 | 99 | 2.5% |
| Operating Costs | 3,839 | 3,740 | -99 | -2.6% |
| Other Expenditures | 43,641 | 45,873 | 2,232 | 5.1% |
| Recoveries Internal to CRF | -44,848 | -47,080 | -2,232 | 5.0% |
| Recoveries External to CRF | -2,351 | -2,351 | 0 | 0.0% |
| Total | 4,191 | 4,191 | 0 | 0.0% |
| Internal FTE Allocation | 43 | 43 | 0 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |



MINISTRY OF FINANCE
Public Sector Employers' Council Secretariat
IMPLICATIONS OF 2012/13 FUNDING

Public Sector Employers' Council Secretariat (PSEC) budget for 2012/13 remained unchanged from the restated 2011/12 budget at \$16.640M.

CRF Capital Budget

PSEC does not have a capital budget.

Staffing Implications

Compared to 2011/12, the PSEC FTE allocation for 2012/13 remained unchanged at 16 FTEs.

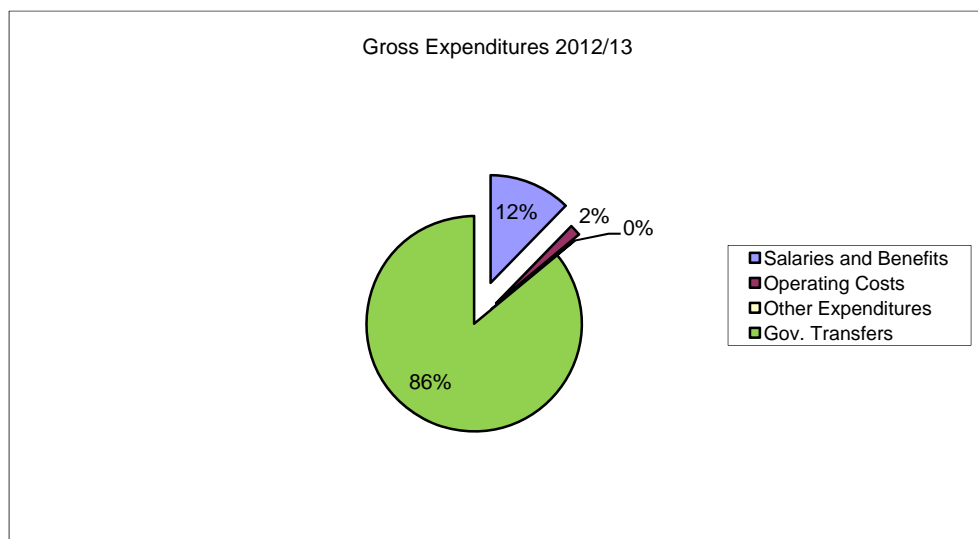
Reductions/Increases for 2013/14 and 2014/15

PSEC net budget will remain status quo for 2013/14 and 2014/15.

MINISTRY OF FINANCE
PUBLIC SECTOR EMPLOYERS' COUNCIL SECRETARIAT

Group Account Classification by Sub-Sub-Vote

| | Restated 2011/12 Estimates | 2012/13 Estimates | Increase (Decrease) | Increase (Decrease) |
|----------------------------|----------------------------------|----------------------|------------------------|------------------------|
| | \$000 | \$000 | \$000 | % |
| Salaries and Benefits | 1,997 | 2,047 | 50 | 2.5% |
| Operating Costs | 269 | 279 | 10 | 3.7% |
| Government Transfers | 14,434 | 14,324 | -110 | -0.8% |
| Other Expenditures | 10 | 10 | 0 | 0.0% |
| Recoveries Internal to CRF | 0 | 0 | 0 | 0.0% |
| Recoveries External to CRF | -70 | -20 | 50 | -71.4% |
| Total | 16,640 | 16,640 | 0 | 0.0% |
| Internal FTE Allocation | 16 | 16 | 0 | 0.0% |
| Capital | 0 | 0 | 0 | 0.0% |





**Ministry of Finance
Business Plan
2012 /13**



Ministry of
Finance

Table of Contents

| | |
|--|-----------|
| Message from the Deputy Minister | 3 |
| Ministry Overview..... | 4 |
| Moving Towards our Vision | 5 |
| Strategic Direction..... | 6 |
| Strategy Map | 7 |
| Our Outcomes | 8 |
| Our Business | 9 |
| Our People and Tools | 13 |
| Our Money | 15 |
| Monitoring our Progress..... | 16 |
| Hyperlinks to Additional Information | 17 |
| Ministry Strategic Projects | |
| Business Context | |
| Core Business Areas | |
| Core Business Processes | |
| About Business Planning in the Ministry of Finance | |

Message from the Deputy Minister

Dear colleagues,

I am pleased to provide you with our 2012/13 Ministry Business Plan.

