



Progress Report

Ministry: Insurance Corporation of British Columbia (ICBC)
Ministry of Public Safety and Solicitor General

Date: 23/02/2011

Issue: Update on ICBC's Transformation Program

Previous Direction:
s.12,s.13

Action Taken and Outcomes:
s.12,s.13



Transformation Program Update:
s.12,s.13



s.12,s.13



Contact: Anwar Chaudhry, Controller
ICBC
(604) 661-6663

Honourable Rich Coleman

FEB 22 2011

Date Signed



Insurance Corporation of British Columbia Transformation Program

Submitted to Treasury Board
February 2011

Page 005 to/à Page 027

Withheld pursuant to/removed as

s.12;s.13



CLIFF Tracking #: 2636283
Date Received: March 26, 2012
Submission: FIN 263628
Analyst: Don Epp

Progress Report

Ministry: Insurance Corporation of British Columbia (ICBC)
Ministry of Finance

Date: 24/02/2012

Issue: Update on ICBC's Transformation Program

Previous Direction:
s.12,s.13

Transformation Program Update:
s.12,s.13

Page 029

Withheld pursuant to/removed as

s.12;s.13

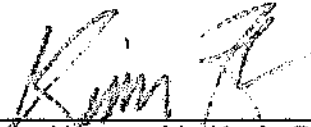



s.12,s.13

Outstanding Issues:

s.12,s.13

Contact: Anwar Chaudhry, Controller
ICBC
(604) 982-6663


Honourable Kevin Falcon

Date Signed



Insurance Corporation of British Columbia Transformation Program

Submitted to Treasury Board
February 2012

Page 032 to/à Page 073

Withheld pursuant to/removed as

s.12;s.13



CLIFF tracking #: 268374
Date received: March 20, 2013
Submission: TRAN/TB 14-13
Analyst: Sam Broadbent

Treasury Board Submission – Request for Decision

Minister: The Honourable Mary Polack
Ministry: Insurance Corporation of BC (ICBC)
(Ministry of Transportation and Infrastructure)
Date: March 28, 2013 Ministry Document #: TB 14/13

Title: Approval of ICBC's Transformation Project 2013 budget

Issue:
s.12,s.13

Request:
s.12,s.13

Implications and Considerations:
s.12,s.13



s.12,s.13

Background / Context:

ICBC is replacing / upgrading its aging systems and business processes, which is done through a multi-year, multi-project initiative called the Transformation Program (TP). 2013 will be the fourth year of the program.

In 2010, ICBC was authorized through Government Directive specified Order-in-Council 222/2010 to recover only the operational costs and depreciation expenses for capital projects associated with ICBC's TP from Optional Insurance capital.

The 2010 Government Directive specified certain conditions including the requirement that Treasury Board annually approve each year's TP expenses and a spending limit of \$400 million over the life of the program.

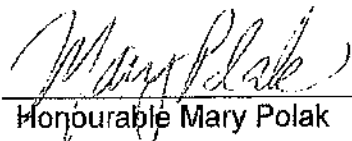


Discussion:
s.12,s.13



s.12,s.13

Contact: Geri Prior
 Chief Financial Officer, ICBC
 (604) 982-2432


Honourable Mary Polak

03.15.13
Date Signed



Insurance Corporation of British Columbia Transformation Program

Submitted to Treasury Board
March 2013

Page 079 to/à Page 108

Withheld pursuant to/removed as

s.12;s.13



APPENDIX F – OIC 222/2010 – TP Funding Directive

PROVINCE OF BRITISH COLUMBIA
ORDER OF THE LEUTENANT GOVERNOR IN COUNCIL


Order in Council No. 222, Approved and Ordered APR 29 2010


 Lieutenant Governor
 Administrator

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the ~~Lieutenant Governor~~ ^{Administrator}, by and with the advice and consent of the Executive Council, orders that approval is given to the directive issued by the Minister of Public Safety and Solicitor General to the corporation dated April 19, 2010.


