

Hall, Gord LDB:EX

From: Hall, Gord LDB:EX
Sent: Wednesday, June 06, 2012 9:47 AM
To: Chambers, Jay LDB:EX; Cournoyer, Vince LDB:EX
Subject: FW: Liquor Initiatives June 2012
Attachments: Liquor Initiatives June 2012.docx

FYI.

From: Bieller, Barry MEM:EX
Sent: Wednesday, June 06, 2012 9:14 AM
To: Ayers, Karen J MEM:EX
Cc: Jones, Kathleen MEM:EX; Hall, Gord LDB:EX
Subject: Liquor Initiatives June 2012

Hi Karen,
Here's the updated version with your requested edits.

LIQUOR INITIATIVES

JUNE 2012

ISSUE	STATUS	NEXT STEPS
Licensing of Caterers	Amendments to the Act approved this Spring.	
	s.12	
New VQA stores	Minister has decided not to approve the issuance of 3 new store appointments to the BC Wine Institute	Minister to discuss issue with Minister Pat Bell
	s.17	
Craft Distillery Policy	s.17	
Personal Importation of Liquor	<p>Permit persons to bring a prescribed maximum amount of liquor into BC on their person without paying taxes or mark-ups. LDB is working with Leg Counsel to prepare an OIC. Limits will closely mirror those in Ontario.</p> <p>Federal private members bill to permit interprovincial shipping of wine across provincial borders has passed the Committee stage. The bill provides authority for provinces to determine limits and how importations would occur (i.e. on person or direct shipping).</p>	OIC was approved by Cabinet May 30 th and is ready to be deposited.
	s.13, s.14	

s.12

Liberalize Trade Practices and Tied House Rules	<p>Consultations held with industry in 2011. No consensus on issues.</p> <p>Branch staff reviewing options and implications</p>	<p>LCLB to develop policy options on changes for Minister's consideration (Summer 2012).</p> <p>Further consultation with industry may be necessary.</p>
Fee/Fine Treasury Board Papers	<p>Three Treasury Board papers were approved on April 26th</p> <p>Related OIC's on violation tickets for serving liquor to a minor and open liquor in a public place, penalty for manufacturer non-compliance with the LDB manufacturer's agreement and a licence re-instatement fee for late renewal were approved by Cabinet on May 30.</p>	<p>All licensees will be informed of new violation ticket for serving liquor to a minor (is included in with next LCLB newsletter).</p> <p>LCLB to write to all liquor manufacturers informing them of potential penalties for non-compliance with LDB manufacturer's agreement</p>

s.17

Special Occasion Licence review	<p>Reviewing SOL policies including eligibility restrictions and beer garden policy.</p> <p>Developing educational material to provide to SOL applicants and licensees.</p> <p>Developing notification system of upcoming events for liquor inspectors.</p> <p>Positioning the program so it can be moved online (web-based) at a future date.</p>	<p>Continue with policy work and present possible changes to the minister. (summer/fall 2012)</p> <p>Public safety educational material for hosts of major events is completed and in use. Two related planning aids have been developed for inspectors and are in use.</p> <p>A two month fax-to-email pilot project started June 4. Includes all Victoria inspectors and all GLSs in their catchment area.</p> <p>(Ongoing.)</p>
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s.12

	s.12	
Bring Your Own Wine	<p>OIC has been drafted to permit persons to bring their own commercially manufactured wine to a licensed restaurant.</p> <p>Letters of support received from the BC and Canadian Restaurant and Foodservices Associations.</p>	<p>OIC is scheduled for June 20 Cabinet.</p> <p>Inform industry and public</p>
Service of Liquor to Guests at Care Facilities	<p>Expand ability of senior's care homes and hospitals to serve liquor to not only patients and residents as now but also to visiting guests – a Bill 20 (2010) provision.</p> <p>Legislation also provides LCLB the authority to impose terms and conditions, or to prohibit particular institutions from exercising this option.</p>	<p>OIC to bring into effect Bill 20 provision is scheduled for June 20 Cabinet.</p> <p>Inform health industry of policies. (Extensive consultation with the industry was held in 2011.)</p>

Not Responsive

From: Bissoondatt, Roger LDB:EX
Sent: Wednesday, June 06, 2012 12:32 PM
To: Farley, Don LDB:EX; Chambers, Jay LDB:EX
Cc: Wilson, Kelly LDB:EX
Subject: FW: Period close update

fyi

Roger M. Bissoondatt,
Chief Financial Officer
BC Liquor Distribution Branch
2625 Rupert Street,
Vancouver, British Columbia, V5M 3T5
phone - (604) 252-3151, fax - (604) 252-3175
<mailto:Roger.Bissoondatt@bcldb.com>
website: www.bcldb.com

From: Low, Elaine LDB:EX
Sent: Wednesday, June 06, 2012 12:30 PM
To: Bissoondatt, Roger LDB:EX
Subject: Period close update

fyi - looks like we will not be starting to close the subledgers until tomorrow. It seems that even when data is loaded into Oracle data can still be 'stuck' and not be captured in error in Order Management. There is a lack of visibility as to these drop shipment transactions (Non GLS sales). There are 3 batches that need to have data fixes and then 'recovery' otherwise suppliers will not be paid on time.

We only have accrual queries/reports for errors trapped in Order Management. We are not able to determine if these relate to Period 2 or 3.

From: Kok, Robert LDB:EX
Sent: Wednesday, June 06, 2012 12:17 PM
To: Low, Elaine LDB:EX; Brown, Rose LDB:EX
Cc: Boston, Dolores LDB:EX; Fukuhara, Mark LDB:EX; Julius, Gavin LDB:EX; Negara, Vladislav LDB:EX; Peng, Vincent LDB:EX; Michael, Bill LDB:EX
Subject: RE: Please Run FBIP Not Closed lines.sql

Recovery for 156 is running (maybe 1 more hour)

151 is ready to recover.
Rose is looking at 148.

Recovery batches are taking +/- 1 hour to complete (depends on volume) Maybe 3:00 complete for all

Rob

From: Low, Elaine LDB:EX
Sent: Wednesday, June 06, 2012 11:54 AM
To: Kok, Robert LDB:EX; Brown, Rose LDB:EX
Cc: Boston, Dolores LDB:EX; Fukuhara, Mark LDB:EX; Julius, Gavin LDB:EX; Negara, Vladislav LDB:EX; Peng, Vincent LDB:EX; Michael, Bill LDB:EX
Subject: RE: Please Run FBIP Not Closed lines.sql

Rose/Rob

It looks like batch 151 and 148 still need the data fix and then to be recovered (similar to batch 156). Batch 151 was also a duplicate batch which makes it very confusing.

With all these batches that need to be recovered, will this be an all day process? In other words, will Purchasing and Inventory close be delayed until tomorrow?

Elaine

From: Boston, Dolores LDB:EX
Sent: Wednesday, June 06, 2012 11:38 AM
To: Low, Elaine LDB:EX
Subject: RE: Please Run FBIP Not Closed lines.sql

we are doing the recovery now for batch 156 but we still need to do batch 151 and 148

Dolores Boston
Phone # 604-252-3467
fax # 604-252-3148
Dolores.Boston@BCLDB.Com

From: Low, Elaine LDB:EX
Sent: Wednesday, June 06, 2012 11:22 AM
To: Boston, Dolores LDB:EX
Subject: RE: Please Run FBIP Not Closed lines.sql

Is this the data fix or the recovery?

From: Boston, Dolores LDB:EX
Sent: Wednesday, June 06, 2012 10:00 AM
To: Rai, Del LDB:EX; Low, Elaine LDB:EX
Cc: Fukuhara, Mark LDB:EX; Farmer, Beverley LDB:EX
Subject: FW: Please Run FBIP Not Closed lines.sql

Hi

This is the query that was just run for the awaiting receipt

Dolores Boston
Phone # 604-252-3467
fax # 604-252-3148
Dolores.Boston@BCLDB.Com

From: Brown, Rose LDB:EX
Sent: Wednesday, June 06, 2012 9:55 AM
To: Boston, Dolores LDB:EX; LDB Support Centre LDB:EX
Cc: LDB D IS eBusiness Application Services; Aliyeva, Tamilla LDB:EX
Subject: RE: Please Run FBIP Not Closed lines.sql

Dolores,

I have attached the output

Rose

From: Boston, Dolores LDB:EX
Sent: Wednesday, June 06, 2012 8:27 AM
To: LDB Support Centre LDB:EX
Cc: LDB D IS eBusiness Application Services; Brown, Rose LDB:EX; Aliyeva, Tamilla LDB:EX
Subject: Please Run FBIP Not Closed lines.sql
Importance: High

Hi Rose

Morning

Could one of you please run this query?

because I am trying to close this morning can this be done ASAP

thanks

Dolores Boston
Phone # 604-252-3467
fax # 604-252-3148
Dolores.Boston@BCLDB.Com

Not Responsive

From: Bissoondatt, Roger LDB:EX
Sent: Wednesday, June 06, 2012 1:22 PM
To: Chambers, Jay LDB:EX; Procopio, Michael LDB:EX
Subject: RE: Bennett & Young Class Action Law Cases

Thanks Jay.