Our business plan is an important document as it provides the strategic direction by which we plan, manage and deliver our mandate.

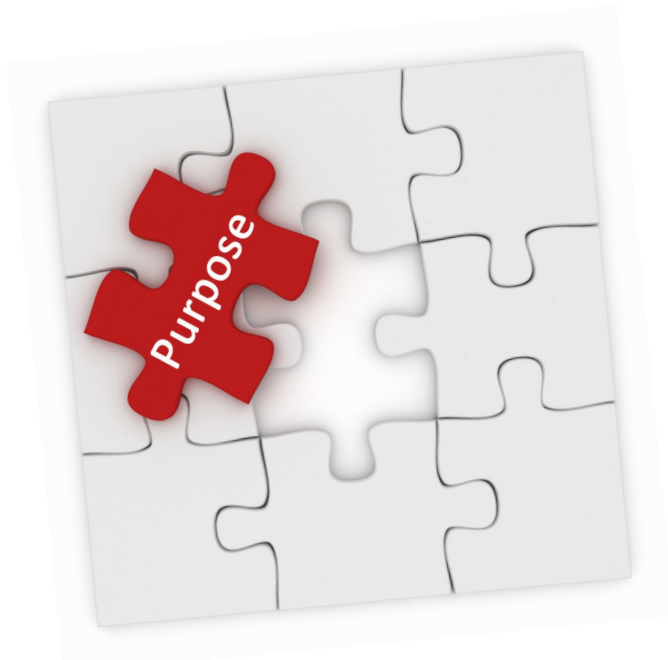
Our strategic direction supports the priorities of government — families, the economy and open government — and identifies where we will focus our efforts in order to move towards our vision.

This plan brings together our business, people, and tools and technology transformational strategies, recognizing that alignment of these strategies are critical to our success. It aligns the following corporate initiatives with our business priorities :

- diversity, Leading Workplace Strategies and healthy and safe workplaces;
- the implementation of Lean methodology ; and
- web presence, open data and open information.

When you read the plan, you will see that our strategic direction remains unchanged from last year. Therefore, much of the plan content also remains unchanged. The exception is our strategic projects, where the majority are multi-year projects with new deliverables for 2012/13, — we will focus our efforts on these projects in addition to delivering our core day-to-day business. Several of our strategic projects will use the Lean methodology to support their success.

Our highest priority for 2012/13 is the re-implementation of the Provincial Sales Tax by April 1, 2013. This work requires significant commitment of employees across our ministry and, therefore, impacts the resources we can devote to other initiatives over the next year. As a result, you will see fewer strategic projects in this year's plan.



To remain 'on track', we will regularly review and update our plan to ensure it continues to reflect our strategic priorities and the appropriate actions to deliver on these priorities. And, we will regularly monitor and report out to all employees on our progress in delivering on this plan (see page 16).

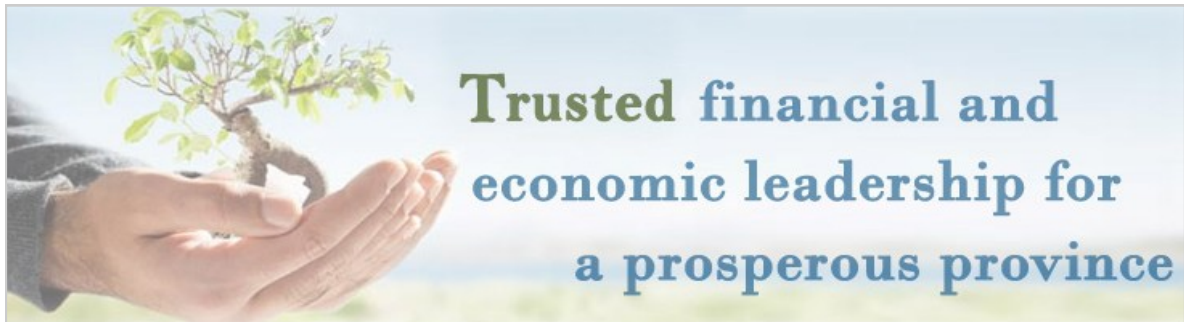
Please take the time to read our plan, discuss it with your colleagues, and if you have questions talk to your supervisor, Director or ADM.

