

## ISSUE NOTE

### Issue:

- Office of the Auditor General (OAG) Site C Examination Progress and Broader Engagement

### Background:

- This matter first appeared in OAG's July 2015 Performance Audit Coverage Plan and described as "Whether BC Hydro's recommendation and government's decision to build Site C was supported by sufficient information and analysis to demonstrate that it would meet government's economic, social and environmental goals."

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Withheld pursuant to/removed as

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## ISSUE NOTE

**Issue:**

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## ISSUE NOTE

### Issue:

- Approval of housing investments program oversight and fairness advisor functions.

### Background:

- *Budget 2016* committed \$355M over five years for BC Housing to support new construction of more than 2,000 affordable rental housing units. Last fall, the government committed a further \$500M to create more than 2,900 additional affordable rental units in partnership with non-profit societies, local governments, agencies, community organizations and the private sector. Leading up to *Budget 2017*, government also announced a further \$65M investment over 2016/17 and 2017/18, to create 380 more housing units for people with mental health and substance use challenges. Taken together provincial investments in affordable and supportive housing total \$920M and are estimated to create an estimated 5,280 housing units.

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## ISSUE NOTE

### Issue:

- Approval of eligibility and Implementation criteria for provincial/local government housing development incentive program.

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## MINISTRY PROFILE

**Ministry:** Finance

### **Ministry Mandate:**

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

More specifically the Ministry is responsible for:

- Government's economic forecasting, fiscal planning, budgeting and reporting;
- Oversight and policy development for all ministries regarding information management, records management, privacy, and freedom of information (FOI) policies and practices;
- Banking, accounting, and risk and debt management services for government;
- Leadership of key public sector governance, accountability and social responsibility initiatives;
- Oversight of financial, procurement and administrative governance for the broader public service (ministries, crown agencies and the schools, universities, colleges and hospitals (SUCH) sector);
- Internal audit and consulting services to B.C.'s ministries and Crown corporations;
- Policy development for specific sectors including gaming, financial, corporate and real estate sectors in B.C.; and
- Regulation of the gaming, financial services and real estate sectors, and administration of the B.C. credit union deposit insurance fund.

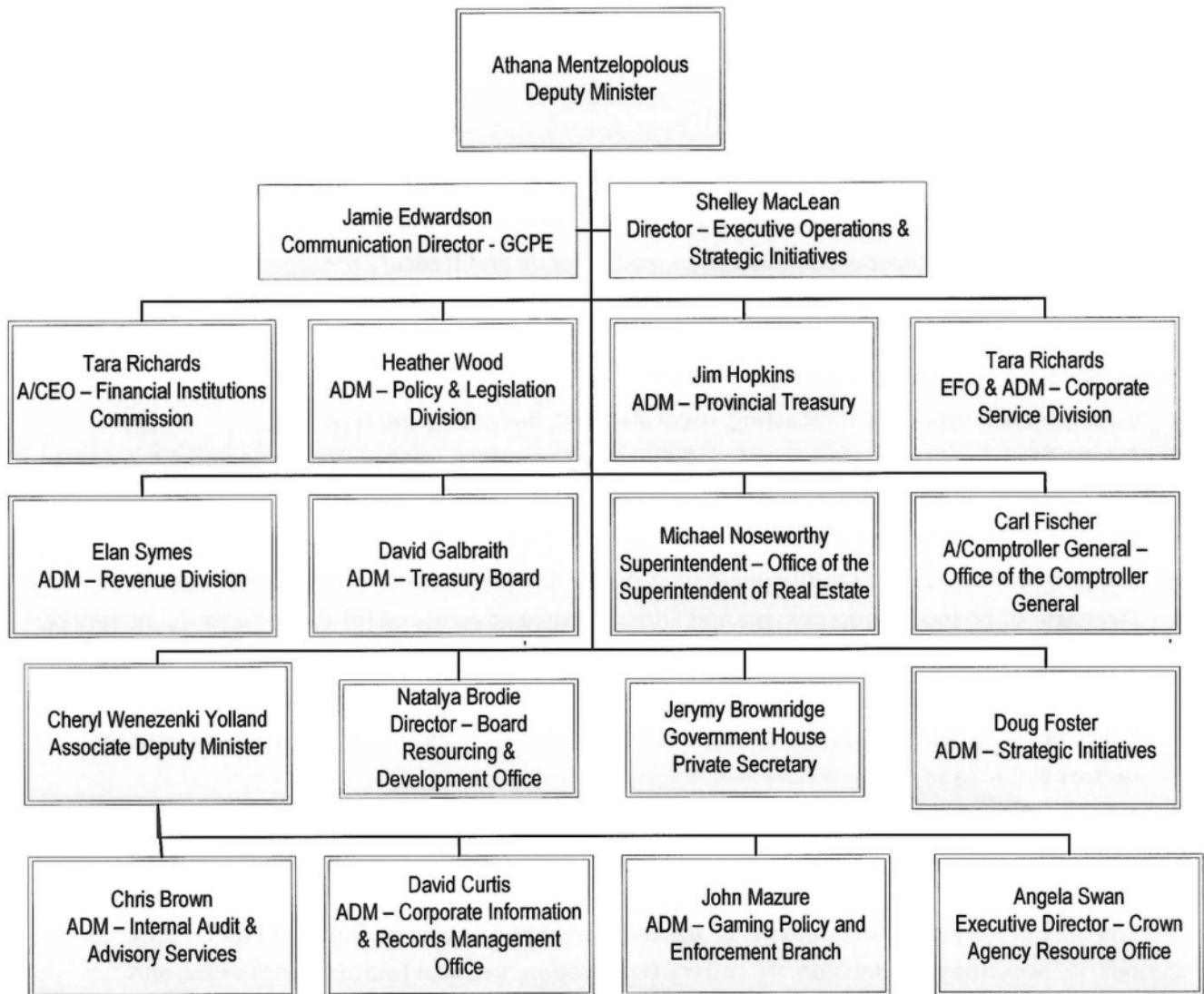
The Minister of Finance is accountable for the BC Public Service Agency, Public Sector Employers' Council, BC Securities Commission, BC Lottery Corporation, the Real Estate Council of BC, and Partnerships BC.

### **Budget:**

	<b>2016/17</b> <i>(Restated)</i>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Vote 23 – Ministry Operations	\$178,946,000	\$189,789,000	\$191,340,000	\$191,369,000
Vote 24 – Gaming and Policy and Enforcement	\$19,055,000	\$19,146,000	\$19,220,000	\$19,220,000
Statutory Appropriations (Special Accounts):				
Insurance and Risk Management Account	\$4,178,000	\$4,180,000	\$4,199,000	\$4,199,000
Provincial Home Acquisition Wind Up	\$10,000	\$10,000	\$10,000	\$10,000
Housing Priority Initiatives special account	\$0	\$88,200,000	\$316,873,000	\$323,076,000
<b>Total</b>	<b>\$202,189,000</b>	<b>\$301,325,000</b>	<b>\$531,642,000</b>	<b>\$537,874,000</b>

**Full Time Equivalent (FTE) Utilization:** 1,738 FTEs, as at March 15, 2017.

## Executive Organizational Chart:



## EXECUTIVE MEMBER BIOGRAPHY

### **Tara Richards, Assistant Deputy Minister, Corporate Services Division**



Tara was appointed as Assistant Deputy Minister, Corporate Services and EFO on July 17, 2014, with responsibility for corporate financial and facilities services, strategic human resources, information management and performance management and corporate priorities. In 2016, Tara took on the responsibility of Acting Chief Executive Officer of the Financial Institutions Commission (FICOM). FICOM regulatory responsibility includes credit unions and trust companies, insurance companies, pension plans, real estate, mortgage brokers and the Credit Union Deposit Corporation.

Over the past 19 years in government, Tara has held progressively responsible positions in various ministries, most recently as the Executive Director, Property Taxation Branch, Revenue Division at Finance. Tara's background includes roles in policy and legislation, operations, intergovernmental relations, and corporate policy and planning services in the Ministry of Children and Family Development and the Ministry of Health.

Tara has a Master's Degree in Public Administration and an undergraduate degree in Political Science from the University of Victoria.

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## **Corporate Services Division**

**ADM Responsible:** Tara Richards

### **Core Business/ Program Area Description/Critical Business Processes:**

- The Corporate Services Division (CSD) provides a suite of strategic business and support services to the Ministry of Finance, the Office of the Premier, Minister's Offices, Government House, the Financial Institutions Commission, and the Conflict of Interest Commissioner, enabling clients to achieve their objectives and comply with corporate policy and legislation.
- CSD supports the ministry's objectives by providing a set of core internal ministry processes, including corporate governance services, advice and support in finance, strategic human resources, information management, business planning, performance management, internal communication, technology, Freedom of Information, and administration.
- CSD is responsible for leading and/or coordinating Finance's corporate initiatives and requirements including the ministry budget and reporting, integrated strategic planning, Business and Service Plans, ministry LEAN projects, Leading Workplace Strategies, and the Business Continuity Plan.

### **Budget:**

2017/18: \$24,570,000

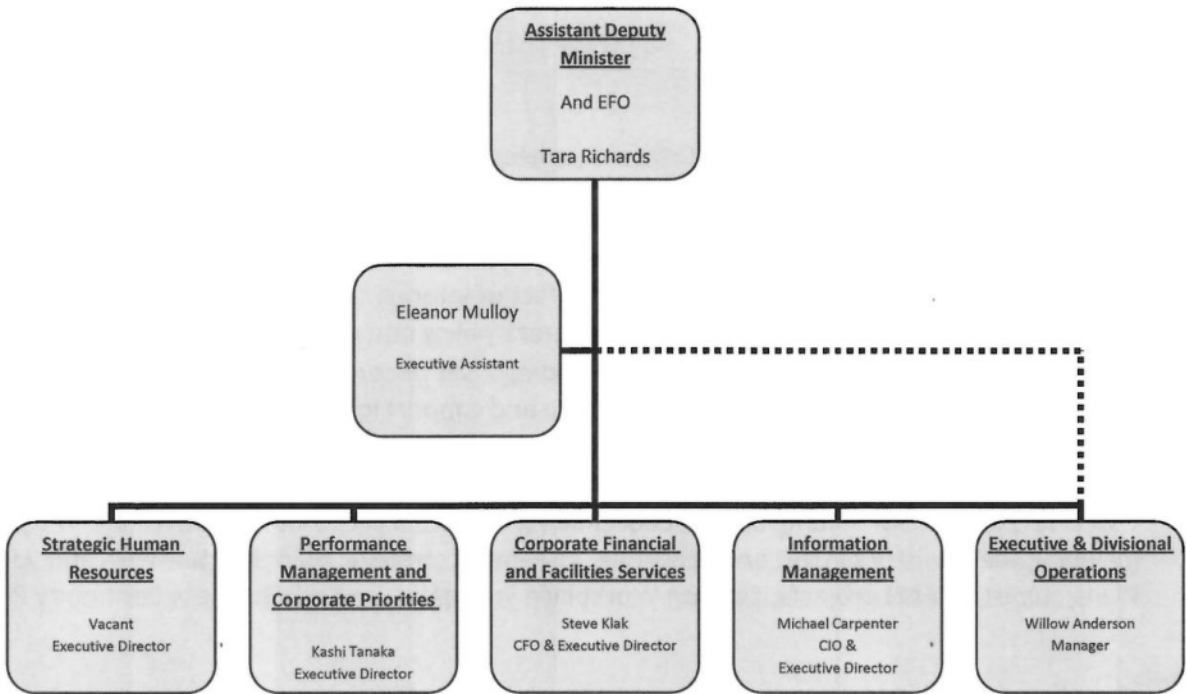
2018/19: \$24,490,000

2019/20: \$24,491,000

### **Full Time Equivalent (FTE) Utilization:**

122 FTEs as at March 15, 2017

Organizational Chart:





## **BC Lottery Corporation**

### **Governing Legislation**

Specific governing legislation:

- Gaming Control Act

General governing legislation for all crown corporations:

- Budget Transparency and Accountability Act
- Financial Administration Act
- Financial Information Act
- Freedom of Information and Protection of Privacy Act
- Information Management Act
- Public Sector Employers Act

### **Legislative Priorities**

- No current issues

## BC Lottery Corporation

### Biographies

**Bud Smith**, Q.C. is an active Kamloops-based businessman with ownership interests in engineering, construction, lending and travel companies operating in BC and Alberta.

A former Attorney General, Mr. Smith brings experience as Kamloops Member of the Legislative Assembly (1986 - 1991) and Cabinet Minister (Regional Economic Development, 1988 - 1991). Mr. Smith has served on a number of Crown Corporation boards including Canada Post Corporation (1991 -1994), BC Development Corporation (1979 - 1983), Prince Rupert Port Authority (2007 2009/ Chair, April 2012), and Ridley Terminals Inc. (2009 - 2012).

Mr. Smith has given his time to a number of community services and programs including the Diocese of Cariboo (Chancellor), the Kamloops Chamber of Commerce, and the Western Canada Theatre Company (Trustee). Mr. Smith, QC, is a University of Victoria graduate who obtained his law degree from the University of British Columbia in 1974.

Mr. Smith joined the Board of BCLC in May 2012 and was named Chair in August 2013.

**Christina Anthony** is Vice President, Director, Portfolio Manager, and Investment Advisor at Odium Brown Limited, where she manages money for many high net worth individuals, families and foundations by investing in both the Canadian and foreign markets. Mrs. Anthony also serves on the firm's Executive Committee and Fixed Income Oversight Committee. She is currently the Chair of the Forum for Women Entrepreneurs of BC (FWE BC), a non-profit organization which she founded in 2002 to mentor and educate women entrepreneurs in British Columbia. Mrs. Anthony also serves on the Board of the VGH & UBC Hospital Foundation, Chairs the HR Committee and serves on the Advisory Board of Wear Else. She previously served as a member of the Board of Governors of Capilano University and as a member of the Small Business Roundtable of BC. Prior to Odium Brown, she was a Bond Trader and Investment Banker at Goldman Sachs in New York and an Investment Advisor with Goldman Sachs in Seattle. Mrs. Anthony holds a Bachelor of Commerce Degree in Finance from the University of British Columbia and obtained her Chartered Financial Analyst (CFA) designation from the CFA Institute in 2002. s.22

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Mrs. Anthony joined the Board of BCLC in 2015.

**Andrew Brown** is a passionate technology leader and a Partner at Neural Impact Inc., a boutique consulting agency based in Vancouver. A BCIT graduate, Mr. Brown has over 20 years of experience working with software and technology companies in British Columbia and Silicon Valley. Holding sales and marketing leadership positions with IBM Canada, SAP and Work at Play, Mr. Brown has experience in both building and leading teams, and managing P&Ls across the enterprise software, ecommerce, business analytics, and cloud markets. In each position, Mr. Brown has increased revenue and profit by helping his customers unlock the business value of technology.

Mr. Brown joined the Board of BCLC in December, 2015.

## BC Lottery Corporation

**Trudi Brown** received her BA and LLB from the University of British Columbia and was called to the bar in 1974. She is managing partner of the law firm Brown Henderson Melbye LLC.

Ms. Brown sits on the Board of the Nana Foundation and is a member of the Board of Governors of the International Academy of International Lawyers. She is also a Life Bencher of the Law Society of BC, serving as President (Treasurer) in 1998, the Co-Chair of the National Family Law Program and sits on the executive of the Victoria Symphony. She is a past Board Member of the BC Law Institute, PacificSport Victoria, the Continuing Legal Education Society of BC, Mt. St. Mary Hospital, the Canadian Bar Association (BC Branch), the University of Victoria, the Canadian Chapter of the International Association of Matrimonial Lawyers, the Red Cross of Victoria and BC, the United Way of Greater Victoria, the Victoria Women's Transition House Society and the Victoria Sexual Assault Centre.

Ms. Brown joined the Board of BCLC in 2008.

**Bob Holden** is an Associate Investment Advisor for Bank of Montreal Nesbit Burns. Previously he was Chief Financial Officer of Pinnacle Renewable Energy, and a Partner with KPMG LLP.

Mr. Holden has always been very active in the community, and most recently served on the Board of Governors of Thompson Rivers University and as a Director of Venture Kamloops. He was also a Director on the North Thompson Relief Fund, Kamloops Enterprise Development Society, Thompson Rivers University Alumni Association, Vice Chair of the 1996 Labatt's Canadian Curling Championships, and Vice President of Finance of the 1993 Canada Games Society. He holds his Bachelor of Commerce from the University of British Columbia and is a designated Chartered Accountant.

Mr. Holden joined the Board of BCLC in November 2013.

**Wendy Lisogar-Cocchia** is the Chief Executive Officer of the Century Plaza Hotel & Spa and Absolute Spa Group, Canada's largest and most entrepreneurial spa chain. Mrs. Lisogar-Cocchia's community involvement includes serving as a Business Council of British Columbia Governor, Vancouver Police Foundation Trustee, Royal Roads University Fellow and Vancouver Board of Trade Chair in 2012. She is a University of British Columbia graduate who attained a Bachelor of Arts degree and is a proud founding contributor to the Langara College Spa Technology Program.

Mrs. Lisogar-Cocchia is known not only for her entrepreneurial drive but also for her philanthropic endeavours. Over the past twenty-five years she has raised considerable funds for British Columbia's special children. Her current goal as co-founder of the Pacific Family Autism Centre is to make a significant difference for those living with Autism Spectrum Disorder.

Mrs. Lisogar-Cocchia recently received an Honorary Doctorate (Honoris Causa) from the Justice Institute of British Columbia, the British Columbia Community Achievement Award, the C.H.I.L.D Foundation Humanitarian Award, Canada's Most Powerful Women: Top 100, BC's Most Influential Business Women, and the Queen's Diamond Jubilee Medal.

Mrs. Lisogar-Cocchia joined the Board of BCLC in November 2013.

## **BC Lottery Corporation**

**Moray Keith** is the President of Dueck Auto Group - three GM dealerships in Greater Vancouver including Dueck on Marine (one of the largest dealerships in Canada), Dueck Downtown, and Dueck Richmond.

Mr. Keith serves on the boards of a number of organizations, including the Richmond Oval Corporation, the Vehicle Sales Authority, the New Car Dealers Association of BC, and the Vancouver Board of Trade. He is also President of the Delta Police Foundation and Regional Director of the Canadian Forces Liaison Council.

Mr. Keith's sports and community involvement includes serving as President of the Chiefs Development Group, which built and opened the Prospera Centre Arena in Chilliwack, BC, the Langley Events Centre in Langley, and the Moose Jaw Multiplex in Moose Jaw, SK. He is co-owner of the Chilliwack Chiefs BCHL Hockey Club. In recognition of his lifetime endeavours in the sports and business community of British Columbia, Mr. Keith was awarded the prestigious JCC Sports Personality of the Year Award, and has been inducted into the BC Football Hall of Fame.

Mr. Keith joined the Board of BCLC in 2008.

**Matthew Watson** joined BCLC's Board of Directors in December 2015.

Mr. Watson brings more than 20 years of experience in technology industry leadership to the BCLC Board. Mr. Watson is currently the Executive Chair of SendtoNews, North America's largest online video distribution network and was an owner of Armorlogic, a leader in information technology security software for large enterprises, before the company was sold to Alert Logic of Houston, Texas in 2013. In previous roles, Mr. Watson was the Chief Operating Officer of Carmanah Technologies during its rapid rise from a marine lighting company to a global leader in Solar LED lighting. He also held a similar role with ACD Systems during its evolution from a start-up to a significant global player in digital imaging software.

Prior to entering business, Mr. Watson practiced law with a large national firm. He holds a BA and LLB/JD from the University of British Columbia. Mr. Watson has served on several public and private boards including as a current board member and chair of Audit & Finance of Vancouver Island Health Authority, eight years as a board member of the Victoria International Airport, and as an advisory board member of the University of Victoria's Gustafson School of Business.

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## BC Lottery Corporation

### Senior Executive Team

- Jim Lightbody, *Chief Executive Officer and President*
- Monica Bohm, *Vice President, eGaming*
- Brad Desmarais, *Vice-President, Casino and Community Gaming*
- Susan Dolinski, *Vice-President, Social Responsibility and Communications*
- Kevin Gass, *Vice-President, Lottery Gaming*
- Patrick Davis, *Chief Information Officer, Business Technology*
- Amanda Hobson, *Vice-President, Chief Financial Officer, Finance and Corporate Services*
- Jamie Callahan, *Vice-President, Human Resources*
- Rob Kroeker, *Vice-President, Corporate Security and Compliance*

### Jim Lightbody

On March 31, 2015, BCLC's Board of Directors appointed Jim as President and Chief Executive Officer of the corporation. He held the role on an interim basis since January 30, 2014.

Over the past 14 years, Jim has also served as Vice President of Lottery Gaming and Vice President of Casino and Community Gaming. He has provided leadership and direction in strategy, marketing and product development as well as operational responsibility for the provision of products, services and support for players and business partners.

Prior to joining BCLC, Jim held a wide range of responsibilities in the retail and hospitality industries with companies such as Procter & Gamble, Nabob Foods, BC Hot House and Sun Rich Fresh Foods. This has instilled in him a keen sense of creating value for customers through innovation and partnering with key stakeholders in the delivery of the customer experience.

Jim holds a Bachelor of Commerce degree from the University of British Columbia with a major in marketing. He sits on the Thompson Rivers University School of Business and Economics Advisory Board, the Kamloops Blazers Ownership Advisory Group, and also volunteers as the Chair of the Board of Trustees of the BC Sports Hall of Fame, and the Chair of the BC Horseracing Management Committee.

### Monica Balm

Monica is responsible for the strategic direction of the eGaming business unit, and Business Intelligence, CRM & Digital Services for all departments of BCLC. She provides leadership in all aspects relating to operations, development and marketing of BCLC's secure and regulated gambling website, PlayNow.com.

Monica is passionate about business development at BCLC and has had strategic involvement in many programs that improve business health, grow participation and meet expectations of current and future customers. Previous to her role in eGaming, she served as Interim VP for the Casino & Community Gaming Division where she was responsible for overall operations and the strategic direction of B.C.'s gaming facilities. She also led efforts to evolve BCLC's customer relationship

## **BC Lottery Corporation**

management strategy, broaden the customer base and introduce innovative products in the casino gaming business.

Since 2003, Monica has played a leading role in a variety of strategic initiatives at BCLC including the launch of PlayNow.com and the development of the Community Gaming Centre business model. As the Director of BCLC's 2010 Olympic Sponsorship, she led the implementation of a wide range of corporate sponsorship initiatives.

Monica has over 30 years of experience in marketing for Canadian clients in a broad range of industries. She attended the University of British Columbia where she earned a Bachelor of Commerce in Marketing.

### **Brad Desmarais**

Brad provides leadership and strategic direction for gaming facilities, marketing and product development as well as operational responsibility for the delivery of products and services for players and business partners.

Brad joined BCLC in February 2013 as VP of Corporate Security & Compliance. His responsibilities included all aspects of security, compliance, legal services, privacy and Freedom of Information administration. He led the development and implementation of corporate security and compliance policies and procedures for BCLC, our players and private sector service providers. In addition to his Executive role in Corporate Security & Compliance, Brad concurrently served as the Interim Vice President of Human Resources.

Brad has over 34 years combined service with the Vancouver Police Department and the RCMP. He served as Inspector in Charge of Major Crimes in the VPD organization where he was responsible for over 70 sworn members and civilian staff. Highlights of his career include recognized accomplishments and awards across all levels of policing including senior domestic and international operations and administrative management. Brad demonstrates strong team building skills through motivational and enthusiastic leadership. He has extensive training experience and is an accomplished lecturer on matters related to organized crime, money laundering, evidence collection in foreign jurisdictions and privacy issues in relation to the domestic and international financial industry.

Brad began his Police Training at the Justice Institute of British Columbia in 1979 ; s.22  
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### **Susan Dolinski**

With BCLC since 2007, Susan guides BCLC's communications, social responsibility, and customer relations strategies. Susan has worked in the communications industry for 15 years and over this time has developed a passion for community engagement and used this passion to transform BCLC's approach to social media, stakeholder and community relations, helping to achieve the company's highest-ever public support ratings. Currently, Susan is spearheading an industry-wide effort to improve public understanding of the gaming industry and its immense contributions to BC's economy.



## **BC Lottery Corporation**

Prior to her time at BCLC, Susan served as part of the executive team at the BC Ambulance Service, where she established the organization's media, government relations and communications programs, helping to raise the profile of paramedics. Starting her career in the forest industry, Susan led community relations for Canadian Forest Products Ltd. and later helped to launch and manage communications at Forestry Innovation Investment, a Crown Corporation established to promote BC forest products worldwide. Susan has led the crisis communications and issues management responses provincially and nationally during a number of high profile events in British Columbia. Susan holds a Bachelor of Arts in Political Science and has also worked in radio and TV. She is an active volunteer currently working with the Honour House Society of BC, the CKNW Orphan's Fund and the United Way.

### **Kevin Gass**

Kevin is responsible for the strategic development of the Lottery business unit, providing leadership and strategic direction in support of marketing, sales and distribution of lottery brands. He has operational responsibility for staff who provide products, services and support to the organization, our customers and business partners.

Kevin joined BCLC in 2003 as Vice-President of Corporate Affairs. His background includes experience in senior corporate marketing and communications positions, as well as an extensive agency background. Kevin also enjoyed entrepreneurial success in two start-up businesses.

Kevin is currently the President of ILC (Interprovincial Lottery Corporation) for a two year term, 2017 & 2018. ILC is owned by Canada's 5 Lottery jurisdictions; Atlantic Lottery (AL), Loto-Quebec (L-Q), Ontario Lottery & Gaming Corporation (OLG), Western Canada Lottery Corporation (WCLC) and British Columbia Lottery Corporation (BCLC).

Kevin is a past member of the Board and executive committee of the Canadian Cancer Society, BC and Yukon Division, United Way Cabinet, Science World Board of Directors and was a founding board member of Canuck Place Children's Hospice.

### **Patrick Davis**

Pat leads the Business Technology team that oversees the technology and systems that support BCLC's operations. From the purchase and validation of lottery tickets at one of our over 4000 retailers, to managing a complex network of 12,000 slot machines across the province, Pat is responsible for the technology that serves as the backbone for the business. His team develops and integrates innovative new technology, and enables the company to adapt quickly to changing business needs in support of its ongoing financial success.

Pat's responsibilities include software development and certification, enterprise architecture, the program management office, the technology infrastructure for lottery, casino, bingo and online gambling, as well as back office systems.

Pat joined BCLC in 2003 and most recently served as Director, Enterprise Architecture. He also held the role as Director, Program Management Office.

## **BC Lottery Corporation**

He is a certified Project Management Professional Certification from the Project Management Institute and sits on the Software Engineering Advisory Committee at Thompson Rivers University. Pat also chaired the 2015 Special Olympics Provincial Winter Games Organizing Committee.

### **Amanda Hobson**

Amanda joined BCLC as a Finance Director in 2013. Her effort, dedication and accomplishments were quickly rewarded with a rapid progression to CFO and VP, Finance and Corporate Services by December 2014. Amanda now leads a team of more than 100 staff and is responsible for the financial management, procurement, and corporate services of an organization with two offices, approximately 850 staff, and more than \$3 billion in revenue. Amanda's commitment to organizational excellence has made her instrumental in transforming BCLC's finance function to best support the business through a period of rapid change in which it delivered record profits to the Province of B.C. She is currently leading the redevelopment of the Corporation's head office in Kamloops, B.C.

Amanda serves on the Board of Directors for the Interprovincial Lottery Corporation and is a valued member of its Audit and Risk Committee. She is a member of the BC Council of CFOs and plays a leadership role on its Crown Corporations sub-committee. In 2017, Amanda was the recipient of the Business in Vancouver BC CFO award in the Emerging Leader Category.

Prior to joining BCLC, Amanda worked in public practice at Deloitte and held various positions in the energy sector, leading financial reporting, treasury, investor relations and other finance functions for public and private companies.

### **Jamie Callahan**

As the Vice-President of Human Resources, Jamie is responsible for providing leadership in the development and implementation of HR programs, policies and practices; establishing HR strategies; performance management programs; employee engagement and retention strategies; staff development and succession planning; as well as compensation and benefits, while ensuring a healthy workplace culture and values.

Jamie has more than 20 years of senior human resources experience in both the public and private sector including Loblaw, the Yanke Group and various healthcare organizations. She has a breadth of experience in organizational transformation and change management and is highly skilled in leading functionally diverse organizations with various operational locations.

Jamie earned a Master of Arts in Leadership from Royal Roads University and a Bachelor of Management degree from the University of Lethbridge where she majored in Human Resources. She has completed the Lean Leader Certification program and also holds a Certificate in Labour Relations from the University of Athabasca.

### **Rob Kroeker**

As the Vice-President of Corporate Security and Compliance, Rob provides executive leadership and oversight for corporate compliance, legal services, security services, information security and privacy, anti-money laundering and enterprise risk management.



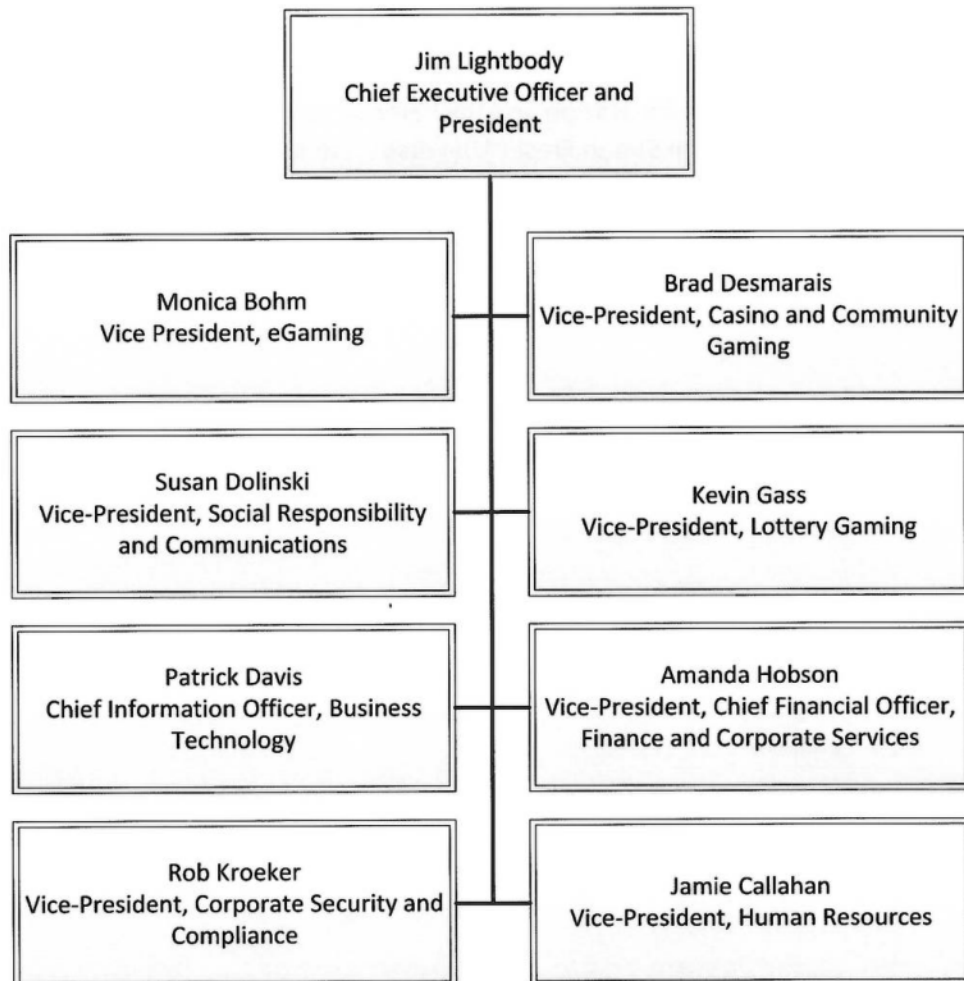
## **BC Lottery Corporation**

Rob has extensive experience in the justice sector as well as executive experience in the gaming industry. In 2011, he was commissioned by the Province of BC to conduct a strategic review of the adequacy and effectiveness of compliance, security and anti-money laundering measures employed across the gaming industry. Rob is the Vice Chair of the Board of Governors for the Justice Institute of British Columbia, and is a former president of the Gaming Security Professionals of Canada.

Rob earned a Masters of Public Administration and Bachelor of Laws from the University of Victoria, as well as a Criminology degree from Simon Fraser University. He holds certification for the not-for-profit sector from the Institute of Corporate Directors. He was called to the bar in British Columbia in 1993. Rob has authored a number of publications, has taught at both the undergraduate and post graduate levels, and is a recipient of the Premier's Award for Organizational Excellence.

## BC Lottery Corporation

### Organizational Chart



## Partnerships BC

### **Governing Legislation**

Specific governing legislation:

- Partnerships BC is not a regulatory crown and does not have specific governing legislation.
- Partnerships BC is incorporated under the Business Corporations Act

General governing legislation for all crown corporations:

- Budget Transparency and Accountability Act
- Financial Administration Act
- Financial Information Act
- Freedom of Information and Protection of Privacy Act
- Information Management Act
- Public Sector Employers Act

### **Legislative Priorities**

- Partnerships BC does not have specific governing legislation and, as such, has not made requests related to legislation

## Partnerships BC

### Board of Directors (all Partnerships BC Directors serve at pleasure)

- Dana Hayden, Chair
- Peter Kappel – Director
- Jill Leversage – Director
- Jim Greatbanks – Director
- Diane Delves – Director
- Julian Craig Paine – Director
- Roberta Joyce Stewart – Director
- Steve Lornie – Director

**Dana Hayden** is an accomplished and experienced c-suite executive who provides expertise for private and public organizations through Hayden Consulting Services. Her areas of focus are natural resource development, international trade, property development and governance. Dana is currently Chair of the Board of Partnerships B.C., and a Director on the Boards of TimberWest, and the BC Parks Foundation.

Prior to establishing Hayden Consulting Services Dana spent 30 years in the British Columbia public sector where she held 6 Deputy Minister positions in natural resource and economic portfolios and served as President & CEO of the BC Pavilion Corporation, Destination BC and the BC Lottery Corporation.

**Peter Kappel** is a former Investment Banker who is currently managing a private investment portfolio. A former Chartered Accountant with KPMG in Vancouver and Frankfurt, he made the transition to Investment Banking with JP Morgan after Business School. He also served in senior roles at Nomura, Dresdner Kleinwort Wasserstein, Calyon and DVB Bank in London, in the latter three he was the Managing Director running European Securitisation businesses. With his focus on Asset Backed Securitisation he was involved in many groundbreaking transactions, was a regular speaker at ABS conferences and a former executive committee member of the European Securitisation Forum of the Bond Market Association. He holds an MBA from the Institut Européen d'Administration des Affaires, a Bachelor of Arts (Honours) in Economics from the University of Victoria and received his Chartered Accountant designation through the Institute of Chartered Accountants of BC.

**Jill Leversage** is the former Managing Director of TD Securities' Vancouver corporate and investment banking team. Jill has over 18 years of experience successfully executing numerous debt and equity financings and merger & acquisition advisory assignments for B.C.-based companies such as MacDonald Dettwiler, West Fraser, Versacold and Finning. Prior to her time at TD Securities', she served as the managing director at RBC Capital Markets and head of the Alternative Energy Sector for North America. Jill is a member of the Canadian Institute of Chartered Accountants and the Canadian Institute of Chartered Business Valuators. Jill was the 2012 recipient of the Business in Vancouver 'Women in Business Award'. She holds a bachelor of commerce from the University of Calgary.

## Partnerships BC

### Biographies

**Jim Greatbanks** has extensive experience in the construction sector in BC. He formed TNL Construction in 1987. TNL is focused primarily on industrial, mechanical and heavy civil projects across BC and western Canada, including the Great Bear Gold Mine in Muddy Lake, the Louisiana Pacific Pulpmill in Chetwynd, reconstruction of various elements of the Alaska Highway and Trans Canada Highway in Alberta, various projects at the Vancouver International Airport and the Klemtu Hydroelectric Project in Northern BC. Prior to founding TNL, Jim worked with MacMillan Bloedel and HA Simons primarily in remote location pulp and paper projects. Jim holds a degree in Mechanical Engineering and a diploma in Business Administration both from the University of Auckland.

**Diane Delves** is currently the President and Chief Executive Officer of Quantum Properties, a privately owned business which acquires, develops, constructs, sells and leases real estate. She has over 30 years of experience in the real estate industry as a developer, appraiser, arbitrator and adjudicator. Prior to founding Quantum Properties, Ms. Delves was the founder and principal of a Fraser Valley real estate appraisal company for 10 years. She has served on a number of real estate related boards and committees, including the Appraisal Institute of Canada, the BC Expropriation Compensation Board and the Federal Government's Payments in Lieu of Taxes Dispute Advisory Panel. She is currently a director of the Urban Development Institute and is Chair of the Fraser Valley group. She is also Vice Chair of the Abbotsford Airport Authority and was previously a director of the Aldergrove Credit Union. Ms. Delves is an Accredited Appraiser of the Appraisal Institute of Canada.

**Julian Craig Paine** A dedicated public servant, Julian Craig Paine was most recently the Assistant Deputy Minister (ADM) in the Ministry of Natural Gas Development. Prior to this role, he held ADM posts in the Ministry of Community, Sport, & Cultural Development and the Ministry of Aboriginal Relations. He also held Executive Director roles in the Ministry of Forests and Forests Renewal BC. Julian began his career in the BC Public Service as a Treasury Board analyst. Active in his community, Mr. Paine is on the crew of the RCM Search and Rescue. Julian completed a Bachelor of Science and a Masters in Public Administration from the University of Victoria.

**Roberta Stewart** is a Partner with Heather Sadler Jenkins LLP practicing in the areas of real property, wills and estate planning, estate administration, commercial loans, incorporations and corporate transactions and buying and selling businesses. She is an active member of the Prince George community, serving as Director of the MS Society (British Columbia and Yukon Division). Ms. Stewart has served as President and Director of the Prince George Crime Stoppers Association and as Member of the Prince George Estate Planning Council. She holds her Bachelor of Laws and Commerce in Finance and Economics from the University of Saskatchewan.

**Steve Lornie** has enjoyed a 40-year career in B.C.'s construction industry as a company owner and manager. His two general contracting companies, Fairmile and Stonecroft, built many industrial and commercial buildings around the province. Steve was active in the Independent Contractors and Businesses Association for a number of years, as a Director, Treasurer, and Chair. s.22

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## **Partnerships BC**

### **Senior Executive Team**

#### **Amanda Farrell, President & CEO**

Amanda leads the company's efforts to improve customer service and business development and build on relationships with service providers, and current and future clients. She continues to lead the Evergreen Rapid Transit Line Project.

Amanda joined Partnerships BC in November 2004 and has held positions in a number of sectors since then. Most recently, Amanda held the position of Vice President, Projects with responsibility for supporting the high-quality delivery of planning, procurement, and contract management advice and support to clients in the development of major public infrastructure projects.

Prior to joining Partnerships BC, Amanda gained extensive public policy and operational experience in the UK.

Amanda holds a Bachelor of Sciences from the University of Reading, followed by postgraduate research at the University of Bath.

#### **Michael Houle, Vice President**

Michael Houle is a Vice President at Partnerships BC, overseeing all matters related to the justice sector and client and market engagement. During the course of his 30-year career, he has been responsible for the implementation of a number of major North American capital projects, resulting in measurable benefits to end users and taxpayers. Michael's experience also includes the leadership and structuring of alternative service delivery projects that optimized efficiencies in corporate, IT and operational service delivery.

With advanced degrees in Arts and Business Administration, Michael's more recent work history includes an extensive array of engagements ranging from service delivery planning and development to the analysis and implementation of infrastructure projects.

#### **Chan-Seng Lee, Vice President Finance & Administration**

Chan-Seng Lee joined Partnerships BC in December 2004. As Vice President of Finance and Administration, he is responsible for finance, information technology, human resources and administration for Partnerships BC. He brings 10 years of experience in finance, taxation, mergers and acquisitions, regulatory reporting, information technology, human resources and administration and corporate governance to the Company.

Prior to joining Partnerships BC, Chan-Seng was the Chief Financial Officer of CML Global Capital Limited, a publicly-listed international investment firm and an officer of Aspen Properties Ltd. and Consolidated Properties Limited, commercial real estate companies. Prior to this, Chan-Seng worked extensively with private companies in the areas of finance, acquisitions and taxation.

Chan-Seng is a Chartered Accountant and is a current member of the Institute of Chartered Accountants of British Columbia and the Canadian Institute of Chartered Accountants. Chan-Seng also holds a Bachelor of Commerce degree in Finance from the University of British Columbia.

#### **Mark Liedeman, Vice President Projects**

## **Partnerships BC**

Mark Liedemann leads the management team responsible for the planning, procurement and implementation of large and complex infrastructure projects in BC and throughout Canada. Since joining Partnerships BC in 2008 Mark has held a number of positions and has led projects in the health, transportation and energy sectors.

Prior to joining Partnerships BC, Mark was a vice president at PricewaterhouseCoopers in its Infrastructure, Government & Utilities practice where he was involved in number of partnership projects in the health, transportation and rapid transit sectors.

Mark holds a Bachelor of Science from the University of British Columbia and a Masters of Business Administration from the University of Victoria. Mark earned his designation as a Chartered Financial Analyst charter holder in 2003.

### **Jeff Good, Assistant Vice President**

Jeff Good is Assistant Vice President at Partnerships BC, with a focus on the health, energy, and water sectors. Jeff brings a strong finance, capital markets and procurement background to projects with Partnerships BC's involvement. Jeff has been involved in the planning and procurement of projects in the health, transportation, and water treatment sectors. Prior to joining Partnerships BC, Jeff worked at the Credit Union Central of British Columbia (CUCBC, now Central 1 Credit Union) as a Financial Risk Management Analyst. Jeff played an active role in all matters of investment policy compliance and management of CUCBC's \$3.5 billion dollar (CDN) portfolio. In addition, Jeff has worked at Toronto-Dominion as a Trader, and at National Bank Financial as an Investment Advisor. Jeff has a Bachelor of Business Administration with a Finance Major from Simon Fraser University. He is a Chartered Financial Analyst (CFA) charter holder and past executive member of the board of the CFA Victoria society.

### **Karen Mill, Assistant Vice President Legal**

Karen Mill joined Partnerships BC in 2002. As Corporate Legal Counsel, she provides advice on corporate legal issues. In addition, Karen is responsible for providing project legal support primarily during the project procurement stage.

Karen articulated with the B.C. Ministry of Attorney General and was called to the B.C. Bar in September 1998. She has worked primarily in the B.C. public sector in the area of capital procurement and budgeting and also has a background in information and privacy and corporate law. From 2002-2006, and from 2014 onwards, Karen has served as corporate secretary for Partnerships BC.

Prior to working with Partnerships BC, Karen worked with Capital Division, Treasury Board Staff, B.C. Ministry of Finance.

Karen has a Bachelor of Arts and a Bachelor of Laws from the University of Victoria. She is a member of the Law Society of British Columbia and the Canadian Society of Corporate Secretaries.

### **Mark Pucsek, Assistant Vice President**

Mark Pucsek is Assistant Vice President at Partnerships BC, with a focus on the accommodations sector. Mark provides strategic commercial advice, financial and risk analysis, and procurement services to Partnerships BC's clients. In this role, Mark advises senior public sector clients on



## **Partnerships BC**

projects in the social housing, education and health sectors. Before joining Partnerships B.C., Mark was a Project Manager and Account Executive with British Columbia Building Corporation where he specialized in courts and corrections. Mark holds a Bachelor of Administrative Studies (Economics) from York University. He holds a designation with the Project Management Institute.