Roger M. Bissoondatt,
Chief Financial Officer
BC Liquor Distribution Branch
2625 Rupert Street,
Vancouver, British Columbia, V5M 3T5
phone - (604) 252-3151, fax - (604) 252-3175
<mailto:Roger.Bissoondatt@bcldb.com>
website: www.bcldb.com

From: Chambers, Jay LDB:EX
Sent: Wednesday, June 06, 2012 1:13 PM
To: Bissoondatt, Roger LDB:EX; Procopio, Michael LDB:EX
Subject: FW: Bennett & Young Class Action Law Cases

FYI

Jay

From: Sorrell, Angie L PSEC:EX
Sent: Wednesday, June 06, 2012 9:10 AM
Subject: Bennett & Young Class Action Law Cases

Hello everyone. You have likely heard that the Bennett class action has been resolved at the BC Court of Appeal, in favour of Government, the defendant. For those of you who are struggling to remember what this

was all about, it was a class action brought about by retirees of the Public Service Pension Plan against Government (Bennett) and other employers (Young) in the plan regarding the reductions in post retirement group benefits in 2003. The BC Court of Appeal determined that Government was not in a breach of contract nor did it have a fiduciary responsibility toward the retirees as it relates to post retirement group benefits. This also extends to the Board of Trustees, as the discretionary benefits were transferred as such to the Board of Trustees.

The Young class action was pending results of the Bennett class action.

The reason for my communication now is to tell you that both class actions have now been withdrawn.

If you have any questions, don't hesitate to contact me. A.

Angie Sorrell, Executive Director Pensions
Public Sector Employers' Council Secretariat

Phone: (250) 356-0231 or (250) 896-8957

Fax: (250) 387-6258

Email: angie.sorrell@gov.bc.ca

Not Responsive

From: Chambers, Jay LDB:EX
Sent: Wednesday, June 06, 2012 8:16 PM
To: Bissoondatt, Roger LDB:EX
Subject: Re: Estimates

Thanks Roger

From: Bissoondatt, Roger LDB:EX
Sent: Wednesday, June 06, 2012 07:03 PM
To: Chambers, Jay LDB:EX
Cc: Low, Elaine LDB:EX
Subject: Re: Estimates

Hi Jay, Elaine indicated the Gord wants to be involved and they will be looking at it tomorrow.

Roger

From: Chambers, Jay LDB:EX
Sent: Wednesday, June 06, 2012 04:48 PM
To: Bissoondatt, Roger LDB:EX
Subject: Estimates

Hi Roger - do you have a timeline for getting the requested information to Tobie?

Thanks

Jay

Jay Chambers, General Manager
BC Liquor Distribution Branch
Phone: 604-252-3021
jay.chambers@bcldb.com
www.bcldb.com

Hall, Gord LDB:EX

From: Hall, Gord LDB:EX
Sent: Thursday, June 07, 2012 9:28 AM
To: Ayers, Karen J MEM:EX; Chambers, Jay LDB:EX
Cc: Bieller, Barry MEM:EX; Cournoyer, Vince LDB:EX; Mackintosh, Michele LDB:EX
Subject: Bill C-311

Importance: High

FYI.

From: Ford, Patrick [mailto:patrick.ford@lcbo.com]
Sent: Thursday, June 07, 2012 4:50 AM
To: 'Alain Maisonneuve'
Cc: Hall, Gord LDB:EX; Engel, Jim SLGA; Iskaalrud@slga.gov.sk.ca; TCrawford@mlcc.mb.ca; Hamel, Nathalie; Garon, Stéphane; Greg Beaulieu; rick.smith@anbl.com; Sharon.Sparkes@nlliquor.com; XT:MacLeod, Jamie SG:IN; 'Virginia.Labelle@gov.yk.ca'; PETER_MAHER@gov.nt.ca; Laird, Scott; Rowland Dunning; Loadman, Ian
Subject: RE: Policy Group Conference Call
Importance: High

Alain, these are good points and unless there are any further comments Ian can implement them first thing this morning and re-send both decks.

Further to Rowland's comments about the need for revised communications given 3rd reading passage and our discussion on Tuesday, I've taken a crack at revised key messages for Rowland's and others' use, taking into account comments from others particularly Alberta. Please provide comments on the following. I would propose that this not hold up the circulation of the CALJ meeting slide deck but that Stéphane and I could integrate this into our presentation to the presidents on Monday.

- Last year, Canada's liquor retailers sold over \$1 billion worth of Canadian wine across this country. We expect to sell even more this year
- CALJ agrees that Canadians should be able to buy any wine (or beer or spirit) from across Canada regardless of what province or territory they live in
- Assuming Bill C-311 will pass into law it will clarify that it is not illegal for Canadians to bring wine into their province from another province, for their personal consumption
- While we thought this was already legal, and almost all provinces and territories have made it clear that this is legal, the Bill is helpful to the extent that it addresses any confusion that might exist
- Further, it's important for Canadians to know that they can order any product from any Canadian winery, brewery or distillery into their home province today. For assistance in making such an order, contact your local liquor store or liquor board
- It's also important for wineries, breweries and distilleries to know, that to ship into another province or territory they must work with the liquor board in the receiving jurisdiction
- We'll continue to work with the wine industry to make sure that our customers have access to a great range of quality Canadian wines (and beers and spirits) through their local store and our private ordering programs
- CALJ members are proud of their support of the Canadian wine industry; they're also proud to contribute over \$6 billion (*confirm*) in net revenue to provincial and territorial governments every year, to help pay for health care, education and other important government priorities

Patrick Ford
Sr. Director, Policy & Government Relations, LCBO

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T: (416) 864-2496 E: patrick.ford@lcbo.com

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www.vintages.com

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From: Alain Maisonneuve [mailto:Alain.Maisonneuve@aglc.ca]

Sent: Wednesday, June 06, 2012 6:13 PM

To: Loadman, Ian

Cc: Hall, Gord LDB:EX; Engel, Jim SLGA; Iskaalrud@slga.gov.sk.ca; TCrawford@mlcc.mb.ca; Ford, Patrick; Hamel, Nathalie; Garon, Stéphane; Greg Beaulieu; rick.smith@anbl.com; Sharon.Sparkes@nlliquor.com; Jamie MacLeod; 'Virginia.Labelle@gov.yk.ca'; PETER_MAHER@gov.nt.ca; Laird, Scott; Rowland Dunning

Subject: RE: Policy Group Conference Call

THANK YOU IAN – this looks FABULOUS! A few of final comments. I've built them into the attached, if everyone agrees (or you can do final tweaks from there)....

CALJ

Page 4 – 3rd bullet: I suggest putting “/territory” after province, but I know that the bill itself doesn't do that as it mirrors the ILLA which doesn't refer to territories – but for our purposes we could...

Page 4 – last bullet: Ditto, and if we could have “, if any” at the end it would be helpful for us. I know that this could work both all ways (no limit, a quantity, or even “zero”), but I think that it makes our collative point about what the bill says. Further clarity about “minimum” harmonization comes later.

Page 16 – last whereas: “/territorial”

ALAC

Page 4 – ditto above

The other changes you've done have really made things clear based upon our conversation and THANKS AGAIN (yes, I'm shouting) for what a wonderful job you've done on this!

Alain (8731)

From: Ford, Patrick [mailto:patrick.ford@lcbo.com]

Sent: Wednesday, 06 June, 2012 13:57

To: 'Virginia.Labelle@gov.yk.ca'; Loadman, Ian; Gord.Hall@bcldb.com; Alain Maisonneuve; jengel@slga.gov.sk.ca; Iskaalrud@slga.gov.sk.ca; TCrawford@mlcc.mb.ca; N.Hamel@saq.qc.ca; Stephane.Garon@saq.qc.ca; Greg.Beaulieu@myslc.com; rick.smith@anbl.com; Sharon.Sparkes@nlliquor.com; jcmacleod@gov.pe.ca; PETER_MAHER@gov.nt.ca; SLaird@GOV.NU.CA; rsdunning@rogers.com

Subject: RE: Policy Group Conference Call

Thanks for this Virginia. I have discussed with Bob and am hopeful that others will have the opportunity to have similar discussions before Monday.

Patrick Ford

Sr. Director, Policy & Government Relations, LCBO
55 Lake Shore Blvd East, 4th Floor, Toronto, Ontario M5E 1A4
T: (416) 864-2496 E: patrick.ford@lcbo.com

From: Rowland Dunning [mailto:rsdunning@rogers.com]

Sent: Wednesday, 06 June, 2012 13:42

To: Virginia.Labelle@gov.yk.ca; ian.loadman@lcbo.com; Gord.Hall@bcldb.com; Alain Maisonneuve; jengel@slga.gov.sk.ca; Iskaalrud@slga.gov.sk.ca; TCrawford@mlcc.mb.ca; patrick.ford@lcbo.com; N.Hamel@saq.qc.ca;

Stephane.Garon@saq.qc.ca; Greg.Beaulieu@mynslc.com; rick.smith@anbl.com; Sharon.Sparkes@nlliquor.com;
jcmacleod@gov.pe.ca; PETER_MAHER@gov.nt.ca; SLaird@GOV.NU.CA

Subject: Re: Policy Group Conference Call

Thanks Virginia, I would hope all will have been briefed
Rowland

From: Virginia.Labelle@gov.yk.ca [mailto:Virginia.Labelle@gov.yk.ca]

Sent: Wednesday, June 06, 2012 1:49 PM

To: Loadman, Ian; Gord.Hall@bcldb.com; Alain.Maisonneuve@aglc.ca; jengel@slga.gov.sk.ca; Iskaalrud@slga.gov.sk.ca;
TCrawford@mlcc.mb.ca; Ford, Patrick; N.Hamel@saq.qc.ca; Stephane.Garon@saq.qc.ca; Greg.Beaulieu@mynslc.com;
rick.smith@anbl.com; Sharon.Sparkes@nlliquor.com; jcmacleod@gov.pe.ca; PETER_MAHER@gov.nt.ca;
SLaird@GOV.NU.CA; rsdunning@rogers.com

Subject: RE: Policy Group Conference Call

Thanks very much for this, and for the very comprehensive opportunity to discuss yesterday!

One thing that CALJ presidents have expressed previously: if a resolution is presented for their review and approval at a meeting, they require that the resolution be circulated in advance of the meeting to allow them to consider & discuss with staff and other colleagues as necessary.