I look forward to the year ahead, working with you and celebrating our progress as we move towards our vision — ***trusted financial and economic leadership for a prosperous province.***

Handwritten signature of Peter Milburn.

Peter Milburn
Deputy Minister
Ministry of Finance

Ministry Overview



Our ministry plays a key role in establishing, implementing and reviewing government's economic, fiscal, financial management and taxation policies and is responsible for delivering fair, efficient and effective tax administration and revenue and treasury management that fund government programs essential for citizens in British Columbia.

To ensure the Province's success in meeting its strategic goals, the ministry continues to focus on the priorities of fiscal sustainability and a competitive economy that creates jobs to support families and generates the revenue government needs to provide services for British Columbia families.

We are responsible for:

- Government's economic forecasting, fiscal planning, budgeting and reporting
- Government's economic, fiscal and taxation policy
- Tax and non-tax revenue administration and collection
- Oversight of financial, procurement and administrative governance for the broader provincial public service (ministries, Crown agencies and the SUCH sector)
- Banking, accounting, and risk and debt management services for government
- Policy development for the financial, corporate and real estate sectors in British Columbia
- Regulation of financial services and real estate sectors, and administration of the BC credit union deposit insurance fund

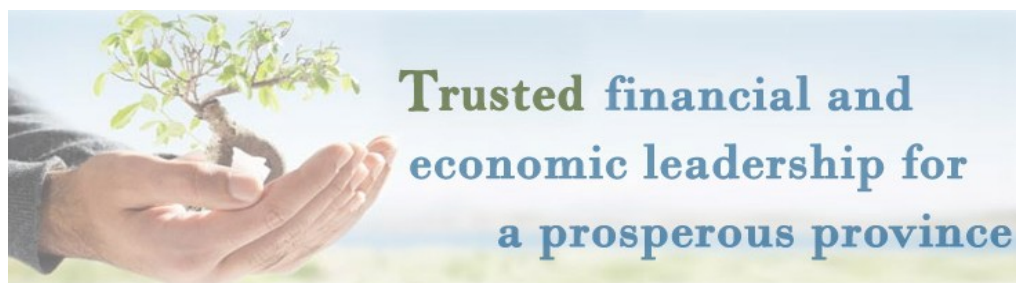
Also, the Minister of Finance is accountable for the BC Public Service Agency, Public Sector Employers' Council, BC Securities Commission, Pacific Carbon Trust, Partnerships BC and Insurance Corporation of BC. These agencies* have separate planning processes and are not included in this document.

Ministry clients include the citizens of British Columbia, Treasury Board, Cabinet, ministries, Crown corporations, boards and commissions, agencies, businesses, investors and financial sector agencies.

* For more information on these agencies refer to <http://www.bcpublicserviceagency.gov.bc.ca/> (Public Service Agency); <http://www.fin.gov.bc.ca/psec/> (Public Sector Employers' Council); <http://www.bcsc.bc.ca/> (BC Securities Commission); <http://www.pacificcarbontrust.com/> (Pacific Carbon Trust); <http://www.partnershipsbc.ca/index.php> (Partnerships BC); <http://www.icbc.com/> (Insurance Corporation of BC).

Moving Towards our Vision

5 STRATEGIC PRIORITIES



1 Consolidate Revenue

Management—a service delivery model that optimizes revenue and reduces administrative complexity

2 Integrate Financial

Management— fully integrated approach to financial planning, management and reporting that meets government needs

3 Drive Economic

Competitiveness—economic, fiscal and taxation policies that stimulate a prosperous and growing economy, and promote an improved standard of living and quality of life for British Columbians

4 Attract, Develop and Retain

Employees—an employer of choice with high performing employees ready for new opportunities with the skills, knowledge and leadership to deliver on government priorities

5 Enable our Business through

Technology—timely, relevant and reliable information for employees, the public and government; a leader in government financial systems integration

To move us towards our vision we will:

Continue to excel at the delivery of our core business

Delivery of our ongoing business is critical to our success. We will continue to excel by building effective working relationships to support program delivery, and improving operational efficiency and effectiveness through business process review (Lean).