### **David Hubner, Assistant Vice President**

David Hubner is an Assistant Vice President at Partnerships BC, leading a range of infrastructure project engagements from the early stages of conceptual development, through to service delivery planning, procurement analysis and implementation. He has a Master of Business Administration (Finance) and an economics degree and spent ten years in the banking sector and corporate finance area prior to his work in procurement. Over the past nine years, David has been involved in a number of major capital projects in the transportation, energy and accommodation sectors that have provided measurable benefits to end users and taxpayers.

### **Dave Stewart, Assistant Vice President**

Dave Stewart joined Partnerships BC in April 2016, as Assistant Vice President, for the Transportation sector. He brings eighteen years of progressive experience in senior leadership positions within the Ministry of Transportation and Infrastructure, as Chief Financial Officer and with Treasury Board Staff in the Ministry of Finance.

Dave has broad experience in all phases of large transportation infrastructure projects, including: business case development, Treasury Board approval, procurement, project management, and extensive experience in budgeting and financial analysis. He has thorough knowledge of government budget and capital planning processes, along with an ability to forge productive relationships across government and with external stakeholders.

Dave is a designated Chartered Accountant and holds a Bachelor of Commerce degree from the University of British Columbia.

### **Kim Anderson, Assistant Vice President**

Kim Anderson is Assistant Vice President at Partnerships BC. Since joining Partnerships BC almost five years ago, Kim has worked primarily in the accommodations sector. She brings in-depth knowledge of Partnerships BC's service offerings blended with a deep understanding of design and construction, drawing from her engineering background.

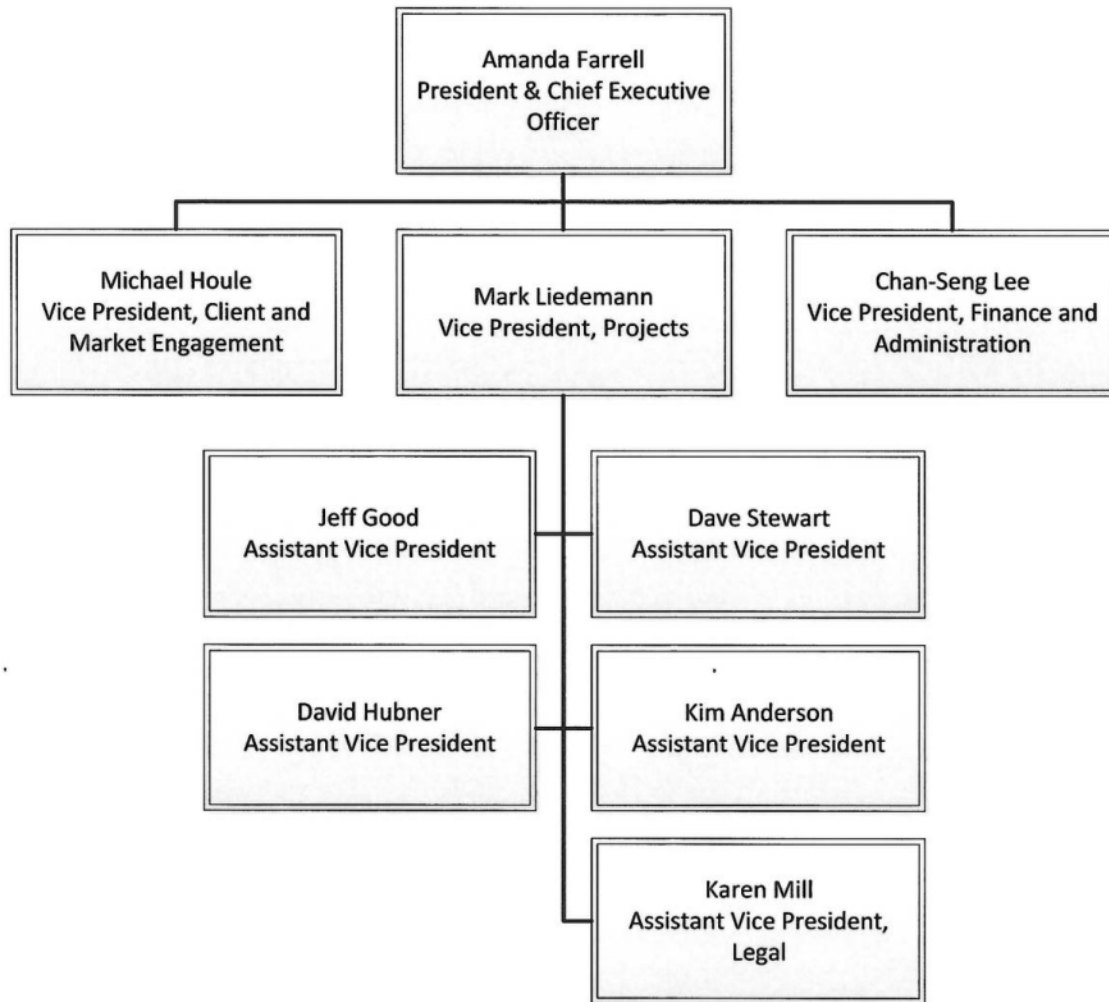
Prior to joining Partnerships BC, Kim was the managing principal for a large consulting office in Victoria, responsible for project delivery, strategic planning, financial performance and acquisition integration.

Kim holds a Bachelor of Science degree in Civil Engineering from the University of Manitoba, and a Master of Business Administration degree from the University of Victoria.



## Partnerships BC

### Organizational Chart



## Real Estate Council of BC

### Governing Legislation

Governing legislation:

- Real Estate Service Act
- Real Estate Development Marketing Act
- Strata Property Act
- Residential Tenancy Act

General governing legislation for all crown corporations:

- Budget Transparency and Accountability Act
- Financial Administration Act
- Financial Information Act
- Freedom of Information and Protection of Privacy Act
- Information Management Act
- Public Sector Employers Act

### Corporate Plans and Reports

In June 2016, self-regulation in the real estate sector ended and the Real Estate Council of BC was established as a Crown Agency. As such The Real Estate Council of BC was exempted from creating a service plan for 2017/18 and there was no Annual Service Plan Report for 2015/16.

### Biographies

**Robert Holmes** is a litigation and arbitration lawyer with over 32 years' experience. He has appeared in all levels of courts in Canada. He practices with Holmes & King in Vancouver. Mr. Holmes has lectured, written and appeared on radio and television on a wide variety of legal and public interest matters, including while serving as President of the Trial Lawyers Association of BC, President of the BC Civil Liberties Association, and Chair of the Vancouver Civil Litigation Section and on Provincial Council of the BC Branch of the Canadian Bar Association. Mr. Holmes has served as a member of the Vancouver Coastal and Provincial Health Services Patient Care Quality Review Boards since 2008 and has been appointed chair of those boards for 2016-2019. He holds a Bachelor of Arts and Bachelor of Laws from the University of British Columbia and received his Master of Laws from Yale University. He was appointed Queen's Counsel on December 2010.

**Rob Gialloreto** is president and CEO of Consumer Protection BC, which promotes a fair marketplace for BC consumers and businesses. Prior to this role, he was the president and CEO of Tourism Victoria, the destination marketing organization for Greater Victoria. Mr. Gialloreto has experience on a number of boards, including serving as a director on the Tourism Industry Association of Canada board of directors. He specializes in organizational leadership, business development, strategic media relations, marketing research, coaching/mentoring, financial management/accountability and public speaking.

**John L. Daly** was a News Reporter for Global BC from 1980 to 2016. He has taught interviewing techniques and investigative reporting at BCIT and UBC Continuing Education, and is frequently an invited speaker for professional organizations and conferences on the demands of the news media, and where news is headed. A recipient of numerous awards, Mr. Daly was awarded the very first Webster, for the best reporting of the year, in any medium, placing his cameraman, editor and himself against all other TV, radio, magazines, and newspapers.

**Sandra Heath** is semi-retired as the President of HTD Inc., an international training and human resources consulting firm that focuses on developing leadership capacity. Ms. Heath has held a variety of senior management positions in both the private and public sector. She chaired the Providence Health Care Board and served on the board of the Vancouver Coastal Health Authority for seven years, chairing two different committees. Most recently she chaired the Board of Directors of the Portland Hotel Society for one year. She has also served on the boards of community arts organizations.

## Real Estate Council of BC

**Len Hrycan** is retired as the Kamloops director of community and corporate affairs where he oversaw bylaws, fire services, and the city side of Kamloops RCMP operations. Mr. Hrycan completed a 35 year career in three departments with Kamloops city. Beginning as a design draftsman in the city's engineering department in 1977, Mr. Hrycan worked within city planning and headed up the development and engineering services section. He graduated from Cariboo College.

**Kevin Lonsdale** is the Executive Director for Canadian National Association of Real Estate Appraisers (CNAREA), a federal, not for profit association for real estate appraisers. Mr. Lonsdale is experienced in the BC real estate industry in both appraisal and banking. Previously, Mr. Lonsdale spent 30 years in banking and finance for both retail and commercial lending and investments. He holds his Bachelors of Economics from Simon Fraser University and he is a certified Personal Financial Planner.

**Gerry Martin** is the managing broker of B.C. Farm and Ranch Realty Corp. Mr. Martin was a member of the Real Estate Council from 2006 to 2012, including a one-year term as chair. Mr. Martin was re-elected to council in May 2016, and served from July 1, 2016, to Sept. 30, 2016, as a broker member from the County of Westminster (south of the Fraser River). He is also a past director of the Fraser Valley Real Estate Board and past chair of its broker council. He has been licensed for 38 years.

**Elana Mignosa** was first appointed to council in September 2015. Ms. Mignosa is the Chief Financial Officer for British Columbia Clinical and Support Services. She was previously the Vice President of Finance (Imaging and Workflow Solutions) for McKesson Technology Solutions, a FORTUNE 500 healthcare IT company. Prior to her role at McKesson, she was the Chief Financial Officer and Chief Information Officer for HealthCare Benefit Trust, and the Vice President of Trust Administration for the Alderwoods Group. In her community, Ms. Mignosa is a board member for Aunt Leah's Place and past Treasurer for the Dunbar Community Centre Association.

**Sukh Sidhu** is a Real Estate Agent with RE/MAX Little Oak Realty. Previously, Mr. Sidhu was a Real Estate Agent with Block Brothers Realty. Active in his community, Mr. Sidhu serves as a Director with Fraser Valley Real Estate Board, a board on which he served as president from 2011-12. He was a President of the Indo-Canadian Business Association in Abbotsford. Mr. Sidhu continues to serve on Abbotsford Police Board. He holds a Bachelor of Arts Degree in Political Science from Guru Nanak College and a Master of Arts Degree in Political Science from Khalsa College in India.

**Laurie Sterritt** is the Director of Aboriginal Employment and Business Development at BC Hydro. Prior to joining BC Hydro, Ms. Sterritt led the start-up and growth of the Aboriginal Mentoring and Training Association (AMTA) as its founding CEO. She also led the development of AMTA's subsidiary company, First Resources Impact Ventures. Active in her community, she was appointed as Director, Industry Training Authority in 2016 and was previously Governor and 1st Vice-Chair, British Columbia Institute of Technology. A member of the Kispiox Band of the Gitksan Nation, Ms. Sterritt holds a Bachelor of Commerce from the University of British Columbia.

## Real Estate Council of BC

**Laurie Sterritt** is the Director of Aboriginal Employment and Business Development at BC Hydro. Prior to joining BC Hydro, Ms. Sterritt led the start-up and growth of the Aboriginal Mentoring and Training Association (AMTA) as its founding CEO. She also led the development of AMTA's subsidiary company, First Resources Impact Ventures. Active in her community, she was appointed as Director, Industry Training Authority in 2016 and was previously Governor and 1st Vice-Chair, British Columbia Institute of Technology. A member of the Kispiox Band of the Gitksan Nation, Ms. Sterritt holds a Bachelor of Commerce from the University of British Columbia.

**Mali Wong** is first vice-president, investment advisor and portfolio manager with CIBC Wood Gundy with fifteen years of international investment experience including five years in New York City, during which she helped manage over \$5 billion in assets for a global investment fund. Ms. Wong has also worked in Toronto on the investment team for a global insurance company in 1999, was a member of the UBC Portfolio Management Foundation (PMF) from 1999 – 2001, and was elected to serve on the UBC Board of Governors from 2000 – 2001. She is known for her commitment to delivering complete confidence in her financial advice and client relationships. She and her team are proud to be recognized as being catalysts for building client wealth.

## Real Estate Council of BC

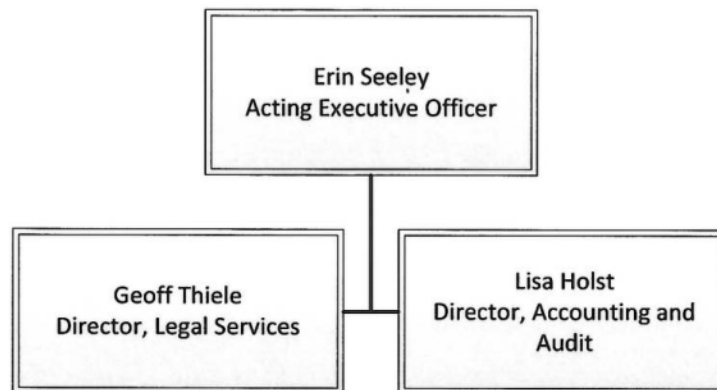
### Senior Executive Team

#### Erin Seeley – Acting Executive Officer

At its meeting on October 25, the Council appointed Erin Seeley as Acting Executive Officer following the recruitment process for the new Executive Officer. Ms. Seeley joins the Council with a wealth of knowledge and experience, having served most recently as Executive Director of the Immigration Programs Branch in the Ministry of Jobs, Tourism, and Skills Training.

- Geoff Thiele, Director, Legal Services
- Lisa Holst, Director, Accounting and Audit

#### Organization Chart



**BRIEFING NOTE  
CROWN CORPORATIONS**

**Name:** BC Securities Commission (BCSC)

**Mandate:**

The BCSC is the independent provincial agency responsible for regulating capital markets in British Columbia through the administration of the *Securities Act*. In the BCSC's 2017/18 mandate letter, the government provided the following mandate direction to the BCSC:

To protect and promote the public interest by fostering a securities market that is fair and warrants public confidence; and a dynamic and competitive securities industry that provides investment opportunities and access to capital.

The BCSC currently has eight commissioners – two executive commissioners and six independent commissioners. They are responsible for the administration of the *Securities Act*. Commissioners perform four key functions:

- Serve as the BCSC's board of directors
- Make rules (with the consent of the Minister responsible for the *Securities Act*)
- Oversee the self-regulatory organizations, exchanges, and other marketplaces
- Act as an administrative tribunal and make regulatory decisions under the *Securities Act*

**Financial Information:**

Fees charged to securities market participants fund the BCSC's operations. Revenues fluctuate with market activity while most expenses are fixed. Over 90% of its revenue comes from filing, registration, and application fees paid by market participants under the *Securities Act*. The remainder of its operational funding comes from investment income and cost recoveries.

(\$millions)	2015/16 (Actual)	2016/17 (Forecast)	2017/18 (Budget)	2018/19 (Budget)
Revenue	48.4	46.0	46.3	46.9
Expense	46.5	48.2	49.7	53.1
Net Income	1.9	(2.2)	(3.4)	(6.2)
Capital Expenditure	1.9	7.7	7.2	8.4

**Appointment Status:**

- All current commissioners are appointed to terms that expire in December 2018.

**BRIEFING NOTE  
CROWN CORPORATIONS**

**Name:** Partnerships British Columbia Inc. (Partnerships BC)

**Mandate:**

Partnerships BC supports the public sector in meeting its infrastructure needs by providing leadership, expertise and consistency in the procurement of complex capital projects by utilizing private sector innovation, services and capital to deliver measureable benefits for taxpayers.

**Financial Information:**

(\$millions)	2015/16 (Actual)	2016/17 (Forecast)	2017/18 (Budget)	2018/19 (Budget)	2019/20 (Budget)
Revenue	6.63	7.98	8.90	9.16	9.43
Expense	6.09	6.67	7.88	8.04	8.28
Net Income	0.54	1.31	1.02	1.12	1.15
Accumulated Surplus	16.06	17.37	18.39	19.51	20.66
Capital Expenditure	0.06	0.06	0.24	0.04	0.06

**Issues:** Major Project<sup>1</sup> Timelines

- Abbotsford Law Courts (MTICS/JAG) – RFP in the market
- Royal Inland Hospital Patient Tower (HLTH) – RFP in the market
- New Westminster Secondary School (EDUC) – RFP in the market
- Capital Regional District's (CRD) Wastewater Treatment Project (CSCD) – RFP in the market
- George Massey Tunnel Replacement (TRAN) – Financial Close summer 2017

**Appointment Status:** None pending

<sup>1</sup> Major Projects for which PBC is engaged to provide planning and/or procurement management services.



## BRIEFING NOTE

### CROWN CORPORATIONS

**Name:** Real Estate Council of British Columbia

**Mandate:**

The Real Estate Council of British Columbia is a regulatory agency established by the provincial government in 1958. Its mandate is to protect the public interest by enforcing the licensing and licensee conduct requirements of the *Real Estate Services Act*. The Council is responsible for licensing individuals and brokerages engaged in real estate sales, rental and strata property management. The Council also enforces entry qualifications, investigates complaints against licensees and imposes disciplinary sanctions under the Act.

The Council is responsible for ensuring that the interests of consumers who use the services of real estate licensees are adequately protected against wrongful actions by the licensees. A wrongful action may be deliberate or may be the consequence of inadequate exercise of reasonable judgment by a licensee in carrying out their duties and responsibilities.

The Council is responsible for determining appropriate education in real estate matters for individuals seeking to be licensed as real estate practitioners and arranging for licensing courses and examinations as part of the qualification requirement for licensing. Under the authority of the Council, licensing courses are delivered by UBC's Sauder School of Business (Real Estate Division).

**Financial Information:**

In June 2016, Government ended self-regulation in the real estate industry and the Council was converted to a crown corporation. The Ministry of Finance, in consultation with the Council, is currently developing a three-year budget for the organization.

**Appointments Status:**

The Council consists of 16 individuals; currently there are four vacancies and six appointments expire in late 2017.

Name:	By order:	Position:	Expiry:
Robert Holmes, Q.C.	OIC 701/16, October 12, 2016	Chair	October 31, 2017 (due within 6 months)
Robert Gialloredo	OIC 699/16, October 12, 2016	Vice-Chair	October 31, 2017 (due within 6 months)
John Lawrence Daly	OIC 698/16, October 12, 2016	Director	October 31, 2017 (due within 6 months)
Kevin Peter Lonsdale	OIC 760/16, October 24, 2016	Director	October 31, 2017 (due within 6 months)
Elana Valerie Mignosa	OIC 703/16, October 12, 2016	Director	October 31, 2017 (due within 6 months)
Laurie Marie Sterritt	OIC 759/16, October 24, 2016	Director	October 31, 2017 (due within 6 months)

**BRIEFING NOTE  
CROWN CORPORATIONS**

**Name:** British Columbia Lottery Corporation (BCLC)

**Mandate:**

BCLC is responsible for the conduct, management and operation of lottery, casino, commercial bingo and online gaming in B.C. BCLC is required to ensure its operation and performance is consistent with government's strategic priorities and fiscal plan. Specifically, BCLC is to:

- Optimize its financial performance and sustain net return to the Province;
- Submit bi-annual progress reports to the Minister and the General Manager, Gaming Policy and Enforcement Branch (GPEB) on the implementation of commitments BCLC is responsible for in the *Plan for Public health and Gambling (February 2015)*;
- Report on the implementation of the recommendations from the Review by the Internal Audit and Advisor Services (IAAS) by June 30, 2017; and,
- Provide a quarterly report to the Minister on the continued implementation of the government's Anti-Money Laundering Strategy.

**Financial Information:**

(\$millions)	2015/16 (Actual)	2016/17 (Forecast)	2017/18 (Budget)	2018/19 (Budget)	2019/20 (Budget)
<b>Revenue</b>	2,357	2,376.4	2,382.9	2,416.1	2,441.8
<b>Expense</b>	1,043.5	1,061.9	1,088.6	1,104.8	1,117.2
<b>Net Income</b>	1,313.5	1,314.5	1,294.3	1,311.3	1,324.6
<b>Capital Expenditure</b>	68.2	90	90	90	90

**Issues:**

- BCLC is exploring and evaluating options for its future Head Office building in Kamloops, BC
- In consultation with its service providers, BCLC is developing a new commission structure leading to the creation of a new Operational Service Agreement, which defines the service and operating responsibilities of service providers and overall compensation structure

s.13

**Appointment Status:**

<b>Name:</b>	<b>By order:</b>	<b>Position</b>	<b>Expiry:</b>
Brown, Q.C., Trudi L.	OIC 258/16, April 30, 2016	Director	June 30, 2017 (due within 90 days)

## Office of the Associate Deputy Minister

**Associate Deputy Minister Responsible:** Cheryl Wenezenki-Yolland

### Core Business:

Provide executive leadership to each of the four divisions:

**Crown Agency Resource Office (CARO)** - has lead responsibility for overseeing and maintaining the Crown Agency Accountability System including the Taxpayer Accountability Principles. CARO provides oversight of and support regarding Crown governance and corporate accountability in relation to all public sector organizations.

**Internal Audit & Advisory Services (IAAS)** - IAAS provides internal audit and consulting services to management at BC's ministries and Crown corporations in order to promote sound governance, economy, efficiency and effectiveness of public sector operations and to provide assurance that programs and systems are operating in compliance with mandates, policies and regulations.

**Gaming Policy and Enforcement Branch (GPEB)** and the BC Lottery Corporation - regulates all gambling in B.C., ensures the integrity of gaming industry companies, people and equipment, and ensures compliance with the policies and standards established under the Gaming Control Act. This includes oversight of the British Columbia Lottery Corporation (BCLC), B.C.'s horse racing industry, and licensed gambling events. GPEB also delivers responsible and problem gambling programs, and distributes gaming funds to community organizations and other recipients.

**Corporate Information & Records Management Office (CIRMO)** – the central agency responsible for developing corporate information management strategies, legislation, operations, policies, standards and training for Information Management, including FOI, Government Records Management and Information Protection and Privacy.

- Role of Chief Records Officer
- Responsible for Provincial Tax Appeals – Statutory decision maker for all tax appeals

**Budget:**  
\$43,086,750

**Full Time Equivalents (FTEs):**  
438

### Related Legislation:

CARO:  
*Budget Transparency and Accountability Act*  
*Balanced Budget and Ministerial Accountability Act*  
PSO Enabling Legislation (where applicable)

IAAS:

*Financial Administration Act (FAA)*

GPEB:

*Gaming Control Act*

*Gaming Control Regulation*

*Criminal Code of Canada*

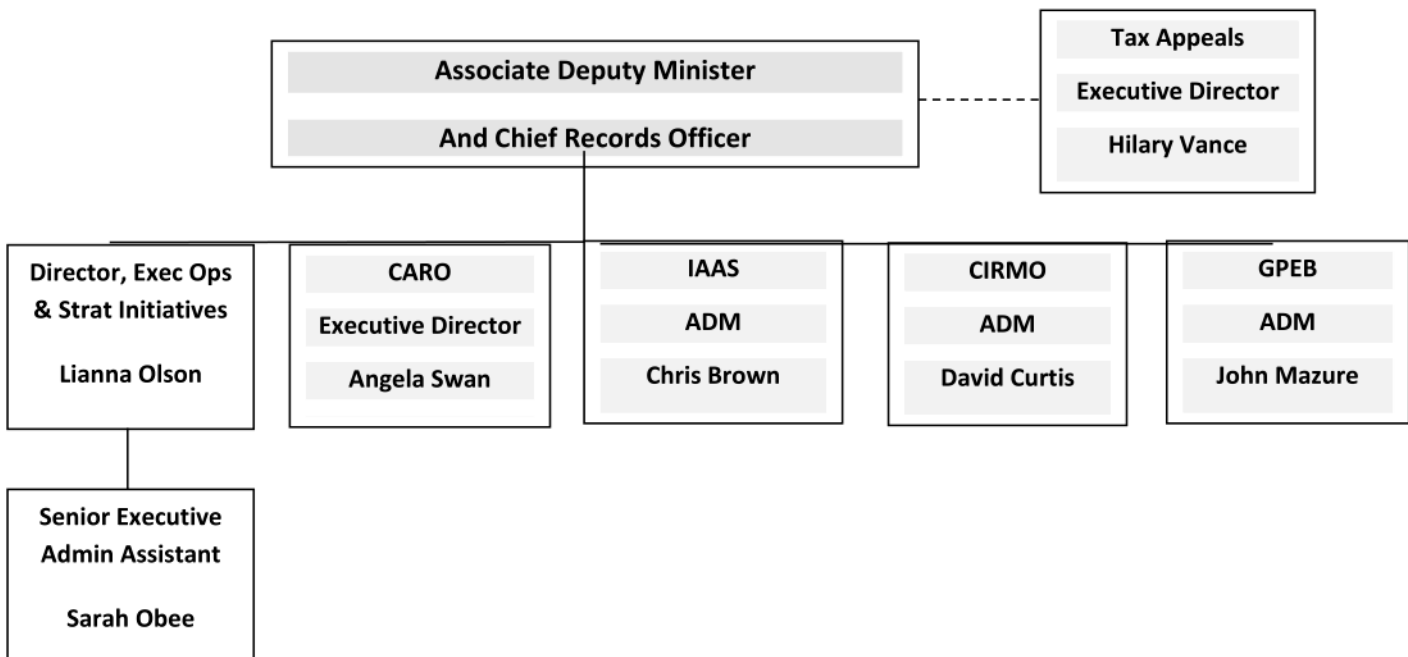
CIRMO:

*Information Management Act*

*Freedom of Information and Protection of Privacy Act*

*Personal Information Protection Act*

**Organizational Chart:**



## EXECUTIVE MEMBER BIOGRAPHY

### Cheryl Wenezenki-Yolland – Associate Deputy Minister and Chief Records Officer



Cheryl was appointed as Associate Deputy Minister to the Ministry of Finance in June 2013 and has now also taken on the role of Chief Records Officer. Cheryl provides executive leadership to the Crown Agency Resource Office, Internal Audit & Advisory Services, the Gaming Policy and Enforcement Branch, the BC Lottery Corporation, and now also the Corporate Information & Records Management Office. She is responsible for Corporate and Crown Governance, Crown Reviews, Internal Audit, Provincial Tax Appeals, Provincial Gaming and now Information Management, including FOI, Government Records Management and Information Protection and Privacy. Cheryl holds a Certified Public Accountant (CPA previously CMA) designation and has over 25 years of public service experience.

Prior to her current appointment, Cheryl served as Deputy Minister to the Ministry of Advanced Education, Innovation and Technology, A/Deputy Minister of Environment, Associate Deputy Minister of the Environmental Assessment Office, and spent four years as the Province's Comptroller-General. Cheryl has also served in a director capacity on a number of public sector boards and recently completed a 2-year term as a member of the Financial Institution Commission.

Earlier in her career, she held executive positions with the Ministry of Finance, the Office of the Premier, the BC Public Service Agency, and the former Ministry of Labour and Citizens Services, including roles as Executive Financial Officer and Chief Financial Officer. Cheryl also spent a number of years working in internal audit and in a variety of capacities with other organizations such as BC Transit. Before starting her public service career with the Legislative Library in 1985, she was involved with various small businesses.

The foundation of Cheryl's professional career has been her principled based approach to leadership and her grounding and expertise in finance and audit. In August 2007, the Society of Management Accountants of Canada honoured Cheryl with a fellowship award. This FCPA, CMA designation recognizes the service that she has provided to the accounting profession and distinction in her career as a public servant.

Cheryl enjoys spending her leisure time with her husband, Peter, their two children Harrison and Larryssa, and participating in various activities within her community, including dancing at the local Performing Arts Centre.

## **Crown Agencies Resource Office**

**Executive Director Responsible:** Angela Swan

### **Core Business/ Program Area Description/Critical Business Processes:**

The Crown Agencies Resource Office (CARO) has lead responsibility for overseeing and maintaining the Crown Agency Governance and Accountability System. CARO provides oversight of and support regarding Crown agency governance and corporate accountability in relation to all public sector organizations (PSOs).

Key CARO accountabilities include maintaining and updating the Government's Crown Agency Registry and Shareholder's Expectations Manual for British Columbia Crown Agencies, and CARO also oversees the annual mandate letter process. As the central agency responsible for corporate governance in the public sector, CARO establishes corporate policy and corporate governance structures, conducts mandate reviews of public sector entities, and provides guidance on the creation and dissolution of public sector organizations.

CARO provides leadership to ministries and strategic advice to Cabinet and government ministries on governance-related issues, and mandates for all Crown agencies. We conduct analysis, establish best practices, and offer advice and recommendations for orientation and training on governance, accountability, strategic planning, and performance planning and reporting. CARO coordinates inter-entity issues and policies as required.

### **Critical Business Processes:**

CARO coordinates the Ministry and Crown Agency Service Plan and Annual Service Plan Report development process as required by the *Budget Transparency and Accountability Act*, as well as the annual mandate letters from Ministers to Crown Board Chairs to provide clear direction on government priorities, and ensure alignment of Crown Agency strategic direction with those priorities.

CARO is the lead agency on ministry requests for exemptions to *Budget Transparency and Accountability Act* reporting requirements for individual Crowns.

Finally, we are developing an orientation and development program for public sector organization Board appointees and staff in ministries responsible for Crown Corporations. This program will include an integrated onboarding program for new board appointees, targeted educational modules to provide governance information tailored to specific Crown Agencies on request, and a "train the trainer" program to build governance capacity in ministries responsible for Crown Agencies.

### **2016/17 Estimated Actuals<sup>1</sup>:**

Total                      \$903, 364<sup>2</sup>

**Full Time Equivalents (FTEs):** 9 (1 position vacant)

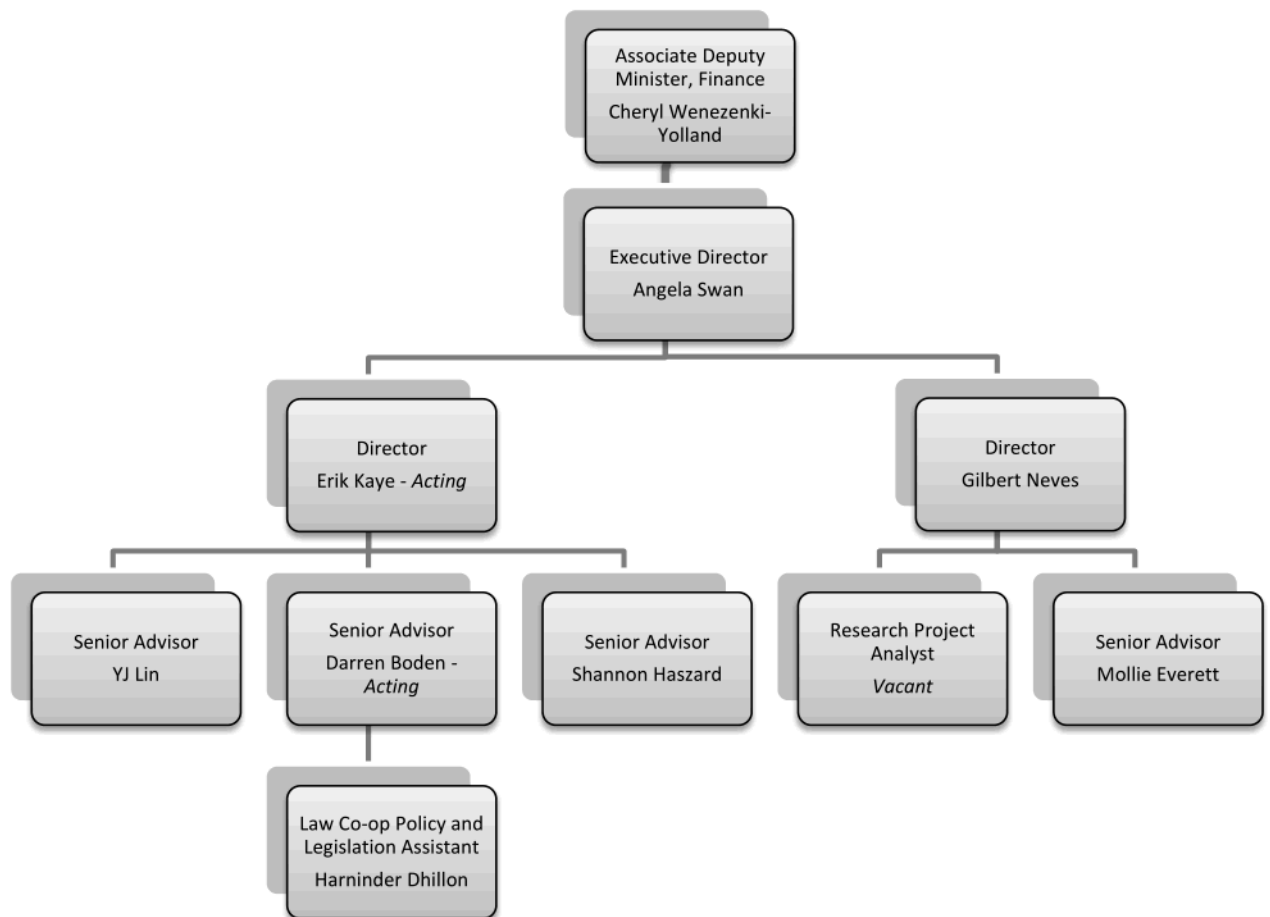
<sup>1</sup> Estimated actuals are preliminary results

<sup>2</sup> CARO's estimated program costs, including the PD Forum costs charged to the Ministry's Initiatives Fund last year, is approximately \$993,000.

### Related Legislation:

- *Budget Transparency and Accountability Act*
- *Balanced Budget and Ministerial Accountability Act*
- PSO Enabling Legislation (where applicable)

### Organizational Chart:



## Finance - Key Stakeholders

March 2017

Branch	Organization	Contact	Description	Key Issues	Address
CARO	<b>Board Resourcing and Development Office</b>	Natalya Brodie Director 604-775-1683 natalya.brodie@gov.bc.ca	Responsible for: <ul style="list-style-type: none"> <li>Providing information about public sector organizations, the people who are appointed to serve on them and the appointment process.</li> </ul>	Provide input into: <ul style="list-style-type: none"> <li>Guidelines for appointments to public sector organizations.</li> <li>Best practices guidelines for public service organizations.</li> </ul>	Suite 730 999 Canada Place Vancouver, BC V6C 3E1
CARO	<b>Public Sector Employers' Council</b>	Christina Zacharuk CEO and President 250-387-0842 christina.zacharuk@gov.bc.ca	Responsible for: <ul style="list-style-type: none"> <li>Providing strategic direction for human resource management and labour relations in public sector organizations.</li> </ul>	Provide input into: <ul style="list-style-type: none"> <li>Guidelines for public sector appointee and executive compensation.</li> <li>Policies relating to human resources and labour relations.</li> </ul>	PO BOX 9400 STN PROV GOVT Victoria BC V8W 9V1
CARO	<b>Ministries responsible for crown agencies</b>	Appropriate Deputy Minister responsible for crown	Responsible for: <ul style="list-style-type: none"> <li>Crown agencies</li> </ul>	Provide input into: <ul style="list-style-type: none"> <li>Mandate letter process</li> <li>Service plan process</li> <li>Annual service plan report process</li> <li><i>Budget Transparency and Accountability Act</i> exemption process</li> </ul>	As per ministry contact information



## Board Secretaries/ Supports Contact Information

Health Authorities						
Board	Board Chair	Secretary	Official Title	Email	Phone	Address
<b>Fraser Health Authority</b>	Karen Matty	Carmen Gudljek	Board Executive Assistant	carmen.gudljek@fraserhealth.ca	604-587-4639	Central City Tower 400 - 13450 102th Ave Surrey BC V3T 0H1
<b>Interior Health Authority</b>	John Henry O'Fee	Debra Brinkman	Board Resource Officer	debra.brinkman@interiorhealth.ca	250-469-7070 Ext. 12804	5 <sup>th</sup> Floor, 505 Doyle Ave Kelowna BC V1Y 6V8
<b>Northern Health Authority</b>	Dr. Charles (Chuck) Jago	Desa Chipman	Senior Executive Assistant to CEO and Board Chair	desa.chipman@northernhealth.ca	250-565-2922	600 – 299 Victoria St Prince George BC V2L 5B8
<b>Provincial Health Services Authority</b>	Tim F. Manning	Cathy Prentice	Board Liaison and Executive Administrator	cathy.prentice@phsa.ca	604-675-7496	700-1380 Burrard St Vancouver BC V6Z 2H3
<b>Vancouver Coastal Health Authority</b>	(Kip) C.C. Woodward	Cheryl Palazoff	Board Support Lead	cheryl.palazoff@vch.ca	604-875-4719	11 <sup>th</sup> Floor, 601 West Broadway Vancouver BC V5Z 4C2
<b>Vancouver Island Health Authority</b>	Don Hubbard	Stacy Bligh	Board Liaison Officer	stacey.bligh@viha.ca	250-370-8693	1952 Bay St Victoria BC V8R 1J8

## Board Secretaries/ Supports Contact Information

Public Post- Secondary Institutions						
Board	Board Chair	Secretary	Official Title	Email	Phone	Address
<b>British Columbia Institute of Technology</b>	Jack W. Davidson	Barbara Kader	Executive Assistant, Governance	Barbara_Kader@bcit.ca	604-432-8865	3700 Willingdon Ave Burnaby BC V5G 3H2
<b>Camosun College</b>	Russell J. Lazaruk	Heather Martin	College Governance Executive Assistant	martinh@camosun.ca	250-370-3409	3100 Foul Bay Rd Victoria BC V8P 5J2
<b>College of New Caledonia</b>	Robert Lee Doney (Acting Chair)	Marlene Beaulieu	Executive Office Administrator	beaulieum@cnc.bc.ca	250-561-5829	3330 - 22nd Ave Prince George BC V2N 1P8
<b>College of the Rockies</b>	Wilda C. Schab	Susan Woods	Executive Assistant to the President/ CEO and the Board	woods@cotr.bc.ca	250-489-8203	2700 College Way PO Box 8500 Cranbrook BC V1C 5L7
<b>Douglas College</b>	Shelley C. Williams	Shelagh Donnelly	College Secretary	donnellys@douglascollege.ca	604-527-5388	700 Royal Ave PO Box 2503 New Westminster BC V3L 5B2
<b>Justice Institute of British Columbia</b>	James (Jim) S. McGregor	Janet Haberfield	Executive Assistant to the President and Board	jhaberfield@jibc.ca	604-528-5529	715 McBride Blvd New Westminster BC V3L 5T4
<b>Langara College</b>	Daniel Kwin Grauer	Diana Falcon	Executive Assistant to the Board	dfalcon@langara.ca	604-323-5016	100 West 49th Ave Vancouver BC V5Y 2Z6

## Board Secretaries/ Supports Contact Information

<b>Nicola Valley Institute of Technology</b>	William (Jamie) Sterritt	Pat Brown	Executive Assistant to the President and the Board	pabrown@nvit.bc.ca	250-378-3306	4155 Belshaw St Merritt BC V1K 1R1
<b>North Island College</b>	Derek M. Lamb	Rachel Reid	Executive Assistant to the Board	Rachel.Reid@nic.bc.ca	250-334-5275	2300 Ryan Rd Courtenay BC V9N 8N6
<b>Northern Lights College</b>	John Kurjata	Holly Larden	Executive Assistant to the President and Board	hlarden@nlc.bc.ca	250-784-7559	11401 - 8th St Dawson Creek BC V1G 4G2
<b>Northwest Community College</b>	Herb Pond	Kimberly Quibell	Executive Assistant to the Board, First Nations Council and the President	kquibell@nwcc.bc.ca	250-638-5418	5331 McConnell Ave Terrace BC V8G 4X2
<b>Okanagan College</b>	Connie G. Denesiuk	Linda Le Gallee	Administrative Assistant to the Board	llegallee@okanagan.bc.ca	250-862-5472	1000 KLO Rd Kelowna BC V1Y 4X8
<b>Selkirk College</b>	Sharel Margaret Wallace	Catherine Harder	Executive Assistant to the President and the Board	charder@selkirk.ca	250-365-1225	301 Frank Beinder Way PO Box 1200 Castlegar BC V1N 3J1
<b>Vancouver Community College</b>	Pamela S. Ryan	Deborah Lucas	Executive Assistant to the Board	dluca@vcc.ca	604-871-7000, Ext. 7158	1155 East Broadway Vancouver BC V5T 4V5
<b>Capilano University</b>	Soon Kim	Marika Morissette	Executive Assistant to the President and the Board	marikamorissette@capilano.ca	604-984-4933	2055 Purcell Way North Vancouver BC V7J 3H5

## Board Secretaries/ Supports Contact Information

<b>Emily Carr University of Art &amp; Design</b>	Kimberly (Kim) Diane Peacock	Phillippa Mennell	University Secretary	mennell@ecuad.ca	604-844-3890	1399 Johnston St Granville Island Vancouver BC V6H 3R9
		Carina Clark	Executive Assistant to the President and Board Secretary	carina@ecuad.ca	604-844-3815	
<b>Kwantlen Polytechnic University</b>	Hanne Madsen	Keri van Gerven	University Secretary and Confidential Assistant to the President	keri.vangerven@kpu.ca	604-599-2078	12666 - 72 <sup>nd</sup> Ave Surrey BC V3W 2M8
		Maggie Mackenzie	Confidential Assistant to the Board	maggie.mackenzie@kpu.ca	604-599-2475	
<b>Royal Roads University</b>	Wayne F. Strandlund	Karen Hakkarainen	Manager Board Governance and Planning	karen.hakkarainen@royalroads.ca	250-391-2600 Ext. 4173	2005 Sooke Rd Victoria BC V9B 5Y2
<b>Simon Fraser University</b>	Julia H. Kim	Ian Forsyth	University Secretary	lforsyth@sfu.ca	778-782-3924	8888 University Dr Burnaby BC V5A 1S6
		Val Rodden	Board of Governors' Assistant	rodden@sfu.ca	778-782-4644	
<b>Thompson Rivers University</b>	James A. Thomson	John Sparks	General Council and Corporate Secretary	jsparks@tru.ca	250-828-5002	900 McGill Rd PO Box 3010, Kamloops BC V2C 5N3
		Charlene Myers	Manager University Governance	cmyers@tru.ca	250-828-5318	
<b>University of British Columbia</b>	Alton Stuart Belkin	Reny Kahlon	Director Board of Governors Secretariat, and Secretary to the Board	reny.kahlon@ubc.ca	604-822-2127	6328 Memorial Rd Vancouver BC V6T 1Z2

## Board Secretaries/ Supports Contact Information

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<b>University of the Fraser Valley</b>	John C. Pankratz	Al Wiseman	University Secretary	al.wiseman@ufv.ca	604-557-4020	33844 King Rd Abbotsford BC V2S 7M9
		Linda Dahl	Executive Assistant to the Board of Governors	linda.dahl@ufv.ca	604-854-4561	
<b>University of Northern British Columbia</b>	Tracey M. Wolsey	Heather Sanford	University Secretary	heather.sanford@unbc.ca	250-960-5878	3333 University Way Prince George BC V2N 4Z9
		Sherri Hoff	Governance Officer	shari.hoff@unbc.ca	250-960-5630	
<b>University of Victoria</b>	Daphne E. Corbett	Julia Eastman	University Secretary	jeastman@uvic.ca	250-721-8100	Room B102, Sedgewick Bldg PO Box 1700 Victoria BC V8W 2Y2
		Teresa Watson	Executive Assistant to the University Secretary	Usec3@uvic.ca	250-721-8105	
<b>Vancouver Island University</b>	Allan R. Wiekenkamp	Marie Armstrong	University Secretary	Marie.Armstrong@viu.ca	250-740-6564	900 - Fifth St Nanaimo BC V9R 5S5
		Jolene Edmunds	Administrative Coordinator to the Board of Governors	Jolene.edmunds.@viu.ca	250-740-6198	