I presume that each of us will be responsible for providing and briefing our respective presidents on this matter in advance of the meeting next week, based on the final version?

Virginia Labelle, Vice-President

Yukon Liquor Corporation

Tel: 867-667-5708 Fax: 867-393-6306 Mail Code: X-1 cell 332-1293

e-mail: virginia.labelle@gov.yk.ca Office: 9031 Quartz Road

From: Loadman, Ian [mailto:ian.loadman@lcbo.com]

Sent: Wednesday, 06 June, 2012 6:49

To: Hall, Gord LDB:EX; Alain Maisonneuve; Engel, Jim SLGA; Iskaalrud@slga.gov.sk.ca; TCrawford@mlcc.mb.ca; Ford, Patrick; Hamel, Nathalie; Garon, Stéphane; Greg Beaulieu; rick.smith@anbl.com; Sharon.Sparkes@nlliquor.com; Jamie MacLeod; 'Virginia.Labelle@gov.yk.ca'; PETER_MAHER@gov.nt.ca; Laird, Scott; Rowland Dunning

Subject: RE: Policy Group Conference Call

Hello everyone,

Attached are the C-311 presentations for CALJ and ALAC meetings, revised following our call yesterday. If you have any further comments or suggestions please be sure to get them to me before the end of the day today.

Also attached is the letter from LCBO Chair Philip Olsson to the Chair of the Senate Committee on Banking, Trade and Commerce Irving Gerstein which Patrick mentioned yesterday and the analysis portion of a presentation of C-311 we assisted our ministry of finance in preparing for their use in briefings. If you find any portion of it useful feel free to make use of it yourself.

Ian

From: Loadman, Ian

Sent: Friday, June 01, 2012 2:17 PM

To: 'Hall, Gord LDB:EX'; 'Alain.Maisonneuve@aglc.ca'; 'Engel, Jim SLGA'; 'Iskaalrud@slga.gov.sk.ca';
'TCrawford@mlcc.mb.ca'; Ford, Patrick; 'Hamel, Nathalie'; 'Garon, Stéphane'; 'Greg Beaulieu'; 'rick.smith@anbl.com';
'Sharon.Sparkes@nlliquor.com'; 'Jamie MacLeod'; 'Virginia.Labelle@gov.yk.ca'; 'PETER_MAHER@gov.nt.ca'; 'Laird, Scott';

'Rowland Dunning'

Subject: RE: Policy Group Conference Call

Hello Everyone,

Attached are draft presentations on C-311 for the upcoming CALJ and ALAC meetings. For discussion next Tuesday. Have a good weekend.

Ian

From: Loadman, Ian

Sent: Friday, May 25, 2012 9:13 AM

To: 'Hall, Gord LDB:EX'; 'Alain.Maisonneuve@aglc.ca'; 'Engel, Jim SLGA'; 'Iskaalrud@slga.gov.sk.ca'; 'TCrawford@mlcc.mb.ca'; Ford, Patrick; 'Hamel, Nathalie'; 'Garon, Stéphane'; 'Greg Beaulieu'; 'rick.smith@anbl.com'; 'Sharon.Sparkes@nliquor.com'; 'Jamie MacLeod'; 'Virginia.Labelle@gov.yk.ca'; 'PETER_MAHER@gov.nt.ca'; 'Laird, Scott'; 'Rowland Dunning'

Subject: RE: Policy Group Conference Call

Hello all,

There was a strong preference for Tuesday June 5 at 1:30 eastern time.

s.15

We heard that C-311 will get third reading in the House next Tuesday (May 29).

Agenda:

C-311 – update

Proposed presentation on C-311 at the June CALJ meeting (we'll circulate materials – next week)

Cellaring

Ian

From: Loadman, Ian

Sent: Tuesday, May 22, 2012 10:14 AM

To: 'Hall, Gord LDB:EX'; 'Alain.Maisonneuve@aglc.ca'; 'Engel, Jim SLGA'; 'Iskaalrud@slga.gov.sk.ca'; 'TCrawford@mlcc.mb.ca'; Ford, Patrick; 'Hamel, Nathalie'; 'Garon, Stéphane'; 'Greg Beaulieu'; 'rick.smith@anbl.com'; 'Sharon.Sparkes@nliquor.com'; 'Jamie MacLeod'; 'Virginia.Labelle@gov.yk.ca'; 'PETER_MAHER@gov.nt.ca'; 'Laird, Scott'; 'Rowland Dunning'

Subject: RE: Policy Group Conference Call

Hello everyone,

As discussed on our call last week, a follow-up discussion the week before the CALJ presidents meeting for further discussion of a unified response to C-311 should it pass and of the CALJ and ALAC presentations.

To that end I'd like to survey your availability on:

Tuesday, June 5

Wednesday, June 6, and

Thursday June 7

In all cases from 1:30 to 2:30 eastern time.

Thanks
Ian

Ian Loadman
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www.vintages.com

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Hall, Gord LDB:EX

From: Hall, Gord LDB:EX
Sent: Thursday, June 07, 2012 9:41 AM
To: Ayers, Karen J MEM:EX; Chambers, Jay LDB:EX
Cc: Bieller, Barry MEM:EX; Cournoyer, Vince LDB:EX
Subject: FW: C-311 CALJ and ALAC Presentations
Attachments: ALAC June 2012 (3).ppt; CALJ C-311 June 2012 (3).ppt

Attached are presentations to CALJ and ALAC that Patrick Ford of the LCBO and Stephane Garon of the SAQ will be making next week in Montreal.

From: Loadman, Ian [mailto:ian.loadman@lcbo.com]
Sent: Thursday, June 07, 2012 6:50 AM
To: Alain Maisonneuve; Hall, Gord LDB:EX; Engel, Jim SLGA; Iskaalrud@slga.gov.sk.ca; TCrawford@mlcc.mb.ca; Ford, Patrick; Hamel, Nathalie; Garon, Stéphane; Greg Beaulieu; rick.smith@anbl.com; Sharon.Sparkes@nliquor.com; XT:MacLeod, Jamie SG:IN; 'Virginia.Labelle@gov.yk.ca'; PETER_MAHER@gov.nt.ca; Laird, Scott; Rowland Dunning
Subject: C-311 CALJ and ALAC Presentations

Hello All,

Attached are the final versions of these two presentations incorporating comments received yesterday.

Ian

Ian Loadman
Senior Policy Advisor, Policy & Government Relations, LCBO
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Bill C-311: An Act to Amend the *Importation of Intoxicating Liquors Act*

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ALAC
June 2012

1

Re-Cap

2010

- Ritz letter to provincial Agriculture Ministers
- “Grass roots” *Free my Grapes* campaign
- Motion in Parliament - Ron Cannan, Kelowna

2011

- Terry David Mulligan border media event
- Private Members Bill C-311 - Dan Albas, Okanagan
- 2nd Reading, referred to Finance Committee

Re-Cap

2012

- Committee hearings, CALJ presentation
- Committee reported back to House
- Third reading – June 6
- Senate may hold additional hearings (Committee on Banking, Trade and Commerce)
- Expected to pass, could be as early as this month

Private Member's Bill C-311

- The Bill would:
 - End federal prohibition on personal importation of wine across provincial boundaries, provided
 - Permitted by laws of (receiving) province/territory
 - For personal consumption only
 - Wine could be:
 - Purchased from a winery or retail store
 - Domestic and import
 - Leave it to province/territory to determine permissible quantities , if any

CALJ's Position

Submission to Finance Committee, Bill is:

- Unnecessary; consumers have access to Canadian wine
 - In stores, private orders, on-the-person exemptions
- Threatens provincial revenues
 - Direct sales in some US states, UK = 5% of market; equivalent to \$300 million annually in Canada
- Violates international trade agreements
 - Trade challenge would threaten existing provincial supports for wineries

Other Concerns

- Larger opportunity/risk with imported wine
 - Inter-provincial
 - From U.S., elsewhere
- Expansion to spirits and beer
- Commercial sales, licensees
- General undermining of liquor board importation control foundation

Provincial/ Territorial and CALJ Responses

- Jurisdiction letters to Ritz (late '10)
- CALJ letters to CCC, MPs, Minister Shea, etc.
- CALJ resolution
- Ongoing CALJ Policy Committee review
- Continued pressing of our governments on issue
- Meetings with MP's
- Presentation to House Standing Committee on Finance

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Page 25

Withheld pursuant to/removed as

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When it passes

- Increased pressure directed at provincial governments to allow direct sales
- Public confusion regarding the legality of such sales
- More wineries will make direct sales regardless of provincial rules

CALJ Response

Action Plan to support Canadian Wine

- Encourage provinces to harmonize on-the-person exemption amounts (where limits exist)
- Continue to promote Canadian wines in-store
- Streamline and promote private ordering programs
- Media and public communications on options for purchasing Canadian wine
- Letter to shippers reminding them alcohol needs to be consigned to Provincial/Territorial liquor authority

Enforcement Considerations

- Current and increased direct shipment of Canadian wine, politically sensitive in wine growing provinces
 - Liquor boards do business with some wineries, but not all; some opportunity for persuasion
- Requirement for manufacturers to comply with laws
- “Jurisdiction shopping” for imported wines
 - Other licences (warehousing, stores, agents) involved

Bill C-311: An Act to Amend the *Importation of Intoxicating Liquors Act*

Copyright

CALJ
June 2012

1

Legislative Status

House of Commons

- Finance committee report presented to House, April 4, 2012
- No amendments
- Third Reading June 6

Senate

- Referred to Committee on Banking, Trade and Commerce for hearings
- Senate timing unclear

Hearings at Finance Committee

- Strong CALJ presentation:
 - Bill is unnecessary, consumers already have access through board sales, private order, personal importation exemptions
 - Threatens provincial/ territorial revenues
 - Serious risk of international trade challenge
- Consistent with message from Alberta private retailers
- Most witnesses supported bill, no amendments made