We are committed to serving the diverse needs of all British Columbians by removing barriers in our interactions with citizens and embedding the principles of diversity in our practices, policies and services.

Transform our business

We will transform financial, economic and revenue management policy in government, while continuing to ensure the sound fiscal performance of the province.

During the transformation, we will continue to focus on managing key aspects of economic and fiscal policy including government

spending, taxes, and debt and deficits, all of which are critical determinants of long-term economic success and, therefore, the economic well-being of families in British Columbia.

“Thoughtful, measured transformation that supports sound fiscal performance”

We have identified five strategic priorities, three of which will transform our business processes, business delivery and client/customer service.

These three business priorities will be facilitated by appropriate workforce initiatives and tools / technology investments, and supported by change management to enable our organization through the transformation.

Achieving our five strategic priorities will take time. Some actions will be completed in the next year or two, while others will take longer. Our success is also dependent on completion of some corporate initiatives (e.g. identify management) and collaboration with ministries across government.

Strategic Direction

“Transforming our business positively impacts citizens, government and employees”

Our strategic direction including our five strategic priorities is graphically presented in a Strategy Map (see page 7).

The Strategy Map can be read from the top-down, which illustrates the ministry’s strategic direction. Alternatively, it can be read from the bottom-up which illustrates the ministry’s priorities to achieve its vision. Our strategic direction is defined within four perspectives. Each perspective supports and enables the perspectives above it on the map, with all efforts ultimately contributing towards achieving our vision.

Starting at the top, the Strategy Map includes:

1. Our Outcomes – what the ministry is in business to do, and what internal and external customers, clients and stakeholders can expect from the ministry. This perspective reflects delivery of our Service Plan goals.

2. Our Business – the delivery of our programs and services through the execution of our core business processes and our strategic priorities to transform our work.

3. Our People and Tools – how the ministry manages its non-financial resources. These are the key inputs—people, tools and technology—that we need to successfully execute our business.

4. Our Money – the processes the ministry employs to allocate resources and manage within its budget. Financial capacity enables the ministry to access the non-financial resources essential for successful delivery of programs and services.

For government...

- improved data to support decision-making
- enhanced revenue realization and voluntary compliance
- optimized use of cash and other government resources
- reduced debt and debt servicing costs
- building citizen trust through transparency and accountability

For citizens and businesses...

- improved on-line services (e-service, self-service)
- improved access to government data
- easier to do business with government
- reduced costs and administrative burden

For employees...

- reduced administrative burden
- increased opportunities for knowledge-based/decision support work
- better tools to support employee
- mobile, flexible work environment