## Board Secretaries/ Supports Contact Information

Reporting Crowns Agencies						
Board	Board Chair	Secretary	Official Title	Email	Phone	Address
<b>BC Assessment Authority</b>	Judy M. Rogers	Susan Campbell	Board Chair Contact	s.22	s.22	400 - 3450 Uptown Blvd. Victoria BC V8Z 0B9
		Kate Blokmanis	General Counsel and Corporate Secretary	kate.blokmanis@bcassessment.ca	250- 595-6211	
<b>BC Council for International Education</b>	Jim Hamilton	Christina Barnett	Executive Assistant, BCCIE	cbarnett@bccie.bc.ca	604-637-6757	Suite 603, 409 Granville Street Vancouver BC V6C 1T2
		Joanna Campbell	Executive Assistant to Jim Hamilton	jcampbell@okanagan.bc.ca	250-862-5403	
<b>BC Games Society</b>	James (Jamey) Scott Paterson	Glenda Rae	Executive Assistant	glendar@bcgames.org	250-387-1375	#200 - 990 Fort Street Victoria BC V8V 3K2
<b>BC Housing Management Commission</b>	Judy M. Rogers	Susan Campbell	Board Chair Contact	s.22	s.22	1701-4555 Kingsway Burnaby BC V5H 4V8
		John Bell	Director, Strategic Planning (also Corporate Secretary)	jbell@bchousing.org	604-439-4737	
<b>BC Hydro and Power Authority</b>	W. J. Brad Bennett	Ruth Burr	Board Support	ruth.burr@bchydro.com	604-623-4481	18 <sup>th</sup> Floor, 333 Dunsmuir St. Vancouver BC V6B 5R3
		Amy McCallion	Corporate Secretary	amy.mccallion@bchydrdo.com	604-623-4234	

## Board Secretaries/ Supports Contact Information

<b>BC Immigrant Investment Fund Ltd.</b>	Shannon L. Baskerville	Shirley Kwan	Senior Executive Administrative Assistant – DMO	Shirley.kwan@gov.bc.ca	250-952-0103	8th Floor, 1810 Blanshard Street Victoria BC V8W 9N3
		Jan Wilton	Office Manager	Jan.wilton@gov.bc.ca	250-952-0136	
<b>BC Innovation Council</b>	Derek F. Lew	Michelle Foster	Office Manager	mfoster@bcic.ca	604- 602-5221	9th Floor, 1188 West Georgia Street Vancouver BC V6E 4A2
<b>BC Lottery Corporation</b>	Stuart (Bud) D.B. Smith, Q.C.	Suzanne Rowley	Assistant Corporate Secretary/ Executive Assistant	srowley@bclc.com	604-225-6399	74 West Seymour Street Kamloops BC V2C 1E2
		Jennifer Keim	General Counsel (also Corporate Secretary)	jkeim@bclc.com	250 – 828-5557	
<b>BC Oil and Gas Commission</b>	Dave Nikolejsin	Ruth Samarin	Assistant Corporate Secretary	ruth.samarin@bcogc.ca	250-419-4468	PO Box 9331 Stn Prov Govt Victoria BC V8W 9N3
		Trevor Swan	Executive Vice President, Chief Legal & Regulatory Officer (also Corporate Secretary)	trevor.swan@bcogc.ca	250-419-4473	
<b>BC Pavilion Corporation</b>	Stuart O. McLaughlin	Judy Mah	Executive Assistant for CEO & CFO	JMah@bcpavco.com	604-647 - 7205	Suite 200 - 999 Canada Place Vancouver BC V6C 3C1

## Board Secretaries/ Supports Contact Information

<b>BC Securities Commission</b>	Brenda M. Leong	Paula Couper Ann Gander	Senior Executive Secretary Secretary to the Commission	pcouper@bcsc.bc.ca  agander@bcsc.bc.ca	604- 899-6557 604-899-6534	701 West Georgia Street Box 10142, Pacific Centre Vancouver BC V7Y 1L2
<b>BC Transit Corporation</b>	S. Frank B. Carson	Tania Bonfield	Executive Assistant to the President & CEO and Board of Directors	tania_bonfield@bctransit.com	250-995-5728	Box 610 Victoria BC V8W 2P3
<b>Columbia Basin Trust</b>	Richard Bennett Jensen	Jane Medlar	Executive Assistant & Corporate Secretary	jmedlar@cbt.org	250-304-1620	Suite 300 445 – 13 Ave. Castlegar BC V1N 1G1
<b>Columbia Power Corporation</b>	Robert Lee Doney	Sheana Green	Corporate Secretary/ Executive Assistant	sheana.green@columbiapower.org	250-304-6066	Suite 200, 445 – 13th Avenue Castlegar BC V1N 1G1
<b>Community Living British Columbia</b>	Thomas P. Christensen	Kanapa Pitakpong	Board Liaison	kanapa.pitakpong@gov.bc.ca	604-664-0823	7th Floor, 1200 – West 73rd Avenue Vancouver BC V6P 6G5
<b>Destination British Columbia</b>	Andrea J. Shaw	Nicole Endrizzi	Assistant Corporate Secretary	Nicole.endrizzi@destinationbc.ca	604-660-2153	12 <sup>th</sup> Floor – 510 Burrard Street Vancouver BC V6C 3AE
<b>First Peoples' Cultural Council<sup>1</sup></b>	Cynthia Callison	Susan De Stephanis	Executive Assistant to CEO	susan@fpcc.ca	250-652-5952	1A Boat Ramp Road Brentwood Bay BC V8M 1N9
<b>Forestry Innovation Investment Ltd.</b>	Timothy (Tim) R. Sheldan	Kirsten Robertson  Kevin Regan	Office Manager  Director, Corporate	kirsten.robertson@bcfii.ca  kevin.regan@bcfii.ca	604-685-7507  604-601	Suite 1200 – 1130 Pender Street West Vancouver BC V6E 4A4

<sup>1</sup> Legal name is First Peoples' Heritage, Language and Culture Council



## Board Secretaries/ Supports Contact Information

			Relations (also Board Secretary)		5315	
<b>Insurance Corporation of British Columbia (ICBC)</b>	Barry D. Penner	Jason McDaniel	Chief Legal Officer and Corporate Secretary	Jason.Mcdaniel@icbc.com	s.22	151 Esplanade West North Vancouver BC V7M 3H9
		Katie Madden	Assistant Corporate Secretary	Katie.Madden@icbc.com		
<b>Industry Training Authority</b>	Gwyn Morgan	Michelle Vucko	Executive Assistant to the Board of Directors	mvucko@itabc.ca	778-785-2407	800-8100 Granville Avenue Richmond BC V6Y 3T6
<b>Knowledge Network Corporation</b>	Nini Baird	Pamela Thomas	Board Support	pamelat@knowledge.ca	604-431-3175	4355 Mathissi Place Burnaby BC V5G 4S8
<b>Legal Services Society</b>	Celeste Ann Haldane	Gulnar Nanjijuma	Executive and Board Coordinator/ Assistant Corporate Secretary	gulnar.nanjijuma@lss.bc.ca	604-601-6138	400 – 510 Burrard Street Vancouver BC V6C 3A8
<b>Partnerships British Columbia</b>	Dana Hayden	Roseli Johnson	Executive Assistant (Vancouver)	roseli.johnson@partnershipsbcc.ca	604-806-4168	Suite 2320, 1111 West Georgia Street Vancouver BC V6E 4M3
		Carolee Punnett	Executive Assistant (Victoria)	Carolee.punnett@partnershipsbcc.ca	250-475-4668	
<b>Real Estate Council of British Columbia</b>	Robert D. Holmes, Q.C.	Robin Edwards	Executive Assistant to the Executive Officer	redwards@recbc.ca	s.22	900-750 West Pender Street Vancouver BC Canada V6C 2T8

## Board Secretaries/ Supports Contact Information

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<b>Royal British Columbia Museum</b>	Susan J. Knott	Lily Jer-Nakamura	Executive Coordinator	ljernakamura@royalbcmuseum.bc.ca	250-953-4015	675 Belleville Street, Victoria BC V8W 9W2
<b>Transportation Investment Corporation</b>	Daniel (Dan) Patrick Doyle	Stephanie Van Veen	Coordinator	svanveen@ticorp.ca	778-783-1210	Suite 210 - 1500 Woolridge Street, Coquitlam BC V3K 0B9
<b>WorkSafeBC</b>	John Beckett	Audrey O'Brien	Board Support	Audrey.O'Brien@worksafebc.com	604-276 - 3190	6951 Westminster Highway Richmond BC V7C 1C6
		Nicolette Gatzke	Executive Admin Assistant	Nicolette.Gatzke@worksafebc.com	604- 232 -7103	

## EXECUTIVE MEMBER BIOGRAPHY

### John Mazure, Assistant Deputy Minister, Gaming Policy and Enforcement Branch



John Mazure is the Assistant Deputy Minister, Gaming Policy and Enforcement Branch (GPEB) and is responsible for leading 156 staff. GPEB regulates all gambling in British Columbia, ensures the integrity of gaming industry companies, people and equipment, and investigates allegations of wrongdoing as required under the *Gaming Control Act*. This includes oversight of the British Columbia Lottery Corporation, B.C.'s horse racing industry, and licensed charitable gambling events. GPEB also manages responsible and problem gambling programs and distributes gaming funds to community organizations and other recipients.

John joined the GPEB in September 2013 after spending nearly five years as the Executive Lead for Environment Assessment with the Environmental Assessment Office.

John has an interest in compensation and has been a member of the Board of Trustees for the BC Public Sector Pension Plan (PSPP) since April 2008 and a Director of the BC Pension Corporation since April 2011. He is a member on both the PSPP and Pension Corporation Audit Committees. John is also a Director of the Interprovincial Lottery Corporation.

In 1989, he began his career providing economic and policy analysis consulting services to the provincial government and later joined the public service as an economist in 1991. In 1992, he joined Treasury Board Staff (TBS) in the Ministry of Finance as a Treasury Board Analyst and rose progressively through TBS to the position of Executive Director, Performance Budgeting Office in 2006. He also spent one year leading the branch that provided economic and research services within the Ministry of Children and Family Development. His career to date is marked by a broad exposure to government public policy, fiscal, operational, regulatory and change management issues.

John has a Bachelor of Science in Mathematics from the University of Regina and a Master of Arts in Applied Economics from the University of Victoria.

## ISSUE NOTE

### Issue:

- Harness Racing in BC has a seven month racing season. This season, adverse winter weather resulted in the cancellation of nine race days at Fraser Downs. One race day was rescheduled.
- The cancellation of race days has a significant impact on the income earned by harness racing industry participants. It has also raised concerns among industry participants about the overall conditions of the race track as well as the decline of the harness racing industry in B.C. overall. These concerns have been reported in the media.
- Harness Racing BC, the official Standardbred breed association, would like the race season to be extended by one month to make up for lost race days this year and to improve the longer term viability of the harness racing industry overall. At this time, there are no known plans to add additional race days.

### Background:

- Harness racing is a form of horse racing in which the horses race at a specific gait (a trot or a pace). It involves Standardbred horses that usually pull a two-wheeled cart called a sulky.
- Harness racing is the only type of horse racing that takes place at Fraser Downs Racetrack in Surrey. The City of Surrey owns the land where Fraser Downs is located. The site is leased by Great Canadian Gaming Corporation (GCGC), who operates and maintains the racetrack. Thoroughbred racing takes place at Hastings Racecourse in Vancouver.
- Overall management of the horse racing industry in B.C. is the responsibility of the Horse Racing Industry Management Committee (HRIMC). The HRIMC was established in 2009 and has a mandate to bring together industry participants with a common goal of revitalizing the horse racing industry. The HRIMC includes members from both the Standardbred and Thoroughbred horse racing sectors, the British Columbia Lottery Corporation (BCLC) and the track operator, GCGC. It is currently chaired by BCLC CEO, Jim Lightbody.
- The HRIMC provides a forum for both breed associations as well as the track operator to discuss and resolve matters of interest and conflict.
- The committee members have negotiated a multi-year funding arrangement whereby pooled income from all of the industry's revenue sources is allocated to industry participants. This includes income from slot machines located at the Hastings and Fraser Downs racetracks. The industry receives 25% of slot machine revenue, which was approximately \$11.8 million in 2016/17. This money is administered by the HRIMC and is divided equally between the Thoroughbred and Standardbred sectors.
- The HRIMC also approves race days and racing season lengths for both breeds, subject to approval by the general manager of the Gaming Policy and Enforcement Branch (GPEB), who has statutory authority to assign race days for each breed association. While the general manager may approve

race days, agreement from the industry is required in order to hold those race days. The track operator must make the facility available and the breed associations facilitate the availability of horses and riders.

- Race days are agreed upon by the HRIMC in order to help ensure the sustainability of both sectors of the horse racing industry. Harness racing takes place from about October to April each year while Thoroughbred racing takes place from about the end of April to October each year. The breeds have agreed to this schedule in order to minimize the overlap of racing days and avoid competition.
- In some years, Thoroughbred and Harness racing may overlap by a few weeks and races for both breeds may occur in the same month; however, the races do not usually occur on the same dates. For example, in 2017, there is overlap in October.
- The number of harness racing days has declined over the last several years. In 2010, Fraser Downs had 87 live racing days. In 2016, there were 61 days scheduled; however, due to cancellations, there were only 55 live racing days last year.
- Adverse weather this winter resulted in nine race days cancelled at Fraser Downs when heavy snowfall caused the track conditions to deteriorate. One day was rescheduled in early January, but there are no plans to add further days. The cancellation of race days has a significant impact on the income earned by the harness racing industry participants.
- There has been some public criticism of the operator, GCGC, for failing to immediately address track conditions due to the weather. Discussions in the media have also raised other issues related to the horse racing industry, including the struggles faced by racers in building a career in horse racing in B.C., track and facility conditions, safety concerns for animals and racers, cancelled events, and an overall decline in the industry.
- GPEB is responsible for enforcing and adjudicating the rules and regulations related to horse racing. GPEB looks at all activities on the track or in the backstretch that could have a negative impact on the integrity of horse racing.
- Under the terms and conditions of the track operator's license, the track and facilities must be maintained in a manner that is consistent with regulatory guidelines put in place by GPEB.
- Fraser Downs Racetrack has resumed operating after this very unusual winter season and GPEB is satisfied that the terms and conditions of the track operator's license are being met.
- Harness Racing B.C. would like to see its racing season extended to include September. They argue that extending the racing season into September will not only make up for the lost race days due to weather, but will also help secure the sustainability and long term viability of the industry by providing incentives in the form of additional race days to Standardbred horse breeders and owners.
- The HRIMC is the appropriate forum for Harness Racing BC to raise the possibility of extending its racing season to include September. The general manager of GPEB would consult with the HRIMC in considering whether to add race days for harness racing, and would be supportive of extending

the harness racing season only if the industry overall was supportive. The committee has responsibility for the overall management of the horse racing industry and changes to race days would impact other Committee members, including the Thoroughbred sector and the track operator.

## Office of the Associate Deputy Minister

### GAMING POLICY AND ENFORCEMENT BRANCH (GPEB)

**ADM Responsible:** John Mazure

#### **Core Business:**

GPEB regulates all gambling in B.C., ensures the integrity of gaming industry companies, people and equipment, and ensures compliance with the policies and standards established under the *Gaming Control Act*. This includes oversight of the British Columbia Lottery Corporation (BCLC), B.C.'s horse racing industry, and licensed gambling events. GPEB also delivers responsible and problem gambling programs, and distributes gaming funds to community organizations and other recipients.

#### **The Branch:**

- Develops and manages gaming policy, legislation and standards
- Regulates all aspects of B.C.'s gambling industry and horse racing
- Licenses charitable gambling events
- Registers gaming service providers and workers, and approves and certifies gaming equipment and lottery schemes
- Audits charitable and commercial gaming activities to ensure compliance
- Ensures a comprehensive approach to risk management for branch operations and the gaming industry at large
- Investigates all alleged contraventions of B.C.'s *Gaming Control Act* and, in cooperation with law enforcement, alleged contraventions of relevant sections of Canada's *Criminal Code*
- Manages the distribution of government's gaming proceeds, including payments to local governments and the horse racing industry
- Manages the Province's Responsible Gambling Strategy, including the Responsible and Problem Gambling Program, in order to minimize harm and promote responsible gambling practices

**Budget:** \$19.876 million (FY2016/17)

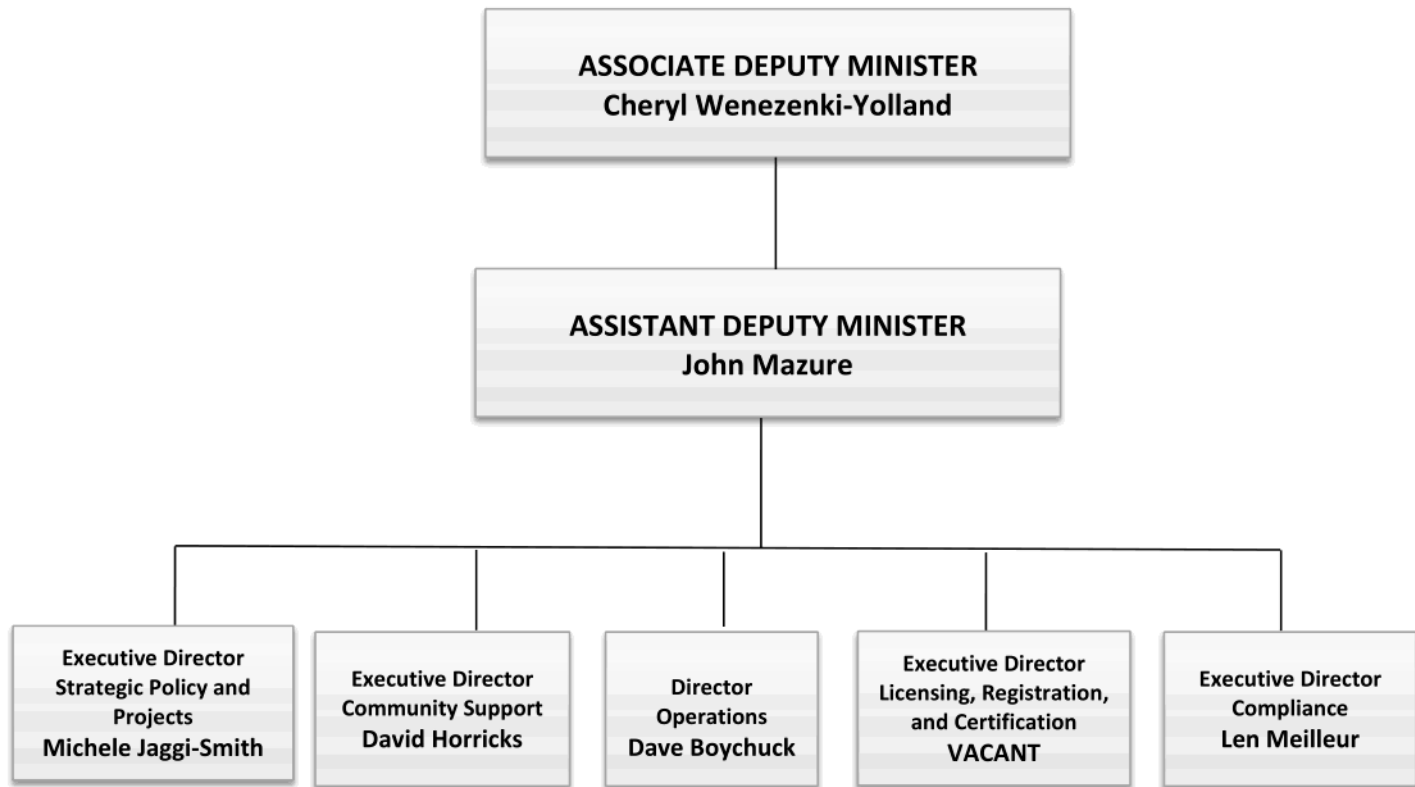
**Full Time Equivalents (FTEs):** 156 FTEs

#### **Related Legislation:**

*Gaming Control Act*  
*Gaming Control Regulation*  
*Criminal Code of Canada*

**Organizational Chart:**

**GAMING POLICY AND ENFORCEMENT BRANCH**







## MINISTRY OF FINANCE – Gaming Policy and Enforcement Branch (GPEB)

### Key Stakeholders

Branch	Organization	Contact	Description	Key Issues	Address
GPEB	<b>Great Canadian Gaming Corporation</b>	Rod Baker <a href="mailto:Rbaker@gcgaming.com">Rbaker@gcgaming.com</a>	Horse Racing Track operator (Hastings & Fraser Downs)	<ul style="list-style-type: none"> <li>Horse racing race dates</li> <li>Horse racing track condition</li> </ul>	
GPEB	<b>Gateway Casinos and Entertainment</b>	Tony Santo Chief Executive Office  <a href="mailto:tsanto@gatewaycasinos.com">tsanto@gatewaycasinos.com</a>	Gambling Service Provider	<ul style="list-style-type: none"> <li>Casino operations</li> <li>Service provider commissions</li> </ul>	
GPEB	<b>Canadian Thoroughbred Horse Society</b>	Grant Watson, President s.22 s.22 <a href="mailto:watson.bay.stables@shaw.ca">watson.bay.stables@shaw.ca</a>  Bette-Jean (BJ) Davidson, General Manager 604-534-0145	Promotes & protects horse breeders. Sponsors, assists & conducts sales of thoroughbred horses.	<ul style="list-style-type: none"> <li>Rule Changes</li> <li>Horse racing race dates</li> </ul>	17687 – 56A Avenue, Surrey, BC V3S 1G4

Branch	Organization	Contact	Description	Key Issues	Address
GPEB	<b>Horsemen's Benevolent &amp; Protective Association (HBPA)</b>	David Milburn, President 604-647-2211 <a href="mailto:davidmilburn@hotmail.com">davidmilburn@hotmail.com</a>	Protects interest of horsemen	<ul style="list-style-type: none"> <li>• Horse racing rule changes</li> <li>• Horse racing race dates</li> </ul>	25225 40 <sup>th</sup> Avenue, Aldergrove, BC, V4W 1X2
GPEB	<b>Standardbred Canada</b>	Dan Gall, President 905-858-3060	Official registry & record keeping body for Canadian Standardbred industry	<ul style="list-style-type: none"> <li>• Record keeping</li> </ul>	2150 Meadowvale Boulevard, Mississauga, ON L5N 6R6
GPEB	<b>Canadian Pari-Mutuel Agency (CPMA)</b>	Steve Suttie, Executive Director 613-759-6448	Supervises pari-mutuel betting	<ul style="list-style-type: none"> <li>• Drug testing (horses)</li> <li>• Betting regulations</li> </ul>	
GPEB	<b>BC Thoroughbred Owners &amp; Breeders Association (TOBA)</b>	Ole Nielsen, Director 604-534-0145	Acts as voice for thoroughbred owners and breeders	<ul style="list-style-type: none"> <li>• Horse racing rule changes</li> <li>• Horse racing race dates</li> </ul>	#7 – 5492 Production Boulevard, Surrey, BC

Branch	Organization	Contact	Description	Key Issues	Address
GPEB	<b>Horse Racing Industry Management Committee (HRIMC)</b>	Jim Lightbody, Chairman	<ul style="list-style-type: none"> <li>• Aims to revitalize horse racing in BC</li> <li>• Committee memberships include Thoroughbred Owner &amp; Breeders Association, Great Canadian Gaming Corporation (as track operator), Horse Racing BC, and the British Columbia Lottery Corporation</li> </ul>	<ul style="list-style-type: none"> <li>• Manage horse racing industry</li> <li>• Distributes share of slot machine revenues to Thoroughbred Owner &amp; Breeders Association and Horse Racing BC.</li> </ul>	
GPEB	<b>Harness Racing BC (HRBC)</b>	Donna Strachan, President 604-574-5558 <a href="mailto:info@harnessracingbc.com">info@harnessracingbc.com</a>	Represents harness horsemen (owners, trainers & drivers)	<ul style="list-style-type: none"> <li>• Horse racing race dates</li> <li>• Horse racing rule changes</li> </ul>	17740 – 62 Avenue, Surrey, BC V3S 3S5
GPEB	<b>The Betting Company - Teletheatre BC</b>	Bill McNeil, General Manager, 604-574-6900	Operates 22 Racebook off-track wagering sites	<ul style="list-style-type: none"> <li>• Off track betting and viewing</li> </ul>	#220 – 17667 65A Avenue, Surrey, BC, V3S 1Z8

Branch	Organization	Contact	Description	Key Issues	Address
GPEB	<b>BC Association for Charitable Gaming</b>	David Sheach, Executive Director, 604-568-8649	Represents charities and non-profit organizations in BC	<ul style="list-style-type: none"> <li>• Gambling event licences</li> </ul>	18701 66 Avenue Surrey, B.C., V3S 4P3  1-888-672-2224  1-604-568-8649
GPEB	<b>Financial Transactions and Reports Analysis Centre of Canada (FINTRAC)</b>	Murray Dugger Regional Director Western Region (604) 666-8245 Murray.dugger@fintrac-canafe.gc.ca	Canada's financial intelligence unit to facilitate the detection, prevention, and deterrence of money laundering and financing of terrorist activities.	<ul style="list-style-type: none"> <li>• Discussions on Gambling Industry guidelines and reports</li> <li>• Anti-money laundering</li> <li>• Proceeds of crime</li> </ul>	
GPEB	<b>BC Gaming Industry Association (BCGIA)</b>	Peter Goudron Executive Director 604-862-3158	Provide strategic leadership for 14 BC Gaming operators.	<ul style="list-style-type: none"> <li>• Service Provider Commissions</li> </ul>	

## ISSUE NOTE

### Gaming Policy and Enforcement Branch (GPEB)

#### Anti-Money Laundering (AML)

##### Issue:

- Although government's anti-money laundering (AML) strategy has made significant progress since it was first launched in 2011 s.13  
s.13
- The Gaming Policy and Enforcement Branch (GPEB) continues to work with the British Columbia Lottery Corporation (BCLC), gambling facility operators, and law enforcement agencies in a sustained effort to combat money laundering.

##### Background:

- Government launched the AML strategy in 2011, initially focusing on reducing the use of cash in B.C. gambling facilities through the development and promotion of cash alternatives, such as electronic fund transfers and patron gaming accounts at casinos.  
s.15
- In April 2016, the Ministers of Finance and Public Safety and Solicitor General, and the Combined Forces Special Enforcement Unit B.C. created the Joint Illegal Gaming Investigations Team (JIGIT). JIGIT's mandate is to address organized crime involvement in illegal gambling and prevent criminals from using B.C. gambling facilities to legalize the proceeds of crime. s.15  
s.15
- In May 2016, GPEB also formed its own Intelligence Unit within its Compliance Division. The unit's mandate is to provide stakeholders, management, executive and government with situational awareness of threats to the integrity of gambling. The unit conducts the intelligence function by working with local, regional, national and international law enforcement, security and intelligence agencies.
- BCLC is required to report large-cash transactions over \$10,000, foreign exchanges over \$3,000, and all "suspicious" transactions to the federal Financial Transactions and Reporting Analysis Centre of Canada (FINTRAC). s.15  
s.15
- In addition to meeting its reporting requirements to FINTRAC, s.15  
s.15
- s.15

**Decision Required:**

- Further AML initiatives may require the General Manager, GPEB, with the approval of the Minister, or the Minister, to issue directive(s) to BCLC and/or GPEB.

## ISSUE NOTE

### Gaming Policy and Enforcement Branch (GPEB)

### Joint Illegal Gaming Investigation Team (JIGIT)

#### Issue:

- The Joint Illegal Gaming Investigation Team (JIGIT) was established based on evidence gathered by police and the Gaming Policy and Enforcement Branch (GPEB), which showed that the use of legal and illegal gambling by organized crime for the purpose of laundering money was substantial.
- JIGIT's mandate is to address organized crime involvement in illegal gambling and prevent criminals from using B.C. gambling facilities to legalize the proceeds of crime. The team also has a public education component aimed at increasing awareness of how to identify and report illegal gambling and money laundering.

#### Background:

- On April 11, 2016 government and RCMP announced the formation of JIGIT, a new investigative and enforcement team that focuses on money laundering in B.C. gambling facilities and illegal gambling throughout the province. JIGIT provides a coordinated approach to illegal gambling enforcement and money laundering between police and the Gaming Policy and Enforcement Branch (GPEB).
- s.15  
s.15 The team's operations and governance is overseen by senior police managers from the RCMP and municipal departments and chaired by the commanding officer of RCMP 'E' division in B.C.
- JIGIT is situated in the RCMP's anti-gang agency, the Combined Forces Special Enforcement Unit – British Columbia (CFSEU-BC), where members have access to significant anti-gang and organized crime resources.
- On Feb. 6, 2017, the first public announcement regarding a JIGIT case was made. Two men were arrested and charged after an investigation into an incident of cheating in a Kelowna casino. The investigation was conducted by CFSEU-BC, JIGIT and GPEB.

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- CFSEU-BC is required to provide the Ministry of Finance and the Ministry of Public Safety and Solicitor General (PSSG) with quarterly financial reporting and bi-annual performance reporting. The performance report will outline the efforts and successes of JIGIT and include gaming specific outcomes. CFSEU-BC reporting that is of a sensitive nature will only be provided to the Director of Police Services, PSSG.

- The establishing agreement for JIGIT remains in force for a period of five years, from April 1, 2016 to March 31, 2021. A review will be undertaken by PSSG, MoF and the RCMP / CFSEU-BC late in year two to determine if JIGIT will continue beyond this five year mandate. If it is determined that JIGIT will continue beyond the five year mandate, MoF and PSSG commit to enter into discussions before the end of fiscal 2017/18.
- The Ministry of Finance and PSSG have developed and agreed upon a communications protocol for all publically released information by the CFSEU-BC related to JIGIT activities. It provides a mechanism for the CFSEU-BC to consult with GPEB and PSB in order to confirm content prior to media releases. The protocol agrees that the CFSEU-BC is the police lead and PSSG is the government lead on enforcement and policing communications.

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**Decision Required:**

- The source of funding for JIGIT in 2018/19 and 2019/20 requires decision before the end of fiscal 2017/18.
- Pending the evaluation of JIGIT, a decision will be required to determine whether to extend JIGIT beyond its current five-year mandate.



## ISSUE NOTE

### Gaming Policy and Enforcement Branch (GPEB)

#### Plan for Public Health and Gambling

##### Issue:

- The Provincial Health Officer released a report in October 2013, entitled “Lowering the Stakes: A Public Health Approach to Reducing Problem Gambling in British Columbia”.
- The report indicates that more needs to be done to address addictive behaviour. It points out that programs are only meeting the needs of a fraction of people with moderate or severe gambling problems. It also points out that BC allocates the lowest ratio of net revenue to funding for responsible and problem gambling services in Canada, while gaming revenue to the BC Government has increased steadily over the last decade.
- The Gaming Policy and Enforcement Branch (GPEB) worked with the Ministries of Health and Education as well as the British Columbia Lottery Corporation (BCLC) to create the Plan for Public Health and Gambling in British Columbia (the Plan), which was released in February 2015.
- The Plan includes 21 commitments for government and BCLC to be met over three years. To date, seven commitments are fully implemented and the remainder are underway.

##### Background:

- The Plan provides government’s strategy for promoting responsible gambling and addressing the public health risks associated with problem gambling. The commitments focus on: preventing problem gambling among youth, encouraging responsible gambling, treating problem gambling, and investing in research.
- Government and BCLC are jointly responsible for implementing the Plan’s commitments, and implementation is now in year three. Seven commitments have been completed to date. BCLC is currently working on five items, the Gaming Policy and Enforcement Branch (GPEB) is working on five items, and BCLC and GPEB are jointly working on the remaining four items.
- A requirement to implement the outstanding commitments is included in BCLC’s 2017/18 Mandate Letter.
- The Plan takes into consideration recommendations made by the Provincial Health Officer’s report “Lower the Stakes: A Public Health Approach to Gambling in British Columbia,” findings from the 2014 Problem Gambling Prevalence Study (number of moderate and high-risk problem gamblers as a percentage of B.C. adults decreased from 4.6% to 3.3% from 2008 to 2014), and the latest research on gambling, health, and education. The key elements of the Plan include:
  - **Problem Gambling Prevention among Youth** – The government’s Responsible and Problem Gambling prevention program delivers age-appropriate presentations to students in grades 5 to 12 and post-secondary institutions. Work is underway to improve the existing program by aligning with the new B.C. kindergarten to grade 12

curriculum, incorporating a greater focus on problem solving, critical thinking, and building resilience. GPEB is working with the Centre for Addictions Research at the University of Victoria to complete development of new education materials by fall 2017. (4 of 5 GPEB commitments complete; 1 GPEB commitment not complete)

- **Encouraging Responsible Gambling** – The government and BCLC have already made available information and tools to help citizens make healthy choices about gambling. Additional responsible gambling measures will be put in place, including GameSense Advisors in community gaming centres, customized responsible gambling messaging on PlayNow.com, and new time and money budgeting tools for players online and for players in gaming facilities that have BCLC Encore Rewards membership. (3 of 10 commitments complete; 5 BCLC commitments, 1 GPEB commitment, and 1 joint commitment not complete)
- **Problem Gambling Treatment** – The government's Responsible and Problem Gambling Program offers free, province-wide counselling and treatment services for problem gamblers and their families. There are no waitlists for this service, and the program has proven client outcomes that exceed international norms. To provide even greater service for clients, the Ministries of Finance and Health are working together to improve continuity of care for clients who face multiple, related problems. (1 of 1 GPEB commitment not complete)
- **Responsible and Problem Gambling Research** – The government and BCLC committed an investment to responsible and problem gambling research, and provided \$2 million over five years to support the establishment of the Centre for Gambling Research at the University of British Columbia (UBC). The current funding agreement is between the UBC Centre and BCLC and expires at the end of fiscal 2017/2018. The government and BCLC have committed to research to understand problem gambling prevalence among online players and to determine the impact of reducing high-risk features on electronic gaming machines. (5 of 5 commitments not complete – 2 GPEB commitments and 3 joint commitments).

**Decision Required:**

A decision about ongoing funding for the UBC Centre is required in fall 2017. Government will need to determine whether it or BCLC will fund the Centre, and if so, determine the terms of an agreement and the way in which funding is provided to the Centre.

## ISSUE NOTE

### Gaming Policy and Enforcement Branch (GPEB) Unregulated Online Gambling

#### Issue:

- The Gaming Policy and Enforcement Branch (GPEB) estimates there are over 2,200 unregulated online gambling websites that operate in B.C. and compete with the B.C. Lottery Corporation's (BCLC) regulated online platform, PlayNow.com.

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s.13,s.16

#### Background:

- The *Criminal Code of Canada* permits only a provincial government or its agent to conduct and manage gambling. In BC, this is BCLC, which operates an online gambling platform, PlayNow.com.

s.14

- For this reason, unregulated online gambling websites have been able to flourish in Canada, and GPEB estimates that there are over 2,200 unregulated websites operating in the province.
- Unregulated online gambling websites pose significant risks to consumers, including risk of fraud, changing odds, lack of responsible gambling features, and access by minors.

*Letters to Unregulated Online Gambling Service Providers*

- In August 2016, GPEB sent letters to 18 companies that operate at least 25 of the most prominent unregulated online gambling websites, advising they may be operating contrary to the *Criminal Code*. However, none of these companies have ceased operations in B.C. as a result of these letters.
- To legally offer any gambling services to British Columbians, a company must contract with BCLC and must be registered with GPEB. Companies or their associates that offer unregulated online gambling services in B.C. are not eligible for registration with GPEB. As such, two major online companies have withdrawn from the B.C. market in order to be eligible for registration and maintain their contracts BCLC.

**Decision Required:**

## EXECUTIVE MEMBER BIOGRAPHY

**Chris Brown, Assistant Deputy Minister, Internal Audit & Advisory Services**



### Major Accountabilities:

Responsible for leading IAAS in providing internal audit and consulting services to management at BC's ministries and Crown corporations in order to promote sound governance, economy, efficiency and effectiveness of public sector operations.

Was the lead on review of BC Ferries and TransLink (2009) for Office of Comptroller General and review of BC Hydro (2011) for panel of Deputy Ministers.

Have led the internal audit division in conducting reviews of:

- Justice system (2011),
- Community Living BC (2011),
- Insurance Corporation of BC (2012),
- TransLink (2012),
- Partnerships BC (2014),
- BC Lottery Corp (2014),
- BC Transit (2016),
- BC Assessment Authority (2017)
- School District Reviews
  - Richmond (2016)
  - Nanaimo-Ladysmith (2016)
  - Cariboo-Chilcotin (2017)

### Employment History:

2006 – Present	Internal Audit and Advisory Services, ADM (2012), A/Executive Director (2010) and Director (2007)
2002 – 2006	Partner in a Victoria CA firm
1995 – 2002	Public practice with international CA firms (KPMG and BDO Dunwoody) leaving as a Senior Manager

**Office of the Associate Deputy Minister  
INTERNAL AUDIT & ADVISORY SERVICES**

**ADM Responsible:** Chris Brown

**Core Business/ Program Area Description/Critical Business Processes:**

IAAS provides internal audit and consulting services to management at BC's ministries and Crown corporations in order to promote sound governance, economy, efficiency and effectiveness of public sector operations and to provide assurance that programs and systems are operating in compliance with mandates, policies and regulations.

Specifically IAAS is responsible for:

- Providing operational or performance audits which support improvement of public sector organizations and government programs.
- Conducting financial management audits that evaluate controls over public sector assets, liabilities or obligations, revenues and expenditures.
- Providing advisory services to assist ministry and Crown corporations in effecting positive change, including information system reviews to ensure they are secure and meet ministry and Crown corporation needs.
- Compliance audits which examine adherence to any contractual, regulatory and legislative requirements.
- Providing leadership, advice and best practices regarding Internal Audit in the Public Sector.

**Critical Business Processes:**

- Developing the annual internal audit plan for Treasury Board and Cabinet consideration and approval.

**Budget:**

Total budget	\$3,305,000
Recoveries	<u>(904,000)</u>
Net Budget	<u>\$2,400,000</u>

**Full Time Equivalents (FTEs):**

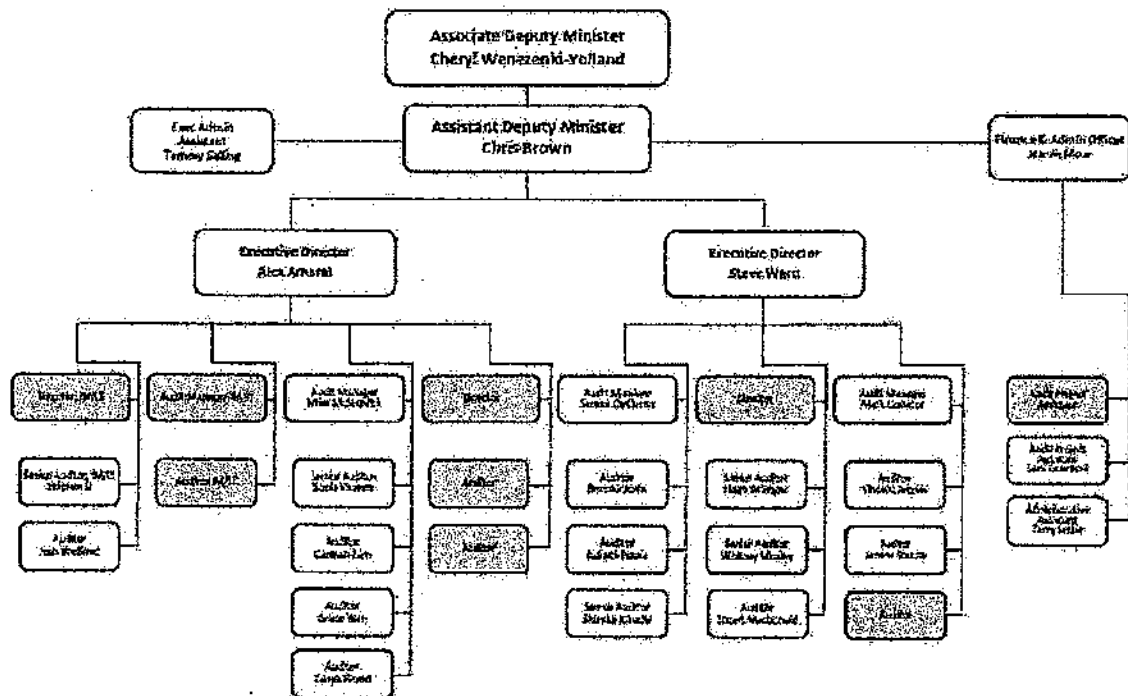
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**Related Legislation:**

*Financial Administration Act (FAA)*

**Organizational Chart:**

### INTERNAL AUDIT & ADVISORY SERVICES ADMINISTRATIVE REPORTING STRUCTURE



Current Staff	24
Vacancies	9
Total FTEs	33

## ISSUE NOTE

### INTERNAL AUDIT & ADVISORY SERVICES AUDIT PLAN FOR 2017/18 AND FUTURE YEARS

#### Issue:

- Internal Audit's Audit Plan for 2017/18 and future years.

#### Background:

- Attached is a list of project priorities for Internal Audit & Advisory Services (IAAS) for 2017/18 and future years. The information is presented as follows:  
Page 2 – Current Projects underway and expected completion dates  
Page 3 – Potential Projects
- The process to identify projects can include:
  - interviewing Treasury Board Staff, Risk Management Branch and a Deputy Ministers Committee;
  - reviewing Ministry risk registers;
  - reviewing Ministry Service Plans and Annual Reports; and,
  - researching news and background information on Crown corporations and Ministries to identify changes, new priorities and potential issues.
- The list of current and potential projects has been reviewed with the Deputy Minister of Finance and the Deputy Minister to the Premier.
- The nature and timing of future projects can be amended to reflect emerging issues or changing priorities that need to be reviewed in a more timely manner.



Current Projects Program			
	Ministry Agency	Project Name Project Description	Expected Completion Dates
1	EDUC	<b>Cariboo-Chilcotin (SD 27) Review</b> Undertake a review of Cariboo-Chilcotin School District to identify opportunities for improvement, efficiencies and cost savings in overhead and non-instructional functions; and to examine planning, forecasting and financial performance. Status: In Reporting Stage	June 2017
2	s.17		
3	AVED	<b>Student Aid</b> 1. Review the IT project management practices applied for the Modernizing StudentAid BC Initiative, including: <ul style="list-style-type: none"> <li>a. Project management framework;</li> <li>b. Project risk management; and</li> <li>c. Performance measurement, reporting and monitoring.</li> </ul> Status: In Fieldwork Stage	October 2017
4	HLTH	<b>Pharmacare Special Authority</b> Review process and policy of requests for coverage of "unapproved drugs" looking for efficiencies and cost benefit improvements. Status: In Initial Planning Stage	TBD

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## ISSUE NOTE

### INTERNAL AUDIT & ADVISORY SERVICES

### REVIEW OF BC ASSESSMENT AUTHORITY

#### Issue:

Review of BC Assessment Authority was completed in November 2016. Final report was released in March 2017.