Bill C-311 Recap

- The Bill would:
 - End federal prohibition on personal importation of wine across provincial boundaries, provided
 - Permitted by laws of (receiving) province/territory
 - For personal consumption only
 - Wine could be:
 - Purchased from a winery or retail store
 - Domestic and import
 - Leave it to province/territory to determine permissible quantities, if any

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Withheld pursuant to/removed as

Copyright

Provincial/Territorial Reactions

- British Columbia
- Ontario
- Others
- C-311 advocates attempting to garner support, province by province
- On agenda interprovincial Committee on Internal Trade meeting June 14

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Winery Reaction

- Widespread belief that passage of C-311 means direct sales and shipment legitimate
 - at worst a violation of provincial/ territorial policy
- Wineries stating in media that they're making investments in anticipation of C-311 passing
- Wineries expect not to have to pay provincial/ territorial mark-ups

Next Steps

- Continued presentations at hearings
- Briefings of federal MPs and Senators on CALJ concerns
- Continue to advocate delayed coming into force of a year
- Continue to reinforce P/T stance on C-311:
 - Provinces/Territories retain authority for movement of alcohol across boundaries

Next Steps (continued)

- Develop Action Plan for Canadian wine to:
 - Address consumer demand for Canadian wine while preserving revenue
 - Reduce pressure on provincial/ territorial governments in wake of C-311 passing
 - Reduce likelihood of wineries making more direct sales and preserving first receipt

Action Plan: Personal Exemption

- Encourage all provinces and territories to develop personal importation exemptions which facilitate tourists bringing back wine
- Attempt to develop a harmonized national limit of at least a case of wine
 - comparable amounts for beer and spirits
- Requires legislative or regulatory change in some jurisdictions

Action Plan: Public Education

- Inform consumers, wineries and shipping companies that direct sales still subject to P/T rules when C-311 passes
- Encourage feds to make this part of C-311 communications
- Write/meet with major shipping companies
- Develop consistent messaging for liquor board websites, responses to media and public inquiries
- Approach wine industry trade groups:
 - Direct sales not permitted
 - Liquor boards (and licensed private Alberta retailers) want to sell Canadian wine

Action Plan: Media

Should C-311 pass, we need to make our case in media:

- Liquor boards (and licensed private AB retailers) love Canadian wine
- Carry and promote in-store
- Private order option
- Develop messages for common use
- Clarity about what personal “importations” are and are not permitted
- Importance of revenues from sale of alcohol to provinces/territories

Action Plan: Internet Portal

- Objective: googling “buy Canadian wine” links to CALJ website which:
 - Links consumers and wineries to liquor boards and private ordering sites
 - Provides consumer information about Canadian wines

Action Plan: Online Sales?

- Possible evolution of Internet Portal
- Could list wines
- Purchase takes place through liquor board private order system linked to site

Resolution

Whereas federal Bill C-311 is expected to pass Parliament, and

Whereas winery trade groups will increasingly lobby provincial governments to establish provisions for direct sales and shipments ; and

Whereas CALJ supports Canadian wine, wishes to ensure consumer access through member private ordering systems, and

Whereas CALJ wishes to protect provincial/territorial revenues from wine sales, and respect Canada's international trade agreements, therefore:

Resolution (continued)

Be it resolved that CALJ:

1. Members encourage and support Provincial/Territorial measures to harmonize personal importation exemption quantities (where limits exist and for on-the-person)
2. Form a working committee to develop:
 - A comprehensive media communications plan for members' use in response to C-311 passing
 - A proposed strategy for joint CALJ communications/discussion with shipping and wine industries
 - The committee to report back to CALJ (DATE TBD)

Resolution (continued)

3. Form a working committee (including IT, marketing and policy staff) to develop:
 - Options for a Canadian wine commercial website(s), operated by CALJ or liquor boards
 - The committee to report back to CALJ (DATE TBD).

Not Responsive

From: Patten, Maria LDB:EX
Sent: June 7, 2012 3:55 PM
To: Chambers, Jay LDB:EX
Subject: FW: RFP for RFP2012-06-25_Pre-Qualified_PMO_and_Project_Methodology_Services

FYI

Maria Patten

Director, Corporate Projects | BC Liquor Distribution Branch

Tel: 604 252 3402

Cell: 604 809 0391

Please note new e-mail address: Maria.Patten@bcldb.com



2625 Rupert Street, Vancouver, British Columbia, Canada V5M 3T5

June 07, 2012

REQUEST FOR PROPOSAL ("RFP")

RFP2012-06-25

for

Pre-qualified and experienced companies to develop strategic partnerships with the BCLDB for PMO and Project Methodology Services

The BC Liquor Distribution Branch ("BCLDB") is requesting proposals from experienced companies who have been pre-qualified from RFQ2012-05-29, to **develop strategic partnerships with the BCLDB for PMO and Project Methodology Services**. Only companies who have been pre-qualified will be invited to participate in this RFP process. Details of this requirement are contained in the attached project outline.

PROPOSERS' MEETING:

<input checked="" type="checkbox"/> A Proposers' meeting will be held:	
DATE: June 12, 2012 at 10:00 am (Pacific Time) PLACE: BCLDB Head Office 2625 Rupert Street, Vancouver, BC V5M 3T5	NOTE: A transcript or minutes of the meeting will be distributed to those Proposers who have returned the Registration / Receipt Confirmation Form. Attendance is optional. Oral questions will be allowed at the Proposers' meeting. However, questions of a complex nature, or questions where the Proponent requires anonymity, should be forwarded in writing, prior to the meeting, the Contact Person designated below.

The **Closing Date** for receipt of Proposals is **June 25, 2012 at 2:00pm Pacific Time**.

Any queries regarding this document are to be directed only to the undersigned via email at **LDBNLP@bcldb.com**.

Yours truly,

Sandra Smith
Manager, Non-Liquor Purchasing

Attachments

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PROJECT OUTLINE

1.0 INTRODUCTION

The BCLDB is one of the largest distributors and retailers of beverage alcohol in Canada, generating a net profit of approximately \$891 million on annual sales of approximately \$2.8 billion. The BCLDB operates approximately 197 retail stores across the province, oversees the operations of approximately 223 Rural Agency Stores and has the role of wholesaler to approximately 940 private liquor retail outlets and 7,000 licensed establishments. The BCLDB is a unique government entity that operates with similar independence to a Crown Corporation, but under the direction of a General Manager.

2.0 PROPOSALS & SUBMISSION

2.1 Terms and Conditions

The following terms and conditions apply to this Request for Proposal ("RFP"). A Proponent's submission of a proposal in response to this RFP indicates acceptance of all the terms that follow and that are included in any addenda issued by the BCLDB. Provisions in proposals that contradict any of the terms of this RFP will be as if not written and do not exist.

The use of the word "must" denotes a mandatory requirement that must be met in order for a proposal to receive consideration.

Definitions: Throughout this RFP the following definitions apply:

- a) "Closing Date" means the location, date and time set out in section 2.2 of this RFP;
- b) "Contract" means the written agreement resulting from this RFP executed by the BCLDB and the successful Proponent which agreement will be in the form of the government's General Services Agreement including a completed Schedule A and other applicable Schedules/Appendices;
- c) "Proponents" means an individual or company that submits or intends to submit a proposal in response to this RFP;
- d) "BCLDB" means the British Columbia Liquor Distribution Branch;
- e) "Request for Proposal" or "RFP" means the process described in this document.

2.2 Submission

Please note: The BCLDB will NOT accept proposals via e-mail or facsimile.

- a) **One (1) signed original hardcopy and**
 - b) **One (1) compact disc ("CD") or universal serial bus ("USB") flash drive containing:**
 - **one (1) electronic PDF copy of the signed original hardcopy and**
 - **one (1) electronic read/writeable Word/Excel version**
- of the Proponent's proposal are to be submitted to and received by:

Sandra Smith
Manager, Non-Liquor Purchasing
Liquor Distribution Branch
2625 Rupert Street
Vancouver, British Columbia V5M 3T5

no later than **June 25, 2012** at 2:00pm Pacific Time (Closing Date) in a sealed envelope clearly marked **RFP2012-06-25 – PMO and Project Methodology Services** including your Company name and address. Any proposal must be signed, hard and electronic copies, by the Proponent in the appropriate and authorized fashion (see section 2.10 below).

NOTE: Compatible electronic formats are Microsoft Office 2010 (Word or Excel) and PDF files.

2.3 Late Proposals

Proposals received after the Closing Date will not be accepted and will be returned unopened. In the event of a dispute, the proposal receipt time, as recorded at the closing location will prevail, whether accurate or not.

2.4 Eligibility

Proposals will not be evaluated if the Proponent's current or past corporate or other interests may, in the BCLDB's opinion, give rise to a conflict of interest in connection with the project described in this RFP. This includes, but is not limited to, involvement by the Proponent in preparation of this RFP. If a Proponent is in doubt as to whether there might be a conflict of interest, the Proponent should consult with the BCLDB's contact person as noted below, prior to submitting a proposal.

2.5 Proponents' Questions

A Proponent may submit questions via email to LDBNLP@bcldb.com, and request that the question and response not be circulated to other Proponents in order to protect the Proponent's strategy.

The BCLDB reserves the right to judge if the question points to an error or shortcoming in the RFP. If that is the case, the BCLDB reserves the right to ignore the Proponent's request and will notify all interested Proponents of the error and what corrective action to take. If the information is not critical, but the BCLDB judges it fair to circulate the response to all Proponents, the enquiring Proponent will be given the opportunity to withdraw the question and receive no response. No other Proponents will be informed of the question.