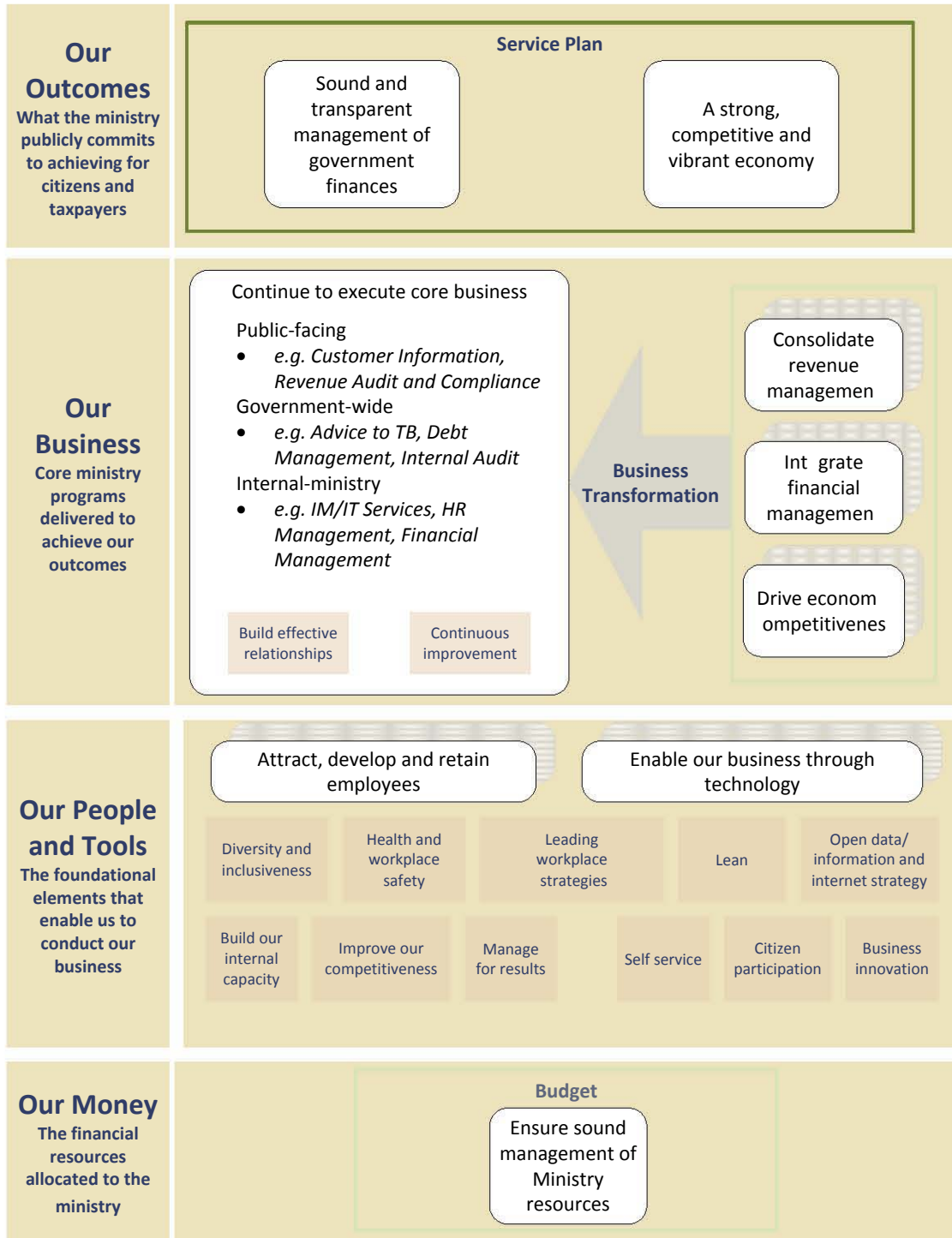
Strategy Map

Trusted financial and economic leadership for a prosperous province

VISION

STRATEGIC DIRECTION

ACTION



Ministry of Finance

Strategic Direction

Our Outcomes

What the ministry publicly commits to achieving for citizens and taxpayers

Our ministry service plan contains two key areas of focus:

1 Sound and transparent management of government finances

Confidence in British Columbia's economy is supported by a sound and sustainable fiscal environment. Responsible fiscal policies ensure that the government can maintain and enhance the delivery of key public services and that costs of public services are not passed on to future generations. Public confidence is further enhanced by open accountability that demonstrates the appropriate management of government finances.

In order to achieve this goal, we will focus on supporting:

- Effective management of government's fiscal plan
- Accountable, efficient and transparent financial and program management across government

2 A strong, competitive and vibrant economy

The Province's ability to develop a strong and vibrant economy that supports job creation depends on a tax and regulatory environment that is both nationally and internationally competitive.

Jurisdictions with competitive tax regimes and regulatory frameworks are successful in attracting and retaining personal and business investment that drives job growth, while creating stable revenues to support both critical government services for families such as health care and education, and targeted investments in the province's economy that support job creation. In addition, a tax system that is perceived by British Columbians to be fair increases their confidence in government.

“
In order to achieve our vision, we must deliver on the public commitments we have made to citizens and taxpayers in our Ministry Service Plan ”

In order to achieve this goal, we will focus on supporting:

- A fair and competitive tax and regulatory environment
- Responsive, effective and fair revenue, tax and benefit administration that funds provincial programs and services

For more information, please refer to our [2012/13—2014/15 Service Plan](#).