#### Background:

- In February 2016, at the direction of Treasury Board, IAAS began its review of the BC Assessment Authority (BCAA) which included ongoing communication with, and regular updates provided to an Executive Steering Committee of DM's.
- The purpose of the review was to examine BCAA's governance framework, operations, planning and forecasting, financial performance and information technology.
- The review evaluated and, as appropriate, IAAS made recommendations relating to the following:
  1. The effectiveness of BCAA's governance framework, including strategic direction and alignment with government priorities;
  2. BCAA's planning and forecasting;
  3. BCAA's operations, including agreements and relationships with local governments and other stakeholders;
  4. BCAA's financial performance;
  5. Adequacy of cost mitigation strategies, including the identification of potential operating efficiencies;
  6. Information technology practices including IT project management, data administration, and information systems management; and
  7. Examined other matters that arose over the course of the review deemed appropriate by the review team.
- The review concluded that:
  1. BCAA fulfills its mandate of conducting annual property assessments through a rigorous process that forms the basis for property tax administration around the province.
  2. Opportunities exist for the Province and BCAA to further leverage BCAA's real estate knowledge and expertise; and to review benefits and impacts of greater alignment of BCAA's data policies with open data principles.
  3. While the planning and project governance for the replacement of BCAA's core IT system appears strong, successful implementation is critical to ensure BCAA's continued delivery of its core mandate.

- As part of the review, 16 recommendations were generated for BCAA in the following areas:
  - Governance policies and practices
  - Business planning and risk management
  - Procurement practices
  - IT governance and security
  - Data management and licensing
  - Project management
- Also, two recommendations were generated for the Province to:
  - Confirm its direction with regard to BCAA's open data policy, and
  - Work with BCAA to maximize the value of BCAA's real estate market knowledge and expertise.
- The report was presented to the Cabinet Committee on Strong Economy on March 2, 2017 and released publically on March 31, 2017.

**Decision required:**

- No decision required, information only.

**ISSUE NOTE**  
**INTERNAL AUDIT & ADVISORY SERVICES**  
**REVIEW OF SCHOOL DISTRICTS**

**Issue:**

- Reviews of School Districts are currently underway with the SD68, Nanaimo-Ladysmith report to be publicly released at a date to be determined by the Minister of Education, and the Government Communications and Public Engagement office; and the SD27, Cariboo – Chilcotin draft report due later in 2017. The SD38, Richmond report was publicly released on February 6, 2017.

**Background:**

- In March 2015, at the direction of Treasury Board, IAAS began planning for its administrative efficiency reviews of School Districts.
  1. For the 2015/16 school year, SD38, Richmond and SD68, Nanaimo-Ladysmith were approved for review.
  2. For the 2016/17 school year, SD27, Cariboo – Chilcotin was approved for review.
- The purpose of the reviews is to look for opportunities for improvement, efficiencies and cost savings in overhead and non-instructional functions of School Districts; and to examine planning, forecasting and financial performance.
- School District governance structure and processes are excluded from review, as an independent review was completed in 2013 with recommendations for enhancement.
- The reviews evaluate and, as appropriate, the reports may make recommendations relating to the following:
  1. School District's non-instructional functions, including: administration, operations and maintenance, and transportation;
  2. Assess School District's planning, forecasting, and utilization;
  3. School District's financial performance, including: budgeting, operating costs, and cost mitigation strategies; and
  4. Examine other matters that may arise over the course of the reviews deemed appropriate by the review team.
- Over time, IAAS expects to find common issues that will aid the ministry and school districts in seeking specific efficiencies and further cost savings.
- SD68, Nanaimo-Ladysmith final report will be publicly released at a date to be determined by the Minister of Education, and the Government Communications and Public Engagement office.
- SD27, Cariboo-Chilcotin fieldwork commenced in January 2017, and will include ongoing communication with, and updates provided, to an Executive Steering Committee of DM's.

- SD38, Richmond final report was released on February 6, 2017, concluded that:
  1. Since a process to identify schools for closure is nearing completion, the District should be able to begin planning for school closures as well as the seismic mitigation work that needs to be done. This will reduce excess capacity and generate annual savings which could go towards the maintenance and enhancement of remaining facilities, as well as supporting the education of current students.
  2. While the District is in a solid financial position, improved strategic planning and long-term forecasting would assist in managing future challenges.
  3. There are opportunities for strengthening the District's management and operations through more consistent use of business cases and analysis to support decision-making.

The report identified 16 recommendations for the District in areas ranging from strategic planning and risk management to cost containment and improving financial management and budgeting practices.

**Decision required:**

- No decision required, information only.

### Reports and Studies

#### **Internal Audit & Advisory Services:**

- Completed draft report on the review of the Nanaimo-Ladysmith School District was provided to the Minister of Finance and the Minister of Education but has not been released.
- In the process of drafting the report on the review of the Cariboo-Chilcotin School District which will be shared with the DM's of Finance and Education in May, 2017.
- Have just begun a review of Risk Management Branch and their activities related to self-insurance as well as the accounting for IRMA (Insurance and Risk Management Account).
- Have just begun a review of the Ministry of Advanced Education's project management of their implementation of a new student grant management software.

## ISSUE NOTE

### ISSUE:

- Credit rating agencies' assessment of the province.

### BACKGROUND:

- Following the February 2017 Budget, the credit rating agencies assessed how the province has performed and published its credit opinion. In early March 2017, technical briefings were conducted by the Province with each of the credit rating agencies: Standard and Poor's (S&P), Moody's, Dominion Bond Rating Service (DBRS) and Fitch. The technical briefings are an opportunity for the rating agencies to ask a broad range of questions on the Fiscal Plan and any other areas of topical interest or focus.
- The agencies will refresh their assessment following the province's summer 2017 Budget.
- Moody's, S & P and Fitch have each affirmed the province's triple-A rating with a stable outlook. DBRS has also affirmed its rating on the province of AA (High) with a stable outlook.
- On February 22, 2017, Moody's issued a press release which was generally constructive although concerns were noted including: "Moody's points out that thin surpluses, low revenue growth and increased borrowing for capital spending will keep the province's debt burden elevated. Their press release went on to state "As part of its normal monitoring practice, Moody's will evaluate the 2017/18 budget's assumptions and its potential for upside and downside risks within the context of likely impacts on the province's debt burden."
- On March 31, DBRS issued a press release. The agency reported: "Strong fiscal performance and steady economic growth has helped to reduce the debt-to-GDP ratio...British Columbia is once again expected to be among the provincial economic growth leaders with real GDP projected to grow by 2.1% in both 2017 and 2018 – roughly in line with the current private-sector consensus tracked by DBRS."
- On March 31, S & P issued a press release. The rating agency reported: "The ratings reflect the province's very strong financial management, economy, and budgetary flexibility in addition to its exceptional liquidity and sound budgetary performance. The stable outlook reflects our expectation that B.C.'s economy will continue expanding modestly through 2017 and 2018, contributing favorably to the province's budgetary performance." S and P followed up with a more detailed report on April 6.
- On April 6, Fitch issued a press release, reporting that: "British Columbia's 'AAA' rating primarily reflects conservative financial management practices resulting in stable fiscal performance and a well-managed liability profile. Provincial economic performance has been generally positive since the recession, and is likely to exceed national performance in the near to medium term."



- In January and March ,2017 , Moody's published credit opinions on the province and BC Hydro, respectively, which noted concerns with developments at BC Hydro and how they could result in the company's self-supporting debt being consolidated with the province's taxpayer supported debt, , the result of which would be to very negatively impact the agency's assessment of taxpayer debt affordability. Specifically , the agency noted that taking " into consideration the extensive use of largely debt financed regulatory asset accounts, BC Hydro posts some metrics that are among the weakest of Canadian provincial utilities ", e.g. debt to capitalization and cashflow related metrics. Moody's went on: while it "does not alter our medium term view that debt of BC Hydro is self-supporting, we should note that should BC Hydro's financial position deteriorate, the possibility that it would require support from the province will increase". The agency concluded that it "will continue to monitor BC Hydro's financial strength over the coming years through the construction and initial operations of Site C."
- Moody's cautions are not cause for alarm but fair warning that the agency will be concerned by slippage on Site C and/or evidence that rates are not sufficient to cover costs . We will be ensuring the agency understands that under Hydro's 10-year rate plan the company is an improving credit with lower debt to capitalization (60:40 debt to equity target) and a return on equity which is more in line with other utilities.
- We understand that Moody's plans to publish a Canadian Crown utility report in the next few months. We expect that they will visit the province to collect information for the review s.13,s.17

s.13,s.17

**Decision required:**

- 60 day issue  
s.13,s.17

## Issue Note

**ISSUE:** Whether or not to implement a B.C. Green Bond Program

### **BACKGROUND:**

Green bonds are debt securities the proceeds of which are used solely for projects that have environmental and climate benefits. Internationally, the total green bonds market is estimated at approximately \$100B in 2016 and is generating significant interest from large international investors and issuers. To date the largest issuers of green bonds have been multilateral lenders like the World Bank and the International Finance Corporation; this has expanded to include government entities. Most green bonds issued are in US Dollars or EURO. The green bond market in Canada is nascent with few green-mandated investors. Ontario has successfully issued three green bonds for rapid transit projects, most recently in January 2017, and Quebec issued its inaugural green bond in February 2017. The federal government has announced their intention to issue green bonds following France and People's Republic of China.

The Province's first participatory role in green bond issuance was a Project Bond issued in 2014. The Province structured the public-private partnership (P3) criteria for the North Island Hospitals Project (NIHP) to meet high environmental standards (LEED Gold), setting the stage for the project developer, Tandem Health Partners, to successfully issue the first green P3 bond in North America. The NIHP Green Bond won two domestic and international awards for innovative financing.

The Province has been exploring the feasibility of issuing green bonds in its own name, like Ontario, Quebec, the World Bank and others, to finance projects and entities that promote climate-friendly purposes. A BC Green Bond Program (BCGGP) fits the Province's reputation as a climate action leader and can positively support investor interest in the province's domestic borrowing program.

The Ministry of Finance (Provincial Treasury) and Ministry of Environment (Climate Action Secretariat) agreed to jointly develop and, on approval of the Ministers of Finance and Environment, manage a B.C. Green Bond Program (BCGBP). As part of the joint management plan, Provincial Treasury (PT) will issue the bonds, manage the proceeds, and be responsible for investor relations, while the Climate Action Secretariat (CAS) will manage the ongoing project review and reporting process.

The proposed BCGBP Framework is aligned with the Province's climate action goals and based on the internationally recognized Green Bond Principles issued by the International Capital Market Association (ICMA)<sup>1</sup> in 2016.

Because green bonds are self-labelled as green, best practice also recommends green bond programs seek an independent qualification, known as a "Second Opinion". The leading provider of Second Opinions is the Centre for International Climate and Environmental Research in Oslo

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<sup>1</sup> The International Capital Market Association ("ICMA") is a trade association with a mandate to promote resilient and well-functioning international debt capital markets.

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### Provincial Treasury - Key Stakeholders

Branch	Organization	Contact	Description	Key Issues	Address
Banking Cash Management Branch (BCM)	<b>Canadian Imperial Bank of Commerce</b>	Teri McIntyre Market Vice President, BC & Yukon s.22 <a href="mailto:Teri.mcintyre@cibc.com">Teri.mcintyre@cibc.com</a>	<ul style="list-style-type: none"> <li>• CIBC is the Province's primary bank</li> <li>• They are the primary cash warehouse for government working capital with balances regularly exceeding \$600M</li> </ul>	<ul style="list-style-type: none"> <li>• Liquidity management</li> <li>• Revenue collection</li> </ul>	

Branch	Organization	Contact	Description	Key Issues	Address
BCM	TD Merchant Services	<p>Leslie MacDonald Vice President, Relationship Management s.22</p> <p><a href="mailto:Leslie.MacDonald@td.com">Leslie.MacDonald@td.com</a></p>	<ul style="list-style-type: none"> <li>• TDMS processes 30MM debit and credit card revenue transactions p.a.</li> <li>• Revenue through this collection channel exceeds \$2.6B p.a.</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue collection</li> </ul>	
BCM	Central 1 Credit Union	<p>Peter Kellett Director, Strategic Relationships s.22</p> <p><a href="mailto:pkellett@central1.com">pkellett@central1.com</a></p>	<ul style="list-style-type: none"> <li>• Central 1 is the Province's disbursement bank</li> <li>• all outgoing payments flow through this financial institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Government payables</li> <li>• Payments to citizens</li> <li>• Payroll</li> </ul>	

Branch	Organization	Contact	Description	Key Issues	Address
BCM	BC Hydro	Lisa Gifford Treasury s.22 <a href="mailto:Lisa.Gifford@bchydro.com">Lisa.Gifford@bchydro.com</a>	<ul style="list-style-type: none"> <li>BC Hydro participates with the Province in relation to aggregating working capital</li> <li>This reduces the Province's borrowing needs, and maximizes the utility of surplus cash</li> </ul>	<ul style="list-style-type: none"> <li>Liquidity management</li> </ul>	
BCM	Transportation Financing Authority	Gary So Director of Finance 250-387-7873 <a href="mailto:Gary.so@gov.bc.ca">Gary.so@gov.bc.ca</a>	<ul style="list-style-type: none"> <li>Process Certificates of Approval related to capital expenditures</li> </ul>	<ul style="list-style-type: none"> <li>Liquidity management</li> </ul>	
BCM	Liquor Distribution Branch	Roger Bissoondatt, Chief Financial Officer 604-252-3151 <a href="mailto:Roger.bissoondatt@bclddb.com">Roger.bissoondatt@bclddb.com</a>	<ul style="list-style-type: none"> <li>LDB processes \$5.7 Billion in cash flow per annum through BCM's banking infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Government revenue</li> </ul>	

Branch	Organization	Contact	Description	Key Issues	Address
BCM	<b>BC Investment Management Corporation</b>	Robert Field Director, Client Services s.22 <a href="mailto:Robert.field@bcimc.com">Robert.field@bcimc.com</a>	<ul style="list-style-type: none"> <li>bcIMC manages government non-bank investments, with a current aggregate value of \$500M</li> </ul>	<ul style="list-style-type: none"> <li>working capital management</li> <li>liquidity</li> <li>special fund management</li> </ul>	
BCM	<b>CDP Participants</b>	n/a	<ul style="list-style-type: none"> <li>70 + participating SUCH Sector organizations deposit their investment cash in this program</li> <li>With an aggregate balance in excess of \$2B this program is a key feature of our working capital management</li> </ul>	<ul style="list-style-type: none"> <li>Liquidity management</li> </ul>	n/a



Branch	Organization	Contact	Description	Key Issues	Address
Debt Management Branch (DMB)	<b>BC investment Management Corporation</b>	Harlan Enns, Director, <sup>s.22</sup>	<ul style="list-style-type: none"> <li>Investment management services to BC's public sector</li> </ul>	<ul style="list-style-type: none"> <li>Manages sinking funds and investment portfolios</li> </ul>	2950 Jutland Road
DMB	<b>British Columbia Hydro and Power Authority</b>	Kevin Gibbson, Controller <sup>s.22</sup>	<ul style="list-style-type: none"> <li>Generate and purchase reliable electricity for BC</li> </ul>	<ul style="list-style-type: none"> <li>Borrowing and Debt portfolio management</li> </ul>	333 Dunsmuir St. Vancouver
DMB	<b>British Columbia Transportation Financing Authority</b>	Gary So, Finance Director, 250 387-7873. <a href="mailto:Gary.so@gov.bc.ca">Gary.so@gov.bc.ca</a>	<ul style="list-style-type: none"> <li>Acquires constructs and improves transportation infrastructure throughout BC</li> </ul>	<ul style="list-style-type: none"> <li>Borrowing and Debt portfolio management</li> </ul>	PO BOX 9409 Stn Prov Govt, Victoria BC
DMB	<b>Transportation Investment Corporation</b>	Mario Piscitelli, Executive Director, <sup>s.22</sup>	<ul style="list-style-type: none"> <li>Builds innovative transportation and funding solutions</li> </ul>	<ul style="list-style-type: none"> <li>Borrowing and Debt portfolio management</li> </ul>	1500 Woolridge St. Coquitlam

Branch	Organization	Contact	Description	Key Issues	Address
DMB	<b>Dominion Bond Rating Service</b>	Travis Shaw, Vice President, 416 597-7582, <a href="mailto:tshaw@dbrs.com">tshaw@dbrs.com</a>	<ul style="list-style-type: none"> <li>Credit rating services</li> </ul>	<ul style="list-style-type: none"> <li>Provides credit rating for BC</li> </ul>	181 Universtiy Avenue, Toronto
DMB	<b>Moody's Investors Service</b>	Michael Yake, Acting Vice President, 416 214-3865, <a href="mailto:Michael.yake@moodys.com">Michael.yake@moodys.com</a>	<ul style="list-style-type: none"> <li>Credit rating services</li> </ul>	<ul style="list-style-type: none"> <li>Provides credit rating for BC</li> </ul>	1 International Pl. 100 Oliver Street, Boston, MA 02110
DMB	<b>Standard &amp; Poor's Corporation</b>	Bhavini Patel, Associate Director, 416 507-2558, <a href="mailto:bhavini.patel@spglobal.com">bhavini.patel@spglobal.com</a>	<ul style="list-style-type: none"> <li>Credit rating services</li> </ul>	<ul style="list-style-type: none"> <li>Provides credit rating for BC</li> </ul>	55 Water St. NY, New York 10041
DMB	<b>Fitch Ratings Ltd.</b>	Eric Kim, Director, 212 908-0241, <a href="mailto:eric.kim@fitchratings.com">eric.kim@fitchratings.com</a>	<ul style="list-style-type: none"> <li>Credit rating services</li> </ul>	<ul style="list-style-type: none"> <li>Provides credit rating for BC</li> </ul>	33 Whitehall ST. NY, New York 10004

Branch	Organization	Contact	Description	Key Issues	Address
DMB	Ministry of Justice	Homi Bindra, Michael Shepherd and Chris Ferguson-Martin. Legal Counsel 250 356-8468 <a href="mailto:homi.bindra@gov.bc.ca">homi.bindra@gov.bc.ca</a>	<ul style="list-style-type: none"> <li>Provides legal advice to Government</li> </ul>	<ul style="list-style-type: none"> <li>Advice on Legal issues</li> </ul>	PO Box 9044 STN Prov Govt Victoria
DMB	BMO Nesbitt Burns Inc.	Grant Williams – MD, <sup>s.22</sup> <sup>s.22</sup> <a href="mailto:Grant_Williams@BMO.com">Grant_Williams@BMO.com</a>	<ul style="list-style-type: none"> <li>Co-Managers in BC's domestic and international syndicates</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate debt issues</li> </ul>	1 First Canadian Pl. 3 <sup>rd</sup> floor Podium, Toronto
DMB	CIBC World Markets	Doug Bartlett, MD, <sup>s.22</sup> <sup>s.22</sup> <a href="mailto:doug.bartlett@cibc.ca">doug.bartlett@cibc.ca</a>	<ul style="list-style-type: none"> <li>Co-Managers in BC's domestic and international syndicates</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate debt issues</li> </ul>	161 Bay Street, 5 <sup>th</sup> floor Toronto
DMB	National Bank Financial	Sunil Bhutani, MD, 416 869-8636, <a href="mailto:sunil.bhutani@hbc.ca">sunil.bhutani@hbc.ca</a>	<ul style="list-style-type: none"> <li>Co-Managers in BC's domestic and international syndicates</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate debt issues</li> </ul>	130 King Street West, Toronto

Branch	Organization	Contact	Description	Key Issues	Address
DMB	<b>RBC Capital Markets</b>	Alex Caridia, Managing Director, s.22 s.22 <a href="mailto:alex.caridia@rbccm.com">alex.caridia@rbccm.com</a>	<ul style="list-style-type: none"> <li>Co-Managers in BC's domestic and international syndicates</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate debt issues</li> </ul>	130 King Street West, Toronto
DMB	<b>Scotia Capital Markets</b>	Kevin Martin, Director, s.22 <a href="mailto:kevin.martin@scotiabank.com">kevin.martin@scotiabank.com</a>	<ul style="list-style-type: none"> <li>Co-Managers in BC's domestic and international syndicates</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate debt issues</li> </ul>	130 King Street West, Toronto
DMB	<b>TD Securities Inc.</b>	Trevor Thom, Director, s.22 <a href="mailto:trevor.thom@tdsecurities.com">trevor.thom@tdsecurities.com</a>	<ul style="list-style-type: none"> <li>Co-Managers in BC's domestic and international syndicates</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate debt issues</li> </ul>	222 Bay St. 7 <sup>th</sup> fl. Tower, Toronto
DMB	<b>HSBC Securities</b>	Sean Rosas, Director, s.22 <a href="mailto:Sean.s.rosas.HSBC.ca">Sean.s.rosas.HSBC.ca</a>	<ul style="list-style-type: none"> <li>Co-Managers in BC's domestic and international syndicates</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate debt issues, largely in international Capital Markets</li> </ul>	70 York Street, 8 <sup>th</sup> Floor, Toronto

Branch	Organization	Contact	Description	Key Issues	Address
Risk Management Branch (RMB)	All BC Government Ministries	N/A	<ul style="list-style-type: none"> <li>• Purchase insurance through the Risk Management Branch</li> <li>• Seek indemnity approval</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management advice, property and liability insurance, indemnity language</li> </ul>	
RMB	All BC Health Authorities	N/A	<ul style="list-style-type: none"> <li>• Purchase insurance through the Risk Management Branch</li> <li>• Seek indemnity approval</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management advice, property and liability insurance, indemnity language</li> </ul>	
RMB	All BC School Districts	N/A	Purchase insurance through the Risk Management Branch	<ul style="list-style-type: none"> <li>• Risk Management advice, property and liability insurance</li> </ul>	

Branch	Organization	Contact	Description	Key Issues	Address
RMB	All Crown Corporations	N/A	<ul style="list-style-type: none"> <li>Seek indemnity approval</li> </ul>	<ul style="list-style-type: none"> <li>Risk Management advice, property and liability insurance, indemnity language</li> </ul>	

## ISSUE NOTE

### Issue:

- Review of K-12 Employment Practices Liability Program and possible recommendation for changing service delivery

### Background:

- The Employment Practices Liability Program was created as a shared service initiative in the K-12 sector and to enhance the management of employment liabilities. Employment liabilities are costs that arise in the course of the management of employees arising from grievances, wrongful acts (excluded employees) and human rights breaches. The Ministry of Education approached the Risk Management Branch on the basis that the Schools Protection Program (the model used for other liabilities of school districts) may be effective in streamlining and introducing efficiencies to the current employment practices model, and most importantly, providing a platform to enable centralized and better strategic management of employment practices liabilities. The benefits would be lower legal defense costs for school districts and significant cost avoidance by managing the files on a province-wide basis and more strategically e.g. managing relationship with the unions, taking province-wide positions and protecting small school districts.
- The Schools Protection Program is a self-insurance scheme that provides coverage for K-12 claims (events as defined) and is funded from an actuarially analyzed risk pool that spreads costs across participants and amortizes the costs over multiple years. The new model proposed that an arm of the Schools Protection Program be created for Employment Practices and that the program be delivered by the BC Public School Employers Association (BCPSEA) as the provincial bargaining agent. The front face of the program would be BCPSEA.
- Generally the program has been successful in that it has achieved the cost savings and strategic cost avoidance benefits that were foreseen.
- BCPSEA and RMB are in dispute as to the back office requirements which relate to the program implementation. Relying upon the statutory authorities of RMB to create the program, there are requirements related to the management of the Insurance and Risk Management Account which is the account within the Consolidated Revenue Fund from which payments are paid. These requirements impose compliance with the general and financial policies of government as well as records management requirements, s.17

s.17

- Additionally there is a degree of rigor required in the management of files, setting of reserves and recording of significant decisions that is necessary in order for the portfolio to be actuarially analyzed. The actuarial analysis delivers a prediction of future costs based on past experience and satisfies a program goal which is certainty and smoothing of premiums to the school districts in much the same manner as provided by the Schools Protection Program. s.17

s.17

s.13

**Decision required:**

- 90 Day Issue

s.13



## ISSUE NOTE

### Issue:

- Review of the Insurance and Risk Management Account (IRMA)
- IRMA was projected to exceed its approved 2016/17 spending limit by \$22.3 million. This pertained to actuarial adjustments to liabilities of prior years due to unique adverse developments in those years, primarily related to health care claims.

s.12

### Background:

The Insurance and Risk Management Account (IRMA) IRMA is a Special Account under the *Financial Administration Act* (FAA) and is administered by the Risk Management Branch (RMB) in the Ministry of Finance.

IRMA was designed as a self-insurance scheme for central government and certain broader participating public sector agencies (e.g. schools, colleges, universities, social service agencies, and the health sector). Compared to the cost of private commercial insurance coverage, IRMA has saved the Province over \$1.7 billion cumulatively since 1986, as the added cost of commercial insurance brokerage commissions is avoided.

The self-insurance model helps to centralize the exposure and the volatility faced by government and provides cost certainty to IRMA's clients based on a cost-recovery model: actuarial-based future claims' losses estimated in the current year are expensed and recovered from clients through premiums. Some claims, especially in the health care sector, may take ten or more years to resolve and the reserve established in the accident year must be re-evaluated annually as assumptions and actual circumstances change. Any required increases to the reserve for prior year claims must be expensed in the year the change is recognized, in accordance with generally accepted accounting principles. However, IRMA is unable to recover any adjustments as premiums were already collected from clients in the year the claim reserve was initially estimated.

Consequently, the timing difference between the initial recovery and subsequent claims adjustments can result in IRMA's spending limit being exceeded in a given year – this increase to prior years' liability has happened only twice in the last 10 years including 2016/17. Since IRMA's inception, it has received more premiums from clients than claims losses paid and reserved, resulting in an account balance appropriation surplus of \$364 million held in the Consolidated Revenue Fund. This benefit has arguably helped government to manage its debt burden. Unfortunately, the accumulated surplus from prior years cannot be used to offset a budget pressure in the current year because premium revenues paid in past years are not carried forward. IRMA's annual funding limit is established by Treasury Board as shown in the Estimates and Treasury Board approval must be sought to further increase the annual appropriation.

**Decision required:**

- 90 day issue

s.13

## EXECUTIVE MEMBER BIOGRAPHY

### **Jim Hopkins, Assistant Deputy Minister, Provincial Treasury**



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

In 1979, Jim joined the Ministry of Finance. He has held positions as research analyst in economic policy and planning, executive assistant to the deputy minister, and director of policy in the government's purchasing commission.

In 1987, Jim joined the Debt Management Branch, Provincial Treasury. In February 2002 he was appointed Executive Director of the Debt Management Branch.

In April 2004, Jim was appointed Assistant Deputy Minister of Provincial Treasury, responsible for debt management, banking and cash management, and risk management and insurance.

## Provincial Treasury

**ADM Responsible:** Jim Hopkins

### **Core Business/ Program Area Description/Critical Business Processes:**

Provincial Treasury (PT) is comprised of three branches which have specialized and unique mandates in the public service. Treasury and risk management services are extended to all ministries, Crown corporations and public sector agencies.

**Banking and Cash Management Branch:** Manages the province's \$100 billion dollar operational cash flow and would rank as one of the larger financial institutions in Western Canada. Negotiates agreements for banking services. Provides management services to support revenue collection, and government payments including debt servicing, and develops electronic banking and payment services. Manages the Central Deposit Program for SUCH sector entities and Crown corporations to invest surplus cash and permit government to use the balances to reduce taxpayer supported debt ( balance at March 29,2017: \$2.6 billion)

**Debt Management Branch:** Provides a centralized debt management service to the government and its Crown corporations and agencies with advice on portfolio management from the Risk Committee which includes external experts. In addition to borrowing funds to meet client requirements, the branch manages all principal and interest payments and enters into derivative transactions to manage interest rate and foreign exchange risks. The branch is also the lead entity for managing the province's relationship with the credit rating agencies and its fixed income investor relations program. Province's net debt is estimated to total about \$ 66.7 billion as at March 31, 2017, and Branch is forecast to borrow \$5.4 billion from the domestic and international capital markets in 2017/18.

**Corporate and Project Finance Branch:** Provides financial advisory services to ministries, and Crown and public sector agencies to support procurement of capital assets, public-private partnerships and divestiture initiatives. Arranges project financing for clients which are typically limited recourse to the project or the borrowing entity. Also leading government's assessment of provincial issuance of Green Bonds.

**Risk Management Branch and Government Security Office (RMB):** Provides a collection of risk management programs for the provincial public sector to manage the risk to which it is exposed by virtue of its policies, assets, programs and operations. These programs include serving as risk management advisor and consultant which entails exercising the statutory authority to approve indemnities, risk management program development and delivery (e.g. outdoor school trips), delivery of risk financing programs including traditional insurance and self-insurance, and claims and litigation management.

With support from the Premier's Office, position of Chief Security Officer was established in RMB in January 2011. The Officer provides overall coordination of government security policy among responsible agencies including security strategies, information sharing, security awareness, asset protection and technical assistance with investigations.

**Budget:**

Provincial Treasury operates under a \$1,000 Vote.

Three Year Budget		
2017/18	2018/19	2019/20
\$ 1,000	\$ 1,000	\$ 1,000

Insurance and Risk Management operates under a statutory Special Account.

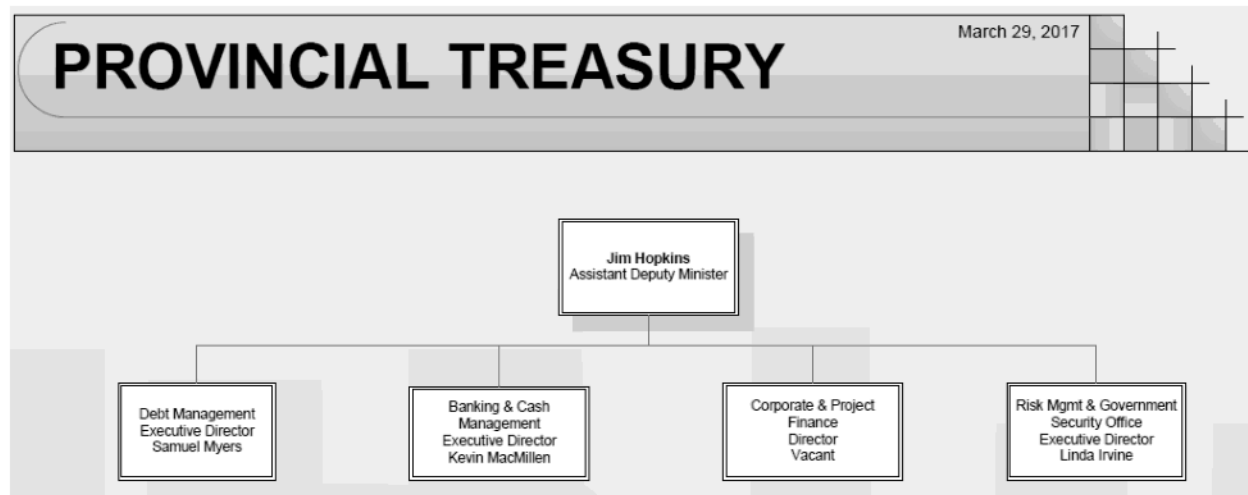
Three Year Budget		
2017/18	2018/19	2019/20
\$ 4,191M	\$ 4,191M	\$ 4,191M

**Full Time Equivalents (FTEs):**

107 FTEs

**Related Legislation:**

*Financial Administration Act*

**Organizational Chart:**

## EXECUTIVE MEMBER BIOGRAPHY

### Elan Symes, Assistant Deputy Minister, Revenue Division



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

Ms. Symes has over 27-years' experience in tax and revenue administration and she has held progressively responsible positions in the Ministry over this period. Prior to this appointment, she was Executive Director of the Consumer Taxation Branch for the Ministry of Provincial Revenue. Prior to joining the provincial government, Ms. Symes practiced law in Victoria.

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

## Revenue Division

**ADM Responsible:** Elan Symes

### **Core Business/ Program Area Description/Critical Business Processes:**

Revenue Division is responsible for administration, compliance and enforcement activities for taxes<sup>1</sup>, fees and natural resource royalties for the Province. This includes:

- Audit assessments, tax refunds, and the administration of tax credit and benefit programs.
- Natural resource revenue administration for the collection of royalties, freehold production taxes and resource management fees levied on the production of minerals, oil and gas.
- Promote voluntary compliance with tax obligations through quality customer service, education and compliance programs.
- Represent British Columbia in its relationship with the Canada Revenue Agency and the Canada Border Services Agency with respect to the taxation statutes they administer on behalf of the Province.
- Manage Ministry of Finance's Alternative Services Delivery contract with HP Advanced Solutions (HPAS) to provide revenue management services (including billing, payment processing, and collections services), deliver IM/IT services for various revenue and tax programs, and build and maintain a Revenue Management System (Revenue Contract).
- Provide services to local governments and service areas and collect taxes on their behalf.

### **Budget**

Gross:	\$195.1M
External Recoveries:	\$112.2M
Net:	\$82.9M

### **Full Time Equivalents (FTEs):**

728 at March 31, 2017

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

## **Related Legislation:**

Revenue Division administers the following enactments in whole or in part:

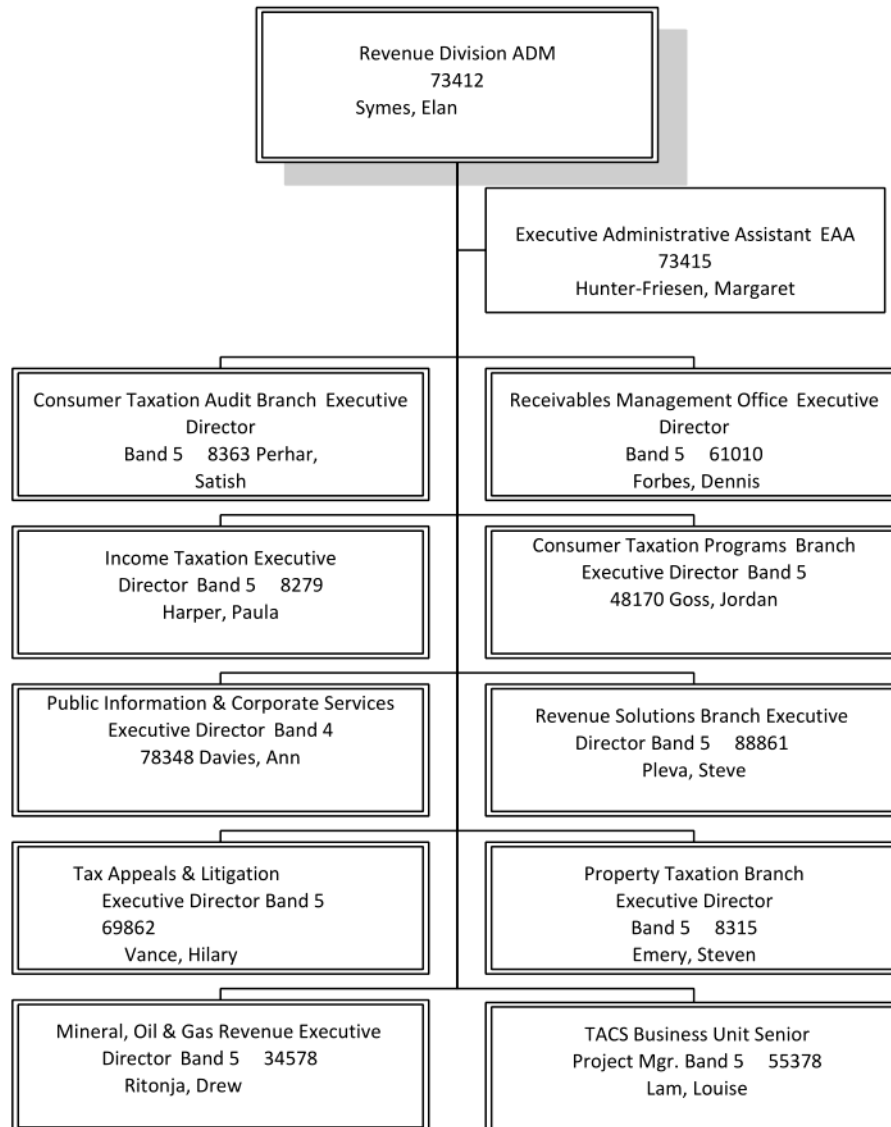
- *Carbon Tax Act*
- *Consumption Tax Rebate and Transition Act*
- *Corporation Capital Tax Act*
- *Home Owner Grant Act*
- *Hotel Room Tax Act*
- *Income Tax Act*
- *Indian Self-Government Enabling Tax Act*
- *Insurance Premium Tax Act*
- *International Business Activity Act*
- *Land Tax Deferment Act*
- *Logging Tax Act*
- *Motor Fuel Tax Act*
- *Police Act*
- *Property Transfer Tax Act*
- *Provincial Sales Tax Act*
- *Social Service Tax Act*
- *Taxation (Rural Area) Act*
- *Tobacco Tax Act*

Revenue Division also administers the following enactments and agreements in areas related to revenue management processes only:

- *Greenhouse Gas Reduction (Renewable and Low Carbon Fuel Requirements) Act*
  - *Renewable and Low Carbon Fuel Requirements Regulations*
- *Forest Act*
- *Forest and Range Practices Act*
- *Homeowner Protection Act*
- *International Fuel Tax Agreement*
- *Medicare Protection Act*
- *Mineral Land Tax Act*
- *Mineral Tax Act*
- *Mines Fee Regulation*
- *Petroleum and Natural Gas Act*
  - *Petroleum and Natural Gas Royalty and Freehold Production Tax Regulation*
  - *Net Profit Royalty Regulation*
- *Oil and Gas Activities Act (production levies)*
- *Orphan Site Reclamation Fund Tax*
- *Range Act*
- *Wildfire Act*



## Organizational Chart:





## Ministry of Finance - Key Stakeholders

Branch	Organization	Contact	Description	Key Issues	Address
Receivables Management Office (RMO)	<b>Council of Forest Industries</b>	Michael Armstrong Vice President, Policy and Operations  604-891-1212   <a href="mailto:armstrong@cofi.org">armstrong@cofi.org</a>	Voice of the B.C. interior forest industry.	<ul style="list-style-type: none"> <li>Various issues that arise with industry.</li> </ul>	1501–700 W. Pender St., Vancouver BC V6C 1G8
RMO	<b>Timber Sales Advisory Council</b>	Andrea Dixon 250-387-1236 <a href="mailto:Andrea.Dixon@gov.bc.ca">Andrea.Dixon@gov.bc.ca</a>	Forum for stakeholder and BC Timber Sales representatives to consider issues and topics of interest to clients and customers.	<ul style="list-style-type: none"> <li>Timber sales</li> </ul>	PO Box 9507 Stn Prov Gov Victoria BC V8W 9C2
RMO	<b>Truck Loggers Association</b>	Michael Armstrong Vice President, Policy and Operations 604-891-1212   <a href="mailto:armstrong@cofi.org">armstrong@cofi.org</a>	Represents independent harvesting contractors, independent sawmills, small tenure holders and industry.	<ul style="list-style-type: none"> <li>Account reconciliation</li> <li>Timing issues</li> </ul>	1501–700 W. Pender St., Vancouver BC  V6C 1G8

Branch	Organization	Contact	Description	Key Issues	Address
Income Taxation Branch (ITB)	<b>Canada Revenue Agency</b>	Yves Giroux Assistant Commissioner Strategy and Integration Branch 613-952-3660 yves.giroux@cra-arc.gc.ca	Canada Revenue Agency HQ key point of contact	<ul style="list-style-type: none"> <li>Service Level Agreements, Information Sharing MOUs, and TCA</li> </ul>	555 MacKenzie Avenue Ottawa ON K1A 0L5
ITB	<b>Canada Revenue Agency</b>	Maureen Phelan Assistant Commissioner Pacific Region 604 666-0456 Maureen.Phelan@cra-arc.gc.ca	Regional Assistant Commissioner - Stakeholder Relations	<ul style="list-style-type: none"> <li>Stakeholder Relations</li> </ul>	800-1188 c/o 9755 King George Boulevard Surrey BC V3T 5E1
ITB	<b>Canada Revenue Agency</b>	Robert Van Iderstine Pacific Accounts Executive, Client Relations 604 666-8504 Robert.VanIderstine@cra-arc.gc.ca	Regional key point of contact – operations	<ul style="list-style-type: none"> <li>Information Sharing, Personal and Corporate Income Tax, Benefit &amp; Tax Credit Programs</li> </ul>	800-1188 c/o 9755 King George Boulevard Surrey BC V3T 5E1
ITB	<b>Canada Revenue Agency</b>	Dwayne Horton Manager, Provincial and Territorial Partnerships Section 613 941-6296 Dwayne.Horton@cra-arc.gc.ca	Tax credit and benefit data exchanges. Automated income tax data verification exchanges	<ul style="list-style-type: none"> <li>Benefit and Income Tax Program Compliance</li> </ul>	750 Heron Road Ottawa ON K1A 0L5

Branch	Organization	Contact	Description	Key Issues	Address
ITB	<b>Creative BC</b>	Bob Wong Vice President & Acting Film Commissioner 604 730-2236 bwong@creativebc.com	Film certification information to confirm film tax credit claims	<ul style="list-style-type: none"> <li>Film tax credit compliance</li> </ul>	2225 West Broadway Vancouver BC V6K 2E4
ITB	<b>Industry Training Authority</b>	Michelle McKinnon Manager, Apprenticeship Completions s.22 mmckinnon@itabc.ca	Apprenticeship certification to allow students to claim the Training Tax Credit	<ul style="list-style-type: none"> <li>Training Tax Credit compliance</li> </ul>	800 – 8100 Granville Avenue Richmond BC V6Y 3T6
ITB	<b>AdvantageBC</b>	Colin Hansen President and CEO 604-683-6627 chanson@advantag ebc.ca	AdvantageBC International Business Centre is a non-profit society with a mandate to promote international business in British Columbia	<ul style="list-style-type: none"> <li>Condition of registration within the International Business Activity program requires registration with the society</li> </ul>	Suite 3093, Three Bentall Centre 595 Burrard Street PO Box 49067 Vancouver BC V7X 1C4
Property Taxation Branch (PTB)	<b>Land Title and Survey Authority of British Columbia</b>	Al-Karim Kara Vice President, Business Innovation and Chief Information Officer 250-410-0600 <u>Al-</u> Karim.Kara@ltsa.ca	Responsible for administering the land title and survey systems of BC.	<ul style="list-style-type: none"> <li>Collection of the property transfer tax.</li> </ul>	200 - 1321 Blanshard Street Victoria BC

Branch	Organization	Contact	Description	Key Issues	Address
PTB	<b>BC Assessment</b>	John Yannacopoulos Vice President s.22 <a href="mailto:john.yannacopoulos@bcassessment.ca">john.yannacopoulos@bcassessment.ca</a>	Real property assessments for BC.	<ul style="list-style-type: none"> <li>Assessed values are used to determine rural property taxes in BC.</li> </ul>	400 - 3450 Uptown Blvd. Victoria BC
Consumer Taxation Programs Branch (CTPB)	<b>South Coast British Columbia Transportation Authority (TRANSLINK)</b>	Contact Name: Kelly Lownsbrough, Director, Financial Planning and Analysis 778-375-6793 <a href="mailto:Kelly.Lownsbrough@TransLink.ca">Kelly.Lownsbrough@TransLink.ca</a>		<ul style="list-style-type: none"> <li>Fuel taxes collected on fuel sold within the South Coast British Columbia transportation service region.</li> </ul>	400 - 287 Nelson's Court New Westminster BC V3L 0E7
CTPB	<b>British Columbia Transit Authority</b>	Contact Name: Megan Hill, MBA Director, Budgeting & Forecasting 250-995-5687 <a href="mailto:megan_hill@bctransit.com">megan_hill@bctransit.com</a>		<ul style="list-style-type: none"> <li>Fuel taxes collected on fuel sold within the Victoria regional transit service</li> </ul>	PO Box 9861 520 Gorge Road East Victoria, BC V8W 9T5
CTPB	<b>BC Transportation Financing Authority</b>	Contact Name: Jackie Zhu, Manager Financial Operations 250-387-7647 <a href="mailto:Jackie.Zhu@gov.bc.ca">Jackie.Zhu@gov.bc.ca</a>		<ul style="list-style-type: none"> <li>Fuel taxes collected on fuel sold within the Victoria regional transit service</li> </ul>	300 - 940 Blanshard Street Victoria BC V8W 9R1