If none of the above conditions exist and the question reveals a Proponent's unique proposal strategy, the BCLDB will honour the Proponent's request and respond by fax or email only to the enquiring Proponent.

All questions shall be sent by e-mail to LDBNLP@bcldb.com. The final date for the receipt of questions from Proponents to the BCLDB is requested by **June 15, 2012**. The BCLDB will endeavour to answer questions by **June 18, 2012**, however any questions received after **June 15, 2012** may not be answered.

Proponents must not attempt to communicate directly or indirectly with any employee, contractor or representative of the BCLDB, including the evaluation committee and any elected officials of the Province of British Columbia, or with

members of the public or the media, about the project described in this RFP or otherwise in respect of the RFP, other than as expressly directed or permitted by the BCLDB.

Information obtained from any other source is not official and should not be relied upon.

2.6 Modification of Proposal

The BCLDB reserves the right to modify the RFP documents at any time in its sole discretion. The BCLDB may terminate the RFP process without awarding a Contract at any time on notice to all Proponents. The BCLDB may, but is not bound to provide Proponents reasons for rejecting any or all proposals or for terminating the RFP process.

2.7 Liability for Errors

While the BCLDB has used considerable effort to ensure information in this RFP is accurate, the information contained in this RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the BCLDB, nor is it necessarily comprehensive or exhaustive. Nothing in this RFP is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in this RFP.

2.8 Changes to Proponent's Proposal

By submission of a clear and detailed written notice, the Proponent may amend or withdraw its proposal prior to the Closing Date. The Proponent will not change the wording of its proposal after closing and no words or comments will be added to the proposal unless requested by the BCLDB for purposes of clarification.

The BCLDB will be under no obligation to receive further information, whether written or oral, from any Proponent.

2.9 Completeness of Proposal

By submission of a proposal, the Proponent warrants that, if this RFP is to design, create or provide a system or manage a program, all components required to run the system or manage the program have been identified in the proposal or will be provided by the successful Proponent at no charge.

2.10 Signing of Proposals

All proposals **must** be signed by a person authorized to sign on behalf of the Proponent. The signatory **must** complete and sign the **Proponent Section** as it appears on Schedule B, leaving the rest of the section unaltered. If a similarly formatted statement of work is provided, the Proponent's Section, properly executed must be inserted into the statement of work submitted. Any electronic copy must be signed in the same manner with the electronic signature of the Proponent's authorized representative.

Failure to sign a proposal as required will cause the proposal to be disqualified.

2.11 Ownership and Confidentiality of Proposals

All proposals submitted to the BCLDB become the property of the BCLDB. Proprietary or confidential information should be clearly identified and marked "Confidential". Any material marked "Confidential" will be held in confidence by the

BCLDB. All or part of the proposal may be subject to the disclosure provisions of the Proponent/Vendor Guide to the Freedom of Information and Protection of Privacy Act (attached as Schedule C).

Proposals will be evaluated based on information contained in the proposal or presented by short listed Proponents. The BCLDB will not enter into Non-Disclosure Agreements for information not contained in the proposal.

2.12 Acceptance of Proposals

This RFP should not be construed as an agreement to purchase goods or services. The BCLDB is not bound to enter into a Contract with the Proponent who submits the lowest priced proposal or with any Proponent.

Proposals will be assessed in accordance with the evaluation criteria. Evaluation of the proposals will be by a committee of employees of the BCLDB.

It is the intent of the BCLDB to enter into a contract with the Proponent who has the highest overall ranking.

2.13 Proposal Validity

Proposals are irrevocable and will remain open for acceptance for Sixty (60) days after the Closing Date.

2.14 Contract

By submission of a proposal, the Proponent agrees that should its proposal be successful the Proponent will enter into a Contract with the BCLDB on the terms set out in the attached General Service Agreement. **No revisions which are clearly contrary to the terms and conditions of the General Services Agreement will be accepted by the BCLDB.** The completed Schedule A or a similarly formatted and completed statement of work will be attached to and form part of the General Services Contract, included as a Schedule to the General Services Agreement.

Proponents are expected to review, understand and ensure that they can comply with the terms and conditions of the General Services Agreement.

Notice in writing to a Proponent that it has been identified as the successful Proponent and the subsequent full execution of the completed General Services Agreement will constitute the Contract for the goods or services and no Proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

If a written Contract cannot be negotiated within thirty days of notification of the successful Proponent, the BCLDB may, at its sole discretion at any time thereafter, terminate negotiations with the Proponent and either negotiate a Contract with the next qualified Proponent or choose to terminate this RFP process and not enter a Contract with any Proponent.

2.15 Proponent's Expenses

Proponents are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with the BCLDB, if any. If the BCLDB elects to reject all proposals, the BCLDB will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

2.16 Limitation of Damages

Further to the proceeding paragraph, Proponents by submitting a proposal agree that they will not claim damages for whatever reason, relating to the Contract or in respect to the competitive process, in excess of an amount equivalent to the reasonable costs incurred by the Proponent in preparing its proposal and the Proponent, by submitting a proposal, waives any claim for loss of profits if no Contract is made with the Proponent.

2.17 Subcontracting

If the Proponent uses the services of a Subcontractor, they shall identify the Subcontractor, describe the authorizations/qualifications of the Subcontractor, and describe what portions of the service will be assigned to the Subcontractor. The Proponent must describe the contractual arrangement contemplated with each Subcontractor and describe generally the control and delegation of responsibilities anticipated in that arrangement.

The Proponent's decision to use a Subcontractor will not modify or abrogate the responsibility of the Proponent for the acts, omissions, nonfeasance, malfeasance or misfeasance of any and all Subcontractors.

Nothing contained in the Agreement shall create a contractual relationship between a Subcontractor and the BCLDB.

If two Proponents, having no formal corporate link, jointly submit, one Proponent must be prepared to take overall responsibility for the successful integration of the services provided and this must be clearly defined in the Proposal.

To the extent that a Proponent proposes that all or any portion of the provision of goods and/or services contemplated in this RFP would be undertaken by one or more subcontractors or other third parties, the Proponent shall identify such subcontractors and/or other third parties for approval by the BCLDB. The BCLDB reserves the right to refuse the use of any subcontractor(s). All subcontractors and third parties of the Proponent shall be bound by the Terms and Conditions of this RFP.

2.18 Collection and use of Personal Information

Proponents are solely responsible for familiarizing themselves, and ensuring that they comply with the laws applicable to the collection and dissemination of information, including resumes and other personal information concerning employees and employees of any subcontractors.

If this RFP requires Proponents to provide the BCLDB with personal information of employees who have been included as resources in response to this RFP, Proponents will ensure that they have obtained written consent to forward this information to the BCLDB from each of those employees, before forwarding such

personal information to the BCLDB. Copies of such consents must be provided to the BCLDB, upon request.

3.0 PROPONENTS' MEETING

A Proponents' Meeting will be held at the BCLDB Head Office, located at 2625 Rupert Street, Vancouver, British Columbia V5M 3T5, on June 12, 2012 at 10:00 am (Pacific Time).

The Proponents' Meeting will provide an overview of the organizational change management methodology, the existing project guidelines and navigation, and response to any questions. An electronic copy of the existing Project Guidelines will be made available to Proponents upon submission of a signed Confidentiality Agreement.

Pre-registration for meeting is requested and initial attendance is limited to a maximum of three (3) attendees per Proponent. Please submit a completed Schedule D – Registration / Receipt Confirmation Form by email to LDBNLP@BCLDB.com. If additional attendees are required, please send an email to LDBNLP@BCLDB.com requesting the additional number of attendees. Additional attendee space may be provided as space allows and on a "first come, first serve" basis.

NOTE: A transcript or minutes of the meeting will be distributed to those Proponents who have returned the Receipt Confirmation Form. Attendance is optional. Oral questions will be allowed at the Proponents' meeting. However, questions of a complex nature, or questions where the Proponent requires anonymity, should be forwarded in writing, prior to the meeting, the Contact Person designated on the cover (front) page.

4.0 BACKGROUND

Based on your company's RFQ Response to our RFQ2012-05-29, your company has been pre-qualified to participate in this RFP. There are many similarities from the RFQ to this RFP and it is not our intention to create extra work for Proponents. Please leverage your Responses from the RFQ to add further detail, clarity and to address the additional information that is provided to you in this RFP process.

A template has been provided in Schedule D to ensuring you have covered all required aspects of the RFP.

The BCLDB has a corporate Project Management Office ("PMO") reporting to the General Manager. The PMO consists of a Director, Senior Project Manager and two Project Analysts who will be available to work on this project.

A documented set of Project Guidelines exist which are based on the Project Management Body of Knowledge ("PMBOK") version 2/3 and follow a fairly traditional Waterfall model targeted at Projects (not Programs). The guidelines consist of narrative for each process area along with templates containing embedded help for completion.

All project related training currently uses ad hoc external public courses and seven employees currently have the Project Management's Institute Project Management Professional ("PMP") designation.

The greatest majority of people involved in this initiative and most corporate projects are based in our Head Office in Vancouver, British Columbia. The Branch currently uses MS Project and Excel spreadsheets for Project and PMO management and also corporately uses older versions of Sharepoint, however it

has recently acquired MS Project Server 2010 and SharePoint 2010 and is in the process of developing a strategic direction for the use of Sharepoint.

The BCLDB has a strong organizational development and training department and has recently implemented key modules of a new leadership development program.

An organizational change management methodology has been created internally but has not yet been incorporated into the PMO guidelines or rolled out to the organization.

5.0 SCOPE OF WORK

The BCLDB would like to take the next step forward in managing Programs and Projects by modernising its current practices holistically with the goal of building maturity, incorporating current industry best practices and driving the ongoing education in all aspects of project and PMO management. The Executive has set an aggressive timeline for this.