Strategic Direction

Our Business *Core ministry programs delivered to achieve our outcomes*

Continue to excel at the delivery of our core business processes

The vast majority of work done in the ministry is accomplished through our core business processes. These are the day-to-day operational activities that ensure delivery of our programs and services.

Core business processes are grouped into three categories:

1. **Public Facing Processes**— primarily involve contact with or service to the public.
2. **Government-wide Processes**— primarily involve providing service and / or oversight that impacts ministries, special offices and government organizations.
3. **Internal Ministry Processes**— primarily involve providing service within the ministry itself.

These core business processes reflect the range and scope of the day-to-day work we undertake.

“Successful delivery of our core business processes are critical to fulfilling our mandate and realizing our vision”



We will continue to excel by:

Building effective working relationships to support program delivery— we engage in mutually beneficial and collaborative relationships with client and partner ministries, customers, partners, service providers, and internally between divisions and branches to support program delivery.

Innovating to improve operational efficiency and effectiveness— constant effort to improve business processes, including the use of Lean methodology and best practices, will streamline, remove redundancy and duplication, and improve response times, resulting in more efficient and effective operations, and improvements to productivity, product quality and customer service.

See Hyperlinks to Additional Information on page 17 to access detail on our Core Business.

Strategic Direction

Our Business *Business Transformation*

Consolidate Revenue Management

Consolidate

Revenue Management contains two key areas of focus:

1 Make it easy for clients and customers

- Provide new / different customer service and self-service channels to improve customer service and improve effectiveness and efficiency of program administration.
- Streamline and simplify legislation, policy frameworks and regulation to reduce administrative burden on customers, clients, and employees.
- Rationalize business processes and automate repetitive administrative tasks to reduce costs and administrative burden.
- Leverage opportunities to utilize existing technology.

A service delivery model that optimizes revenue and reduces administrative complexity”



2 Maximize government revenue

- Simplify the client experience - provide seamless integrated information (e.g. one bill for amounts owed to government to eliminate multiple customer interactions) to maximize voluntary compliance.
- Work corporately to implement legislative changes to allow information sharing and address inconsistencies in policies, procedures and business rules to increase administrative effectiveness and remove barriers to consolidated revenue management.
- Integrate revenue systems to increase efficiencies in / effectiveness of revenue management across government and maximize government revenues.

View [2012/13 projects](#) for this strategic priority.

Strategic Direction

Our Business *Business Transformation*

“Fully integrated approach to financial planning, management and reporting that meets government needs”

Integrate Financial Management

Integrate Financial

Management contains three key areas of focus:

1 Support better funding decision-making

- Deliver real-time, accurate, trustworthy business information to ministries / programs and government, supporting informed, timely operational and strategic analysis and decision-making.
- Integrate revenue, operating, capital and cash management to optimize use of government resources.
- Optimize cash / debt management for the broader public sector (Government Reporting Entity) to reduce debt and debt-servicing costs to government.

2 Change the game plan

- Streamline, simplify and align legislation, policy frameworks and regulation with a focus on one effective financial governance framework for the entire government reporting entity; centralize financial management policies to support compliance and public transparency.
- Transform financial services to support e-business (e.g. e-payment, e-procurement, e-invoice) for citizens receiving government services and those providing goods / services to government or on government's behalf to reduce costs, reduce administrative burden and transition employees from transactional to knowledge based / decision support work.
- Maintain or improve government's financial management capacity, focusing employees on strategic financial management.

3 Drive accountability through transparency and open government

- Implement our open data and information strategy; provide increased access to government's financial data and information to improve government accountability and transparency, meet citizens' expectations and build public trust.
- Improve 'line of sight' from citizen contributions (e.g. fees, tax dollars) through ministry funding decisions and expenditures to outcomes for citizens; increase linkage between financial data and program performance; demonstrate value for money.

View [2012/13 projects](#) for this strategic priority.

Strategic Direction

Our Business *Business Transformation*

Drive Economic Competitiveness

Policy to support BC's economic competitiveness contains three key areas of focus:

1 Increase citizen consultation and engagement

- Maximize use of existing media to reach broad or targeted audiences; examine new forms of media to solicit citizen and business input on budget, tax and corporate sector policy.
- Expand use of web 2.0 tools and social media to provide relevant information to businesses and citizens.