Branch	Organization	Contact	Description	Key Issues	Address
CTPB	ICBC	Norman Felix Manager, Vehicle Registration Programs s.22  <a href="mailto:Norm.Felix@icbc.com">Norm.Felix@icbc.com</a>	Vehicle registration by Autoplan agents and driver's licence information.	<ul style="list-style-type: none"> <li>Correcting (ICBC) agent misinformation (to the public) regarding PST on vehicle transfers.</li> <li>Information sharing</li> </ul>	217 - 151 W. Esplanade North Vancouver BC V7M 3H9
CTPB	Cowichan Tribes	Kim Dibbs Comptroller 250-748- 3196 <a href="mailto:Kim.Dibb@cowichantribes.com">Kim.Dibb@cowichantribes.com</a>	<ul style="list-style-type: none"> <li>First Nation</li> </ul>	<ul style="list-style-type: none"> <li>Tax Agreement for tobacco.</li> </ul>	5760 Allenby Road Duncan BC V9L 5J1
CTPB	Western Convenience Store Association	Andrew Klukas President, Western Convenience Stores Association 778-987 4440 <a href="mailto:andrew@conveniencestores.ca">andrew@conveniencestores.ca</a>	<ul style="list-style-type: none"> <li>Represents the interests of over 7,000 gas and convenience retailers.</li> <li>Conducts contraband tobacco studies.</li> </ul>	<ul style="list-style-type: none"> <li>Contraband tobacco.</li> </ul>	5 – 1146 Pacific Blvd Vancouver BC V6Z 2Z7

Branch	Organization	Contact	Description	Key Issues	Address
Mineral, Oil, and Gas, Revenue (MOGR)	<b>Oil and Gas Commission</b>	Andrew Spence, Executive Director, Strategy & Information Services 250 419-4466 <a href="mailto:Andrew.Spence@bcogc.ca">Andrew.Spence@bcogc.ca</a>	Regulates the crude oil, natural gas and pipeline activities in BC. <ul style="list-style-type: none"><li></li></ul>	<ul style="list-style-type: none"> <li>Oil and gas levy program</li> <li>Data collected by the commission is used for administration of crown royalties and freehold taxes.</li> </ul>	300, 398 Harbour Rd, Victoria, BC V9A 0B7
MOGR	<b>Land Titles and Survey Authority (LTSA)</b>	Jeff Beddoes Senior Deputy Surveyor General 250-410-0590 <a href="mailto:jeff.beddoes@ltsa.ca">jeff.beddoes@ltsa.ca</a>	LTSA is a publicly accountable, statutory corporation with a unique governance structure responsible for administering the land title and survey systems in BC.	<ul style="list-style-type: none"> <li>MOGR relies on the LTSA's ownership records for the purpose of administering the Mineral Land Tax Act.</li> </ul>	2 <sup>nd</sup> floor 800 Yates St Victoria, BC V8W 1L8

Branch	Organization	Contact	Description	Key Issues	Address
Revenue Solutions Branch (RSB)	<b>ESIT Advanced Solutions Inc.</b>	Ross Davidson, President, 250-405-4512, Ross.Davidson@hpadvancedsolutions.com	ESIT Advanced Solutions Inc. (previously known as HP Advanced Solutions Inc.) is the Ministry's contracted service provider for revenue management and IM/IT services	<ul style="list-style-type: none"> <li>Compliance with contractual terms.</li> </ul>	Suite 2200 - 4464 Markham Street Victoria BC V8Z 7X8
RSB	<b>Canada Student Loan Program</b>	Mary Pichette Director General 819-654-2691 <a href="mailto:mary.pichette@hrsdc-rhdcc.gc.ca">mary.pichette@hrsdc-rhdcc.gc.ca</a>  Dominic Demers Director, Program Delivery s.22 <a href="mailto:dominic.demers@hrsdc-rhdcc.gc.ca">dominic.demers@hrsdc-rhdcc.gc.ca</a>	Administration Integration of student financial assistance as between the Canada Student Loans Program and StudentAid BC .	<ul style="list-style-type: none"> <li>Contract management of the Integration Agreement between FIN, AVED and CSLP</li> <li>Ensuring the timely</li> </ul>	200 Montcalm Tower 2, 5th Floor Gatineau, Québec K1A 0J9
Consumer Taxation Audit Branch (CTAB)	<b>Canadian Federation of Independent Business</b>	Contact Name: Samantha Howard Director 604-684-5325 Samantha.Howard@CFIB.ca	Represents over 109,000 small businesses across Canada.	<ul style="list-style-type: none"> <li>Audits and refunds.</li> </ul>	#1430 – 625 Howe Street, Vancouver BC V6C 2T6



Branch	Organization	Contact	Description	Key Issues	Address
Investigations Unit (IU)	<b>Criminal Intelligence Service BC/Yukon</b>	Gord Haddon, Intelligence Liaison Officer s.22 <a href="mailto:gord.haddon@rcmgor">gord.haddon@rcmgor</a> <a href="mailto:d.haddon@rcmp-grc.gc.ca">d.haddon@rcmp-grc.gc.ca</a>	Coordinates criminal intelligence for police agencies across Canada	<ul style="list-style-type: none"> <li>Information sharing</li> </ul>	Mailstop #704 14200 Green Timbers Way Surrey, BC V3T 6P3
IU	<b>Vancouver Police Department</b>	Eileen Volpatti, VPD Sergeant, Officer in Charge of Beat Enforcement Team 1 604 717-2569 s.22 <a href="mailto:Eileen.volpatti@vpd.ca">Eileen.volpatti@vpd.ca</a>	Law enforcement agency for Vancouver.	<ul style="list-style-type: none"> <li>Information sharing.</li> </ul>	2620E Hastings St E Vancouver BC V5K 1Z6

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### Ministry of Finance, Office of the Comptroller General - Key Stakeholders

Branch	Organization	Contact	Description	Key Issues	Address
ACROYNM	Name	Contact Name Title Phone Email		<ul style="list-style-type: none"> <li>List of Key Issues this Stakeholder is consulted on</li> </ul>	Mailing address
OAG	<b>Office of the Auditor General</b>	Carol Bellringer Auditor General  <a href="mailto:CBellringer@bcauditor.com">CBellringer@bcauditor.com</a>  Russ Jones Deputy Auditor General  <a href="mailto:RJONES@bcauditor.com">RJONES@bcauditor.com</a>  Tel: (250) 419-6100	A non-partisan, independent Officer of the Legislature who reports directly to the Legislative Assembly.   Establishes the professional code of ethics along with CPA Canada	<ul style="list-style-type: none"> <li>Managing the audit relationship</li> <li>OCG supports ministries engaged in financial and performance audits subject to the OAG</li> <li>Audit of the Summary Financial Statements</li> </ul>	623 Fort St, Victoria, BC V8W 3V2
CPA BC	<b>Chartered Professional Accountants of British Columbia</b>	Chartered Professional Accountants of British Columbia  Tel: (604) 872-7222 Toll Free: 800-663-2677  Website: <a href="http://www.bccpa.ca">www.bccpa.ca</a>	Staff with CPA membership can access resources offered by CPA BC.  Establishes the professional code of ethics along with CPA Canada	<ul style="list-style-type: none"> <li>Professional Development</li> <li>Independent Professional Ethics Standard</li> </ul>	800-555 West Hastings Street, Vancouver BC V6B 4N6

Branch	Organization	Contact	Description	Key Issues	Address
APAC	<b>Accounting Policy Advisory Committee</b>	Carl Fischer / Diane Lianga  Office of the Comptroller General  Tel: 250-387-6692  <a href="mailto:Comptroller.General@gov.bc.ca">Comptroller.General@gov.bc.ca</a>	The committee was established under the Budget Transparency and Accountability Act.	<ul style="list-style-type: none"> <li>The Accounting Policy Advisory Committee advises Treasury Board as to the application and implementation of generally accepted accounting principles for the government reporting entity.</li> </ul>	617 Government St. Victoria BC V8W 9V1
CCC	<b>Canadian Council of Comptrollers</b>	Kelly Barr Secretariat of the Canadian Council of Comptrollers  Tel: (613)716-6412  <a href="mailto:Kelly.barr@tbs-sct.gc.ca">Kelly.barr@tbs-sct.gc.ca</a>	The secretariat provides central co-ordination functions for the Comptrollers' General across all provinces and territories.	<ul style="list-style-type: none"> <li>Cross jurisdictional comparison and analysis</li> <li>Accounting standards implementation issues</li> </ul>	7 Queen's Park Crescent 2 <sup>nd</sup> Floor, Frost Building South Toronto, ON M7A 1Y7
PSAB	<b>Public Sector Accounting Board</b>	Michael Puskaric Director, Public Sector Accounting  Tel: (416) 204.3451  <a href="mailto:mpuskaric@cpacanada.ca">mpuskaric@cpacanada.ca</a>	The Public Sector Accounting Board (PSAB) was created to serve the public interest by establishing <u>accounting standards for the public sector</u> .	<ul style="list-style-type: none"> <li>Proposed accounting standards are released for comment</li> <li>PSAB approves new sections of the Public Sector Accounting Standards Handbook</li> </ul>	277 Wellington Street West Toronto, ON M5V 3H2

## EXECUTIVE MEMBER BIOGRAPHY

### Carl Fischer, Acting Comptroller General



Carl Fischer was appointed Acting Comptroller General on December 1, 2016 shortly after the incumbent assumed a new role at the Office of the Auditor General. He is a Certified Public Accountant with 18 years of experience within the Office of the Comptroller General, and a total of 30 years of experience in government financial management, policy and accounting.

Prior to this appointment Carl held the role of Executive Director, Financial Reporting and Advisory Services, the senior accounting position responsible for the preparation of the Public Accounts and Ministerial Accountability Report. Responsibility for the Public Accounts involves establishing the accounting policies of the province, implementing systems of accounting, providing functional control over transactions of the province, and representing ministries and crown agencies through the annual audit conducted by the Office of the Auditor General.

Notable responsibilities undertaken during his tenure in OCG include leading the implementation of full GAAP financial reporting as required by the introduction of the *Budget Transparency and Accountability Act*, transitioning Crown agencies to a common basis of accounting consistent with government accounting policy, and representing the province through the evolution of a national public sector accounting standard under the Public Sector Accounting Board of Canada.

Carl has acted as a pension board trustee since 2006 and represents the province as a Director on the BC Pension Corporation board of directors.

## **Office of the Comptroller General**

**ADM Responsible:** Carl Fischer, Acting Comptroller General

### **Core Business/ Program Area Description/Critical Business Processes:**

The Office of the Comptroller General's (OCG) authority to mandate is derived from Section 9 from the *Financial Administration Act (FAA)*.

The key outputs of the OCG include monthly, quarterly and annual financial statements for the Government Reporting Entity, real-time financial policy compliance monitoring and post-payment review processing and a Corporate Financial System.

OCG is a governance organization with a focus on policy development and interpretation in the areas of accounting, financial management, financial systems and procurement. OCG provides advice to government and ministries in each of these areas.

OCG is responsible for the Province's Corporate Financial System, which provides all payments and supports the production of the Public Accounts.

OCG conducts investigations into reports of financial mismanagement and policy breach.

- The Comptroller General must, subject to any direction of the Treasury Board, do all of the following:
  - (a) develop and issue policies and guidelines and establish procedures for the financial management and recording of the revenues, expenditures, assets, liabilities and equity of the government;
  - (b) issue directives respecting the methods by which the accounts of the government are kept;
  - (c) administer and maintain the central accounts of the government;
  - (d) provide functional control over all financial transactions entered into the central accounting system;
  - (e) evaluate financial management throughout the government and recommend to the Treasury Board improvements considered necessary; and
  - (f) prepare the public accounts and any other financial statements and reports required of the Comptroller General by the Minister of Finance or Treasury Board.

### **Budget:**

\$18,726,000

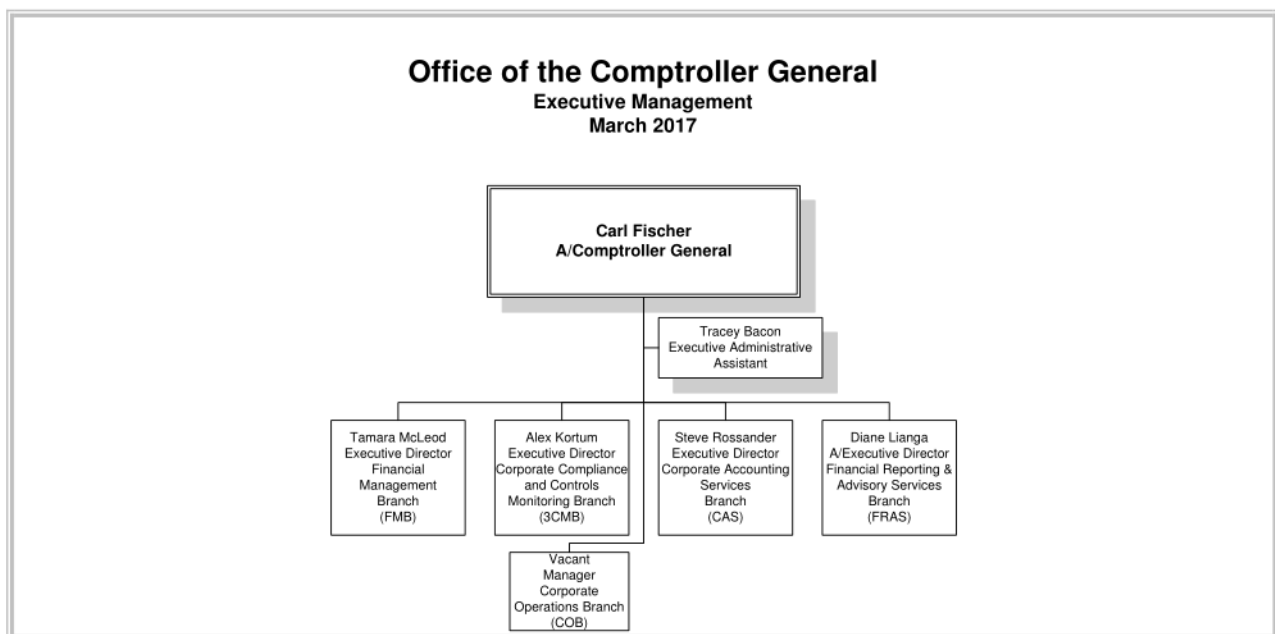
### **Full Time Equivalents (FTEs):**

126 FTEs

### Related Legislation:

- *Financial Administration Act*
- *Budget Transparency and Accountability Act*
- *Balanced Budget and Ministerial Accountability Act*
- *Financial Information Act*
- *Auditor General Act*
- *Unclaimed Property Act*

### Organizational Chart:



## ISSUE NOTE

### Issue:

- Public Accounts Reporting for March 31, 2017

### Background:

- Under Section 9 of the *Budget Transparency and Accountability Act* (BTAA), government is required to prepare the Public Accounts for release prior to August 31, 2017.
- The Summary Financial Statements consolidates over 160 entities, including the province's 43 Crown corporations and agencies, 60 school districts, 11 universities, 14 colleges and institutes, 8 hospital societies, 6 health organizations and the Consolidated Revenue Fund (20 ministries and other agencies). The Public Accounts are prepared in accordance with BTAA which requires the use of generally accepted accounting principles (GAAP) for senior governments in Canada, supported by regulations of Treasury Board under the BTAA.
- Last year, the province received a qualified audit opinion on the Summary Financial Statements. In accordance with accounting standards, the province recognizes restricted funding received from the federal government and other external parties as deferred revenue until the underlying obligations are satisfied, at which time the funding is recognized as revenue. The Auditor General believes that these transfer payments have insufficient stipulations to create an obligation; therefore, the deferral is not supported. In consultation with the Minister, we agreed to not make the adjustment as suggested by the Auditor General, as it was not, in our collective opinion, in accordance with Canadian accounting standards. This issue remains under discussion with the Office of the Auditor General.
- Final Summary Financial Statements are scheduled to be sent to the Office of the Auditor General June 19th with comments back from Office of the Auditor General by July 4th. The Auditor General's report is expected July 4th.
- The working date for release of the Public Accounts is July 4th.

### Decision required:

- **30 day issue.**
- We continue to work collaboratively with the Office of the Auditor General to resolve this one remaining qualification item.



**BRIEFING NOTE**  
**CROWN AGENCIES**

**Name:**

Accounting Policy Advisory Committee

**Legislative Authority:**

*Budget Transparency and Accountability Act*

**Mandate:**

The Accounting Policy Advisory Committee advises Treasury Board as to the application and implementation of generally accepted accounting principles for the government reporting entity.

**Current Appointees:**

- Gordon Chan
- Mary Lynn McKenna
- John J. Nagy
- James Crawford
- Ernest S. Daykin

**Appointments required:**

- All appointments expire on December 31, 2017.

**Issue(s):**

- No Issues

**Key Contact:**

Name: Carl Fischer  
Title: A/Comptroller General  
Phone: (250) 387-6692

## **PUBLIC SECTOR EMPLOYERS' COUNCIL SECRETARIAT**

### **Ministry of Finance: Public Sector Employers' Council Secretariat**

The Public Sector Employers' Council Secretariat is created under the *Public Sector Employers Act*, and reports to the Minister of Finance as the Minister Responsible for the Act.

### **Ministry Mandate:**

The Public Sector Employers' Council Secretariat is the central agency supporting government on all issues related to public sector collective bargaining, as well as non-union compensation.

**Labour Relations** - The PSEC Secretariat provides strategic advice on the development of mandates for collective bargaining and labour relations strategies, and implements those mandates and strategies through employer bargaining agents and employers across the provincial public sector, including health, K-12, Crown corporations, community social services, post-secondary, including colleges, institutes, teaching and research universities, as well as the core Public Service.

**Excluded and Executive Compensation** - The PSEC Secretariat supports the Minister by working with public sector employers to establish and implement compensation policies and plans for non-union employees such as managers and executives (including CEOs). It is responsible for coordinating the annual statutory disclosure of executive compensation for 120 public sector employers.

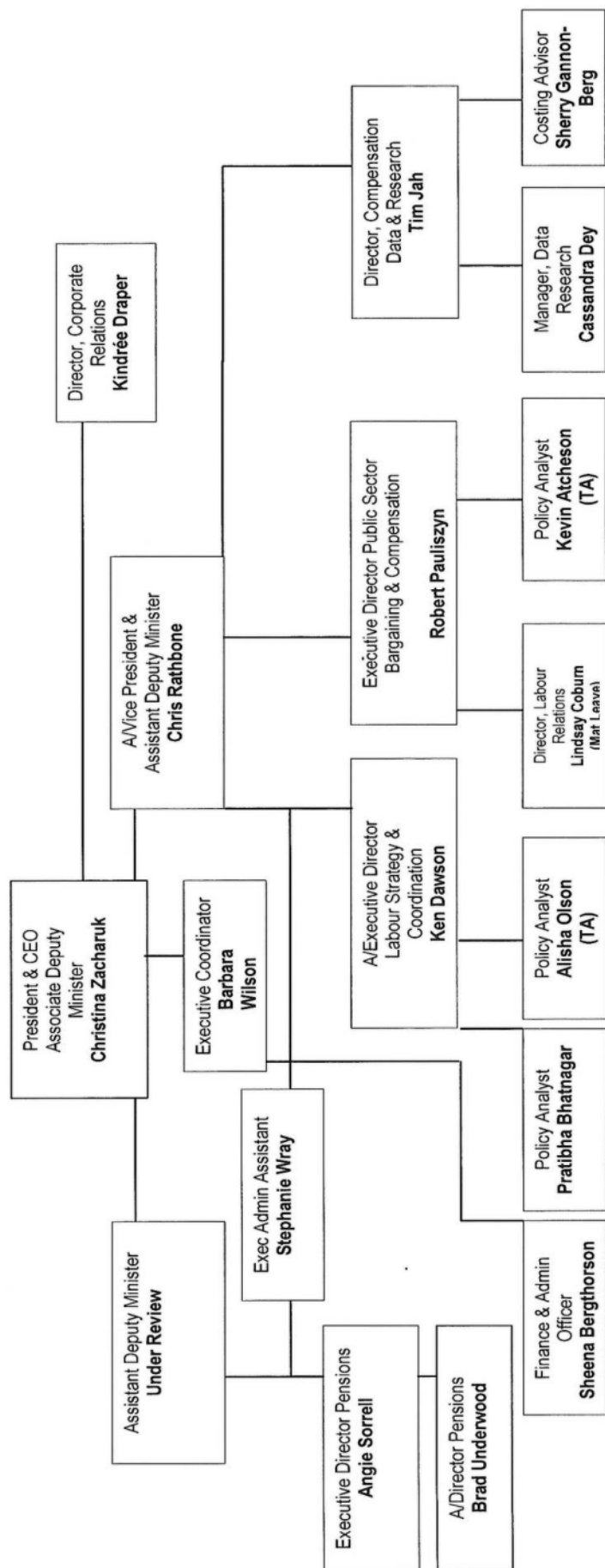
**Public Sector Pension Plans** - The PSEC Secretariat represents government in its role as a partner under the *Public Sector Pension Plans Act* and the joint trust arrangements established for the four major public sector pension plans. This includes working with other partners to the pension plans to achieve the goals of the plans in a sustainable manner, monitoring government's risk exposure and providing policy advice to both government and public sector employers. It also supports Treasury Board by chairing and providing secretariat support to a committee established by Treasury Board to administer remuneration of appointees to provincial government boards and tribunals.

### **2017/18 Budget:**

\$16.6M, including grants to employers' associations of \$14.2M (Secretariat operating budget: \$2.4M)

**Full-Time Equivalents (FTEs):** 16

**Public Sector Employers' Council Secretariat Organizational Chart:**



## EXECUTIVE MEMBER BIOGRAPHY



**Chris Rathbone**  
**A/Assistant Deputy Minister**  
**Public Sector Employers' Council Secretariat**  
**Ministry of Finance**

Chris Rathbone has more than a decade of progressively senior experience in B.C.'s Public Service, and more than six years contributing to the collective bargaining process. As Acting Assistant Deputy Minister for the Public Sector Employers' Council Secretariat, Chris is responsible for coordinating labour relations across the provincial public sector, as well as managing and implementing excluded employee compensation. Chris sits on the board of the Community Social Services Employers' Association and the Crown Corporation Employers' Association.

In addition to his work in the Public Service, Chris has also spent time working at a B.C. Crown Corporation and an Independent Office of the Legislature.

## EXECUTIVE MEMBER BIOGRAPHY



**Christina Zacharuk**  
**President & CEO**  
**Public Sector Employers' Council Secretariat**  
**Ministry of Finance**

Christina Zacharuk is the President & CEO of the Public Sector Employers' Council Secretariat, Ministry of Finance.

Christina joined the BC Public Service in 2004 and moved to PSEC Secretariat in 2005. She has over a decade of experience in every aspect of public sector bargaining. In addition, she has broad expertise in policy development, including corporate governance, strategic labour relations, executive and exempt compensation across the public sector.

In February of 2012, she was asked to lead the transition of the independent College of Teachers to the Teacher Regulation Branch at the Ministry of Education. Two years later, she returned to PSEC Secretariat to help lead the implementation of the 2014 Economic Stability Mandate under which 99.9% of public sector employees have now settled. Recently, she lead the negotiations with the BC Teachers' Federation to reach the Memorandum of Agreement with respect to the Supreme Court of Canada's decision in November 2016.

Christina is a government-appointed director on the boards of the Health Employers' Association of BC, the Post-Secondary Employers' Association, the University Public Sector Employers' Association, and the Crown Corporation Employers' Association.

Christina graduated from the University of Victoria with a Bachelor's degree (Hons) in Sociology and she has a Master's degree in Public Administration, with co-op experience at both the federal and provincial levels of government.

## PSEC Non Union Compensation

**ADM Responsible:** Chris Rathbone

### Non-union/Excluded Compensation

B.C.'s public sector has approximately 384,000 employees, about 73,000 are non-union, which includes people working in management, exempt and executive positions at both unionized and non-union employers including the direct Public Service, Crown corporations, research universities, post-secondary institutions, K12 school districts and health authorities. Over 29,000 of these are excluded management and executive employees, and approximately 44,000 are unionized equivalents. These positions represent about \$4.67B in total compensation costs. Coordination of non-union and executive compensation ensures consistency, transparency, and predictability as contemplated by the *Act*.

The *Public Sector Employers Act* allows the Minister Responsible for PSEC Secretariat to direct employers' associations or public sector employers to create compensation plans for non-union employees in their sector. The *Act* authorizes the PSEC Secretariat to review, and for the Minister responsible to approve, all proposed employment contracts for excluded employees. The request may focus on certain groups of non-union employees, or it may focus on all excluded and executive employees. The PSEC Secretariat assists the Minister in implementing the *Act* by working with employers and employers' associations as they prepare compensation plans, coordinating the preparation of plans, and advising the Minister on proposed plans for approval. The *Act* also includes the *Employment Termination Standards* regulation that addresses such areas as the amount of severance that can be paid to employees, appropriate use of retirement allowances, repayment of excessive severances, and re-employment in the public sector.

In 2012, fiscal conditions necessitated an excluded compensation freeze across the broad public sector. In 2014, the BC Public Sector Compensation Review report commissioned by government recommended government take action to ensure greater consistency in compensation practices and levels across the provincial public sector. In support of this recommendation, employers adopted a common public sector compensation philosophy, with core principles and consistent benchmarking practices for the purposes of compensation. As part of the recommendations, employers were consulted to verify where they were experiencing challenges of compression, inversion and retention of high-performing excluded employees existed. To address this an approach to begin the measured exit from the compensation freeze began. In 2015, with 99.9% of the unionized public sector settled with agreements reached under the Economic Stability Mandates, employers received approval to provide modest, in-salary range movement to address compression, inversion, or recognize performance of excluded employees (to a maximum of 2% per year) beginning in 2015.

## PSEC Executive Compensation

**ADM Responsible:** Chris Rathbone

### **Executive Compensation:**

B.C.'s public sector has approximately 73,000 non-union employees, which includes people working in management, exempt and executive positions at both unionized and non-union public sector employers including the direct Public Service, Crown corporations, research universities, post-secondary institutions, K12 school districts and health authorities. Over 29,000 of these are excluded management and executive employees, and approximately 44,000 are unionized equivalents. These positions represent about \$4.67B in total compensation costs. Coordination of non-union and executive compensation ensures consistency, transparency, and predictability as contemplated by the Act.

The *Public Sector Employers Act* authorizes the PSEC Secretariat to review, and for the Minister responsible to approve, all proposed employment contracts for excluded employees prior to implementing a formal offer. Public sector boards are responsible for determining CEO compensation which must be in compliance with the framework approved by the Minister and within the approved total compensation maximums. In 2007, CEO total compensation maximums were communicated to public sector employer board chairs via Ministers Responsible. These maximums have been periodically individually reviewed, often on re-appointment. To avoid the maximums becoming 'floors' during board compensation discussions with CEOs, the maximum amounts are not public information. The PSEC Secretariat works closely with the employers to ensure the terms of the proposed contracts have the appropriate benchmarks, that they provide clarity on all elements of compensation, including leaves, holdbacks and perquisites, and that they adhere to B.C.'s legislation and policies. For all CEO contracts, the PSEC Secretariat also ensures there has been adequate consultation between the Board Chair and the Minister responsible for the organization and that the Minister supports the proposed offer and appointment.

In 2008, amendments were made to the Act to improve transparency and required public sector employers to annually disclose executive compensation paid to the CEO and the four highest ranking/paid executives of an organization who earn a base salary of \$125,000 or more. Submitted to the President & CEO of the PSEC Secretariat, disclosure of total compensation includes base salary, benefits, pension contributions, perquisites and holdbacks, as well as an explanation of the employer's compensation philosophy, the objectives, how it relates to the organization's performance targets and how the actual compensation paid relates to all of the above. PSEC Secretariat coordinates the broad disclosure and provides the Minister of Finance with an analysis of all the compensation data provided in that fiscal year, and is typically released at the same time as the Public Accounts in July. The 2016/17 disclosure will be the 10<sup>th</sup> year of this transparent process in which B.C. is a leader amongst all the provinces.

## PSEC Labour Relations

**ADM Responsible:** Chris Rathbone

### **Labour Relations:**

In 1993, the Korbin Commission of Inquiry into the Public Service and Public Sector found the decentralized bargaining structure then in place to be too costly and inefficient. This led to the enactment of the *Public Sector Employers Act* (the Act), which provides government with the means to manage and coordinate bargaining and compensation for the health, social services, K-12 education, public service, research universities, post-secondary, and Crown corporation sectors through one central agency — the Public Sector Employers' Council Secretariat.

Under the authority of the Act, the PSEC Secretariat administers and manages the development and implementation of strategic labour relations policies and practices in the provincial public sector. It advises government on mandates for collective bargaining and labour relations strategies, and implements those mandates and strategies through public sector employer bargaining agents and employers. Provincial mandates in B.C. lay out the broad terms for bargaining consistent across all sectors. Employers must conduct their negotiations within this mandate framework, and employer-specific elements of bargaining must receive government approval.

Currently, British Columbia's public sector consists of about 384,000 union and non-union employees working in diverse fields for approximately 600 employers. The government and public sector employers spend about \$26.7 billion, equivalent to 56 per cent of the Province's budget on compensation annually. About \$22 billion, or 82 per cent of these costs, are determined through collective bargaining for B.C.'s 310,000 unionized employees who are covered by 182 agreements. As of March 31<sup>st</sup>, 99.9% of public-sector employees are covered by tentative and ratified agreements negotiated under the Economic Stability Mandate.

The *Public Sector Employers Act* required that each of the six sectors establish an employers' association. The provincial public service (core government and ministries) are coordinated through the BC Public Service Agency. The six associations are:

- Health Employers' Association of British Columbia
- British Columbia Public School Employers' Association
- Community Social Services Employers' Association
- Post-Secondary Employers' Association
- Crown Corporation Employers' Association
- University Public Sector Employers' Association

As the central agency coordinating union and non-union compensation across the public sector, government is able to reconcile the core interests of allowing unions to bargain directly with employers' associations and employers while ensuring that government's policy direction and the needs of taxpayers are respected.

Over the course of the past 20 years, the PSEC model has continued to evolve in support of greater transparency, coordination, and consistency in compensation decisions and bargaining outcomes, supported by solid data and research.



## **PSEC Public Sector Pension Plans**

### **Public Sector Pension Plans:**

The Public Sector Employers' Council Secretariat (PSEC Secretariat), as a central agency in the Ministry of Finance, supports government in setting and coordinating strategic directions in human resource management and labour relations for the broad public sector. This includes representing government in its role as a partner under the *Public Sector Pension Plans Act* and the joint trust arrangements established for the four large public sector pension plans in 2000/01: Teachers', College, Municipal and Public Service. The Minister Responsible for the Act is the Partner. The PSEC Secretariat represents the minister as Partner in the day-to-day business.

Government's role in the four public sector pension plans is established in the *Public Sector Pension Plans Act* and joint trust agreements. The four plans currently have approximately \$98.5 billion in assets and represent about 547,000 active and retired members.

In representing government in its role as a partner in the plans, PSEC Secretariat's Executive Director of Pensions works with other partners, employers, the Boards of Trustees, and other key stakeholders to the pension plans to achieve the goals of the plans in a fiscally sustainable and equitable manner, monitoring government's risk exposure and providing policy advice to both government and public sector employers.

The PSEC Secretariat, through its Executive Director Pensions, also supports the Minister of Finance in his role as the B.C. Steward to the Canada Pension Plan.

**Budget:** Part of PSEC Secretariat's overall budget

**Full Time Equivalents (FTEs):** 1

### **Related Legislation:**

*Public Sector Pension Plans Act*

### **Organizational Chart:**



**PSEC Secretariat - Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues	Address
BCPSEA	BC Public School Employers' Association	<b>Michael Marchbank</b> <b>Public Administrator</b> Tel: 604 587-4624 <a href="mailto:Michael.marchbank@fraserhealth.ca">Michael.marchbank@fraserhealth.ca</a>  <b>Renzo Del Negro</b> <b>Chief Executive Officer</b> Tel: 604 730-4511 <a href="mailto:renzod@bcpsea.bc.ca">renzod@bcpsea.bc.ca</a>	Public Administrator appointed in 2013 to temporarily replace the Board of Directors  BCPSEA is the accredited bargaining agent for boards of education.	<ul style="list-style-type: none"> <li>Bargaining plan approvals for BCPSEA to negotiate collective agreements with the BC Teachers' Federation (BCTF); and unions representing support staff (CUPE and SD 34 Teamsters).</li> <li>Executive and exempt compensation plans for the Province's 60 public school districts.</li> </ul>	c/o Fraser Health Authority Suite 400, Central City Tower 13450 – 102 <sup>nd</sup> Street Surrey BC V3T 0H1  400 – 1333 West Broadway Vancouver BC V6H 4C1
	BC Association of School Business Officials (BCASBO)	<b>Kelvin Stretch</b> <b>President</b> Tel: s.22 <a href="mailto:kstretch@sc73.bc.ca">kstretch@sc73.bc.ca</a>		<ul style="list-style-type: none"> <li>Consult on labour relations(LR) and human resource(HR) issues for members</li> </ul>	208 – 1118 Homer St Vancouver BC V6B 6L5
	BC Principals and Vice Principals Association (BCPVPA)	<b>Kevin Reimer</b> <b>President</b> Tel: 604 689-3399 <a href="mailto:kreimer@bcpvpa.bc.ca">kreimer@bcpvpa.bc.ca</a>		<ul style="list-style-type: none"> <li>Consult on LR and HR issues for members</li> </ul>	200 – 525 10 <sup>th</sup> Ave W Vancouver BC V5Z 1K9

Branch	Organization	Contact	Description	Key Issues	Address
	<b>BC School Trustees Association (BCSTA)</b>	<b>Teresa Rezansoff</b> <b>President</b> Tel: (250) 442-8258 <a href="mailto:trezansoff@bcsta.org">trezansoff@bcsta.org</a>  <b>Mike Roberts</b> <b>Chief Executive Officer</b> Tel: 604-235-2297 E-mail: <a href="mailto:mroberts@bcsta.org">mroberts@bcsta.org</a>		<ul style="list-style-type: none"> <li>Representatives on the BCPSEA Advisory Committee</li> <li>Consult on LR and HR matters for members</li> </ul>	1580 West Broadway Vancouver BC V6J 5K9
	<b>BC School Superintendents Association</b>	<b>Tom Longridge</b> <b>President</b> <a href="mailto:Tom.longridge@sd72.bc.ca">Tom.longridge@sd72.bc.ca</a>		<ul style="list-style-type: none"> <li>Consult on LR and HR issues for members</li> </ul>	208 – 1118 Homer St Vancouver BC V6B 6L5
	<b>BC Teachers' Federation (BCTF)</b>	<b>Glen Hansman</b> <b>President</b> Tel: 604 871-2153 <a href="mailto:ghansman@bctf.ca">ghansman@bctf.ca</a>		<ul style="list-style-type: none"> <li>Negotiations for teachers' collective agreement</li> <li>Employer partner for Teachers' Pension Plan</li> </ul>	100 – 550 West 6 <sup>th</sup> Ave Vancouver BC V5Z 4P2

Branch	Organization	Contact	Description	Key Issues	Address
CSSEA	Community Social Services Employers' Association	<p>Janice Barr Board Chair Tel: 604 279-7043 <a href="mailto:jbarr@rscl.org">jbarr@rscl.org</a></p> <p>Gentil Mateus Chief Executive Officer 604 601-3118 <a href="mailto:gmateus@cssea.bc.ca">gmateus@cssea.bc.ca</a></p>	<p>CSSEA is governed by a Board of Directors under the <i>Public Sector Employers Act</i></p> <p>CSSEA is the accredited bargaining agent for the social services sector</p>	<ul style="list-style-type: none"> <li>Bargaining plan approvals for CSSEA to negotiate a collective agreement for unionized employees with the Community Social Services Bargaining Association (CSSBA).</li> </ul>	<p>Richmond Society for Community Living 170 – 7000 Minoru Blvd Richmond BC V6Y 3Z5</p> <p>800-555 Burrard St Vancouver BC V7X 1M8</p>

Branch	Organization	Contact	Description	Key Issues	Address
CCEA	Crown Corporations Employers' Association	<b>Shayne Ramsay</b> Board Chair s.22 <a href="mailto:sramsay@bchousing.org">sramsay@bchousing.org</a>	Each employer is the bargaining agent, as relevant. CCEA functions as a venue for collaboration and information sharing with Crown corporations. PSEC has taken on the responsibility of providing CCEA with statutory requirements and provides members with advice on key policy issues.	<ul style="list-style-type: none"> <li>Bargaining plan approvals for member Crown corporations to negotiate collective agreements for unionized employees: BC Assessment Authority; BC Housing; BC Hydro; BC Transit; Community Living BC; ICBC; Legal Services Society; Oil &amp; Gas Commission; BC Pavilion Corporation; WorkSafe BC.</li> <li>Compensation plans approvals for executive and excluded employees for all Crown corporations.</li> </ul>	c/o BC Housing Management Commission 1701–4555 Kingsway Burnaby BC V5H 4V8
	BC Assessment Authority	<b>Judy Rogers</b> Board Chair s.22  <b>David Highfield</b> Interim President & CEO Tel: 1.866.825.8322 ext 00306 <a href="mailto:David.highfield@bcassessment.ca">David.highfield@bcassessment.ca</a>		<ul style="list-style-type: none"> <li>Bargaining plan approval for BCAA to negotiate a collective agreement with CUPE.</li> <li>Compensation plan approvals for executive and excluded employees.</li> </ul>	400 – 3450 Uptown Blvd Victoria BC V8Z 0B9

Branch	Organization	Contact	Description	Key Issues	Address
	<b>BC Hydro &amp; Power Authority</b>	<b>W.J. Brad Bennett</b> <b>Board Chair</b> Tel: 604 623-4480 <a href="mailto:Brad.bennett@bchydro.com">Brad.bennett@bchydro.com</a>  <b>Jessica McDonald</b> <b>President &amp; CEO</b> Tel: 604 623-4470 <a href="mailto:Jessica.mcdonald@bchydro.com">Jessica.mcdonald@bchydro.com</a>		<ul style="list-style-type: none"> <li>Bargaining plan approvals for BC Hydro to negotiate collective agreements.</li> <li>Executive and excluded compensation plan approvals.</li> </ul>	333 Dunsmuir St Vancouver BC V6B 5R4
	<b>BC Lottery Corporation</b>	<b>Stuart D.B. (Bud) Smith</b> <b>Board Chair</b> Tel: 250 374-8311 ext 7252 <a href="mailto:bsmith@urbansystems.ca">bsmith@urbansystems.ca</a>  <b>Jim Lightbody</b> <b>CEO and President</b> s.22 <a href="mailto:jdlightbody@bclc.com">jdlightbody@bclc.com</a>		<ul style="list-style-type: none"> <li>Compensation plan approvals for executive and excluded employees.</li> </ul>	2940 Virtual Way Vancouver BC V5M 0A6
	<b>BC Oil &amp; Gas Commission</b>	<b>Dave Nikolejsin</b> <b>Board Chair</b> Tel: 250 952-0504 <a href="mailto:Dave.nikolejsin@gov.bc.ca">Dave.nikolejsin@gov.bc.ca</a>  <b>Paul Jeakins</b> <b>Chief Executive Officer</b> Tel: 250 419-4411 <a href="mailto:Paul.jeakins@bcogc.ca">Paul.jeakins@bcogc.ca</a>		<ul style="list-style-type: none"> <li>Bargaining plan approvals for BCOGC to negotiate collective agreements with BCGEU and Professional Employees' Association (PEA).</li> <li>Compensation plan approvals for executive and excluded employees.</li> </ul>	300 – 398 Harbour Rd Victoria BC V9A 0B7

Branch	Organization	Contact	Description	Key Issues	Address
	<b>BC Pavilion Corporation</b>	<b>Stuart McLaughlin</b> <b>Board Chair</b> <a href="mailto:stuart@highergroundholdings.com">stuart@highergroundholdings.com</a>  <b>Ken Cretney</b> <b>Interim President &amp; CEO</b> Tel: 604 647-7201 <a href="mailto:kcretney@bcpavco.com">kcretney@bcpavco.com</a>		<ul style="list-style-type: none"> <li>• Bargaining plan approval for PavCo to negotiate a collective agreement with the BCGEU.</li> <li>• Compensation plan approvals for executive and excluded employees.</li> </ul>	200 – 999 Canada Place Vancouver BC V6C 3C1
	<b>BC Transit Corporation</b>	<b>Frank Carson</b> <b>Board Chair</b> Tel: 250 388-4457 <a href="mailto:sfbc@coxtaylor.ca">sfbc@coxtaylor.ca</a>  <b>Manuel Achadinha</b> <b>President and CEO</b> Tel: 250 995-5680 <a href="mailto:Manuel_achadinha@bctransit.com">Manuel_achadinha@bctransit.com</a>		<ul style="list-style-type: none"> <li>• Bargaining plan approvals for BC Transit to negotiate collective agreements with Canadian Office &amp; Professional Employees (COPE); Canadian Union of Public Employees (CUPE); and, Unifor Local 333 BC (Unifor).</li> <li>• Compensation plan approvals for executive and excluded employees.</li> </ul>	520 Gorge Road East Victoria BC V8W 2P3

Branch	Organization	Contact	Description	Key Issues	Address
	<b>Community Living BC</b>	<b>Thomas P Christensen</b> Board Chair s.22 <a href="mailto:Tom.Christensen@nixonwenger.com">Tom.Christensen@nixonwenger.com</a>  <b>Seonag Macrae</b> Chief Executive Officer Tel: 604 664-0101 <a href="mailto:Seonag.Macrae@gov.bc.ca">Seonag.Macrae@gov.bc.ca</a>		<ul style="list-style-type: none"> <li>Bargaining plan approvals to negotiate collective agreements with BCNU, BCGEU.</li> <li>Compensation plan approvals for executive and excluded employees.</li> </ul>	1200 – West 73 <sup>rd</sup> Ave Vancouver BC V6P 6G5
	<b>Insurance Corporation of BC</b>	<b>Barry Penner</b> Board Chair s.22 <a href="mailto:Barry.penner@icbc.com">Barry.penner@icbc.com</a>  <b>Mark Blucher</b> Chief Executive Officer Tel: 604 982-2401 <a href="mailto:Mark.blucher@icbc.com">Mark.blucher@icbc.com</a>		<ul style="list-style-type: none"> <li>Bargaining plan approvals for ICBC to negotiate collective agreements with the Canadian Office and Professional Employees Union (COPE).</li> <li>Compensation plan approvals for executive and excluded employees.</li> </ul>	151 West Esplanade North Vancouver BC V7M 3H9
	<b>Legal Services Society</b>	<b>Suzette Narbonne</b> Board Chair <a href="mailto:LSSchair@lss.bc.ca">LSSchair@lss.bc.ca</a>  <b>Mark Benton, Q.C.</b> Chief Executive Officer Tel: 604 601-6137 <a href="mailto:Mark.benton@lss.bc.ca">Mark.benton@lss.bc.ca</a>		<ul style="list-style-type: none"> <li>Bargaining plan approvals for LSS to negotiate collective agreements with BCGEU and the Professional Employees' Association</li> </ul>	400 – 510 Burrard St Vancouver BC V6C 3A8