The PMO is looking to develop a strategic partnership(s) to develop / update / extend / replace, as required, a comprehensive methodology / framework; including a set of policies, procedures and guidelines as appropriate in a phased approach with an initial focus on the following areas:

- Establish strong communities of interest with the goal of increasing stakeholder engagement;
- Strengthen business case deployment and benefits realization;
- Standardise and develop consistency in risk identification and management;
- Develop processes for the discovery phase - Identification and project solutioning;
- Review and update project controls and scope management;
- Incorporate the BCLDB selected organizational change management methodology.

In addition, education is required to support the project methodology at appropriate levels for key stakeholders, project management and project team members, and the responses should include options for on-going consulting to assist in supporting the implementation of the methodology and education. The initial contract will be for one year with optional extensions for three (3), one (1) year periods at the discretion of the BCLDB.

Target dates for the initial phase include:

- a) **July 2012** - Risk identification and management methodology, education content and plan;
- b) **Sept 2012** - Sponsor and key stakeholder education content and plan
- c) **Sept 2012** - Initial release and communication of overall methodology, to include (but not limited to) the above plus:
 - Policies;
 - Business Case development and benefits realization;
 - Project controls and scope management; and

- Contract Owner responsibilities.

The Proposal should consider and address the following:

1. A comprehensive methodology / framework; including a set of policies, procedures and guidelines as appropriate in a phased approach as noted above.
2. The role of aspects of newer methodologies / approaches (e.g. Prince II, Agile, Lean, Bow Tie Risk Management) and industry best practices in the context of the Branch, programs and projects of the future. Corporate programs and projects in the near future may include, but are not limited to:
 - HST to PST/GST conversion;
 - Replenishment for Stores;
 - POS replacement;
 - Internal and external facing websites; and
 - Projects related to the divestiture of the Distribution Centres.
3. An overall education program including:
 - Initial education for key stakeholders and senior management
 - Just in time education to be delivered as part of individual project team building
 - Ongoing follow up to ensure the learning is being applied

Proponents may include subcontractors in their response and may declare areas where they plan to bring in as yet unnamed subcontractors for supporting practices where more in depth information may be required, however any expected costs are to be included your proposal.

If an alternate is proposed to our existing framework / methodology in whole or in part, then an overview must be provided which includes the expected benefits of this approach. Alternately provide a strategy for updating / enhancing our existing methodology. Also include any expected increased hardware / licensing / maintenance costs for any proposed tools (Project Server 10 and Sharepoint 10 are already licensed and there are no additional hardware costs expected).

Provide a description of the resources required and timeline of any similar projects as an example. As with all submitted information, this will be kept strictly confidential. If you have any concerns or questions, please email the Contact Person designated on the cover (front) page of this RFP at LDBNLP@BCLDB.com.

6.0 MANDATORY CRITERIA

These requirements **must** be met in order for a proposal to receive consideration:

- The proposal **must** be received by the Closing Date;
- The proposal **must** be in English;
- The Proponent Section in Schedule B **must** be completed and signed by an authorized signatory in the format required; and

7.0 DESIRABLE CRITERIA

These additional requirements should be included the proposal submission to enable a complete evaluation:

- Demonstrated experience in working with Portfolios
- Demonstrated experience in working with the public sector in related areas
- Demonstrated ability to meet an aggressive timeline
- Proposed employees & subcontractors identified: Include a resume of work history with qualifications, experience and skills relative to this requirement;
- Provide three (3) recent and relevant references for the Proponent (or Proponent's employees or subcontractors, as applicable) of clients that have similar requirements as stated in this document. Include contact information, duration of engagement (approx. number of team members involved and number of hours), value of contract and brief description of work;
- Provide financial documentation and/or other assurances of corporate and financial stability to perform this service;
- Provide a copy of your company's WorkSafeBC clearance letter;
- The Schedule A is to be completed and include pricing information, as requested; and
- Written confirmation of Proponent's ability to commence the contract on or about July 3, 2012; and
- Identify any Value Added Services that your company can offer.

8.0 FORMAT OF PROPOSAL

Proponents should include the following in their proposals:

- a) Completed Schedule A - Pricing information (Mandatory Requirement), as requested;
- b) Completed Schedule B - Proponent Section (Mandatory Requirement) completed and signed by an authorized signatory in the format required;
- c) In addition to the response to the requirements of this RFP, please provide:
 - Financial documentation of corporate and financial stability to perform this service;
 - Recent and relevant references (minimum of 3) for the Proponent (or Proponent's employees or subcontractors, as applicable) of clients that have similar requirements as stated in this document. Include contact information, duration of engagement (approx. number of team members involved and number of hours), value of contract and brief description of work;
 - Proposed employees & subcontractors identified: Include a resume of work history with qualifications, experience and skills relative to this requirement;
 - Provide a copy of your company's WorkSafeBC clearance letter;
 - Identify any Value Added Services that your company can offer;
 - Appendices, as applicable appropriately tabbed and referenced; and
 - Written confirmation of Proponent's ability to commence the contract on or about July 03, 2012.

9.0 TERM OF AGREEMENT

The term of the agreement is estimated to commence on July 03, 2012 and conclude on July 02, 2013, with up to three (3), one (1) year options to extend at the discretion of the BCLDB.

10.0 SCHEDULE OF EVENTS

The following schedule is planned. The BCLDB reserves the right to cancel or change the schedule at any time.

Anticipated Event	Expected Date
RFP issued	June 07, 2012
Proponents' Meeting	June 12, 2012
Questions received by	June 15, 2012
Answers provided by	June 18, 2012
RFP closes	June 25, 2012
Proposals evaluated by	June 26, 2012
Vendor presentation / interview by	June 28, 2012
Final selection by	June 29, 2012
Project start date by	July 03, 2012

11.0 EVALUATION CRITERIA

All Proposals will be evaluated based on the following criteria and the associated weighting and scoring.

CRITERIA	WEIGHTING	MINIMUM SCORE
Corporate Resources & Relevant Experience; and the Proposed Team (technical capability, skills & qualifications)	25%	70%
Strategy / Methodology, Proposed Timeline and Deliverables	50%	70%
Ability to meet Schedule / Delivery / Start date / Completion	10%	80%
Pricing / Fee Structure	10%	----
Value Added Products, Goods or Services beyond those described in Section 4.0, 5.0, 6.0, 7.0 & 8.0	5%	----

In addition, extra points (to a maximum of 25) may be awarded to the interviews / presentations, if required.

References of leading Proponents will be reviewed. Business and Financial Stability of leading Proponents may be reviewed. The BCLDB will not enter into a Contract with a Proponent with unsatisfactory references or business and financial instability, or without the required valid certification(s) and licensing documentation relevant to this RFP and intended requirements of the BCLDB.

SCHEDULE A

PRICING INFORMATION

Prices must be firm for the entire Contract period, unless stated otherwise.

Prices quoted are to be:

- a) In Canadian dollars;
- b) Inclusive of Disbursements and Expenses;
- c) Hourly / daily rates for the proposed team members with an estimated range of hours;
- d) Inclusive of duty, where applicable; FOB destination, delivery charges included where applicable; and
- e) Exclusive of taxes (i.e. HST, GST, PST, etc., to be shown separately).

Please provide your Cost Minimization Strategy.

NOTE: The BCLDB will take into consideration the costs of any excluded items and add them to the proposed pricing. Examples of costs that the BCLDB may include, but not be limited to in the financial evaluation are travel costs (ie. hotel, meals, etc.); staff training, if required; ongoing internal administration processes; and bona fide business costs associated with acceptance of the Proposal.

SCHEDULE B

PROPONENT SECTION

The enclosed proposal is submitted in response to the BCLDB RFP2012-06-22 – PMO and Project Methodology Services including any addenda. Through the submission of this proposal, we agree to all the terms and conditions of the Request for Proposal including that should our proposal be successful, we will enter into a contract with the BCLDB in the form of the attached General Services Agreement and proposed Appendices. We agree that any inconsistent provisions in our proposal will be as if not written and do not exist. We have carefully read and examined the Request for Proposal, including the Proposal and Submission section, and have conducted such other investigations as were prudent and reasonable in preparing the proposal. We agree to be bound by statements and representations made in our proposal.

The Proponent acknowledges receipt of the following RFP Addenda (if applicable):

Addendum No.	Date

Signature of Authorized Representative	Legal Name of Proponent (and doing business as name, if applicable)
Printed Name of Authorized Representative	Address of Proponent
Title:	Authorized Representative Phone: Fax:
Date:	E-mail:

SCHEDULE C

Proponent/Vendor Guide to the *Freedom of Information and Protection of Privacy Act*

The *Freedom of Information and Protection of Privacy Act* provides the public the right to access all records in the custody or control of all levels of government in British Columbia. The Act also prohibits unauthorized collection, use or disclosure of personal information by public bodies or contractors working on behalf of public bodies.

Impact on Proponents/Vendors*

How does the Act affect proponents or potential vendors?

Information created or submitted to the BCLDB by a proponent or potential vendor, even though intended to be confidential, may be disclosed to someone who requests it under the Act. This may include information about bids, proposals or contracts and statements referencing individuals, other companies or products, unless the information meets the legal requirements for an exception to disclosure discussed in the following sections.

*PROPONENT – supplier, contractor and consultant bidding or quoting on goods or services.

*VENDOR – company, corporation or individual who has a secured contract in the form of a purchase order, standing purchase order or consulting contract.

Records

What is a Record?

A *record* is any information recorded or stored by electronic, mechanical, graphic or other means. A record could be a paper or electronic document, such as a purchase order or other legal agreement, letter or e-mail reflecting correspondence with the BCLDB, marketing plans or promotional material related to a product, or an electronic data base such as one containing product sales information.