2 Provide the most informed advice to decision-makers

- Focus and align economic, fiscal and taxation policy to support economic competitiveness in BC.

3 Conduct strategic productivity research

- Create linkages with Industry Canada, Statistics Canada and academics to investigate the performance of BC businesses to understand the 'productivity dilemma'. Use this research to inform future policy development to improve productivity growth in BC and in turn improve the standard of living for British Columbians.

“Economic, fiscal and taxation policies that stimulate a prosperous and growing economy and promote an improved standard of living and quality of life for British Columbians”

View [2012/13 projects](#) for this strategic priority.



Strategic Direction

Our People and Tools

Foundational elements that enable us to conduct our business

Attract, Develop and Retain Employees

Attract

Develop and Retain Employees, one of our 5 strategic priorities, has three areas of focus.

We will support our people's success in delivering our core business functions and implementation of our three strategic business priorities. Our approach is consistent with the government goals outlined in the corporate HR plan, [Being the Best 2012](#).

1 Build our internal capacity

Professional and career development

Support employees in all career stages by providing introductory orientation, increasing awareness of existing professional development opportunities and implementing strategies to reinforce learning.

Supervisory excellence

Build on existing skills, identify best practices and leverage successes to support the highest level of supervisory performance. Strategies include targeted coaching, training and cross-

“An employer of choice with high performing employees ready for new opportunities with the skills, knowledge and leadership to deliver on government priorities”

2 Improve our competitiveness

Attract talent

Work with the BC Public Service Agency to develop innovative and targeted recruitment strategies, particularly for our hard to recruit positions, and enhance career entry opportunities such as co-op and internship positions.



3 Manage for results

Healthy and productive workplace

Engage employees to create a workplace environment and culture that supports high performance and high quality of life with an emphasis on safety, health and work-life balance.

Performance excellence

Support employee success through clear direction, timely and relevant recognition and feedback, balanced workloads, and an effective framework for managing performance.

Building trust and embracing diversity

Promote a positive and supportive work environment that values diversity and inclusiveness. For more information, please refer to our [Diversity and Inclusiveness Strategy](#) and our Leading Workplace Strategies, a component of our [2012/13 Transformation and Technology Plan](#).

View [2012/13 projects](#) for this strategic priority.

Strategic Direction

Our People and Tools

Foundational elements that enable us to conduct our business

Enable our Business through Technology

Enable our

Business through Technology, one of our 5 strategic priorities, has three areas of focus.

We will plan for, invest in, and deliver technological solutions that ensure the appropriate tools are leveraged to support open government and create a business environment resilient to change.

Our approach to technological change will support our success in delivering on our core business functions and our three strategic business priorities, while aligning with government's strategic shifts—Citizen Participation, Service Innovation, and Business Innovation.

1 Citizen Participation

Open data / open government

Engage citizens through improved access to government data and sharing of information for a variety of research and public education purposes; support the timely release of accurate and trustworthy financial data of value to citizens.

“Timely, relevant and reliable information for employees, the public and government. A leader in government financial systems integration”

Line-of-sight

Link financial and program data to provide insight into outcomes achieved as a result of expenditures, supporting government decision-making and accountability, and public transparency.

Citizen engagement

Increase opportunities for citizens to provide input and feedback to government (e.g. public financial documents, budget, and tax and corporate sector policy).

2 Service Innovation

e-Service offerings

Provide a coordinated and integrated suite of self-service options for revenue account, bill, pay and collect transactions; move to customer-focused online transactional service from current manual processes.

Citizen-centric web presence

Provide a service focused, responsive web presence for citizens that advances the ministry's service goals and is aligned with Gov 2.0 standards.



3 Business Innovation

Operating efficiencies / Customer service improvements

Streamline legislation, policy, policy frameworks, regulation and business processes to support elimination or simplification and reduce / eliminate manual processes to reduce administrative burden for customers, clients and employees, improve response times, productivity, product quality and customer service.

Employee transition / change management

Implement citizen self-service options and shared systems to support the transition of employees from manual / transactional to knowledge-based / decision support work and potentially increase the attraction and retention of employees by offering a variety of more advanced opportunities.

View [2012/13 projects](#) for this strategic priority. See also our [2012/13 Transformation and Technology Plan](#).