 Minister of Finance and Deputy Premier


 Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section:- Insurance Corporation Act, R.S.B.C. 1996, c. 228, s. 47
 Other (specify):-

April 19, 2010

O/281/2010/7

page 1 of 1



April 19, 2010

Mr. T. Richard Turner
Chair
Insurance Corporation of British Columbia
Room 517, 151 West Esplanade
North Vancouver BC V7M 3H9

Dear Mr. Turner:

The Insurance Corporation of British Columbia ("ICBC") has identified a need to embark on a significant program aimed at updating the systems and processes in place at the corporation, which is referred to as the Transformation Program. I am writing this letter of direction to ICBC about this Program.

Government recognizes the importance of ICBC re-investing sufficient capital in its business through the Transformation Program so as to permit ICBC to enhance the quality of service to all universal compulsory automobile insurance and optional automobile insurance ratepayers. Government also supports limiting the impact of ICBC's investment in the Transformation Program on universal compulsory automobile insurance rates.

ICBC is therefore authorized to undertake the Transformation Program which I understand to be estimated at a cost of \$400 million. A description of the scope of this Program is included as in the Schedule to this letter.

In the absence of this directive, all of the costs associated with the Transformation Program would be allocated between optional automobile insurance and universal compulsory automobile insurance based on the methodology approved by the British Columbia Utilities Commission. However, with respect to certain costs associated with the Transformation Program that meet the criteria outlined below ("Optional-Funded Transformation Program Costs"), ICBC is directed to use optional automobile insurance capital available to also cover the portion of those costs that would otherwise be allocated to universal compulsory automobile insurance. ICBC is further directed not to seek recovery of any portion of these Optional-Funded Transformation Program Costs in universal compulsory automobile insurance rates.

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Ministry of
Public Safety
and Solicitor General

Office of the
Minister

Mailing Address:
PO Box 9053 Stn Prov Govt
Victoria BC V8W 9E3

Mr. T. Richard Turner
Page 2

The use of optional automobile insurance capital available to pay for Optional-Funded Transformation Program Costs is warranted in these special circumstances. ICBC should not, in the absence of a government directive, use optional automobile insurance capital available to pay for costs appropriately allocated to universal compulsory automobile insurance in accordance with the cost allocation methodology approved by the British Columbia Utilities Commission from time to time.

It is therefore important to place clear parameters around the amount and types of Transformation Program costs that are to be considered Optional-Funded Transformation Program Costs as follows:

- Optional-Funded Transformation Program Costs can include only project operational costs and depreciation expense for project capital costs related to the Transformation Program.
- On an annual (calendar year) basis, Optional-Funded Transformation Program Costs will be limited to the total budgeted amount of Transformation Program project operational costs and depreciation expense for project capital costs for that year that is approved by Treasury Board.

Actual Optional-Funded Transformation Program Costs spent over the life of the Transformation Program will be limited to a cumulative total of \$400 million. For clarity, Optional-Funded Transformation Program Costs are not to include any of the following:

- Post-implementation costs and ongoing operating costs associated with the systems and processes implemented as part of the Transformation Program.
- Costs associated with future upgrades and enhancements to the systems and processes that had been funded as Optional-Funded Transformation Program Costs.
- Actual Transformation Program costs expensed, in a given calendar year, that exceeds the budget approved by Treasury Board; or
- Actual costs associated with the Transformation Program in excess of the \$400 million cumulative limit.

.../3

Mr. T. Richard Turner
Page 3

In order to ensure that Optional-Funded Transformation Program Costs are not recovered in universal compulsory automobile insurance rates, ICBC is directed to comply with the following requirements:

- Treasury Board will, for each calendar year, approve a deduction from any amount payable under an *Optional Capital Payment Order* issued by the Lieutenant Governor in Council pursuant to section 26 of the *Insurance Corporation Act* that authorizes such deductions. The amount of any deduction will be equal to at least \$400 million, less the cumulative amount of Optional-Funded Transformation Program Costs expensed over the life of the Transformation Program to the end of the last calendar year. This deduction will be based on ICBC's update on the Transformation Program to be provided to Treasury Board within 30 days after the end of the previous calendar year.
- In determining its forecast revenue requirements for universal compulsory automobile insurance, ICBC will deduct the budgeted amount of Optional-Funded Transformation Program Costs approved by Treasury Board for the calendar year from ICBC's forecast corporate operating costs, before allocating the remaining forecast corporate operating costs as between universal compulsory automobile insurance and optional automobile insurance in accordance with the cost allocation methodology approved by the British Columbia Utilities Commission from time to time.