There are three types of records that involve proponents/vendors:

1. Records in the *custody* and *control* of the vendor (e.g., records about vendor's employees).
2. Records in the *custody* and *control* of the BCLDB (e.g., proposals or bids submitted by potential vendors).
3. Records created by the vendor providing a service, kept in either the BCLDB's or vendor's *custody*, may be under the *control* of the BCLDB (e.g., maintenance schedules).

What records are subject to the Act?

All records in the custody or control of provincial or local government bodies are subject to the access and privacy provisions of the Act.

Custody and Control

How are custody and control defined?

Having *custody* of a record generally refers to having physical possession of it. But having custody does not necessarily mean having control of the record. *Control* refers to having the power or authority to manage, restrict, regulate or administer the use or disclosure of the record.

Although a vendor may have custody of a record, the BCLDB may have control over it, if such control is either stipulated in the contract or is granted to the BCLDB by a specific statutory right. The BCLDB is responsible for handling access requests, and the vendor is required to produce requested records for review by the BCLDB. The BCLDB will then disclose the parts of the record that are not excluded from disclosure by the legislation.

What are vendors' responsibilities regarding records in their custody?

Records under the *control* of the BCLDB may be specified in your contract as well as any requirements to make records available for specific time periods. Records in your custody but under the control of the BCLDB must be kept according to the BCLDB's security standards.

A contract may require you to collect or handle personal information, such as a person's name, address or opinions. As a vendor in *custody* of personal information covered by the Act, you have an obligation to protect it against risks, such as unauthorized access, collection, use, disclosure or disposal by taking reasonable security precautions. Personal information in your custody must only be stored and accessed in Canada. The BCLDB will review access issues and security arrangements in more detail with vendors who have or could have custody of records containing personal information under the control of the BCLDB.

Release of Information

What happens when the BCLDB receives a request for information?

Although the Act gives the public access to information, exceptions to disclosure exists that may apply specifically to you. The Act protects third parties, such as proponents / vendors, by prohibiting disclosures of certain types of records that could invade personal privacy, or harm business interests if the record was provided to the BCLDB in confidence.

The BCLDB reviews each record requested to assess whether the confidentiality and harm requirements (outlined in the following sections) are met. If the confidence test is met, and if there is a risk of harm to a third party, the BCLDB does not release the information. If the BCLDB does not consider that a risk of harm exists, we may advise the Proponents/vendors of our decision to release the information. If it is unclear whether the records should be released, the BCLDB will give you an opportunity to consent to the disclosure of the information or show that disclosure would be harmful.

What type of business record is protected?

Only records that would reveal trade secrets, commercial, financial, labour relations, scientific or technical information may be protected, if the records were supplied to the BCLDB in confidence and their disclosure would result in one of the harms specified in the legislation.

How is a record to be supplied in confidence?

You should request in writing that a record you provide to the BCLDB be treated as confidential. Evidence must exist to demonstrate that the information contained in the record needs to be treated as confidential and has been treated as such in the past.

Records generated or information changed substantially by the BCLDB has not been *supplied* to the BCLDB and so would be disclosed unless another exception applies. This includes contract information negotiated with the BCLDB.

What is considered harmful to business interests?

To qualify for an exception under the Act, proponents/vendors must demonstrate a real and significant expectation of harm to their business interests. Harm could be demonstrated if disclosure of the information could reasonably be expected to cause one of the following:

- significant harm to a proponent's/vendor's competitive position
- significantly interfere with a proponent's/vendor's negotiating position
- information no longer being supplied voluntarily to government
- undue financial loss or gain to any person or organization
- reveal information related to a labour relations dispute

What is considered harmful to personal privacy?

The Act refers to the privacy of individuals, not of companies or contractors. There may be instances where you submit personal information about your employees. Or you may collect or hold personal information about individuals on behalf of the BCLDB that is subject to the privacy provisions of the Act.

Examples of when disclosure of personal information is an unreasonable invasion of an individual's privacy are:

1. a person's employment history (e.g., resumes).
2. someone's personal financial information.
3. personal recommendations or evaluations, (e.g., a psychological assessment of a BCLDB employee prepared by a vendor).
4. an individual's name, address or telephone number to be used for mailing lists or solicitations (e.g. the names of individuals who attended a meeting).

If you operate out of your home, you should be aware that if your business address is also your residential address, the BCLDB would not generally consider this to be personal information.

You should also be aware that the names of your employees may sometimes be subject to disclosure.

Disclosure of financial and other details of a consulting service contract would not be an invasion of privacy. Other reasons, such as harm to business interests, may be invoked to protect the information.

Preparing Your Bid

Before you submit a bid or proposal to the BCLDB, ask yourself these questions:

- Are you prepared to have information you create or submit to the BCLDB disclosed to the public if requested under the Act and if it is not covered by an exception?
- Do you understand which records will be under the control of the BCLDB?
- Do you know which records you will be expected to keep and for how long?
- Will you be collecting or handling personal information on behalf of the BCLDB?
- Are you familiar with the security standards for storing personal information and confidential BCLDB information?

If you are considering doing business with the BCLDB, be aware of the implications of the Freedom of Information and Protection of Privacy Act. Discuss any concerns with your Liquor Distribution Branch Purchasing contact at (604) 252-3191. Or call the BCLDB Information and Privacy Office at (604) 252-3011. Reference information from the Information and Privacy Commissioner's Office of British Columbia is also available at <http://www.oipcbc.org/>.

SCHEDULE E –Registration / Receipt Confirmation Form

REQUEST FOR PROPOSALS No. 2012-06-25

for

PMO and Project Methodology Services

CLOSING DATE: June 25, 2012 at 2:00 pm (Pacific Time)

To register for the Proponents' Meeting,
please return this form by fax or email as soon as possible to:

Sandra Smith, Non-Liquor Purchasing Department

Email: LDBNLP@BCLDB.com

Fax: 604-252-3381

COMPANY: _____

STREET ADDRESS: _____

CITY: _____ **POSTAL/ZIP CODE:** _____

COUNTRY: _____

MAILING ADDRESS, IF DIFFERENT: _____

FAX NUMBER: () _____ **PHONE NUMBER:** () _____

CONTACT PERSON: _____

TITLE: _____

E-MAIL ADDRESS: _____

WILL YOU BE ATTENDING MEETING?: YES / NO **NUMBER OF ATTENDEES:** _____

Hall, Gord LDB:EX

From: Hall, Gord LDB:EX
Sent: Thursday, June 07, 2012 12:56 PM
To: Chambers, Jay LDB:EX; Mackintosh, Michele LDB:EX; Palmer, Tarina LDB:EX
Subject: FW: MOs latest version
Attachments: NR_OIC-PersonalLiquorImportations-May2012.docx

Importance: High

FYI, attached news release, which may be slightly modified, will be going ahead this afternoon.

From: Shotton, Ryan GCPE:EX
Sent: Thursday, June 07, 2012 12:32 PM
To: Hall, Gord LDB:EX; Cournoyer, Vince LDB:EX
Subject: RE: MOs latest version
Importance: High

Sorry guys – just got word this OIC is being deposited for announcement ASAP – need confirmation this is accurate or what edits are needed.

From: Shotton, Ryan GCPE:EX
Sent: Thursday, June 7, 2012 12:05 PM
To: Hall, Gord LDB:EX; Cournoyer, Vince LDB:EX
Subject: MOs latest version
Importance: High

Hey guys,

Can you see if I've massaged this well enough to make it accurate? I have warned that the only real indication they've made so far that this is 'on your person' is in the minister's quote too.

Thanks,

Ryan Shotton
Government Communications and Public Engagement
Ministry of Energy and Mines
p: 250.952.0667
c: 778.679.5225

NEWS RELEASE

For Immediate Release
[release number]
June 7, 2012

Liquor Distribution Branch
Ministry of Energy and Mines

Personal alcohol importations approved

VICTORIA – British Columbians can now bring liquor with them back into B.C. from other Canadian provinces without paying additional taxes announced Minister Rich Coleman.

Currently, B.C. does not allow personal interprovincial alcohol importations without additional B.C. taxes. This change means B.C. residents can now bring back per trip, up to one case of wine, four bottles of spirits, and a combined total of six dozen beer, cider and coolers from other provinces for personal consumption.

These amendments bring B.C. in line with exemptions permitted by Ontario, Nova Scotia and the Yukon, which are among the highest in Canada.

Quotes:

Minister Rich Coleman

"As another step towards modernizing our liquor laws, this change provides flexibility for British Columbians to legally bring back a case of wine or a bottle of their favourite spirits when they visit other Canadian provinces. It updates outdated and arcane rules that most British Columbians probably don't know even exist."

Quick Facts:

- The personal importation amounts equal nine litres of wine, three litres of spirits, and a combined total of 25.6 litres of beer, cider and coolers per trip.
- All provinces and territories that allow personal importation from other provinces restrict that importation to liquor that accompanies the person bringing it into the province.
- No province allows tax-free shipping of alcohol across provincial borders for personal consumption.
- This change readies British Columbia for the potential passage of Bill C-311, currently before the Senate, which enhances the movement of wine across provincial boundaries.

Media contact:
Sandra Steilo
Ministry of Energy and Mines
250-952-0617

Hall, Gord LDB:EX

From: Hall, Gord LDB:EX
Sent: Thursday, June 07, 2012 1:08 PM
To: Chambers, Jay LDB:EX; Wilson, Kelly LDB:EX; Branham, Gary LDB:EX
Cc: Mackintosh, Michele LDB:EX
Subject: FW: Media Request: News 1130: Minors as Agents

FYI, the LCLB will be releasing info to the media this afternoon related to the ID compliance of LDB stores and private stores as noted below.