Strategic Direction

Our Money *Financial resources allocated to the ministry*

Ensure sound management of ministry resources

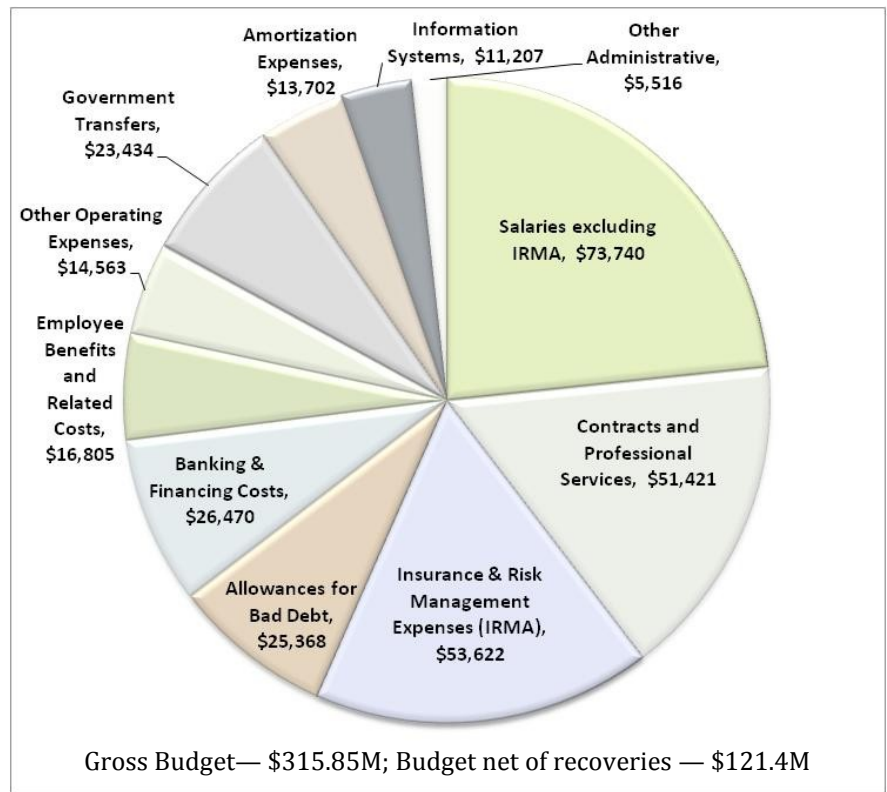
We apply best financial management and accounting practices to achieve effective and efficient management of ministry resources.

Budgets will be aligned with our priorities and we will make responsible resourcing decisions based on business case assessment and risk analysis.

We will comply with statutory requirements, reflecting our commitment to fiscal responsibility.

How is our money allocated?

2012/13 Ministry Budget (\$000s)



Monitoring our Progress

Monitoring our Progress

We will monitor our progress in delivering on this plan through regular review processes that will assess both our business and financial performance, including progress towards achievement of:

- Service Plan performance targets
- Ministry Business Plan performance targets
- Key deliverables for our strategic projects
- Division / Branch deliverables and performance targets set out in division / branch specific business plans

Divisions / branches are responsible to regularly monitor and report on their performance and contributions to our success in moving towards our vision.

Division / branch plans and quarterly performance reports are available [online](#).

“ Strong core business performance and delivering on our strategic projects support our success ”

Progress on achieving our Business Plan performance targets and our strategic project deliverables are reported quarterly to the Executive Team and senior managers, and are available [online](#).

Performance Measures

Our [Service Plan](#) contains performance measures and targets that support us in monitoring and reporting on our progress in implementing our strategy and delivering on our public performance commitments.

Performance measures are reviewed on an annual basis to ensure they continue to provide meaningful information and focus on achieving desired outcomes.

Measures will be replaced where and when appropriate, balancing the need for reliable performance information with reasonable effort and cost.



Hyperlinks to Additional Information

Following are support documents referenced in this plan:

[Ministry Strategic Projects](#)

[Business Context](#)

[Core Business Areas](#)

[Core Business Processes](#)

[About Business Planning in the Ministry of Finance](#)

Ministry of Finance
Business Plan
2012/13



Ministry of Finance
September 2012