This letter of direction is a government directive within the meaning of that term as defined in Special Direction IC2 to the British Columbia Utilities Commission.

Yours truly,



Michael de Jong, Q.C.
Attorney General
Solicitor General
Government House Leader

Enclosure

**Schedule to Directive
Scope of Transformation Program**

The Transformation Program involves the transformation of ICBC's service delivery model, including:

- (a) the provision of replacement and new systems, technology and processes to support the claims and insurance operations;
- (b) the provision of enhanced product options and customer service functionality for purchasing insurance, vehicle licensing, and claims initiation and processing;
- (c) the provision of processes, systems and technology to support a more direct link between premiums and driver risk;
- (d) the provision of processes, systems and technology to support enhanced training and workforce mobility for corporation staff;
- (e) the provision of processes, systems and technology to support employee collaboration and employee communication;
- (f) the provision of processes, systems, technology and training to key business partners to support improved customer service; and
- (g) the provision of program and project support, infrastructure, processes, systems, technology and training to enable ICBC to deliver on (a) to (f).

As previously indicated, actual Optional-Funded Transformation Program Costs spent over the life of the Transformation Program will be limited to a cumulative total of \$400 million.



CLIFF Tracking #: 335165
Date Received: March 19 2014
Submission: TRAN/TB 05-14
Analyst: Alex Chandler

Treasury Board Submission Request for Decision

Minister: Honourable Todd Stone

Ministry: Ministry of Transportation and Infrastructure

Date: March 6, 2014 Ministry Document #: TB 05/14

Title: Approval of ICBC's Transformation Program 2014 Budget

Issue:

s.12,s.13

Implications and Considerations:

s.12,s.13



s.12,s.13

Background / Context:

ICBC is replacing / upgrading its aging systems and business processes, which is done through a multi-year, multi-project initiative called the Transformation Program (TP). 2014 will be the fifth year of the program.

In 2010, ICBC was authorized through Government Directive specified Order-in-Council 222/2010 to recover only the project operational costs and depreciation expenses for capital projects associated with ICBC's TP from Optional Insurance capital.

The 2010 Government Directive specified certain conditions including the requirement that Treasury Board annually approve each year's TP expenses and a spending limit of \$400 million over the life of the program.



Discussion:

s.12,s.13

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Withheld pursuant to/removed as

s.12;s.13



s.12,s.13

Contact: Geri Prior
Chief Financial Officer, ICBC
604 982-2432

A handwritten signature in black ink, appearing to read "Todd Stone", written over a horizontal line.

Honourable Todd Stone
Minister of Transportation and
Infrastructure

March 19, 2014

Date Signed

Insurance Corporation of British Columbia Transformation Program

Submitted to Treasury Board
March 2014

(draft v2 dated Mar 5, 2014)

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Withheld pursuant to/removed as

s.12;s.13



APPENDIX F – OIC 222/2010 – TP FUNDING DIRECTIVE



PROVINCE OF BRITISH COLUMBIA
ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 222 , Approved and Ordered APR 29 2010

Executive Council Chambers, Victoria

~~Lieutenant Governor~~
Administrator

On the recommendation of the undersigned, the ~~Lieutenant Governor~~ ^{Administrator}, by and with the advice and consent of the Executive Council, orders that approval is given to the directive issued by the Minister of Public Safety and Solicitor General to the corporation dated April 19, 2010.

Minister of Finance and Deputy Premier

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section:- Insurance Corporation Act, R.S.B.C. 1996, c. 228, s. 47
Other (specify):-

April 19, 2010

0201/20107

page 1 of 1



April 19, 2010

Mr. T. Richard Turner
Chair
Insurance Corporation of British Columbia
Room 517, 151 West Esplanade
North Vancouver BC V7M 3H9

Dear Mr. Turner:

The Insurance Corporation of British Columbia ("ICBC") has identified a need to embark on a significant program aimed at updating the systems and processes in place at the corporation, which is referred to as the Transformation Program. I am writing this letter of direction to ICBC about this Program.

Government recognizes the importance of ICBC in ensuring sufficient capital in its business through the Transformation Program so as to permit ICBC to enhance the quality of service to all universal compulsory automobile insurance and optional automobile insurance payers. Government also supports limiting the impact of ICBC's investment in the Transformation Program on universal compulsory automobile insurance rates.