Branch	Organization	Contact	Description	Key Issues	Address
	Worksafe BC	<b>John Beckett</b> <b>Board Chair</b> <a href="mailto:John.beckett@worksafebc.com">John.beckett@worksafebc.com</a>  <b>Diana Miles</b> <b>President &amp; CEO</b> <a href="mailto:Diana.miles@worksafebc.com">Diana.miles@worksafebc.com</a>		<ul style="list-style-type: none"> <li>Bargaining plan approvals for WSBC to negotiate collective agreements with the Compensation Employees' Union (CEU) and salaried physicians (represented by BCMA)</li> </ul>	6951 Westminster Hwy Richmond BC V7C 1C6
		<b>Direct contact with all Crown corporation Board Chairs</b>  <b>Direct contact with all Crown corporation CEOs</b>		<ul style="list-style-type: none"> <li>Compensation plan approvals for executives.</li> <li>Compensation plan approvals for excluded employees.</li> </ul>	

Branch	Organization	Contact	Description	Key Issues	Address
HEABC	Health Employers' Association of British Columbia	<p><b>Betsy Gibbons</b> Board Chair s.22</p> <p><b>Michael McMillan</b> President &amp; CEO s.22 <a href="mailto:Michael.mcmillan@heabc.bc.ca">Michael.mcmillan@heabc.bc.ca</a></p>	<p>HEABC is governed by a Board of Directors under the <i>Public Sector Employers Act</i></p> <p>Leads the association as accredited bargaining agent for BC's health care employers, including health authorities</p>	<ul style="list-style-type: none"> <li>Collective bargaining plan approvals for HEABC to negotiate with: BC Emergency Health Services (BCEHS); Community Bargaining Association (CBA); Facilities Bargaining Association (FBA); Health Sciences Professionals Bargaining Association (HSPBA); Nurses Bargaining Association (NBA); Professional Association of Residents of BC (PAR-BC).</li> <li>Executive compensation plan approvals for health authorities and BC Cancer Agency.</li> </ul>	200–1333 West Broadway, Vancouver BC V6H 4C6

Branch	Organization	Contact	Description	Key Issues	Address
PSEA	Post-Secondary Employers' Association	<b>Roy Daykin</b> <b>Board Chair</b> Tel: 250 762-5664 <a href="mailto:rdaykin@okanagan.bc.ca">rdaykin@okanagan.bc.ca</a>	PSEA is governed by a Board of Directors under the <i>Public Sector Employers Act</i>	<ul style="list-style-type: none"><li>Bargaining plan approval for PSEA's member institutions to negotiate collective agreements for faculty and support staff unionized employees.</li></ul>	Okanagan College 1000 K.L.O. Road Kelowna BC V1Y 4X8
		<b>Anita Bleick</b> <b>Chief Executive Officer</b> Tel: 604 895-5061 <a href="mailto:anita@psea.bc.ca">anita@psea.bc.ca</a>	Leads the association as accredited bargaining agent for BC's colleges, teaching universities, and institutes		705 – 5945 Kathleen Ave Burnaby BC V5H 4J7
		Direct contact with Board Chairs and Presidents for all colleges, institutes and teaching universities			
	BC Association of Institutes and Universities	<b>Ruth Wittenberg</b> <b>President</b> Tel: 250 940-1141 <a href="mailto:Ruth.wittenberg@ufv.ca">Ruth.wittenberg@ufv.ca</a>		<ul style="list-style-type: none"><li>Compensation plan approvals for executive and excluded employees for colleges, special-purpose teaching universities and institutes in BC.</li><li>Consult on LR and HR issues for members</li></ul>	21-21 Dallas Road Victoria BC V8V 4Z9
	BC Colleges	<b>Colin Ewart</b> <b>President</b> Tel: 250 595-4866 <a href="mailto:cewart@bccolleges.ca">cewart@bccolleges.ca</a>		<ul style="list-style-type: none"><li>Consult on LR and HR issues for members</li></ul>	504 – 620 View St Victoria BC V8W 1J6

Branch	Organization	Contact	Description	Key Issues	Address
BC PSA	BC Public Service Agency	Lori Halls Deputy Minister	Public sector employer	<ul style="list-style-type: none"> <li>Bargaining plan approval for BCPSA to negotiate a collective agreement with BC Government Services and Employees' Union (BCGEU); Professional Employees' Association (PEA); Queen's Printer; Public Service Nurses; Crown Counsel.</li> </ul>	5 <sup>th</sup> Floor 510 Blanshard St Victoria BC V8W 2H2

Branch	Organization	Contact	Description	Key Issues	Address
UPSEA	University Public Sector Employers' Association	<b>Dr. Allan Cahoon</b> <b>Board Chair</b> Tel: 250 391-2507 <a href="mailto:Allan.cahoon@royalroads.ca">Allan.cahoon@royalroads.ca</a>  <b>Blair Littler</b> <b>Executive Director</b> Tel: 250 480-3975 <a href="mailto:Blair.littler@rucbc.ca">Blair.littler@rucbc.ca</a>	UPSEA is governed by a Board of Directors under the <i>Public Sector Employers Act</i>	<ul style="list-style-type: none"> <li>Bargaining plan approvals for member institutions to negotiate collective agreements for faculty and support staff.</li> <li>Compensation plan approvals for presidents, vice-presidents, and excluded employees for all research universities.</li> </ul>	Office of the President Royal Roads University 2005 Sooke Road Victoria BC V9B 5Y2
	Royal Roads University	<b>Cheryl Eason</b> <b>Vice President &amp; CFO</b> Tel: 250 391-2531 <a href="mailto:Cheryl.eason@royalroads.ca">Cheryl.eason@royalroads.ca</a>			400 – 880 Douglas St Victoria BC V8W 2B7
	Simon Fraser University	<b>Sandi De Domenico</b> <b>Interim Associate Vice President HR</b> Tel: 778 782-3602 <a href="mailto:sandi_domenico@sfu.ca">sandi_domenico@sfu.ca</a>			2005 Sooke Road Victoria BC V9B 5Y2
	Thompson Rivers University	<b>Denis Powers</b> <b>Associate Vice President, HR</b> Tel: 250 828-5458 <a href="mailto:dpowers@tru.ca">dpowers@tru.ca</a>			8888 University Drive Burnaby BC V5A 1S6
	University of BC	<b>Lisa Castle</b> <b>Associate Vice President, HR</b> Tel: 604 822-8120 <a href="mailto:lisa@hr.ubc.ca">lisa@hr.ubc.ca</a>			900 McGill Rd Kamloops BC V2C 0C8
	University of Northern BC	<b>Barb Daigle</b> <b>Director, HR</b> <a href="mailto:barb.daigle@unbc.ca">barb.daigle@unbc.ca</a>			2329 West Mall Vancouver BC V6T 1Z4

Branch	Organization	Contact	Description	Key Issues	Address
	University of Northern BC	Barb Daigle Director HR Tel: 250 960-5534 <a href="mailto:Barb.daigle@unbc.ca">Barb.daigle@unbc.ca</a>			3333 University Way Prince George BC V2N 4Z9
	University of Victoria	Kane Kilbey Association Vice President, HR Tel: 250 721-8031 <a href="mailto:kanek@uvic.ca">kanek@uvic.ca</a>			3800 Finnerty Road Victoria BC V8P 5C2
	BC Government and Service Employees' Union	Stephanie Smith President  Paul Finch Treasurer  Brent Camilleri Coordinator, Negotiations Tel: 604 473-5485 <a href="mailto:Brent.camilleri@bcgeu.ca">Brent.camilleri@bcgeu.ca</a>		<ul style="list-style-type: none"> <li>Consult and discuss labour relations issues for members</li> </ul>	4911 Canada Way Burnaby BC V5G 3W3
	BC Federation of Labour	Irene Lanzinger President Tel: 604 430-1421 <a href="mailto:bcfed@bcfed.ca">bcfed@bcfed.ca</a>		<ul style="list-style-type: none"> <li>General LR issues and may discuss how to resolve disputes</li> </ul>	200 – 5118 Joyce St Vancouver BC V5R 4H1

Branch	Organization	Contact	Description	Key Issues	Address
	<b>CUPE BC</b>	<b>Paul Faoro</b> <b>President</b> Tel: 604 437-3484 <a href="mailto:pfaoro@cupe.bc.ca">pfaoro@cupe.bc.ca</a>		<ul style="list-style-type: none"> <li>Consult and discuss labour relations issues for members</li> </ul>	510 – 4940 Canada Way Burnaby BC V5G 4T3
	<b>CUPE National</b>	<b>Mark Hancock</b> <b>President</b> <a href="mailto:mhancock@cupe.bc.ca">mhancock@cupe.bc.ca</a>		<ul style="list-style-type: none"> <li>Prior President of CUPE BC</li> <li>Consult on general LR issues</li> </ul>	1375 St. Laurent Ottawa ON K1G 0Z7
	<b>Unifor</b>	<b>Gavin McGarrigle</b> <b>BC Area Director</b> Tel: 778-668-6455 <a href="mailto:gavin.mcgarrigle@unifor.org">gavin.mcgarrigle@unifor.org</a>			2 <sup>nd</sup> Floor 4248 Glanford Ave Victoria BC V8Z 4B8
	<b>Arbitrators and Mediators</b>	<b>Judi Korbin</b> Tel: 604 691-2552 <a href="mailto:korbin@telus.net">korbin@telus.net</a>  <b>Vince Ready</b> Tel: 604 691-2554 <a href="mailto:vready@telus.net">vready@telus.net</a>			

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**Public Sector Employers' Council Secretariat**  
**Crown Agencies: Employers' Associations Overview**

**Overview:**

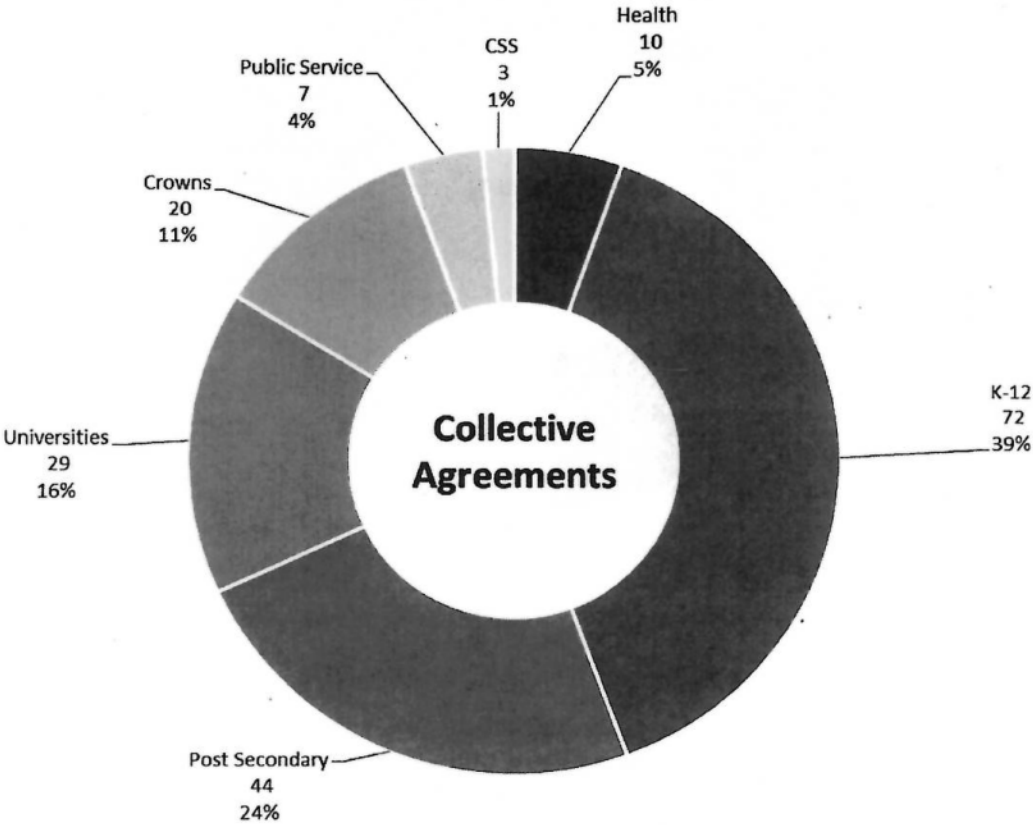
- The *Public Sector Employers Act* establishes six employers' associations to carry out strategic direction of government in each of the following sectors: health, K-12 public education, social services, post-secondary, Crown agencies, and research universities. The BC Public Service Agency, established under the *Public Service Act*, acts as an employers' association for the BC Public Service.
- Government relies on employers' associations to implement its direction related to their statutory mandate and coordinate the following with respect to a sector:
  1. compensation for employees not covered by a collective agreement;
  2. benefit administration;
  3. human resource practices; and
  4. collective bargaining objectives
- Employers' associations vary in staff size from one person to approximately 100. The majority of employers' associations are funded directly by the PSEC Secretariat, although some also receive funding from ministries responsible and from member-employers. Association boards are partly appointed by government and member-employers.
- Government has the statutory ability to unilaterally direct changes to employers' association constitutions and bylaws, and replace boards of directors with a public administrator.
- The table below details the funding and board structures of these associations. The number of agreements by sector and employers' association is on the page following the table.

Employers' Association	Role	Board Structure	Funding
BC Public School Employers' Association	Accredited bargaining agent for the province's 60 public school boards in negotiations with the BCTF and Support Staff unions.	Normally a 15-member board. Nine members elected annually by school trustees; four appointed by government; two non-voting members appointed by the British Columbia Association of School Business Officials and the British Columbia School Superintendents Association. Currently has a public administrator in place s.13 s.13	s.17
Health Employers' Association of	Accredited bargaining agent for health sector employers.	Eleven-person board. Six directors appointed from health authorities; two by the provincial government; and one	

**Public Sector Employers' Council Secretariat**  
**Crown Agencies: Employers' Associations Overview**

BC		member each appointment by proprietary care providers, affiliated care providers and denominational care providers.	s.17
Post-Secondary Employers' Association	Employer bargaining agent for 19 public colleges, teaching universities, and institutes. PSEA annually receives \$389,284 from institutions which does not change year-over year. Each institution's fee assessment includes a flat amount of \$10,244 plus a prorated fee based upon each institution's previous year operating grant.	Ten-person board. Six elected annually by employers; two appointed by government; two non-voting members are the Chair and Vice-chair of the PSEA's Standing Committee on Human Resource Practices.	
Community Social Services Employers' Association	Accredited bargaining agent for over 200 member agencies and 87 associate agencies.	Up to 11 directors. Seven directors appointed by representatives of social service agencies; one appointed by Community Living British Columbia; up to three appointed by the provincial government.	
University Public Sector Employers' Association	Coordinates communications and sectoral labour relations strategy for the seven Research Universities as required by the Act. Not an accredited bargaining agent.	Has an informal board comprised of university presidents, CEO of PSEC Secretariat, and an Assistant Deputy Minister from the Ministry of Advanced Education.	No funding from PSEC Secretariat or member fees
Crown Corporation Employers' Association	The PSEC Secretariat performs the functions of the association to coordinate communications between Crowns and government. Not an accredited bargaining agent.	Up to 11 directors. Eight directors elected or appointed by employers; two appointed by the government; Chair elected from Chief Executive Officers of member-employers.	No member fees
BC Public Service Agency	Accredited bargaining agent for government in negotiations with unions representing direct government employees (e.g., BCGEU Master)	n/a	Funded through ministry appropriations

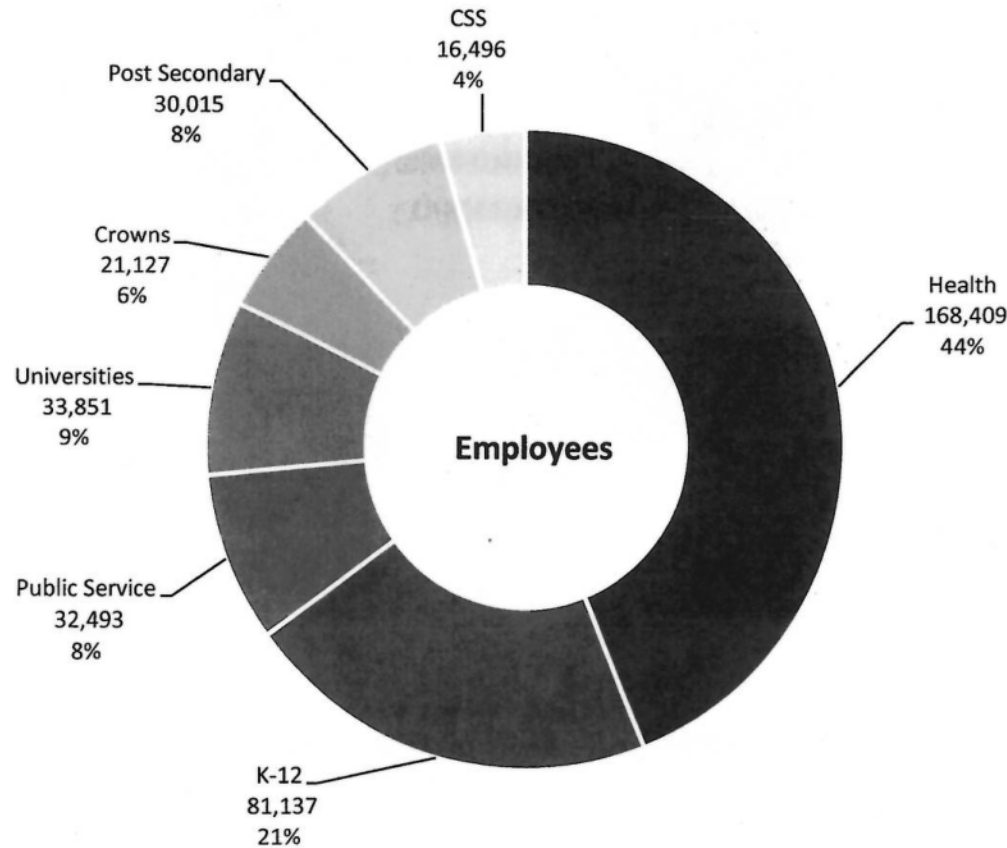
Collective Agreements by Sector  
Est as of April 1, 2016



B.C. Public Sector Employees

Sector Employee Count (union & non-union)  
As a % of Total Public Sector  
Est as of April 1, 2016

Total Sector Employee Count:  
383,528



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## EXECUTIVE MEMBER BIOGRAPHY

### David Galbraith, Deputy Secretary to Treasury Board



David has been with the Provincial government since 1992. He has held a variety of executive and management level positions in a number of ministries including Finance; Environment, Lands and Parks; Tourism Sport and the Arts; Healthy Living and Sport; Community, Sport and Cultural Development; and, Social Development and Social Innovation.

During his career he has been responsible for a wide variety of program areas including: the development of the provincial budget for social ministries; delivery, budgeting and accountability for provincial granting programs; developing provincial public policy and delivery of on the ground services across BC.

David is an Economics graduate of the University of Victoria. He has a passion for good governance, empowering people and ensuring excellent government service to British Columbians.

s.22

### Treasury Board Staff

**ADM Responsible:** David Galbraith

**Core Business/Program Area Description/Critical Business Processes:**

Treasury Board Staff (TBS) provides for financial management advice in order to support well-informed decisions by Treasury Board and the Minister of Finance, including advice on economic performance, and on management of ministry and agency operating spending, revenue, capital spending and debt.

Treasury Board staff is responsible for forecasting economic growth in British Columbia; evaluating the risks and opportunities related to the government's fiscal plan; developing economic, revenue and spending forecasts and plans; and making recommendations to Treasury Board and government on the corrective measures needed to keep the fiscal plan on track throughout the year. Treasury Board staff supports the operations of Treasury Board meetings throughout the year, and advises the Board on the spending management issues and budgetary requests brought forward by ministries and other government agencies.

TBS also provides for development, management, and production of the Budget and Fiscal Plan, the Estimates, Quarterly Reports, the Financial and Economic Review, and other related documents.

**Budget:**

\$6,701,000 (Budget 2017)

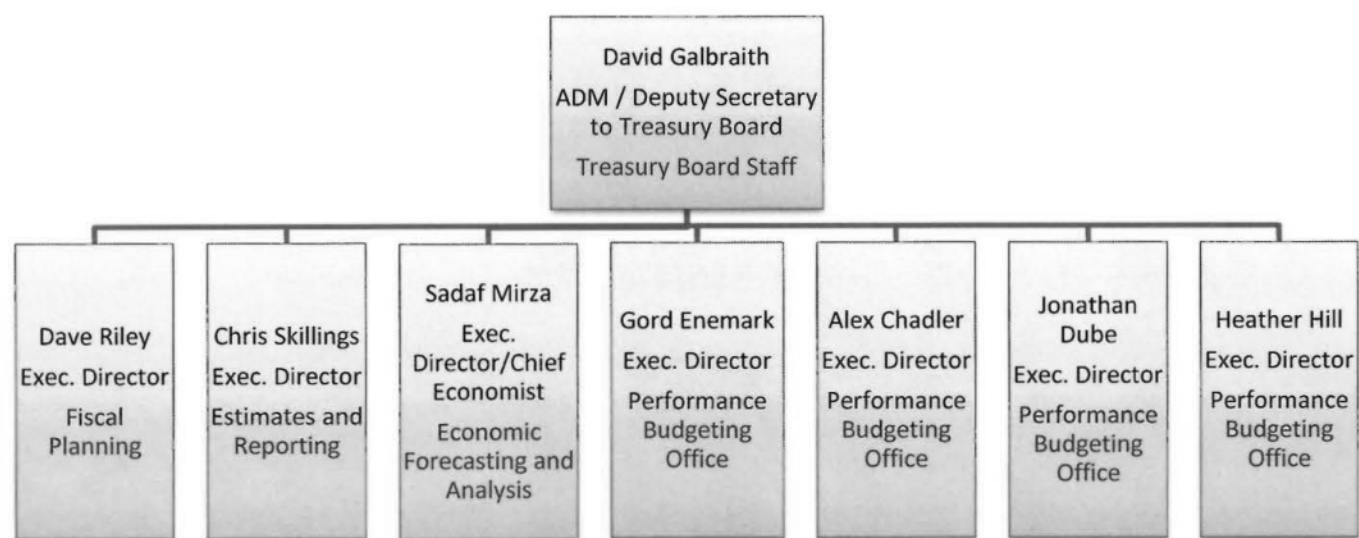
**Full Time Equivalents (FTEs):**

61

**Related Legislation:**

FAA, BTAA, BBMAA

Organizational Chart: (ADM / ED)





## ISSUE NOTE

### Issue:

- Economic Forecast Council Membership Renewals

### Background:

- The appointed term for the majority of Economic Forecast Council (EFC) members expires on July 18<sup>th</sup> 2017.
- Re-appointment requires a new Ministerial Order and a letter from the Minister of Finance to the appointee.
- Ministry staff recommends offering re-appointments to the following members, for an additional 3-year term:
  - TD Bank Financial Group
  - Business Council of British Columbia
  - IHS Markit (formerly IHS Global Insight)
  - Bank of Montreal
  - The Conference Board of Canada
  - CIBC World Markets
  - National Bank Financial
  - British Columbia Real Estate Association
  - Central 1 Credit Union
  - Scotiabank
  - RBC Capital Markets
  - Stokes Economic Consulting
- The remaining EFC member, Laurentian Bank Securities, will be eligible for re-appointment in 2018.
- In accordance with the *Budget Transparency and Accountability Act* (BTAA), the EFC must maintain a minimum of ten members.
  - Members of the council hold office for a term of at least 3 years, to be set by the Minister of Finance.
  - With the renewal of the 12 aforementioned members' term, the EFC will consist of 13 members, satisfying the BTAA requirement.

### Decision required:

- **60 day issue**
- Ministry staff will prepare the Ministerial Order and appointee letters for review and signature by the Minister of Finance.

## ISSUE NOTE

### Issue:

- Appointment of Treasury Board Members

### Background:

- Treasury Board consists of: the Minister of Finance as chair; another minister appointed and designated as vice-chair; and other ministers and members of the Legislative Assembly as appointed by the Lieutenant Governor in Council. The majority of Treasury Board members must be members of Cabinet.
- The current Treasury Board is comprised of nine members.
- The new government may have a number of ministers and members of the Legislative Assembly that are new to the Legislature and/or unfamiliar with the decision-making processes of the various Cabinet committees.
- Treasury Board Staff will be available to brief the new Treasury Board members in order to acquaint them with the committee's decision-making process.
- A Treasury Board meeting will be required shortly after the appointment of the new Cabinet to update Treasury Board on the fiscal plan, to seek direction on potential issues needing Treasury Board approval, and to make decisions required for the Budget and Fiscal Plan Update.

### Decisions required:

- **30 day issue.**
- Cabinet structure (reorganization)
- Appointment of vice chair and other members of Treasury Board

## ISSUE NOTE

### Issue:

- 2017 British Columbia Financial and Economic Review

### Background:

- There is no legislative requirement to publish the Financial and Economic Review (FER), however it is a useful disclosure document that serves a number of needs and clients.
- The FER provides a review of economic and financial developments in BC during the past year, and is a companion document to the *Public Accounts* which is expected to be made public in July. The FER fulfills the province's reporting requirements to investors and securities regulators, and is sourced frequently for historical financial information.
- The *Public Accounts* and the Financial and Economic Review, in combination, are filed with investors and securities regulators in lieu of having to file a prospectus for each debt issue. Failure to file on time may restrict government's access to the financial markets. Regulators include:
  - SEC (Securities and Exchange Commission)
  - LSE / UKLA (London Stock Exchange / United Kingdom Listing Authority)
  - LuxSE / CSSF (Luxembourg Stock Exchange / Commission de Surveillance du Secteur Financier)
  - SIX (Suisse Exchange)
  - SCH (Shanghai Clearing House) and Chinamoney websites

### Decisions required:

- **60 day issue.**
- The FER is prepared in July and is planned for release on the government website on or shortly after the release of the *Public Accounts* this year.

## ISSUE NOTE

### Issue:

- Budget and Fiscal Plan Update

### Background:

- The *Budget and Transparency Accountability Act* requires that a new budget and main estimates be tabled in the Legislature no later than 90 days after the post-election Cabinet is appointed.
- The Budget and Fiscal Plan Update will require revised economic assumptions and updates to revenue forecasts as well as Crown corporation and SUCH sector projections. This will result in revised operating results and debt forecasts.
- The Budget and Fiscal Plan Update must also reflect any changes to ministries as a result of the responsibilities assigned to the new Cabinet.
- There are a series of decisions that need to be made in the run up to the release of the Budget and Fiscal Plan Update. How quickly these decisions need to be made will depend upon the confirmed date of the Budget and Fiscal Plan Update (e.g. A Budget and Fiscal Plan Update in September would coincide with the release of the First Quarterly Report; anything earlier will require the incoming government committing to an aggressive schedule and potentially limiting the decisions and budget adjustments that can be made).
- The 2013 Budget and Fiscal Plan Update was tabled in late June, while both the 2005 and 2009 Budget and Fiscal Plan Updates were tabled in September.

### Decisions required:

- **30 day issue.**
- Cabinet structure (reorganization)
- Date for release of Budget and Fiscal Plan Update
- Confirm location of media/stakeholder lock-up
- Dates and agendas for Treasury Board/Premier meetings for decisions
- Confirm any adjustments to ministry spending plans and/or ministry organizations; including new information/direction since the February 2017 Budget (e.g. commitments made by government)

- Economic and revenue forecast update including Economic Forecast Council advice
- Any revenue policy decisions required
- Inclusion of updated forecast/actual
- Budget speech content
- Budget legislation

**STAKEHOLDER CONTACTS**  
**FINANCE - Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues	Address
TBS, PBO	Ministry of Finance	Athana Mentzelopoulos Deputy Minister Co-chair 250-387-3184 <a href="mailto:Athana.Mentzelopoulos@gov.bc.ca">Athana.Mentzelopoulos@gov.bc.ca</a>	<p><b>DMIIF</b> - Deputy Minister Industry and Infrastructure Forum</p> <p>Created in response to industry calls for a stronger relationship with government.</p> <p>17 members (8 govt and 9 industry) plus 6 non-voting advisors.</p>	<p>Consult, discuss and share information and ideas related to improving government's infrastructure procurement practices and use of construction-industry resources.</p> <p>Typically meets quarterly with the next meeting in late June or early July 2017.</p>	Room 109-617 Government St Victoria BC V8W 9V1

Branch	Organization	Contact	Description	Key Issues	Address
TBS, PBO	<b>Houle Electric</b>	Ross McLean BCCA Past Board Chair Co-chair 250-544-0099 <a href="mailto:rmclean@houle.ca">rmclean@houle.ca</a>	DMIIF		300A – 2261 Keating Cross Rd Victoria BC V8M 2A5
TBS, PBO	<b>STBR Consulting</b>	Terry Brown President 250-979-8260 <a href="mailto:terrybrown.stbr@hotmail.com">terrybrown.stbr@hotmail.com</a>	DMIIF		1076 Martin Avenue Kelowna BC V1Y 6V5
TBS, PBO	<b>Smith Bros. &amp; Wilson (BC) Ltd</b>	Clark Cambell Chief Estimator/ Sr. Project Manager 604-619-5624 <a href="mailto:clark.campbell@sbw.ca">clark.campbell@sbw.ca</a>	DMIIF		8729 Aisne Street Vancouver BC V6P 3P1
TBS, PBO	<b>Western Pacific Enterprises</b>	Ron Fettback Vice President, Operations 604-540-1321 <a href="mailto:ron@wpe.bc.ca">ron@wpe.bc.ca</a>	DMIIF		1321 Ketch Court Coquitlam BC V3K 6X7

Branch	Organization	Contact	Description	Key Issues	Address
TBS, PBO	Architectural Institute of BC	Joan Hendriks Director of Registration & Licensing 604-683-8588 ext 323 <a href="mailto:jhendriks@aibc.ca">jhendriks@aibc.ca</a>	DMIIF		#100 – 440 Cambie Street Vancouver BC V6B 2N5
TBS, PBO	Equity Plumbing & Heating Ltd.	Brad Popoff President 250-563-1191 <a href="mailto:brad@equityplumbing.ca">brad@equityplumbing.ca</a>	DMIIF		881 4th Avenue Prince George BC V2L 3H5
TBS, PBO	Association of Professional Engineers and Geoscientists of BC	Harshan Radhakrishnan Practice Advisor 604-412-6054 <a href="mailto:hrad@apeg.bc.ca">hrad@apeg.bc.ca</a>	DMIIF		200-4010 Regent Street, Burnaby BC V5C 6N2
TBS, PBO	Stratice Consulting Inc.	Tim Stanley President Vice Chair, ACEC-BC 604-812-1102 <a href="mailto:tim.stanley@stratice.ca">tim.stanley@stratice.ca</a>	DMIIF		8657 Seascapes Drive West Vancouver BC V7W 3J7



Branch	Organization	Contact	Description	Key Issues	Address
TBS, PBO	<b>Scansa Construction Ltd</b>	Pete White Business Development/ Chief Estimator 250-478-5222 ext 234 <a href="mailto:pwhite@scansa.ca">pwhite@scansa.ca</a>	DMIIF		203-3179 Jacklin Road Victoria BC V9B 3Y7
TBS, PBO	<b>Ministry of Technology, Innovation and Citizens' Services</b>	Sarf Ahmed Associate Deputy Minister 250-387-0315 <a href="mailto:Sarf.Ahmed@gov.bc.ca">Sarf.Ahmed@gov.bc.ca</a>	DMIIF		2nd Floor - 525 Superior St Victoria BC V8V 1T7
TBS, PBO	<b>Ministry of Jobs, Tourism and Skills Training</b>	Shannon Baskerville Deputy Minister 250- 952-0103 <a href="mailto:Shannon.Baskerville@gov.bc.ca">Shannon.Baskerville@gov.bc.ca</a>	DMIIF		1810 Blanshard Street Victoria BC V8W 9T2
TBS, PBO	<b>Ministry of Education</b>	Dave Byng Deputy Minister 250-387-2026 <a href="mailto:Dave.Byng@gov.bc.ca">Dave.Byng@gov.bc.ca</a>	DMIIF		5 <sup>th</sup> Floor - 620 Superior St Victoria BC V8W 9H3

Branch	Organization	Contact	Description	Key Issues	Address
TBS, PBO	Ministry of Advanced Education	Sandra Carroll Deputy Minister 250-356-1234 <a href="mailto:Sandra.Carroll@gov.bc.ca">Sandra.Carroll@gov.bc.ca</a>	DMIIF		3rd Floor - 835 Humboldt St Victoria BC V8W 9T6
TBS, PBO	Ministry of Health	Sabine Feulgen Associate Deputy Minister 250-952-1764 <a href="mailto:Sabine.Feulgen@gov.bc.ca">Sabine.Feulgen@gov.bc.ca</a>	DMIIF		5-3 – 1515 Blanshard St Victoria BC V8W 3C8
TBS, PBO	Ministry of Finance	David Galbraith Assistant Deputy Minister 250-356-5427 <a href="mailto:David.Galbraith@gov.bc.ca">David.Galbraith@gov.bc.ca</a>	DMIIF		Room 104-617 Government St Victoria BC V8W 9V1
TBS, PBO	Ministry of Transportation and Infrastructure	Grant Main Deputy Minister 250-387-3280 <a href="mailto:Grant.Main@gov.bc.ca">Grant.Main@gov.bc.ca</a>	DMIIF		5B-940 Blanshard Street Victoria BC V8W 3E6

Branch	Organization	Contact	Description	Key Issues	Address
TBS, PBO	<b>BC Construction Association</b>	Chris Atchison President 250-475-1077 <a href="mailto:chris.atchison@bccassn.com">chris.atchison@bccassn.com</a>	DMIIF		401 – 655 Tyee Road Victoria BC V9A 6X5
TBS, PBO	<b>BC Hydro</b>	Linda Beardsell Director, Infrastructure Projects Procurement 604-528-2865 <a href="mailto:Linda.Beardsell@bchydro.com">Linda.Beardsell@bchydro.com</a>	DMIIF		6911 Southpoint Drive, A01 Floor Burnaby BC V3N 4X8
TBS, PBO	<b>Partnerships BC</b>	Amanda Farrell President & CEO 604-806-4161 <a href="mailto:Amanda.Farrell@partnershipsbcc.ca">Amanda.Farrell@partnershipsbcc.ca</a>	DMIIF		2320 - 1111 West Georgia St Vancouver BC V6E 4M3
TBS, PBO	<b>Independent Contractors and Businesses Association of BC</b>	Chris Gardner President 604-298-7795 <a href="mailto:chris@icba.ca">chris@icba.ca</a>	DMIIF		211 – 3823 Henning Drive Burnaby BC V5C 6P3

Branch	Organization	Contact	Description	Key Issues	Address
TBS, PBO	Association of Consulting Engineering Companies of BC	Keith Sashaw President & CEO 604-687-2811 <a href="mailto:keith@acec-bc.ca">keith@acec-bc.ca</a>	DMIIF		1258 - 409 Granville Street Vancouver BC V6C 1T2
TBS, EFA	Bank of Montreal	Doug Porter Chief Economist (416) 359-4887 <a href="mailto:Douglas.Porter@bmo.com">Douglas.Porter@bmo.com</a>	Economic Forecast Council (EFA) consists of at least 10 members (external to government), appointed by order of the minister for their knowledge of the BC economy and expertise in economic analysis and forecasting.	Requirement of the Budget Transparency and Accountability Act.	100 King Street West, 3rd Floor Toronto ON M5X 1H3
TBS, EFA	BC Real Estate Association	Cameron Muir Chief Economist (604) 742-2780 <a href="mailto:cmuir@bcrea.bc.ca">cmuir@bcrea.bc.ca</a>	EFA		1420-701 Georgia Street W - Pacific Centre Vancouver BC V7Y 1C6

Branch	Organization	Contact	Description	Key Issues	Address
TBS, EFA	<b>Business Council of BC</b>	Ken Peacock Chief Economist(604) 684-3384 <a href="mailto:Ken.Peacock@bccbc.com">Ken.Peacock@bccbc.com</a>	EFA		Suite 810 - 1050 West Pender Street Vancouver BC V6E 3S7
TBS, EFA	<b>Central 1 Credit Union</b>	Helmut Pastrick Chief Economist(604) 737-5026 <a href="mailto:Hpastrick@central1.com">Hpastrick@central1.com</a>	EFA		1441 Creekside Drive Vancouver BC V6J 4S7
TBS, EFA	<b>CIBC</b>	Avery Shenfeld Chief Economist(416) 594-7356 <a href="mailto:Avery.Shenfeld@cibc.ca">Avery.Shenfeld@cibc.ca</a>	EFA		161 Bay St, 4th Floor Toronto ON M5J 2S8
TBS, EFA	<b>Conference Board</b>	Marie-Christine Bernard Associate Director Provincial Forecast(613) 526-3090 ext. 415 <a href="mailto:bernard@conferenceboard.ca">bernard@conferenceboard.ca</a>	EFA		255 Smyth Road Ottawa ON K1H 8M7

Branch	Organization	Contact	Description	Key Issues	Address
TBS, EFA	IHS Markit	Arlene Kish Senior Principal Economist(416) 682-7315 <a href="mailto:Arlene.Kish@ihs.com">Arlene.Kish@ihs.com</a>	EFA		Suite 900 - 3280 Bloor Street West, Centre Tower Toronto ON MX8 2X3
TBS, EFA	Laurentian Bank Securities	Sébastien Lavoie Chief Economist(514) 350-2931 <a href="mailto:lavoies@vmbi.ca">lavoies@vmbi.ca</a>	EFA		1981 McGill College Avenue Montreal QC H3A 3K3
TBS, EFA	National Bank	Stéfane Marion Chief Economist(514) 879-3781 <a href="mailto:stefane.marion@bnc.ca">stefane.marion@bnc.ca</a>	EFA		1155 Metcalfe, 5th Floor Montreal QC H3B 4S9
TBS, EFA	RBC	Craig Wright Chief Economist(416) 974-7457 <a href="mailto:Craig.Wright@rbc.com">Craig.Wright@rbc.com</a>	EFA		200 Bay Street, 9 <sup>th</sup> Floor South Tower Royal Bank Plaza Toronto ON M5J 2J5

Branch	Organization	Contact	Description	Key Issues	Address
TBS, EFA	Scotiabank	Jean-François Perrault Chief Economist(416) 866-6136 <u>Jean-Francois.Perrault@scotiabank.com</u>	EFA		Scotia Plaza 40 King Street West, 63rd Floor Toronto ON M5H 1H1
TBS, EFA	Stokes Economic Consulting	Ernie Stokes President(905) 878-8292 <u>estokes@c4se.com</u>	EFA		Unit #221 - 336 Bronte Street South Milton ON L9T 7W6
TBS, EFA	TD	Derek Burleton Deputy Chief Economist(416) 982- 2514 <u>Derek.burleton@td.com</u>	EFA		66 Wellington Street West - 20th Floor TD Bank Tower Toronto ON M5K 1A2

### Outstanding Issues Raised by Officers of the Legislature

Recommendation	Date Required	Office of the Auditor General	Key Activities/Milestones
That government report publicly on its assessment of the province's long-term fiscal sustainability, including the reporting of relevant targets and results. This assessment should inform the annual budget process.	No timeframe specified  Ministry of Finance set target dates for action plan items	<i>Monitoring Fiscal Sustainability</i> Released June 2015	<ul style="list-style-type: none"> <li>• <b>Jurisdictional scan of best practices:</b> complete a report that gathers other approaches to identifying and mitigating long-term fiscal impacts (2017).</li> <li>• <b>Publicly report on the assessment of key issues</b> that impact long-term fiscal sustainability: <ul style="list-style-type: none"> <li>a) <u>Demographics / Economy</u>: Report on long-term economic growth prospects, including demographic trends (completed in 2016).</li> <li>b) <u>Capital</u>: Report on capital spending to include a summary of provincial facility condition assessment programs, including a discussion of performance measures that assess the condition of capital infrastructure (2017).</li> <li>c) <u>Revenue</u>: Report on long-term anticipated changes to the tax base and Province's revenue capability (2017).</li> <li>d) <u>Debt</u>: Report on provincial debt to include graphs/explanation re long-term affordability of debt (2017).</li> <li>e) <u>Expenses</u>: Report on levels and trends of consolidated revenue spending (2018).</li> </ul> </li> <li>• <b>Evaluate and recalibrate:</b> evaluate topic reports and determine whether additional reports needed; stand-alone report is value-add, etc (2018).</li> </ul> <p>* Each key issue assessment will be released publically and include discussion of relevant targets and results where appropriate.</p>
From the 2013 Evergreen Line Rapid Transit Project audit report:  Recommendation 1:  The Ministry of Finance implement a project plan, describing the scope, required resources, timelines and deliverables, for updating the Capital Asset Management Framework (CAMF) to provide comprehensive guidance for public	No timeframe specified	<i>Progress Audit: Evergreen Line Rapid Transit Project</i> Released February 2017  In the progress audit report, the OAG disagreed with Finance's self-assessment on recommendation 1 (fully/substantially implemented).	<ul style="list-style-type: none"> <li>• Finance has implemented a project plan for the update of CAMF which begins with an update to the procurement chapter. Three best practice guidance documents have been approved and released under the "tools" section of CAMF. In addition, revisions of the procurement chapter are underway and nearing completion.</li> <li>• In keeping with the CAMF update project plan, the next section of the document to be updated is the planning chapter. The planning chapter will address the specific areas raised by the OAG report on</li> </ul>



### Outstanding Issues Raised by Officers of the Legislature

Recommendation	Date Required	Office of the Auditor General	Key Activities/Milestones
<p>sector agencies on:</p> <ul style="list-style-type: none"> <li>The information required to underpin capital project planning and how this should be documented; and</li> <li>The type of oversight that should be applied to verify the information presented to government.</li> </ul>		<p>The OAG assessment is that the recommendation is only partially implemented. In the progress report the OAG states "Although progress has been made, the Ministry of Finance has not completed its project that would address our recommendation."</p>	<p>the Evergreen Line.</p> <ul style="list-style-type: none"> <li>The revision of CAMF will include guidance on the information required in planning a capital project, documentation needed and the due diligence required on information presented to government, particularly as part of the update of the planning chapter.</li> <li>As the update of CAMF is an ongoing project, the project plan is reviewed and revised internally as needed.</li> <li>Representatives from the construction industry and the provincial government have been working together through the Deputy Ministers and Industry Infrastructure Forum (DMIIF) to review capital procurement practices and current policy direction.</li> <li>DMIIF provides support for consolidated input from, and engagement with, industry. The Ministry of Finance works with the CAMF subcommittee of DMIIF to implement priority initiatives related to CAMF.</li> <li>As a result of that work, the Province has implemented three new best practice guidelines under the CAMF; Pre-qualification Processes, Privilege Clauses and Release of Information/Documents for Competitive Procurement Opportunities.</li> </ul>
<p>From the 2013 Evergreen Line Rapid Transit Project audit report:</p> <p>Recommendation 6:</p> <p>The Ministry of Finance, Ministry of Transportation and Infrastructure, and Partnerships British Columbia improve how they assess and report on whether strategic options assessments and business cases have followed CAMF guidelines.</p>	No timeframe specified	<p><i>Progress Audit: Evergreen Line Rapid Transit Project</i></p> <p>Released February 2017</p> <p>In the progress audit report the OAG agreed with Finance's self-assessment of partially implemented for recommendation 6.</p>	<ul style="list-style-type: none"> <li>The Ministry of Finance plans to review guidelines for strategic options assessments and business cases during the update of the planning section of CAMF, including the development of tools as needed (e.g. scalable business case template).</li> <li>The development of tools for the planning chapter of CAMF will get underway in summer 2017.</li> <li>Ministry of Finance reviews of business cases, including strategic options analysis provided by agencies, are aligned with the principles in CAMF and reported through TBS briefing notes prepared for the advice of Treasury Board.</li> </ul>

### Outstanding Issues Raised by Officers of the Legislature

Recommendation	Date Required	Office of the Auditor General	Key Activities/Milestones
Inform readers of the reasons for, and effects of, using a different presentation for the debt balances in the main chapter of the Budget and Fiscal Plan than for the debt balances in the Summary Financial Statements.	No timeframe specified	<i>Budget Process Examination Phase 2: Forecasting for Operating Expense, Capital Spending and Debt</i>  Released April 2017	<ul style="list-style-type: none"> <li>• <i>Budget 2017</i> included enhanced disclosure of the presentation of the debt projections in the main chapter of the document (total provincial debt), including a reference to the reconciliation between provincial debt and financial statement debt.</li> <li>• The main differences between the two concepts of debt are: <ul style="list-style-type: none"> <li>– provincial debt is net of sinking funds; and</li> <li>– provincial debt includes debt as part of equity in self-supported Crown corporations.</li> </ul> </li> <li>• The OAG may want to see more disclosure in the budget document for the reasons why this presentation of provincial debt is used versus financial statement debt or a table in the main chapter showing reconciliation, similar to the Public Accounts – we will continue to engage with the OAG to enhance clarity in the budget document.</li> </ul>
Enhance disclosure of the key assumptions supporting significant changes in projected caseload trends for statutory programs, to allow readers to understand the reasons and risks behind the changes.	No timeframe specified	<i>Budget Process Examination Phase 2: Forecasting for Operating Expense, Capital Spending and Debt</i>  Released April 2017	<ul style="list-style-type: none"> <li>• This recommendation to improve presentation and disclosure will be addressed in future budget processes.</li> <li>• In examining the Material Assumptions table from <i>Budget 2015</i>, the OAG noted an 18% decrease in the Temporary Assistance caseload over the four years disclosed.</li> <li>• Leading up to <i>Budget 2015</i>, the Temporary Assistance caseload decreased from actuals of 56,009 in 2011/12 to a forecast of 43,500 for 2014/15, or 22%. This decrease in caseload generally reflected the continuing recovery of the economy from the 2008 global financial crisis.</li> <li>• However, the sensitivities provided in the budget document are somewhat generic (applies to both increases and decreases) and there is limited information other than noting in the “Risks to the Fiscal Plan” section that pressures will need to be managed if demand is higher than estimated in caseload programs like income assistance.</li> </ul>

## Outstanding Issues Raised by Officers of the Legislature

## ISSUE NOTE

### Issue:

- BC's response to the federal *Genetic Non-Discrimination Act*.