From: Cournoyer, Vince LDB:EX
Sent: Thursday, June 07, 2012 1:03 PM
To: Stephenson, Cindy MEM:EX
Cc: Hall, Gord LDB:EX; Palmer, Tarina LDB:EX; Jensen, Cindy LDB:EX
Subject: RE: Media Request: News 1130: Minors as Agents

Thanks Cindy... V

From: Stephenson, Cindy MEM:EX
Sent: Thursday, June 07, 2012 12:52 PM
To: Cournoyer, Vince LDB:EX
Subject: FW: Media Request: News 1130: Minors as Agents
Importance: High

We've had a call from News 1130 wanting an update on the Minors as Agents Program, so will be providing them with the latest results. Forwarding to you as an FYI.

Cindy Stephenson

Policy, Planning and Communications
Liquor Control and Licensing Branch
Phone: 250 952-5761 Fax: 250 952-7066
Email: Cindy.Stephenson@gov.bc.ca

From: Stephenson, Cindy MEM:EX
Sent: Thursday, June 7, 2012 12:48 PM
To: Steilo, Sandra GCPE:EX
Cc: Shotton, Ryan GCPE:EX; Rowsell, Terry N MEM:EX
Subject: FW: Media Request: News 1130: Minors as Agents
Importance: High

Date/Time: June 7, noon

Deadline: asap

Media: News 1130

Reporter: Jesse Johnston jesse.johnston@rci.rogers.com

Call in: 604-877-4400

Topic: Minors As Agents

Request: in light of today's OIC changes, reporter wants to give an update of how the Minors as Agents program has gone?

Suggested Response:

- Between May 2011 and March 31, 2012 the Province tested 344 private liquor stores and 98 government liquor stores. Of those stores tested, 4 government liquor stores and 54 private liquor stores were found selling liquor to a minor. The overall compliance rate was 87%.
- Restricting minors' access to liquor is a public safety priority because of the serious negative consequences associated with liquor consumption by minors.
- Under the Minors as Agents program, liquor stores that have sold alcohol to a minor can face a \$7,500 penalty.
- British Columbia is the first province to hire minors to test alcohol sales compliance. Using minors to test tobacco sales was already in place in B.C. and various U.S. states already use minors to test underage alcohol sales.

Sandra Steilo

Communications

BC Ministry of Energy and Mines
and Minister Responsible for Housing

250.952.0617

 Please consider the environment before printing this email.

Hall, Gord LDB:EX

From: Hall, Gord LDB:EX
Sent: Thursday, June 07, 2012 2:00 PM
To: Chambers, Jay LDB:EX; Cournoyer, Vince LDB:EX
Subject: FW: Bill C311 and MRC

From: Bieller, Barry MEM:EX
Sent: Thursday, June 07, 2012 1:59 PM
To: Ayers, Karen J MEM:EX; Hall, Gord LDB:EX
Subject: Bill C311 and MRC

Interesting tweet in this afternoon's clippings:

Leslie: Coleman predicts easy transition with Bill C311
CKNW Online
Thursday, June 07, 2012

By Leslie tweet

Copyright

Not Responsive

From: Orchard, Todd R FIN:EX

Sent: Thursday, June 07, 2012 4:10 PM

To: Martin, Leigh LCTZ:EX; Poutney, Richard G LCTZ:EX; Kishimoto, Mike J LCTZ:EX; Bissoondatt, Roger LDB:EX; Agerup, Pelle LCTZ:EX; Taylor, Matthew JAG:EX; Chambers, Jay LDB:EX; Wilson, Kelly LDB:EX; Hall, Gord LDB:EX; McDonnell, Ken LDB:EX; Farley, Don LDB:EX; Mohn, Donna LDB:EX

Subject: LDB distribution procurement project risk register

Hi all,

A "top seven" with a couple notes remaining at the bottom of the sheet which require clarity/ elaboration or which may be removed or incorporated into the others. You will see that I added much within the causes columns. Most of these are pretty standard, but please provide me with any corrections/ additions/ clarification as you see fit.

This is a high level risk register obviously, and each risk and related causes can be expanded upon individually, but as it stands, this risk snapshot will help to inform key activities/ milestones/agreement drafts as this process evolves.

We agreed to meet by teleconference in the near future to flesh this out further. At that time we will:

- Ensure clarity/ agreement on what's been noted to date and adjust as needed.
- Include any additional risks which may have come to mind subsequently.
- Consider current controls
- Complete the rating
- Identify additional mitigations to be undertaken and the best suited person to oversee them respectively.

I would suggest one hour minimally.

Regards,

-T

Todd Orchard | Manager | Enterprise Risk Management | Risk Management Branch | Ministry of Finance | p. 250-356-5833 | c. 250-508-2058

NEW intranet link: <http://www.fin.gov.bc.ca/gws/pt/rmb/index.stm>

 Please consider the environment before printing this email

MINISTRY, DATE, VERSION								INITIAL RISK (Risk rated based on effort complex at the time of assessment)		
CATEGORY		RISK IDENTIFICATION						LIKELIHOOD (1-5)	CONSEQUENCE (1-5)	TOTAL SCORE (1-25)
	e.g. Policy	OBJECTIVE (State the plan objective this event effects.)	RISK EVENT (What is it that you are working to avoid or reduce the likelihood or impact of occurring? Risks are future events that could interfere with meeting project objectives. One risk per row.)	RISK CAUSE (What are the triggers, sources or circumstances that could act alone or together to increase the likelihood of the Risk Event occurring? There are usually multiple causes leading to a Risk Event.)	IMPACT/ CONSEQUENCE (If this Risk Event did occur, what would be its consequences/ impacts on this project and on other initiatives or projects that depend on this project, where dependency relationships and across-project linkages are required/known?)	EXISTING MITIGATIONS (Is there anything you are currently doing to reduce the likelihood or impact?)				
1										
2										
3										
4										
5										
6										
7										
8										
9										

s.13, s.17

RISK REGISTER								
PURPOSE: To provide a structured approach to the identification, evaluation, and management of risks to the organization's mission and values.								
RISK RATING	EVALUATION		MITIGATIONS MANAGEMENT					
	ADEQUACY OF EXISTING MITIGATIONS (Non-existent, Inadequate, Adequate, Robust, Excessive)	MONITOR, TREAT, TRANSFER, AVOID	ADDITIONAL MITIGATIONS (What additional measures/steps will be taken to lower the risk?)	DELIVERABLE (What form will this mitigation take? A formal plan, a report, TB or Cab Sub ... Etc.)	REQUIRED RESOURCES (What is needed to develop and implement the mitigation?)	TASK OWNER (Who has been assigned responsibility for this mitigation?)	DUE DATE (When is the deliverable to be ready?)	INTERDEPENDENCIES/ INTER-RELATIONSHIPS (Does the event or mitigation rely on another agency? Does it impact another agency?)
MEDIUM								
HIGH								
HIGH								
UNRATED								
EXTREMELY HIGH								
UNRATED								
UNRATED								
UNRATED								
UNRATED								
UNRATED								

s.13, s.17

LIKELIHOOD AND CONSEQUENCE DESCRIPTORS FOR RISK ASSESSMENTS

Likelihood	Rating	Criteria	Probability
Almost certain	5	There is almost no chance it won't happen. Will certainly happen this fiscal year or during the three year period of the Service Plan.	80% to 100% or once a year or more frequently
Likely	4	We expect it to happen. It would be surprising if this did not happen.	61% to 79% or once every 3 yrs
Possible	3	Just as likely to happen as not. We don't expect it to happen, but there is a chance.	40% to 60% or once every 5 yrs
Unlikely	2	Not anticipated. We won't worry about it happening.	11% to 39% or once every 15 years
Almost certain not to happen	1	It would be surprising if this happened. There would have to be a combination of unlikely events for it to happen.	0 to 10% or once every 25 yrs

Consequence	Rating	Criteria / Examples
Catastrophic	5	<ul style="list-style-type: none"> - Major problem from which there is no recovery. - Significant damage to ministry credibility or integrity. - Complete loss of ability to deliver a critical program.
Major	4	<ul style="list-style-type: none"> - Event that requires a major realignment of how service is delivered. - Significant event which has a long recovery period. - Failure to deliver a major political commitment.
Moderate	3	<ul style="list-style-type: none"> - Recovery from the event requires cooperation across departments. - May generate media attention.
Minor	2	<ul style="list-style-type: none"> - Can be dealt with at a department level but requires Executive notification. - Delay in funding or change in funding criteria. - Stakeholder or client would take note.
Insignificant	1	<ul style="list-style-type: none"> - Can be dealt with internally at the branch level. - No escalation of the issue required. - No media attention. - No or manageable stakeholder or client interest.

Risk Rating Matrix

5	LOW	MED	HIGH		
4	LOW	MED	HIGH	HIGH	
3	LOW	MED	MED	HIGH	HIGH
2	LOW	LOW	MED	MED	MED
1	LOW	LOW	LOW	LOW	LOW
LIKELIHOOD	1	2	3	4	5
CONSEQUENCE					

L x C
 Score 0 - 5 = Low
 Score 6 - 10 = Medium
 Score 12 - 16 = High
 Score 20 - 25 = Extreme

CONTEXT TEMPLATE

ESTABLISH CONTEXT

Purpose: establish scope, criteria, and deliverable for a particular risk assessment

1. State the subject of the risk analysis (e.g., strategic plan; business case; project agreement) and its scope with respect to organisations involved, intended audience and time frame.

Text text text.

2. State goals and objectives of the program or plan in question.

Text text text.

3. State the mission, vision, operating principles and any other value criteria.

Text text text.

4. Identify stakeholders; determine their influence on the process; methods of consultation and communication, as appropriate.

Text text text.

5. Set out assumptions and constraints (deadlines, time-frames, environmental factors, executive or political directives).

Text text text.

RISK MANAGEMENT PROCESS: OVERVIEW