ICBC is therefore authorized to undertake the Transformation Program which I understand to be estimated at a cost of \$400 million. A description of the scope of this Program is included as in the Schedule to this letter.

In the absence of this directive, all of the costs associated with the Transformation Program would be allocated between optional automobile insurance and universal compulsory automobile insurance based on the methodology approved by the British Columbia Utilities Commission. However, with respect to certain costs associated with the Transformation Program that meet the criteria outlined below ("Optional-Funded Transformation Program Costs"), ICBC is directed to use optional automobile insurance capital available to also cover the portion of these costs that would otherwise be allocated to universal compulsory automobile insurance. ICBC is further directed not to seek recovery of any portion of these Optional-Funded Transformation Program Costs in universal compulsory automobile insurance rates.

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Ministry of
Public Safety
and Solicitor General

Office of the
Minister

Mailing Address:
PO Box 9400 Stn Prov Govt
Vancouver BC V6P 9B8

Mr. T. Richard Turner
Page 2

The use of optional automobile insurance capital available to pay for Optional-Funded Transformation Program Costs is warranted in these special circumstances. ICBC should not, in the absence of a government directive, use optional automobile insurance capital available to pay for costs appropriately allocated to universal compulsory automobile insurance in accordance with the cost allocation methodology approved by the British Columbia Utilities Commission from time to time.

It is therefore important to place clear parameters around the amount and types of Transformation Program costs that are to be considered Optional-Funded Transformation Program Costs as follows:

- Optional-Funded Transformation Program Costs can include only project operational costs and depreciation expense for project capital costs related to the Transformation Program.
- On an annual (calendar year) basis, Optional-Funded Transformation Program Costs will be limited to the total budgeted amount of Transformation Program project operational costs and depreciation expense for project capital costs for that year that is approved by Treasury Board.

Actual Optional-Funded Transformation Program Costs spent over the life of the Transformation Program will be limited to a cumulative total of \$400 million. For clarity, Optional-Funded Transformation Program Costs are not to include any of the following:

- Post-implementation costs and ongoing operating costs associated with the systems and processes implemented as part of the Transformation Program.
- Costs associated with future upgrades and enhancements to the systems and processes that had been funded as Optional-Funded Transformation Program Costs.
- Actual Transformation Program costs expensed, in a given calendar year, that exceeds the budget approved by Treasury Board; or
- Actual costs associated with the Transformation Program in excess of the \$400 million cumulative limit.

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Mr. T. Richard Turner
Page 3

In order to ensure that Optional-Funded Transformation Program Costs are not recovered in universal compulsory automobile insurance rates, ICBC is directed to comply with the following requirements:

- Treasury Board will, for each calendar year, approve a deduction from any amount payable under an *Optional Capital Payment Order* issued by the Lieutenant Governor in Council pursuant to section 26 of the *Insurance Corporation Act* that authorizes such deductions. The amount of any deduction will be equal to at least \$400 million, less the cumulative amount of Optional-Funded Transformation Program Costs expensed over the life of the Transformation Program to the end of the last calendar year. This deduction will be based on ICBC's update on the Transformation Program to be provided to Treasury Board within 30 days after the end of the previous calendar year.
- In determining its forecast revenue requirements for universal compulsory automobile insurance, ICBC will deduct the budgeted amount of Optional-Funded Transformation Program Costs approved by Treasury Board for the calendar year from ICBC's forecast corporate operating costs, before allocating the remaining forecast corporate operating costs as between universal compulsory automobile insurance and optional automobile insurance in accordance with the cost allocation methodology approved by the British Columbia Utilities Commission from time to time.

This letter of direction is a government directive within the meaning of that term as defined in Special Direction IC2 to the British Columbia Utilities Commission.