### Background:

- On May 4, 2017, the federal *Genetic Non-Discrimination Act* came into force.
- The Act penalizes the requirement of a genetic test as a condition of
  - providing goods and services to an individual,
  - entering into or continuing a contract with an individual, or
  - offering or continuing specific terms or conditions to an individual.
- This prohibition applies to all contracts, including insurance contracts.
- The Act also amends the *Canadian Human Rights Act* by adding "genetic characteristics" as a prohibited ground of discrimination, and the *Canadian Labour Code* to prevent discrimination against employees on the same ground.
- Manulife Financial Corporation contacted Ministry of Finance staff requesting that: (1) BC express its opposition to the federal bill; and (2) the provinces collaborate on developing a position on the issue of genetic discrimination. The Canadian Life and Health Industry Association (CLHIA), which represents life insurance companies in Canada, also met with government officials in BC and other provinces expressing opposition to the federal Bill.
- Prior to the passing of the *Genetic Non-Discrimination Act*, the BC Attorney General expressed her opposition to the bill on constitutional grounds in a letter to the federal Justice Minister. (That position was subsequently released in a letter from the Attorney General's Ministry to a member of the public.)

### s.16

- The federal Justice Minister has publicly committed to referring this Act to the Supreme Court of Canada for a constitutional opinion. s.13

### s.13

- The Legislature of Ontario is considering provincial legislation on this topic. A private member's Bill to amend the Ontario *Human Rights Code* has been referred to the Standing Committee on Justice Policy. Similar to the federal Bill, this bill proposes to include "genetic characteristics" as a prohibited ground of discrimination; however it permits discrimination based on genetic characteristics for a contract of automobile, life, accident or sickness or disability insurance if the contract would pay a benefit of more than \$1,000,000.
- BC has legislation that deals with the bases for discrimination by the insurance industry. The BC *Human Rights Code* permits discrimination on the basis of gender, disability and age for the purposes of determining premiums and benefits under an insurance contract. Insurance companies routinely adjust premiums and benefits for health factors (other than the result of genetic tests).

s.13

**Decision required:**  
s.13

## ISSUE NOTE

### Cooperative Capital Markets Regulatory System Initiative

The Cooperative Capital Markets Regulatory System (CCMRS) is an initiative to replace individual securities regimes in certain Canadian jurisdictions with a common securities regulator.

Issues:

s.13

- The CCMRS is not yet operational in BC or other participating jurisdictions. Participating jurisdictions, including BC, have signed a Memorandum of Agreement (MOA) to launch the CCMRS by the end of 2018, requiring best efforts to table (and pass) legislation by the spring of 2018 or earlier.s.13

s.13

- The Quebec Court of Appeal recently released a decision finding the CCMRS as contemplated in the MOA unconstitutional. The federal government, BC and Quebec have each filed a notice of appeal to the Supreme Court of Canada (SCC) in relation to the decision.

#### Background:

- Following a 2011 SCC reference case, s.13

s.13

s.13, BC, Ontario and the federal government reached an Agreement in Principle in 2013 to pursue a common regulator on a cooperative basis, as was contemplated in the opinion.

- Subsequently, Saskatchewan, New Brunswick, Prince Edward Island, and Yukon joined the initiative and all participating governments furthered their commitment to the initiative by signing a MOA.

s.13

- Under the MOA, jurisdictions agreed to jointly establish a common authority (the Authority) to administer uniform provincial securities legislation, intended to replace existing securities legislation, as well as complementary federal systemic risk legislation. The federal and provincial jurisdictions would delegate administration of their respective legislation to the Authority. s.13

s.13

- The MOA created a Council of Ministers to oversee the regulator once operational and to

oversee the transition. The Council has a provincial co-chair, which rotates every two years. The Ontario Minister Charles Sousa is the current provincial co-chair. The federal Minister Bill Morneau is the other co-chair.

- A not-for-profit corporation called the Capital Markets Authority Implementation Organization (CMAIO) was established in 2015 to facilitate the transition to, and implementation of, the Authority.
- William (Bill) A. Black has been named as the first chair of the Board of Directors. Mr. Black served as President and Chief Executive Officer of Maritime Life from 1995-2004, and has served on numerous boards including the board of governors of the Bank of Canada.
- The Board of Directors includes Andrea Bolger, Joan Dunne, Garth Girvan, Rory Godinho, Nancy Hopkins, Peter Klohn, Douglas Knight, Jill Leversage, Harold MacKay, John McCoach, Jean-Pierre Ouellet, Vicky Sharpe, Eric Tripp. In addition, the selection of a member to replace Howard Wetston is underway.
- In November 2016, the Board of Directors named Kevan Cowan as Chief Executive Officer of CMAIO and Chief Regulator of the future Authority. He will also be Chief Executive Officer of the Regulatory Division of the Authority.

s.13

#### Current litigation:

- In 2015, the government of Quebec posed two reference questions on the CCMRS initiative to the Quebec Court of Appeal (QCA) on the constitutionality of a single securities regulator as set out in the MOA and of the draft federal CMSA. Canada was the respondent opposing the Quebec government's position on both questions. BC intervened in the reference regarding the first question, supporting the constitutionality of the CCMRS initiative.
- In May 2017, the QCA released its decision.  
s.13

- The federal government has filed a notice of appeal of the QCA decision with the SCC. Quebec has filed a notice of appeal with the SCC in relation to the second question of the decision.
- BC has also filed a notice of appeal with the SCC. This preserves BC's ability to participate in the case.  
s.13, s.14

**Decisions required:**

s.13



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s.13

## ISSUE NOTE

### Issue:

- Participation in cross-government working groups related to housing affordability.

### Background:

- BC Finance has been participating in a cross-government working group on housing issues that has included the federal government, Vancouver, Ontario, and Toronto.

s.13,s.16

**Decision required:**

- 90 day issue
- Decisions may be required once details of the national housing strategy have been released.

s.13

## ISSUE NOTE

### Issue:

- Development of a Federal/Provincial Taxation Framework for Cannabis

### Background:

- The Government of Canada introduced legislation on April 13, 2017 to legalize and regulate cannabis. Canada has indicated that the regulatory framework for cannabis will be in effect on or before July 1, 2018.
- Under the legislation, the federal government will retain responsibility for production and processing of cannabis, including product packaging and labelling. Provinces and territories will have responsibility for the regulation of a distribution and retail model as well as public consumption and road safety. The Ministry of Public Safety and Solicitor General is leading an inter-ministry project to develop the provincial regulatory framework.

s.13,s.16

- The federal legislation does not include any provisions for a tax framework. s.16  
s.16

s.13,s.16

s.13,s.16

- Other s.13,s.1 issues are :  
s.13,s.16

**Decision required:**

- 90 Day issue
- s.13,s.16

**Legislative Proposals**

s.12,s.13

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s.12;s.13

**New Proposal – Approved by DM**

s.12,s.13

**New Proposals – Not Approved by DM**

s.12,s.13



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s.12;s.13

## EXECUTIVE MEMBER BIOGRAPHY

### **Heather Wood, Assistant Deputy Minister, Policy and Legislation Division**



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

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

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

After secretly hoping to one day join the ranks of the wise persons in Manitoba Finance, Heather exchanged positions through a secondment with a colleague in Finance in 2005. She was then offered positions as a Manager and Executive Director, before competing for the position of Assistant Deputy Minister in 2007. Heather completed a leadership development course for Assistant Deputy Ministers offered by the Queen's School of Business while working for the Manitoba Government.

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

## Related Legislation:

### Financial & Corporate Sector Policy

<ul style="list-style-type: none"><li>• <i>Business Corporations Act</i></li><li>• <i>Cooperative Association Act</i></li><li>• <i>Credit Union Incorporation Act</i></li><li>• <i>Creditor Assistance Act</i></li><li>• <i>Financial Institutions Act</i></li><li>• <i>Income Trust Liability Act</i></li><li>• <i>Insurance Act</i></li><li>• <i>Insurance (Captive Company) Act</i></li><li>• <i>International Interests in Mobile Equipment (Aircraft Equipment) Act</i></li><li>• <i>Manufactured Home Act</i></li><li>• <i>Ministry of Consumer and Corporate Affairs Act, (ss. 3, 4(a))</i></li><li>• <i>Miscellaneous Registrations Act, 1992</i></li><li>• <i>Mortgage Brokers Act</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Mutual Fire Insurance Companies Act</i></li><li>• <i>Partnership Act</i></li><li>• <i>Pension Benefits Standards Act</i></li><li>• <i>Pension Fund Societies Act</i></li><li>• <i>Personal Property Security Act</i></li><li>• <i>Pooled Registered Pension Plans Act</i></li><li>• <i>Real Estate Development Marketing Act</i></li><li>• <i>Real Estate Services Act</i></li><li>• <i>Repairers Lien Act</i></li><li>• <i>Securities Act</i></li><li>• <i>Securities Transfer Act</i></li><li>• <i>Societies Act</i></li><li>• <i>Warehouse Lien Act</i></li><li>• <i>Warehouse Receipt Act</i></li></ul>
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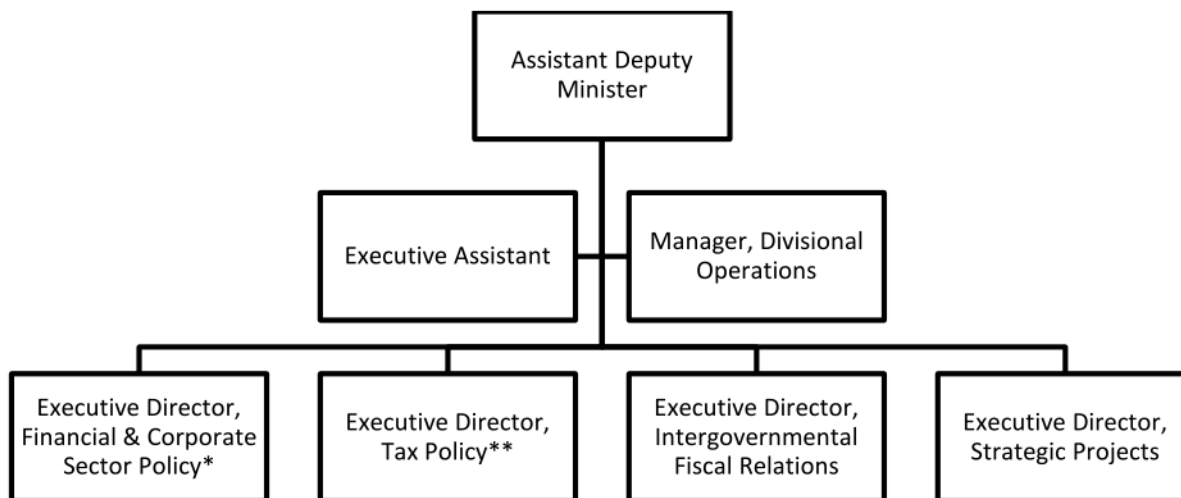
Tax Policy Branch has responsibility for tax policy in the following statutes administered by the Ministry of Finance.

<ul style="list-style-type: none"><li>• <i>Carbon Tax Act</i></li><li>• <i>Home Owner Grant Act</i></li><li>• <i>Income Tax Act</i></li><li>• <i>Indian Self Government Enabling Act</i></li><li>• <i>Insurance Premium Tax Act</i></li><li>• <i>International Business Activity Act</i></li><li>• <i>Land Tax Deferment Act</i></li><li>• <i>Liquefied Natural Gas Tax Income Tax Act</i></li><li>• <i>Liquefied Natural Gas Project Agreements Act</i></li><li>• <i>Logging Tax Act</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Motor Fuel Tax Act</i></li><li>• <i>New Housing Transition Tax and Rebate Act</i></li><li>• <i>Ports Property Tax Act</i></li><li>• <i>Probate Fee Act</i></li><li>• <i>Property Transfer Tax Act</i></li><li>• <i>Provincial Sales Tax Act</i></li><li>• <i>Sechelt Indian Government District Home Owner Grant Act</i></li><li>• <i>Taxation (Rural Area) Act</i></li><li>• <i>Tobacco Tax Act</i></li></ul>
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Tax Policy Branch has responsibility for tax policy in statutes administered by other ministries including:

<ul style="list-style-type: none"><li>• <i>Assessment Act</i></li><li>• <i>British Columbia Transit Act</i></li><li>• <i>College and Institute Act</i></li><li>• <i>Columbia Basin Trust Act</i></li><li>• <i>Community Charter</i></li><li>• <i>Health Authorities Act</i></li><li>• <i>Hospital District Act</i></li><li>• <i>Hydro and Power Authority Act</i></li><li>• <i>Liquor Distribution Act</i></li><li>• <i>Local Government Act</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Medicare Protection Act</i></li><li>• <i>School Act</i></li><li>• <i>South Coast British Columbia Transportation Authority Act</i></li><li>• <i>Tourist Accommodation (Assessment Relief) Act</i></li><li>• <i>Treaty First Nation Taxation Act</i></li><li>• <i>Trinity Western University Foundation Act</i></li><li>• <i>University Act</i></li><li>• <i>Vancouver Charter</i></li></ul>
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## Organizational Chart:



\*Financial Institutions, Securities, Corporate & Real Estate, Pensions & Personal Property Security, Corporate & Commercial

\*\* LNG Income Tax & Housing, Consumption and Aboriginal Tax, Property Tax, Income Tax

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Withheld pursuant to/removed as

s.14;s.13

## ISSUE NOTE

### Issue:

s.13

### Background:

s.13

s.13

- Areas where revenue policy does not reside with the Minister of Finance include certain natural resource revenues such as oil and gas royalties, mineral tax and stumpage.
- In addition, certain aspects of revenue policy reside outside the authority of the Minister of Finance such as property assessment policy and certain aspects of film tax credits and the venture capital tax credit programs. For example, the Minister of Finance sets the film tax credit rates but film production certification is approved by another ministry.

s.13

s.12,s.13

**Decision required:**

- This is a 30 day issue.

s.12,s.13

## ISSUE NOTE

### Issue:

- Tax Liability of Leaseholders on Treaty Lands – The property taxation model for Treaty First Nations (TFN) is based on the provincial-municipal approach. s.13,s.16

### Background:

- As part of the provincial treaty taxation mandate, TFNs who enter into a Real Property Taxation Coordination Agreement with the Province are able to become the property taxation authority for all residents on their Treaty Lands.

s.13,s.16



- Tax Policy Branch (TPB) staff engaged in a two-part technical discussion with the TFNs in late 2015, to ensure their understanding of the provincial municipal approachS.13,s.16

**Decision required:**

s.13,s.16

- This is a 90 day issue.

## MEMBER STATUS REPORT

### BRITISH COLUMBIA LOTTERY CORPORATION

Name	Place of Residence	Initial Appointment	Expiry	OIC
Stuart (Bud) D.B. Smith - Chair	Kamloops	2013/7/19 (Chair) 2012/05/31	2018/05/31	OIC 259/16 (Chair)
Trudi Brown	Victoria	2008/04/02	2017/06/30	OIC 258/16
Moray B. Keith	Delta	2008/12/11	2017/12/31	OIC 745/15
Robert Holden	Kamloops	2013/11/27	2018/12/31	OIC 750/15
Wendy Lisogar-Cocchia	West Vancouver	2013/11/27	2018/11/30	OIC 749/15
Christina Anthony	Vancouver	2014/11/03	2018/12/31	OIC 744/15
Andrew James Brown	Richmond	2015/12/31	2018/12/31	OIC 260/16
Matthew Gerard Watson	Victoria	2015/12/04	2017/12/31	OIC 747/15
Vacancy				

Pursuant to the Gaming Control Act

#### **Board Composition:**

**2** (1) The British Columbia Lottery Corporation is continued as a corporation consisting of not more than 9 directors, each appointed by the Lieutenant Governor in Council.

(5) The Lieutenant Governor in Council may appoint one of the directors as chair of the lottery corporation.

## MEMBER STATUS REPORT

### PARTNERSHIP BC

Name	Initial Appointment	Position	Expiry
Diane Margaret Delves	Shareholder Consent Resolution SR, November 26, 2015	Director	At Pleasure
James Greatbanks	Shareholder Consent Resolution SR, November 26, 2015	Director	At Pleasure
Dana Hayden	Shareholder Consent Resolution SR, November 26, 2015	Director	At Pleasure
Peter H. Kappel	Shareholder Consent Resolution SR, November 26, 2015	Director	At Pleasure
Jill Leversage	Shareholder Consent Resolution SR, November 26, 2015	Director	At Pleasure
Stephen (Steve) Lornie	Shareholder Consent Resolution SR, November 26, 2015	Director	At Pleasure
Julian Craig Paine	Shareholder Consent Resolution SR, November 26, 2015	Director	At Pleasure
Roberta Joyce Stewart	Shareholder Consent Resolution SR, November 26, 2015	Director	At Pleasure

Pursuant to the Business Corporations Act

#### **Board Composition:**

Partnerships BC is created under the *Business Corporations Act*. Accordingly, the number of directors may be fixed or changed from time to time by ordinary resolution.

Last update May 1, 2017

## MEMBER STATUS REPORT

### Real Estate Council of British Columbia

Name	Place of Residence	Initial Appointment	Expiry	Comments
Robert D. Holmes – Chair	North Vancouver	2016/10/12	2017/10/31	OIC 701/16
Robert Gialloredo – Vice Chair	Victoria	2016/10/12 (2016/10/24-vc)	2018/10/31 (2017/10/31-vc)	OIC 699/16
Elana Valerie Mignosa	Vancouver	2016/10/12	2017/10/31	OIC 703/16
Sandra Lynn Heath	Vancouver	2016/10/12	2018/10/31	OIC 700/16
John Lawrence Daly	Vancouver	2016/10/12	2017/10/31	OIC 698/16
William Thomas Styffe	Okanagan Falls	2016/10/12	2018/10/31	OIC 697/16
Maili Wong	Vancouver	2016/10/12	2018/10/31	OIC 706/16
Sukhmander S. Sidhu	Abbotsford	2016/10/12	2018/10/31	OIC 704/16
Gerald Lawrence Martin	Abbotsford	2016/10/12	2018/10/31	OIC 702/16
Laurie Marie Sterritt	Vancouver	2016/10/24	2017/10/31	OIC 955/16
Kevin Peter Lonsdale	Qualicum Beach	2016/10/24	2017/10/31	OIC 760/16
Lenard Walter Hrycan	Kamloops	2016/12/02	2018/10/31	OIC 956/16
Vacant				
Vacant				
Vacant				
Vacant				

Pursuant to the Real Estate Services Act

#### Board Composition:

- 74** (1) The real estate council consists of 16 individuals, who are to be appointed by the Lieutenant Governor in Council.
- (2) The continuing council members may act even if there is a vacancy on the real estate council.
- (3) An act of the real estate council is not invalid because of a defect that is afterwards discovered in the election or appointment of one or more council members.

#### Chair and vice chair

- 80** The chair and vice chair of the real estate council are appointed by the Lieutenant Governor in Council.

**BRIEFING NOTE**  
**CROWN AGENCIES**

**Name:** Insurance Council of British Columbia (Council)

**Legislative Authority:** *Financial Institutions Act* (Act)

**Mandate:**

Council's mandate is to provide protection to the public regarding the sale of insurance products and services under the framework provided by the Act. The following provides an overview of Council's role.

**Education and Experience:** Council has a responsibility to ensure education requirements for licensing meet the minimum standards necessary to protect the public

**Licensing:** All applicants must satisfy Council they are suitable for licensing by demonstrating they are competent, trustworthy, financially reliable, and intend to carry on the business of insurance in good faith and in accordance with the usual practice.

**Discipline:** Council has the authority to discipline licensees when there has been a breach of the Act or Rules. Council does not have exclusive jurisdiction over licensees. Some matters, such as unlicensed activity, rebating, and tied selling, are the primary responsibilities of the Financial Institutions Commission (FICOM). Council refers complaints about licensees that fall within FICOM's jurisdiction to FICOM.

**Rule-making:** Council has authority under the Act to make legally-binding Rules regulating the conduct of insurance agents, salespersons and adjusters

**Voting and non-voting members:** The Council consists of up to 11 voting members appointed by the Lieutenant Governor in Council and an unlimited number of non-voting members appointed by the Minister of Finance. Voting members attend monthly Council meetings, where issues relating to licensing applications, investigation reports, policy issues and administrative matters are considered.

Non-voting members assist Council in a number of ways, including being called upon to substitute for a voting member at a Council meeting and acting on various committees. Non-voting members also assist Council staff on investigations and licence application reviews.

Currently, there are 10 voting members and 20 non-voting members.

**Current Appointees:**

**Voting members**

Darren Lee	Michael B. Connors	Vince Muto
Izumi Miki McGruer	Darlene Kruesel Hyde	Lesley H. Maddison
Ken Kukkonen	Dr. Eric Yung (Chair)	Karl J. Krokosinski
Stephen (Tony) Hayes		

**Non-voting members**

Frank Mackleston	Christopher (John) J. Crisp	Linda W. Lee
Frank Leong	Ellen Nanette Bennett	Brett A. Simpson
Brad Brain	Gary P. Barker	David Russell
Chamkaur S. Cheema	Robert A. Scott	Diane M. Dupuis
Terence R. Ray	Keevin Warren Loucks	William S. Bennett
Garth G. Young	Calvin Q. Joe	John Van Tasse
Jason M. Baughen	Nicole I. Federucci	

**Appointments required:**

- **90 day** - 1 Voting Member - Dr. Eric Yung (Chair) expires July 25, 2017.

**Issue(s):**

- No issues identified.

**Key Contact:**

Dr. Eric Yung  
Chairperson of Insurance Council of BC  
604-688-0321

**BRIEFING NOTE**  
**CROWN AGENCIES**

**Name:** Real Estate Council of British Columbia

**Legislative Authority:** *Real Estate Services Act*

**Mandate:**

The Real Estate Council (Council) is the regulatory agency responsible for the education, licensing and discipline of more than 23,000 persons providing real estate services (i.e. rental property, strata management and trading services). The objects of the Council are to:

- administer, subject to the oversight and direction of the Superintendent of Real Estate, the *Real Estate Services Act* and the regulations, rules and bylaws,
- maintain and advance the knowledge, skill and competency of its licensees, and
- uphold and protect the public interest in relation to the conduct and integrity of its licensees.

The following provides an overview of the Council's role.

**Licensing:** All applicants must satisfy the Council they are suitable for licensing by demonstrating that they meet all qualifications for licensing as defined in the legislation, including educational and experience requirements and requirements for good reputation and suitability.

**Discipline:** The Council has the authority to conduct investigations into licensee conduct and may conduct investigations on its own initiative or on receipt of a complaint, and may discipline licensees where misconduct has occurred. Discipline may include: suspension or cancellation of licence, restrictions on licence, the requirement for remedial education, monetary penalties, and the recovery of enforcement expenses. The Superintendent of Real Estate also has authority to conduct investigations where a licensee has acted in a way that is seriously detrimental to the public interest and may also direct the Council to investigate particular matters where necessary.

The Council consists of 16 members who are appointed by Lieutenant Governor in Council. Currently, there are 12 members.

**Current Appointees:**

Robert D. Holmes - (Chair)	Robert Gialloreto – (Vice-Chair)	Elana Valerie Mignosa
Sandra Lynn Heath	John Lawrence Daly	William Thomas Styffe
Maili Wong	Sukhmander S. Sidhu	Lenard Walter Hrycan
Gerald Lawrence Martin	Laurie Marie Sterritt	Kevin Peter Lonsdale

**Appointments required:**

- There are currently 4 vacancies

**Issue(s):**

s.13

**Key Contacts:**

Erin Seeley  
Acting Executive Director  
604.683.9664

Robert Holmes  
Chairperson of Real Estate Council  
604.683.9664



### Policy & Legislation - Key Stakeholders

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>Central 1 Credit Union</b>	Don Wright President & CEO  604-730-6436  <a href="mailto:don.wright@central1.com">don.wright@central1.com</a>	Industry representative organization for BC (and Ontario) credit unions, liquidity provider, payments system access provider and other service provider for BC, Ontario and, for some services, other provincial credit unions, etc.	s.13	1441 Creekside Drive Vancouver BC V6J 4S7
PLD	<b>Vancouver City Savings Credit Union</b>	Tamara Vrooman CEO  604.877.7666  <a href="mailto:Tamara_Vrooman@vancity.com">Tamara_Vrooman@vancity.com</a>	BC's largest credit union.		183 Terminal Avenue PO Box 2120 Stn Terminal Vancouver BC V6B 5R8

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>Coast Capital Savings Credit Union</b>	Don Coulter Chief Executive Officer  <a href="mailto:don.coulter@coastcapitalsavings.com">don.coulter@coastcapitalsavings.com</a>	BC's second largest credit union (largest membership). Is seeking to continue federally under the <i>Bank Act</i>	s.13	800-9900 King George Blvd Surrey, British Columbia V3T 0K7
PLD	<b>First West Credit Union</b>	Launi Skinner CEO  <a href="mailto:LSkinner@firstwestcu.ca">LSkinner@firstwestcu.ca</a>	BC's third largest credit union		6470 201 Street Langley BC V2Y 2X4
PLD	<b>Insurance Brokers Association of British Columbia</b>	Chuck Byrne Executive Director  604-606-8001  <a href="mailto:cbyrne@ibabc.org">cbyrne@ibabc.org</a>	Industry representative organization for property and casualty (P&C) insurance brokers in BC (selling auto, home and commercial insurance)		543 Granville Street, Suite 1600 Vancouver BC V6C 1X6

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>ADVOCIS</b>	Greg Pollock President and CEO  416 444-5251  <a href="mailto:president@advocis.ca">president@advocis.ca</a>	Industry representative organization for financial advisors in Canada (including life insurance agents)	s.13	390 Queens Quay West, Suite 209 Toronto ON M5V 3A2
PLD	<b>Insurance Bureau of Canada</b>	Don Forgeron President & CEO  416-362-2031  <a href="mailto:dforgeron@ibc.ca">dforgeron@ibc.ca</a>	Industry representative organization for property and casualty (P&C) insurance companies in Canada (selling auto, home and commercial insurance)		777 Bay Street, Suite 2400 PO Box 121 Toronto ON M5G 2C8
PLD	<b>Canadian Association of Direct Relationship Insurers</b>	Catherine Allman Vice President , External and Government Relations  416 773-0101  <a href="mailto:callman@cadri.com">callman@cadri.com</a>	Industry representative organization for direct insurance companies (i.e., don't sell through agents) of property and casualty (P&C) insurance in Canada		301 - 250 Consumer's Road Willowdale ON M2J 4V6

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>Canadian Life &amp; Health Insurance Association</b>	Frank Swedlove President  416-777-2221  <a href="mailto:fswedlove@clhia.ca">fswedlove@clhia.ca</a>	Industry representative organization for life and health insurance companies in Canada	s.13	79 Wellington Street West, Suite 2300 PO Box 99, TD South Tower Toronto ON M5C 2X9
PLD	<b>Canadian Association of Financial Institutions in Insurance</b>	Brendan Wycks Executive Director  416-494-9224  <a href="mailto:brendan.wycks@cafii.com">brendan.wycks@cafii.com</a>	Industry representative organization for bank owned insurance companies.		55 St. Clair Avenue West, Suite 255 Toronto ON M4V 2Y7

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>Insurance Council of British Columbia</b>	Gerald Matier Executive Director  604-688-0321  <a href="mailto:gmatier@insurancecouncilofbc.com">gmatier@insurancecouncilofbc.com</a>	Regulatory organization, established under BC legislation, to regulate insurance intermediaries.	s.13	Suite 300 - 1040 West Georgia Street PO Box 7 Vancouver BC V6E 4H1

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>Canadian Bankers Association</b>	Terry Campbell President  416-362-6093  <a href="mailto:tcampbell@cba.ca">tcampbell@cba.ca</a>	Industry representative organization for banks.	s.13	Box 348, Commerce Court West 199 Bay Street, 30th Floor Toronto ON M5L 1G2

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>BC Registries and Online Services, Ministry of Technology, Innovation &amp; Citizens' Services (MTICS)</b>	Carol Prest Registrar  250 356-8658  <a href="mailto:Carol.Prest@gov.bc.ca">Carol.Prest@gov.bc.ca</a>	Financial and Corporate Sector Policy (FCSP) and MTICS share responsibility for the following Acts; MTICS is responsible as the Act relates to the establishment and operation of the Registry: <i>Business Corporations Act</i> <i>Cooperative Associations Act</i> <i>Credit Union Incorporation Act</i> <i>Financial Institutions Act</i> <i>Insurance (Captive Company) Act</i> <i>Manufactured Home Act</i> <i>Miscellaneous Registrations Act, 1992</i> <i>Mutual Fire Insurance Companies Act</i> <i>Partnership Act</i> <i>Pension Fund Societies Act</i> <i>Personal Property Security Act</i> <i>Repairers Lien Act</i> <i>Societies Act.</i>	s.13	200 - 940 Blanshard St PO Box 9431 Stn Prov Govt Victoria BC V8W 9V3

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>British Columbia Law Institute (BCLI)</b>	Kathleen Cunningham Executive Director  604 822-0145  <a href="mailto:kcunningham@bcli.org">kcunningham@bcli.org</a>	Incorporated as a society in 1997, BCLI engages in legal research and law reform projects.	s.13	1822 East Mall University of British Columbia Vancouver BC V6T 1Z1
PLD	<b>Canadian Bar Association (BC Branch)</b>	<b>Caroline Nevin, MBA, CAE</b> Executive Director  604 687-3404  <a href="mailto:cnevin@bccba.org">cnevin@bccba.org</a>	Private professional organization for BC lawyers.		10th Floor 845 Cambie St Vancouver BC V6B 5T3
PLD	<b>College, Municipal, Public Service and Teachers' Pension Plans</b>	Adam Molineux Director of Policy BC Pension Corporation  s.22  <a href="mailto:adam.molineux@pensionsbc.ca">adam.molineux@pensionsbc.ca</a>	The administrative agent for the four public sector plans.		2995 Jutland Rd PO Box 9460 Stn Prov Govt Victoria BC V8W 9V8



Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>Canadian Conference on Personal Property Security Law</b>	Secretary: Sheri A. Hupp Senior Crown Counsel / Registrar of Personal Property Security Office of Public Registry Administration Ministry of Justice Government of Saskatchewan  306 798-1203  <a href="mailto:sheri.hupp@gov.sk.ca">sheri.hupp@gov.sk.ca</a>	A group of provincial and territorial government representatives and leading academics in the area of personal property security law who meet annually to facilitate harmonization of personal property security law across Canada and provide a mechanism for standardization of personal property registry requirements and procedures.	s.13	1110 - 1874 Scarth Street Regina SK S4P 4B3

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>Real Estate Council of British Columbia (Council)</b>	Erin Seeley Acting Executive Officer  604 683-9664  <a href="mailto:eseeley@recbc.ca">eseeley@recbc.ca</a>	The Council is appointed by the Lieutenant Governor in Council under the <i>Real Estate Services Act</i> . The Council is responsible for education, licensing and discipline of persons providing real estate services (trading services, property management and strata management).	s.13	900 - 750 West Pender Street Vancouver BC V6C 2T8

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>BC Real Estate Association (BCREA)</b>	Robert Laing Chief Executive Officer  604 742-2787  <a href="mailto:rlaing@bcrea.bc.ca">rlaing@bcrea.bc.ca</a>	The BCREA is a private professional association for more than 20,000 licensees in BC, focusing on provincial issues that impact real estate. Its members are comprised of the 11 real estate boards in the province. As the representative of the BC real estate industry, BCREA lobbies the government on industry issues and owns and operates the Multiple Listing Service.	s.13	1420 – 701 Georgia Street West PO Box 10123 Pacific Centre Vancouver BC V7Y 1C6
PLD	<b>Professional Association of Managing Agents (PAMA)</b>	Roger A. Williams Executive Director  604 267-0476  <a href="mailto:ed@pama.ca">ed@pama.ca</a>	The PAMA is a private professional association for real estate licensees providing for property and strata management services.		Suite 340, 2025 West 42nd Avenue Vancouver BC V6M 2B5

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>Strata Property Agents of BC (SPABC)</b>	Nizam Dossa Executive Director  604 253-5222  <a href="mailto:nizam@spabc.org">nizam@spabc.org</a>	SPABC is a private professional association for real estate licensees providing strata management services.	s.13	3847B Hastings Street Burnaby BC V5C 2H7
PLD	<b>British Columbia Securities Commission</b>	Brenda Leong, Chair and CEO  604 899-6647  <a href="mailto:BLEong@bcsc.bc.ca">BLEong@bcsc.bc.ca</a>	Crown corporation responsible for the administration of the <i>Securities Act</i> .		Suite 1200 701 West Georgia Street PO Box 10142 Pacific Centre Vancouver BC V7Y 1L2
PLD	<b>Investment Industry Regulatory Organization of Canada</b>	Andrew Kriegler, President and CEO  604 683-6222	National self-regulatory organization responsible for regulating investment dealing firms and representatives of those firms as well as regulating trading activity on debt and equity marketplaces in Canada.		Suite 2800 - Royal Centre 1055 West Georgia Street PO Box 11164 Vancouver BC V6E 3R5

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>Mutual Fund Dealers Association</b>	Mark Gordon, President and CEO  604 694-8840	National self-regulatory organization responsible for regulating mutual fund dealers.	s.13	650 West Georgia Street Suite 1220 PO Box 11603 Vancouver BC V6B 4N9
PLD	<b>Capital Markets Authority Implementation Organization</b>	Kevan Cowan, CEO and Chief Regulator  1 844 800-2672	Canada not-for-profit corporation established to assist in the development of the Cooperative Capital Markets Regulatory System.		PO Box 109 TD Tower North Suite 3110 77 King Street West Toronto ON M5K 1G8

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>Motion Picture Production Industry Assn. of BC</b>	Peter Leitch, Chair  604-983-5555  PeterL@nsstudios.ca	Established in 2002, the Motion Picture Production Industry Association of British Columbia (MPPIA) is a member-based non-profit organization focusing on BC's motion picture production sector.	s.13	555 Brooksbank Avenue, North Vancouver, BC V7G 3S5
PLD	<b>Canadian Media Producers Association</b>	Liz Shorten, Managing Vice-President  604-694-2711  liz.shorten@cmpa.ca	The Canadian Media Producers Association (CMPA) is a trade association representing more than 350 companies engaged in the development, production and distribution of English-language television programs, feature films and digital media.		600-736 Granville Street Vancouver, British Columbia V6Z 1G3

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>EP Canada Film Services Inc</b>	Cheryl Nex Chief Executive Officer  604.987.2292  cnex@epcanada.com	EP Canada is a payroll company providing clients with production payroll services and software, it is affiliated with Entertainment Partners of Los Angeles.	s.13	555 Brooksbank Ave. Building 6 North Vancouver, BC V7J 3S5
PLD	<b>DigiBC</b>	James Hursthouse Executive Director  604-602-5237  <a href="mailto:exec@digibc.org">exec@digibc.org</a>	DigiBC --- The Interactive & Digital Media Industry Association of British Columbia --- is a member-supported, non-profit organization, based in Vancouver. It was previously called the Wireless Information Network (WIN) and New Media BC.		#101 - 887 Great Northern Way Vancouver, BC V5T 4T5
PLD	<b>Canadian Association of Petroleum Producers</b>	Tim McMillan President and CEO  <a href="mailto:tim.mcmillan@capp.ca">tim.mcmillan@capp.ca</a>	Industry association representing upstream oil and natural gas industry		2100 - 350 7 <sup>th</sup> Avenue S.W. Calgary AB T2P 3N9

Branch	Organization	Contact	Description	Key Issues	Address
PLD	<b>Mining Association of BC</b>	Karina Briño President and CEO  604.681.4321 x120  <a href="mailto:kbrino@mining.bc.ca">kbrino@mining.bc.ca</a>	Industry association representing mining in BC	s.13	900-808 West Hastings St. Vancouver, BC V6C 2X4
PLD	<b>LNG Alliance</b>	David Keene, President and CEO  (778) 379-7640	Industry association in support of LNG development in BC		
PLD	<b>BC Real Estate Association</b>	Jim Stewart, President  604.683.7702	Industry association representing interest of realtors in BC		1420 – 701 Georgia Street West PO Box 10123, Pacific Centre Vancouver, BC V7Y 1C6
PLD	<b>Urban Development Institute</b>	Jon Stovell, Chair  604-669-9585	Industry association representing interests of developers in BC		Suite 200 – 602 West Hastings St. Vancouver, BC V6B 1P2



## MEMBER STATUS REPORT

### BRITISH COLUMBIA SECURITIES COMMISSION

Name	Place of Residence	Initial Appointment	Expiry	Comments
Douglas M. Hyndman (member)	Vancouver	1987/04 (unspecified term)	At Pleasure	OIC 801/1987
Brenda Leong (CEO and Chair)	Vancouver	2009/10/07	2018/12/31	OIC 849/16
Nigel P. Cave (Vice-Chair)	North Vancouver	2014/01/31	2018/12/31	OIC 849/16
J.D. (Don) Rowlett	Saanich	2008/04/16	2018/12/31	OIC 571/16
Suzanne K. Wiltshire	North Vancouver	2006/07/13	2018/12/31	OIC 849/16
Audrey T. Ho	Vancouver	2012/12/10	2018/12/31	OIC 707/15
Judith B. Downes	Vancouver	2012/12/10	2018/12/31	OIC 709/15
George C. Glover, Jr.	North Saanich	2012/12/10	2018/12/31	OIC 706/15
Gordon L. Holloway	Abbotsford	2013/02/28	2018/12/31	OIC 708/15
Vacant				
Vacant				

Pursuant to the Securities Act

#### **Board Composition:**

**s. 4(1)** The British Columbia Securities Commission is continued as a corporation consisting of up to 11 members appointed as follows by the Lieutenant Governor in Council after a merit-based process:

- (a) one member designated as the chair and chief executive officer of the commission;
- (b) one or more members designated as vice chairs after consultation with the chair;
- (c) other members appointed after consultation with the chair.

Updated: May 2, 2017

**MINISTRY OF FINANCE  
TRANSITION BRIEFING MATERIAL – JUNE 2017**

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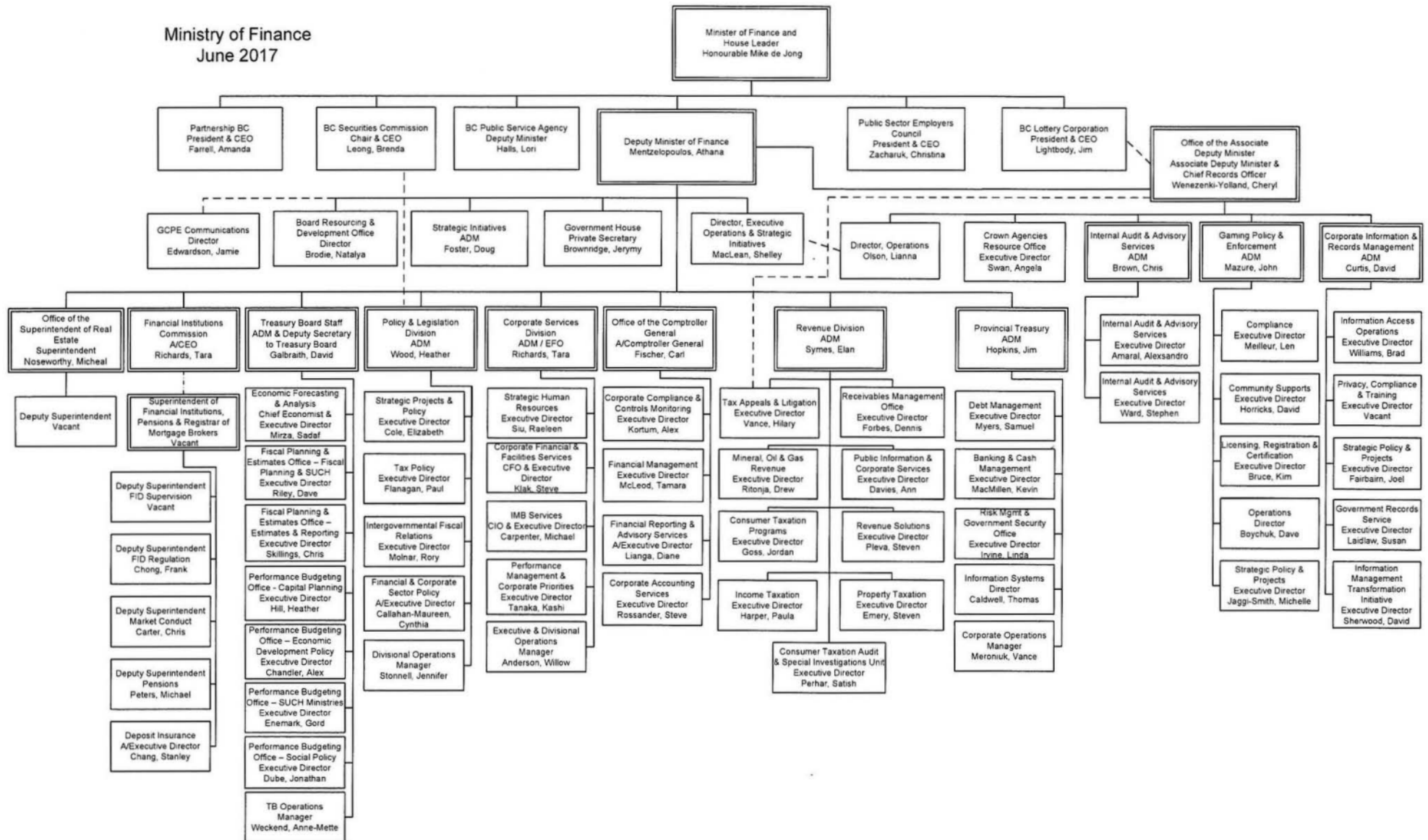
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Ministry of Finance  
June 2017



## EXECUTIVE MEMBER BIOGRAPHY

### **Athana Mentzelopoulos, Deputy Minister of Finance & Secretary to Treasury Board**



Athana Mentzelopoulos has worked for the federal and provincial governments in senior roles including Fisheries Policy, Environmental Policy and Protection, Consumer Product Safety, Intergovernmental Relations, and Communications.