Yours truly,



Michael de Jong, Q.C.
Attorney General
Solicitor General
Government House Leader

Enclosure

**Schedule to Directive
Scope of Transformation Program**

The Transformation Program involves the transformation of ICBC's service delivery model, including:

- (a) the provision of replacement and new systems, technology and processes to support the claims and insurance operations;
- (b) the provision of enhanced product options and customer service functionality for purchasing insurance, vehicle licensing, and claims initiation and processing;
- (c) the provision of processes, systems and technology to support a more direct link between premiums and driver risk;
- (d) the provision of processes, systems and technology to support enhanced training and workforce mobility for corporation staff;
- (e) the provision of processes, systems and technology to support employee collaboration and employee communication;
- (f) the provision of processes, systems, technology and training to key business partners to support improved customer service; and
- (g) the provision of program and project support, infrastructure, processes, systems, technology and training to enable ICBC to deliver on (a) to (f).

As previously indicated, actual Optimal-Funded Transformation Program Costs spent over the life of the Transformation Program will be limited to a cumulative total of \$400 million.



Treasury Board Submission Request for Decision

Minister: Honourable Todd Stone
Ministry: Ministry of Transportation and Infrastructure
Date: March 12, 2015

CLIFF: 342576
Date Received: March 19, 2015
Submission: TRAN / 12-15
Analyst: Alex Chandler

Ministry Document #:12-15

Title: ICBC's Transformation Program 2015 Budget

Issue:

s.12,s.13

Implications and Considerations:

s.12,s.13

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Withheld pursuant to/removed as

s.12;s.13



Background / Context:

ICBC is replacing / upgrading its aging systems and business processes, which is done through a multi-year, multi-project initiative called the Transformation Program (TP).

In 2010, ICBC was authorized through Order-in-Council 222/2010 to fund up to \$400 million of project operational costs and depreciation expenses for capital projects associated with ICBC's TP from Optional Insurance capital. The 2010 Government Directive specified certain conditions including the requirement that Treasury Board annually approve each year's TP project operational costs and depreciation expense.

Discussion:

s.12,s.13

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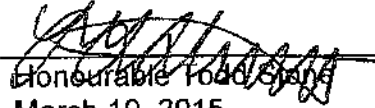
Withheld pursuant to/removed as

s.12;s.13



Attachment (1): Transformation Program 2014 Report

Contact: Geri Prior
Chief Financial Officer, ICBC
(604) 982-2432


Honourable Todd Spence
March 19, 2015
Date Signed

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Withheld pursuant to/removed as

s.12;s.13

Insurance Corporation of British Columbia
Transformation Program
2014 Report

Submitted to Treasury Board
March 2015

Page 176 to/à Page 210

Withheld pursuant to/removed as

s.12;s.13



APPENDIX F – OIC 222/2010 – TP FUNDING DIRECTIVE

PROVINCE OF BRITISH COLUMBIA

ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. 222, Approved and Ordered APR 29 2010

~~Lieutenant Governor~~
Administrator

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the ~~Lieutenant Governor~~ ^{Administrator}, by and with the advice and consent of the Executive Council, orders that approval is given to the directive issued by the Minister of Public Safety and Solicitor General to the corporation dated April 19, 2010.

Minister of Finance and Deputy Premier
Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section:- Insurance Corporation Act, R.S.B.C. 1996, c. 228, s. 47
Other (specify):-

April 19, 2010

OW281/2010/7

page 1 of 1



April 19, 2010

Mr. T. Richard Turner
Chair
Insurance Corporation of British Columbia
Room 517, 151 West Esplanade
North Vancouver BC V7M 3H9

Dear Mr. Turner:

The Insurance Corporation of British Columbia ("ICBC") has identified a need to embark on a significant program aimed at updating the systems and processes in place at the corporation, which is referred to as the Transformation Program. I am writing this letter of direction to ICBC about this Program.

Government recognizes the importance of ICBC re-investing sufficient capital in its business through the Transformation Program so as to permit ICBC to enhance the quality of service to all universal compulsory automobile insurance and optional automobile insurance ratepayers. Government also supports limiting the impact of ICBC's investment in the Transformation Program on universal compulsory automobile insurance rates.

ICBC is therefore authorized to undertake the Transformation Program which I understand to be estimated at a cost of \$400 million. A description of the scope of this Program is included as in the Schedule to this letter.

In the absence of this directive, all of the costs associated with the Transformation Program would be allocated between optional automobile insurance and universal compulsory automobile insurance based on the methodology approved by the British Columbia Utilities Commission. However, with respect to certain costs associated with the Transformation Program that meet the criteria outlined below ("Optional-Funded Transformation Program Costs"), ICBC is directed to use optional automobile insurance capital available to also cover the portion of those costs that would otherwise be allocated to universal compulsory automobile insurance. ICBC is further directed not to seek recovery of any portion of these Optional-Funded Transformation Program Costs in universal compulsory automobile insurance rates.

.../2

Ministry of
Public Safety
and Solicitor General

Office of the
Minister

Mailing Address:
PO Box 9053 Stn Prov Govt
Victoria BC V8W 9E1



Mr. T. Richard Turner
Page 2

The use of optional automobile insurance capital available to pay for Optional-Funded Transformation Program Costs is warranted in these special circumstances. ICBC should not, in the absence of a government directive, use optional automobile insurance capital available to pay for costs appropriately allocated to universal compulsory automobile insurance in accordance with the cost allocation methodology approved by the British Columbia Utilities Commission from time to time.

It is therefore important to place clear parameters around the amount and types of Transformation Program costs that are to be considered Optional-Funded Transformation Program Costs as follows:

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- On an annual (calendar year) basis, Optional-Funded Transformation Program Costs will be limited to the total budgeted amount of Transformation Program project operational costs and depreciation expense for project capital costs for that year that is approved by Treasury Board.

Actual Optional-Funded Transformation Program Costs spent over the life of the Transformation Program will be limited to a cumulative total of \$400 million. For clarity, Optional-Funded Transformation Program Costs are not to include any of the following:

- Post-implementation costs and ongoing operating costs associated with the systems and processes implemented as part of the Transformation Program.
- Costs associated with future upgrades and enhancements to the systems and processes that had been funded as Optional-Funded Transformation Program Costs.
- Actual Transformation Program costs expensed, in a given calendar year, that exceeds the budget approved by Treasury Board; or
- Actual costs associated with the Transformation Program in excess of the \$400 million cumulative limit.

.../3

Mr. T. Richard Turner
Page 3

In order to ensure that Optional-Funded Transformation Program Costs are not recovered in universal compulsory automobile insurance rates, ICBC is directed to comply with the following requirements:

- Treasury Board will, for each calendar year, approve a deduction from any amount payable under an *Optional Capital Payment Order* issued by the Lieutenant Governor in Council pursuant to section 26 of the *Insurance Corporation Act* that authorizes such deductions. The amount of any deduction will be equal to at least \$400 million, less the cumulative amount of Optional-Funded Transformation Program Costs expensed over the life of the Transformation Program to the end of the last calendar year. This deduction will be based on ICBC's update on the Transformation Program to be provided to Treasury Board within 30 days after the end of the previous calendar year.
- In determining its forecast revenue requirements for universal compulsory automobile insurance, ICBC will deduct the budgeted amount of Optional-Funded Transformation Program Costs approved by Treasury Board for the calendar year from ICBC's forecast corporate operating costs, before allocating the remaining forecast corporate operating costs as between universal compulsory automobile insurance and optional automobile insurance in accordance with the cost allocation methodology approved by the British Columbia Utilities Commission from time to time.

This letter of direction is a government directive within the meaning of that term as defined in Special Direction IC2 to the British Columbia Utilities Commission.

Yours truly,



Michael de Jong, Q.C.
Attorney General
Solicitor General
Government House Leader

Enclosure

**Schedule to Directive
Scope of Transformation Program**

The Transformation Program involves the transformation of ICBC's service delivery model, including:

- (a) the provision of replacement and new systems, technology and processes to support the claims and insurance operations;
- (b) the provision of enhanced product options and customer service functionality for purchasing insurance, vehicle licensing, and claims initiation and processing;
- (c) the provision of processes, systems and technology to support a more direct link between premiums and driver risk;
- (d) the provision of processes, systems and technology to support enhanced training and workforce mobility for corporation staff;
- (e) the provision of processes, systems and technology to support employee collaboration and employee communication;
- (f) the provision of processes, systems, technology and training to key business partners to support improved customer service; and
- (g) the provision of program and project support, infrastructure, processes, systems, technology and training to enable ICBC to deliver on (a) to (f).

As previously indicated, actual Optional-Funded Transformation Program Costs spent over the life of the Transformation Program will be limited to a cumulative total of \$400 million.

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Withheld pursuant to/removed as

s.12;s.13