Athana was first appointed as a Deputy Minister in British Columbia in April 2004, thereafter holding posts in Intergovernmental Relations, Public Affairs, and Board Resourcing and Development. More recently, she has been a Deputy Minister of Strategic Priorities in the Premier's Office, and Deputy Minister for Government Communications and Public Engagement, Intergovernmental Relations and for the Board Resourcing Development Office.

In July 2014, Athana assumed responsibilities as Deputy Minister for Jobs, Tourism and Skills Training and Ministry responsible for Labour. In this capacity, her responsibilities included the BC Jobs Plan, immigration and the provincial nominee program, skills training funding and policy, tourism policy and funding, and the major investments office. She retained responsibilities for Intergovernmental Relations and the Board Resourcing and Development Office.

Athana was appointed Deputy Minister of Finance and Secretary to Treasury Board effective March 25, 2016.

Athana holds a Bachelor of Arts Honours from Carleton University in Ottawa and a Master of Arts from the University of Victoria. At UVic, she completed her studies in the interdisciplinary program Contemporary Social and Political Thought, where the focus of her studies was professional ethics.

# Ministry of Finance

## 2017/18 Business Plan

### About this Plan

The 2017/18 Business Plan sets out the priorities, goals, objectives and strategies for the ministry. The key inputs for this plan include you, the over 1,600 public servants who make up our team, the Minister's [mandate letter](#), the [2017/18 Ministry Service Plan](#), and the BC Public Service Corporate Plan: [Where Ideas Work](#).

In 2016/17, the ministry developed an outcome based performance management framework that has continued to evolve this year. The performance measures outlined in this plan are connected to the three service plan goals as well as the ministry's internal goal of engaged staff and organizational excellence.



### Inside this Plan

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### DM Message

It is with pleasure that I present the 2017/18 Ministry Business Plan. This plan articulates the ministry's overall strategic direction. It sets out our priorities for the fiscal year and identifies our core processes – all of which moves us towards reaching our vision of **trusted financial and economic leadership for a prosperous province**.

The Business Plan reflects the best information currently available. We will continue to refine the contents of this plan to reflect what is important to our ministry and how we will collectively achieve our goals.

Our fiscal and economic leadership continues to be critical to the province's success. The government and the people of British Columbia rely on us to manage the province's finances in a manner that supports the delivery of key public services. You play an important role in this.

Through new and innovative solutions, we will continue to lead our province to a prosperous future. I look forward to hearing about our accomplishments and successes in the upcoming year.

Athana Mentzelopoulos  
Deputy Minister



Where ideas work

## Our Vision

Trusted financial and economic leadership for a prosperous province

## Our Strategic Priorities

- **Consolidate revenue management** by building a service delivery model that optimizes revenue, provides digital service options and reduces administrative complexity
- **Integrate corporate governance and financial management** by developing a framework that meets government's needs and supports accountability and transparency to the public
- **Drive economic competitiveness** in B.C. with effective regulation and fiscal management, strong support for Asia-Pacific trade and LNG development and providing informed economic, fiscal and taxation advice to decision makers
- **Strengthen consumer protection and access to B.C.'s housing market** through government's oversight of the real estate sector and by supporting policies that increase access to affordable housing
- **Ensure confidence and stability in B.C.'s financial sector** through the effective regulation of the province's pensions, financial services and mortgage broker sectors, and by protecting the public from undue loss and unfair market conduct
- **Protect the interests of British Columbians by ensuring gambling is conducted responsibly and with integrity**
- **Ensure government is open and transparent and a trusted steward of public information** by managing public information as a strategic asset, building efficient and effective information management practices and providing appropriate and due consideration to privacy protection
- **Attract, develop and retain employees** by building our internal capacity, improving our competitiveness and managing for results
- **Enable our business through tools and technology** by supporting citizen engagement and encouraging service and business innovation

Jeff Henderson, Jillian Hazel, Michele Jaggi-Smith, Rachel DeMott, Quinn Yu & Niki Pandachuck (GPEB)



## Highlights from 2016/2017

- *Budget 2017 estimates a budget surplus of over \$1.4B*
- *Reduced government operating debt by \$2.9 billion*
- *Central Deposit Program holdings increased to \$2.6B*
- *B.C. affirmed as the only province rated triple-A by rating agencies Moody's and Standard and Poor's*
- *Received the Provincial Premier's Award in the Innovation Category for B.C. being the first foreign government to be approved to issue a Panda bond in China's domestic bond market*
- *B.C. became first foreign government to issue a bond in India's Masala bond market*
- *Compliant with Payment Card Industry Data Security Standards for the 5th consecutive year*
- *Completed Phase 2 of the Revenue Transformation Initiative; successfully on-boarded 60 programs, including Logging Tax, Mineral Tax, Insurance Premium Tax and Rural Property Tax*
- *Information Management Act brought into force*
- *Increased FOI timeliness from 36% in 2015/16 to 84% in 2016/17*
- *Completed or substantially completed 18 of the 27 Loukidelis Report recommendations*
- *Implemented the Joint Illegal Gaming Investigation Team, a dedicated, coordinated, multi-jurisdictional team to respond to illegal gambling in B.C.*
- *With amendments to the Real Estate Services Act, government ended self-regulation of the real estate industry and increased consumer protection in real estate*



## Ministry Goals and Objectives

### Goal 1: Sound and transparent management of government finances

- Objective: 1.1 — Effective management of government's fiscal plan
- 1.2 — Accountable, efficient and transparent financial and program management across government

### Goal 2: A strong, competitive and vibrant economy

- Objective: 2.1 — A fair and competitive tax and regulatory environment
- 2.2 — Responsive, effective and fair revenue, tax and benefit administration that funds provincial programs and services
- 2.3 — Public confidence in B.C.'s housing market
- 2.4 — Public confidence in B.C.'s financial sector

### Goal 3: Public confidence in B.C.'s public sector organizations

- Objective: 3.1 — Government has effective oversight of public sector organizations
- 3.2 — Public confidence in B.C.'s gambling sector
- 3.3 — Manage information responsibly as a strategic asset

### Goal 4: Engaged staff and organizational excellence

- Objective: 4.1 — Attract, develop and retain employees
- 4.2 — Enable our business through tools and technology



Grace Wan (IAAS)

### Highlights from 2016/2017 Continued

- The inaugural Board of Directors for the Capital Markets Regulatory Authority was named and appointed on July 22, 2016
- Released Financial Institutions Act and Credit Union Incorporation Act review paper summarizing input received from stakeholders
- B.C. played a major role in the design and implementation of the first major enhancement to the Canada Pension Plan since it was first introduced 50 years ago
- A record number of ministry staff pledged funds in the 2016 PECSF Campaign (52% overall) raising over \$177,000 for charitable causes
- The Corporate Services Division received a Top Ten Places to Work in the B.C. Public Service Award
- Implemented the Licensing Gaming Online program, allowing charitable organizations to increase efficiencies through computerization of their licensed gambling events
- The signing of multilateral agreements in the summer of 2016 concluded the Pooled Registered Pension Plans Project that enables regulated financial institutions to establish Canada-wide pooled registered pension plans
- The new Societies Act came into force on November 28, 2016 together with the new electronic filing system

## Goals—Objectives—Strategies—Actions

### Goal 1: Sound and transparent management of government finances

#### Objective 1.1: Effective management of government's fiscal plan

Support better funding and expenditure decision making

- Implement the Financial Management Information Systems (FMIS) Strategic Project to deliver real-time, accurate, trustworthy business information to ministries/programs and government that better supports informed, timely, operational and strategic analysis and decision making

Develop a plan that integrates revenue, operating and capital spending, and cash management strategies to optimize use of government resources

- Ongoing review of the 10-year Capital Plan to ensure that government priorities are met through appropriate capital investments
- Ongoing implementation of the Balance Sheet Management/Debt Reduction Strategic Project to identify cash balances not required by government organizations for ongoing operational and capital needs and use these amounts for debt management instead

Ensure sound management of ministry resources

- Align budgets and make resourcing decisions based on our priorities, business case assessments and risk analysis
- Comply with statutory requirements and demonstrate commitment to fiscal responsibility

Ensure government minimizes borrowing costs

- Maintain the province's triple-A credit rating

#### Objective 1.2: Accountable, efficient and transparent financial and program management across government

Integrate corporate governance and financial management

- Identify and facilitate opportunities to use existing government agreements, risk management practices and information management practices for the betterment of the broader public sector
- Identify and facilitate the implementation of opportunities to share and/or leverage administrative functions, IM/IT systems, human resource services and/or facilities agreements with service delivery Crown corporations
- Implement Phase 4 of the Financial Management Framework Review Strategic Project which includes developing a Health Check to evaluate financial management performance in government for presentation to Treasury Board

Susan Stokhof (CSD) & Devon McDonald (Revenue), Jenna Turnbull & Stephanie Fraser (Revenue), Amy & Zoe De Nat (OCG), Ryan Werk & Navtej Lalli (CSD)



## Goals—Objectives—Strategies—Actions

### Goal 2: A strong, competitive and vibrant economy

#### Objective 2.1: A fair and competitive tax and regulatory environment

Provide the most informed economic, fiscal and taxation advice to decision-makers

s.13

Modernize policy and regulatory frameworks

- Continue review of *Financial Institutions Act* and *Credit Union Incorporation Act* to update and improve the legislative and regulatory framework for credit unions, insurers and intermediaries and trust companies

s.12,s.13

- Implement the Cooperative Capital Markets Regulatory System Project, working with federal and provincial governments to implement the Memorandum of Agreement

Support trade and investment in B.C.

- Liaise with the financial community to encourage foreign financial institutions to bring their capital, expertise and international business and trade networks to B.C.
- Support increased trade and investment with B.C. by issuance and promotion of local currency bonds where strategic and cost effective opportunities arise
- Work with Ministry of Natural Gas Development to negotiate Project Development Agreements with LNG proponents
- Lead investor tours to promote and market the province as a place to invest

#### Objective 2.2: Responsive, effective and fair revenue, tax and benefit administration that funds provincial programs and services

Identify and collect amounts owed to government in a fair and respectful manner

- Provide assistance and education to citizens to support them in complying with legislative requirements and ensure program administration is consistent with the provisions of the *Taxpayer Fairness and Service Code*

Make it easy for clients and customers to do business with government

- Provide a range of service channels including additional e-service and self-service options to improve customer service and make account management and payment easier
- Align, streamline and simplify policies, procedures and business rules to make compliance easier

Provide efficient and effective revenue management processes to optimize government revenues

- Implement planned phases of the Revenue Transformation Initiative to further consolidate revenue systems
- Explore new technological solutions to improve effectiveness and efficiency of revenue administration



## Goals—Objectives—Strategies—Actions

### Goal 2: A strong, competitive and vibrant economy (continued)

#### Objective 2.3: Public confidence in B.C.'s housing market

- Strengthen consumer protection in B.C.'s real estate market through oversight of real estate licensees as well as unlicensed real estate activity
- s.13
- Support the Office of the Superintendent of Real Estate as it works to implement the recommendations of the Independent Advisory Group on conduct and practices in the real estate industry of British Columbia
  - Work with the federal government to address concerns regarding money laundering, illegal flows of money, and tax evasion in the real estate sector
  - Administer additional property transfer tax, including compliance and enforcement activities
  - Administer the Housing Priority Initiatives Fund to increase access to affordable housing
  - Work with the federal, provincial and local governments through the Working Group on Housing Issues
  - Support policies that make home ownership increasingly accessible for B.C. families

#### Objective 2.4: Public confidence in B.C.'s financial sector

- Administer legislation that regulates the province's pensions, financial services and mortgage broker sectors
- Utilize a risk-based supervisory framework to proactively identify and intervene to correct any imprudent or unsafe business practices conducted by regulated pension plans, credit unions, insurance companies, and trust companies
- Protect consumers of financial services by implementing proactive market conduct strategies, investigating complaints, and taking enforcement action where appropriate
- Conduct robust assessments of new industry participants, to ensure unsuitable parties do not participate in the regulated markets
- Collaborate with government, other regulators and industry partners to implement national and international regulatory best practices and to improve protections for British Columbians
- Through the Credit Union Deposit Insurance Corporation, administer the deposit insurance fund that safeguards deposits placed with B.C. credit unions

2016 Long Service Awards—Norah Thornton & Janet Pye (CSD); Greg Matisz & Janice Stevens (FICOM); Alex Wright (CIRMO); Cynthia & Bill Kennedy (Revenue)



## Goals—Objectives—Strategies—Actions

### Goal 3: Public confidence in B.C.'s public sector organizations

#### Objective 3.1: Government has effective oversight of public sector organizations

Manage culture change to integrate Taxpayer Accountability Principles across the public sector

- Ensure Crown corporations adhere to the fiscal responsibility and transparency guidance outlined in the Taxpayer Accountability Principles
- Provide policy leadership and advice to ensure public sector organizations are fiscally transparent, deliver effective and efficient programs and services, and adhere to accountability standards within a principled governance framework
- Build and maintain a strong corporate governance capacity within government and the broader public sector by providing tools, education and professional development opportunities

Deliver highly valued, effective, and timely internal audit reviews and advice

- Continue reviews of ministries, public sector organizations, and Crown Corporations
- Provide expertise, strategic advice and consultation to inform decision-making and ensure successful implementation of government priorities
- Build a government-wide community of practice for audit activities to promote best practices

#### Objective 3.2: Uphold the Integrity of Gambling

Maintain public confidence in B.C.'s gambling sector

- Implement the commitments made in government's Plan for Public Health and Gambling
- Provide, as required, strategic direction to the BC Lottery Corporation to ensure socially responsible revenue generation for the benefit of all British Columbians
- Implement further activities to support B.C.'s Anti-Money Laundering strategy
- Adjust and deliver responsible and problem gambling services to reflect the change and growth of gambling sector offerings

Anticipate and adapt to the evolving gambling sector

- Allocate resources to anticipate global trends in gambling and make recommendations for regulatory and legislative changes that compliment proposed policy changes

#### Objective 3.3: Manage information responsibly as a strategic asset

Government information stewardship is supported by effective information management policies, practices and tools

- Continue development of an information management strategy that will enable full implementation of the *Information Management Act*

Government is open and transparent and all privacy protection provisions are appropriately exercised

- Drive improved information management and related service enhancements through continued oversight of the implementation of all 27 recommendations included in the David Loukidelis Report
- Develop and implement enhanced privacy protection policies, procedures, training, compliance reviews and audits



Athana Mentzelopolous, Deputy Minister

## Goals—Objectives—Strategies—Actions

### Goal 4: Engaged staff and organizational excellence

#### Objective 4.1: Attract, develop and retain employees

##### Build our internal capacity

- Develop high performing leaders in the ministry who can fulfill emerging leadership needs and ensure leadership continuity to deliver on our vision, mission, strategies and priorities
- Provide learning and development opportunities that support diversity, professional development, the career aspirations of our employees and the business needs of the ministry

##### Improve our competitiveness

- Support corporate inclusiveness programs that build and support a culture that embraces diversity and attracts the best talent
- Attract the best talent as a recognized employer of choice
- Implement a corporate cooperative education and internship program to promote recruitment of new talent through experiential opportunities

##### Manage for results

- Support employee success through clear direction, timely and relevant feedback, balanced workloads, and an effective framework for managing performance
- Engage employees and improve our productivity with a focus on health and safety and innovation in the workplace

#### Objective 4.2: Enable our business through tools and technology

##### Support and encourage business innovation

- Leverage technology to give employees more flexibility in how and where they work
- Implement Leading Workplace Strategies projects to provide work options that support business success, optimizes space, leverages technology and supports flexible and mobile work for employees

##### Support and encourage citizen participation

- Improve access to government information through pro-active disclosure and sharing of information
- Seek public input on records management and retention through engagement on information schedules

##### Support and encourage service innovation

- Provide a modern revenue system to enable staff to be more innovative in providing services to citizens
- Continue to support Lean philosophy amongst employees in order to streamline processes, reduce administrative burden and improve response times, product quality and customer service

Corporate Services Division







Elan Symes (Revenue) speaking at FINTastic Vancouver—March 2017

## Connecting Goals to Outcomes and Performance

Goals	Outcomes	Performance Measures/Targets
Sound and transparent management of government finances	<ul style="list-style-type: none"> <li>Public Debt is minimized</li> <li>Government resources are optimally utilized</li> <li>Government reputation for financial management is strong</li> <li>Government financial risks are known and mitigated</li> <li>Government revenues are optimized</li> </ul>	<ul style="list-style-type: none"> <li>Government meets targets set in Fiscal Plan</li> <li>Maintain Central Deposit Program holdings at about \$2.0B</li> <li>Maintain triple-A credit rating</li> <li>Phase 4 Report with dashboard template for Treasury Board</li> <li>Measures under development; to be baselined in 2017/18</li> </ul>
A strong, competitive and vibrant economy	<ul style="list-style-type: none"> <li>Regulatory frameworks are effective, efficient and modern</li> <li>Clients &amp; citizens have access to efficient and effective tools</li> <li>Increased international trade, investment and commerce in B.C.</li> </ul>	<ul style="list-style-type: none"> <li>Progress on reviews and implementation of new legislation</li> <li>Progress on Revenue Transformation Initiative</li> <li>Promote B.C. as a sound place to invest through investor relation tours and trade missions</li> </ul>
Public confidence in B.C.'s public sector	<ul style="list-style-type: none"> <li>Effective audits improve public sector management</li> <li>Gambling in B.C. is delivered with integrity</li> <li>Public is confident in government's information management</li> <li>Public has access to government information</li> <li>TAP is fully integrated into the governance framework for all provincial public sector organizations</li> </ul>	<ul style="list-style-type: none"> <li>Timely completion of IAAS audits as per Mandate Letter</li> <li>Measures under development; to be baselined in 2017/18</li> <li>Complete all recommendations related to the Loukidelis report</li> <li>79% of FOI requests processed on time</li> <li>Meet business cycle statutory requirements and develop and deliver orientation material for public sector organizations</li> </ul>
Engaged staff and organizational excellence	<ul style="list-style-type: none"> <li>Employees are engaged and productive</li> <li>Employees are empowered to be innovative</li> <li>Ministry provides a healthy and safe work environment</li> <li>IM/IT projects are delivered on-time and on-budget</li> <li>Ministry demonstrates excellent financial management</li> </ul>	<ul style="list-style-type: none"> <li>All branches have WES action plans in place</li> <li>16 Lean Advanced Practitioners (1% of Ministry)</li> <li>Measures under development; to be baselined in 2017/18</li> <li>Status of major IM/IT projects reported through Service Plan</li> <li>Balance ministry budget and achieve financial targets</li> </ul>

### Links

[Ministry of Finance Service Plan](#)  
[Ministry of Finance WES results](#)  
[Branch and Division Business Plans](#)  
[Where Ideas Work](#)  
[Gov 2.0](#)

### Ministry Acronyms

CARO—Crown Agencies Resource Office; CSD—Corporate Services Division; FICOM—Financial Institutions Commission; FMFR—Financial Management Framework Review; FMIS—Financial Management Information Systems; FOI—Freedom of Information; GPEB—Gaming Policy and Enforcement Branch; IAAS—Internal Audit and Advisory Services; IM/IT—Information Management/Information Technology; MTICS—Ministry of Technology, Innovation & Citizens' Services; PECSF—Provincial Employee Community Services Fund; PSEC—Public Sector Employers' Council; TAP—Taxpayer Accountability Principles; WES—Work Environment Survey

## Reports and Studies

## Reports and Studies

### **Policy and Legislation**

- Landcor has been providing tax policy data on paired sales (time between properties being purchased and sold). The data gives a very rough approximation of “flipping” activity. The data is available to the public and is supposed to be updated quarterly, but they are behind. The last update was May 4, 2017 with the next update likely September 2017. Here’s a link to the most recent data. <https://public.tableau.com/profile/bcpairedsalesdata#!/vizhome/BCPairedSalesAnalysis-v12-2016-07-14/PairedSalesSummaryTable>
- BC stats has been making our PTT data (including data on foreign purchasers) publicly available on roughly a monthly basis: <https://catalogue.data.gov.bc.ca/dataset/property-transfer-tax-data-2017>. The latest release of the data was June 28, 2017. The administrators at Property Taxation Branch have transferred over the past 10+ years of PTT data and BC Stats are still sorting through it.

### **Internal Audit & Advisory Services:**

- Have just begun a review of Risk Management Branch and their activities related to self-insurance as well as the accounting for IRMA (Insurance and Risk Management Account).
- Have just begun a review of the Ministry of Advanced Education’s project management of their implementation of a new student grant management software.



## Recommendations from the Ombudsperson Report: Misfire: the 2012 Ministry of Health Employment Terminations and Related Matters

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
R1	By June 30, 2017, government make an ex gratia payment in the amount of \$75,000 to each of Dr. Malcolm MacLure, Dr. Rebecca Warburton, Ron Mattson, Robert Hart, Ramsay Hamdi, David Scott, and the estate of Roderick MacIsaac.	June 30, 2017	Finance	Government accepts this recommendation.  In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.	Completed. Ex gratia payments along with personal apologies identified in R8 sent.
R2	By June 30, 2017, government make an ex gratia payment in the amount of \$50,000 to each of Mark Isaacs, Dr. Colin Dormuth and Dr. William Warburton.	June 30, 2017	Finance	Government accepts this recommendation.  In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.	Completed. Ex gratia payments along with personal apologies identified in R8 sent.
R3	By June 30, 2017, government make:  a. an ex gratia payment in the amount of \$15,000 to each of six public servants who were also subjects of the investigation.	June 30, 2017	3(a) Finance	Government accepts this recommendation.	<b>R3(a):</b>  Completed. Ex gratia payments along with personal apologies identified in R8 sent.

## Recommendations from the Ombudsperson Report: Misfire: the 2012 Ministry of Health Employment Terminations and Related Matters

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
R4	<p>That government:</p> <p>a. By September 30, 2017:</p> <ol style="list-style-type: none"> <li>Establish a compensation fund in an amount not less than \$250,000</li> <li>Identify and contact individuals (other than individuals identified in the other ex gratia payment recommendations) who were employees, associates or research subcontractors of: <ol style="list-style-type: none"> <li>Resonate</li> <li>Blue Thorn Research and Analysis Group</li> <li>the Therapeutics Initiative</li> </ol> who were impacted by the data and contract suspensions and cancellations and invite them to make applications to the fund.</li> </ol> <p>b. By March 31, 2018 make ex gratia payments to the applicants from the fund on a fair and equitable basis, taking into account the impact the data and contract suspensions and cancellations had on them.</p>	<p>September 30, 2017</p> <p>March 31, 2018</p>	Finance	<p>Government accepts this recommendation.</p> <p>In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.</p>	<p><b>R4(a)i:</b> – completed.</p> <p><b>R4aii:</b></p> <p>By August 31, 2017, identify employees, associates and research subcontractors of Resonate, Blue Thorn Research and Analysis Group and the Therapeutics initiative who were impacted by the data and contract suspensions and cancellations and provide that information to Mr. Cromwell, if he requests it.</p> <p>By September 15, 2017, working with Hon. Thomas Cromwell, identify a process to remunerate individuals from the compensation fund.</p> <p>By September 30, 2017 working with Hon. Thomas Cromwell, provide information to impacted individuals on the process to apply to the compensation fund.</p> <p><b>R4b:</b></p> <p>By March 31, 2018 make ex gratia payments, as directed by the Hon. Thomas Cromwell.</p>
R5	By June 30, 2017, government make an additional ex gratia payment in the amount of \$50,000 to each of Ron Mattson and Mark Isaacs.	June 30, 2017	Finance	<p>Government accepts this recommendation.</p> <p>In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia</p>	Completed. Ex gratia payments along with personal apologies identified in R8 sent.

## Recommendations from the Ombudsperson Report: Misfire: the 2012 Ministry of Health Employment Terminations and Related Matters

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
				payments and will report quarterly on progress towards implementation of the recommendations.	
R12	By June 30, 2017, government issue a public statement confirming that the ministry has withdrawn the final report of the Investigation and Forensic Unit, and acknowledge that the report contains inaccuracies and will not be relied on.	June 30, 2017	Finance	<p>The Government accepts this recommendation. Ministry of Finance officials will prepare a letter of withdrawal to attach to the final report, direct all individuals who have a record of the final report to confirm copies of the report have been destroyed, and prepare a public statement confirming these actions for release by June 30, 2017.</p> <p>Further, as the Ombudsperson identified, the Ministry of Finance will continue to implement the recommendations on practice improvements identified by KPMG.</p>	<p>Response combined for R12 and R13. Completed.</p> <p>Letters of apology have been issued to the individuals referenced in the report confirming the ministry has withdrawn the report and that the report will not affect the ability of those individuals to work for or with government in the future should they wish to do so.</p> <p>A copy of the report remains in the Office of the Comptroller General for information retention requirements. The copy includes an annotation that indicates the report includes inaccuracies and will not be relied on by Government.</p> <p>The Ministry of Finance has asked parties known to have copies of the report to confirm the destruction of any copies that may remain in their possession.</p> <p>Redacted copies of the report posted on the Open Information website as part of four FOI response packages have been removed and replaced with a notice that the report has been withdrawn and acknowledging that it contains inaccuracies and will not be relied on.</p> <p>Future FOI requests for the report will include the notice that the report has been withdrawn and that it contains inaccuracies and will not be relied on. Copies of the report will not be posted to the Open</p>

## Recommendations from the Ombudsperson Report: Misfire: the 2012 Ministry of Health Employment Terminations and Related Matters

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
					Information website in response to any future FOI requests.
R13	By June 30, 2017, the Ministry of Finance send a letter of apology to each of the individuals named in the report of the Investigation and Forensic Unit, who it notified following the unauthorized disclosure of the report, confirming that the ministry has withdrawn the report and that the report will not affect the ability of those individuals to work for or with government in the future should they wish to do so.	June 30, 2017	Finance	Government accepts this recommendation.  Ministry of Finance officials will send letters of apology to each of the individuals named in the final report, confirming the withdrawal of the report and that it will not affect their ability to work for or with government in the future. This work will be completed by June 30, 2017.	Completed. See R 12 above.
R14	By June 30, 2017, government make an additional ex gratia payment in the amount of: a. \$25,000 to Dr. Malcolm Maclure b. \$25,000 to Dr. Rebecca Warburton	June 30, 2017	Finance	Government accepts this recommendation.  In support of the recommendation's implementation, on April 7, 2017, Government engaged the Hon. Thomas Cromwell, to administer a reparation process for those adversely affected by public service conduct in the processes detailed in the Ombudsperson's report. Mr. Cromwell will administer the ex gratia payments and will report quarterly on progress towards implementation of the recommendations.	Completed. Ex gratia payments along with personal apologies identified in R8 sent.
R21	By September 30, 2017, to ensure that the principles of administrative fairness are appropriately exercised by the Investigation and Forensic Unit (IU): a. The IU implement a program of ongoing	September 30, 2017	Finance	Government accepts this recommendation. Work in support of this recommendation is already underway at the Ministry of Finance as the Investigation and Forensic Unit implements the recommendations in the KPMG report	<b>R21(a):</b>  A community of practice has been formed that includes all employees from across government who have internal investigative functions. These include employees from the OCG, the office of the Chief

July 4, 2017

## Recommendations from the Ombudsperson Report: Misfire: the 2012 Ministry of Health Employment Terminations and Related Matters

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
	<p>professional development on administrative and procedural fairness for its investigators and any employees leading an investigation.</p> <p>b. The IU revise its draft policies and procedures manual to adequately integrate the principles of administrative fairness into its investigative approach.</p> <p>c. The Comptroller General review each investigative plan developed by the IU to ensure that the plan's scope is appropriate, and within jurisdiction, and the office can adequately resource the investigation as set out in the plan.</p> <p>d. The Comptroller General reassess the investigative plan on a regular basis, in consultation with the IU, and authorize adjustments to investigative scope or resources as necessary.</p>			<p>referenced by the Ombudsperson.</p> <p>The Ministry of Finance is mindful additional work will be necessary to meet the full intent of the Ombudsperson's recommendation and commits to implementing the recommendation by September 30, 2017.</p>	<p>Records Officer, the Public Service Agency and the Office of the Chief Information Officer.</p> <p>Three courses at the Justice Institute of BC have been identified and all government staff performing investigative functions are enrolled over July and August 2017. The courses are:</p> <ul style="list-style-type: none"> <li>• Enhanced Investigative Interview;</li> <li>• Introduction to Administrative Law; and,</li> <li>• Investigative Report Writing</li> </ul> <p>In addition, one employee is studying to receive Certified Fraud Examiners (CFE) accreditation.</p> <p>The community of practice have developed common investigative standards and these have been incorporated into the policies and procedures manuals of all four agencies. These standards include hierarchy for incidents and executive accountabilities.</p> <p>The community of practice continue to develop common principle-based standards over summer 2017 for conclusion by mid-September 2017.</p> <p><b>R21(b):</b></p> <p>The process to update the Policy and Procedures Manual at the OCG was initiated following the practice review by KPMG. The manual incorporates all recommendations from the KPMG report plus a review of best practice and CPA recommendations.</p> <p>The Manual was reviewed and updated through April and May 2017 to ensure administrative fairness provisions identified in the Ombudsperson's report are</p>



## Recommendations from the Ombudsperson Report: Misfire: the 2012 Ministry of Health Employment Terminations and Related Matters

Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
					<p>included.</p> <p><b>R21(c) and (d):</b></p> <p>Based on the work done by KPMG, a new process for investigative oversight is already underway. This process provides for a clearly identified point at which the OCG must decide to move from information assessment to an investigation. This decision point, and other points along the path from initiation to final report, will be guided by an oversight committee comprised of the OCG, the DM of Finance and the ministry executive team in the implicated ministry.</p> <p>In developing these procedures, the OCG remains vigilant about ensuring the integrity of the investigative process is not compromised while, at the same time, there is appropriate oversight in place.</p> <p>This plan is evolving and will be reviewed and updated as necessary.</p>
R22	By September 30, 2017 the Ministry of Finance provide a report to the Auditor General on the progress of implementing each recommendation of the KPMG report. Such reporting is to continue quarterly or on such other schedule and for as long as specified by the Auditor General.	September 30, 2017	Finance	<p>Government accepts this recommendation.</p> <p>The Ministry of Finance will consult with the Auditor General on the content and schedule of the progress reporting.</p>	<p>By July 30, 2017 the Ministry of Finance will meet with the Auditor General to discuss schedule, level of detail and extent of information the office is interested in receiving.</p> <p>It is recognized and understood the Auditor General is an independent Officer of the Legislature and as such will determine their own interest in receiving the information provided by government.</p> <p>Subject to this discussion, material will be provided by no later than September 30, 2017 and on a schedule</p>

Recommendations from the Ombudsperson Report: Misfire: the 2012 Ministry of Health Employment Terminations and Related Matters

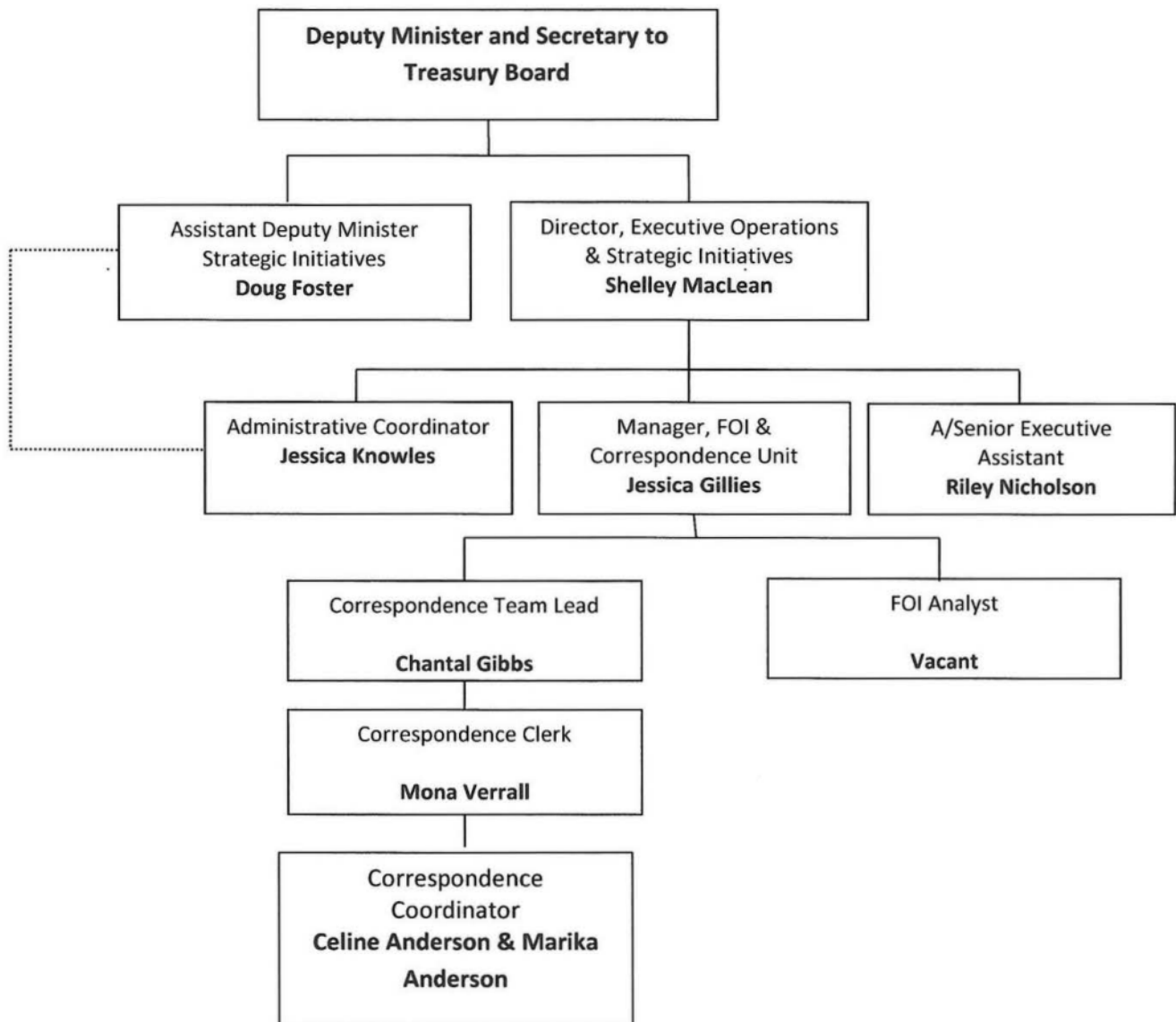
Rec. Number	Recommendation	Date Required	Lead Agency	Government Response to Ombudsperson (April 7, 2016)	Key Activities/Milestones
					agreed to with the Auditor General thereafter.

## DEPUTY MINISTER'S OFFICE

**DM Responsible:** Athana Mentzelopoulos

**Budget:** \$923,000

**Full Time Equivalents (FTEs):** 10





## ISSUE NOTE

### Corporate Information and Records Management Office Ministerial Orders Establishing COIPAs

#### Issue:

- A ministry or program area must have an appropriate authority under the *Freedom of Information and Protection of Privacy Act* (FOIPPA) to collect, use or disclose personal information.
- The Act provides specific authority for central agencies providing centralized services – known as “common or integrated programs or activities”.
- In order to rely on these authorities, a central agency or other shared service must first be confirmed as a “common or integrated program or activity” through the use of either
  - A common or integrate program agreement
  - A Ministerial Order issued by the Minister responsible for FOIPPA.

s.13

#### Background:

- In 2011 a suite of amendments were made to FOIPPA, including the expansion of information sharing provisions in the Act, to enable “common or integrated” programs such as the BC Services Card (BCSC) and the Integrated Case Management System (ICM).
- Under these amendments, in order to rely on the expanded information sharing authorities, a program must first be confirmed through an “Integrated Program Agreement” (IPA), which must be signed by the head of every participating public body, and must include
  - a description of the program,
  - roles and responsibilities of the participants,
  - the type of personal information involved and the purposes,
  - key objectives, and
  - expected benefits or outcome.
- These agreements can, in some cases, be administratively cumbersome, for example where a central agent provides services to all ministries (and the head of every ministry would therefore be required to countersign the agreement).
- Therefore, in 2015 a regulatory amendment was made to enable an additional, more flexible solution. The amendment provides the Minister responsible for FOIPPA the authority to issue a Ministerial Order that confirms specific programs or activities as a “common or integrated program or activity” for the purposes of the Act.

s.13

s.13

**Decision required:**

- 30 day issue

s.13

## ISSUE NOTE

### Corporate Information and Records Management Office Significant Privacy Breaches

#### Issue:

- The Privacy, Compliance and Training Branch's Investigations Unit (IU) is currently supporting three significant privacy breaches.

#### Background:

- The IU, situated within the Corporate Information and Records Management Office, is responsible for the coordination, investigation and resolution of government information incidents, including privacy breaches.
- The three significant breaches as at April 12, 2017, include:
  - s.15
    - **Physician's Records:** A physician retained images of records, which captured personal information, when he received a package containing hundreds of Medical Services Plan cheques inadvertently from Health Insurance BC. This issue is now proceeding to court.
    - OCG report leak: The IU has completed an investigation of a leak of a report to the media that was authored by the Office of the Comptroller General regarding the Ministry of Health terminations issue. A final report has been prepared and discussions regarding publication are presently underway.
- As work is still being conducted on these three incidents, the results and status are likely to change before a new government is in place. Accordingly, briefings regarding the above and potential new incidents will be made available as part of the transition process.

#### Decision required:

- This is a 30-day issue
- Decisions may be required as part of the response to specific incidents, any such requests for decision will be included in briefings provided following the transition.

## ISSUE NOTE

### Corporate Information and Records Management Office Information and Privacy Commissioner

#### Issue:

- A Special Committee of the Legislative Assembly formed to appoint new Information and Privacy Commissioner (Commissioner) was unable to come to a unanimous decision as required by the *Freedom of Information and Privacy Act* (FOIPPA), which left BC without a Commissioner and independent oversight of privacy and access issues for three days. s.12,s.13

#### Background:

- The Information and Privacy Commissioner for British Columbia (Commissioner) is an independent officer of the Legislature appointed for a renewable six-year term by a special all-party committee of the Legislature.
- A Special Committee to appoint a new Commissioner was struck on March 1, 2016.
- On March 22, 2016, the Minister of Finance received a resignation letter from former Commissioner, Elizabeth Denham, stating she would not be seeking re-appointment as she intended to move to a new position as the Information Commissioner for the United Kingdom.
- Section 39 of FOIPPA permits the Lieutenant Governor in Council to appoint an Acting Commissioner until a new Commissioner can be appointed or until 20 sitting days after the start of the next legislative session, whichever comes first. The 20 days expired on March 13, 2017.
- On June 29, 2016, the Lieutenant Governor in Council appointed Drew McArthur as Acting Commissioner.
- On March 16, 2017, the Special Committee tabled its report in the House stating that it had been unable to 'make a unanimous recommendation as required by the legislation'. It recommended that a new Special Committee to select the Information and Privacy Commissioner should be struck after the election and the opening of the new parliament.
- As an Acting Commissioner cannot be renewed, it was necessary to have the Commissioner's position vacant for at least a day so that Drew McArthur could be appointed a second time. The appointment was made by the Lieutenant Governor in Council on March 17, 2017. In all, the Commissioner's position was vacant for three days.
- If, as the previous Special Committee recommended, a new Special Committee is formed, that Special Committee will, according to the legislation, have 20 sitting days to appoint a new Commissioner. As

s.13

**Decision required:**

- **60 day issue**

s.12,s.13

## ISSUE NOTE

### Corporate Information and Records Management Office *Information Management Act*

#### Issue:

- The *Information Management [Documenting Government Decisions] Amendment Act* and the “Duty to Document”

#### Background:

- A bill amending the *Information Management Act* received Royal Assent on March 18, 2016.
- The new and amended provisions of the Act are not yet in force, and will come into force by Order in Council.
- The bill (the *Information Management [Documenting Government Decisions] Amendment Act*) accomplished two primary objectives:
  - Creating a legislated “duty to document”; and
  - Enhancing the oversight powers of the Chief Records Officer (CRO).
- s.13
- The other provisions in the amending Act, which support increased CRO direction, oversight and compliance, s.13 . Bringing these provisions into force will provide an expanded authority for compliance and investigation activities related to the Act, and will clarify the CRO’s authority to issue binding direction to ministries and other government bodies on a variety of information management topics. They are also required to respond to David Loukidelis’ report recommendations (December 2015).

#### Decision required:

- 90 day issue  
s.12,s.13

## ISSUE NOTE

### Corporate Information and Records Management Office Ombudsperson Misfire response

#### Issue:

- Government actions taken to respond to systemic investigative implications from the Office of the Ombudsperson's report, titled "Misfire: The 2012 Ministry of Health Employment Terminations and Related Matters" (Misfire Report).

#### Background:

- In April 2017, the Ombudsperson released its Misfire Report, which examined the Ministry of Health terminations, including: the events leading up to the decision to terminate the employees; the termination decision itself; actions taken by government following the terminations; and related matters deemed worthy of investigation by the Ombudsperson.
- The report makes both individual and systemic recommendations.
- The findings of the report and the systemic recommendations it makes are relevant to all internal government investigations; therefore, the Internal Investigations Working Group (the Working Group) has been tasked with examining the Misfire Report and developing an action plan to respond to findings and recommendations identified in the report respecting common investigative practice.
- The Working Group includes representatives from government's internal investigative units, including those in the BC Public Service Agency (PSA), the Corporate Information and Records Management Office (CIRMO), the Office of the Comptroller General (OCG), and the Office of the Chief Information Officer (OCIO).
- The Working Group has reviewed the Misfire Report and has identified that the internal investigation units' practices are largely consistent with the best practices guidance in the report.
- The Working Group has established a plan which identifies actions to be taken to address the recommendations and other implications of the Misfire Report.
- The Working Group is participating as a stakeholder in the response to a number of the report's recommendations, including:
  - The development of a policy framework to determine whether a real or perceived conflict of interest exists;
  - The revision of an accountability framework for human resource management, which is intended to ensure a clear allocation of responsibility amongst executives for internal human resource investigations, which occur under their leadership;
  - The development of a new procedure for the reporting of matters involving employee misconduct to the police in non-emergency situations;
  - The development of guidelines for making decisions about suspending an employee's access to administrative health data;
  - The development of protocols that address decisions around risk-based legal advice and the process when such a decision is made; and
  - The development of public interest disclosure legislation.

The Working Group is developing common investigative standards intended to inform each unit's investigative policies, procedures, and practices. The standards being developed include a common investigative tier structure, executive accountabilities related to investigations, standards for administrative fairness, training of investigators, and quality assurance.

- In addition, each unit is also reviewing its own policies and procedures to ensure alignment with the Misfire Report and the standards being developed, and to ensure each unit follows best practices in the conduct of administrative investigations. Each unit is also considering the results of separate, independent reviews of OCG and PSA's investigative practices.
- There are a number of other actions being taken by government in response to the report. For example, the PSA and OCG are responsible for actions to address recommendations, which are not investigative focused, and other ministries are similarly responsible for leading the response to additional recommendations. As these recommendations are not specifically related to the conduct of internal government investigations, they have not been included in this issue note.

**Decision required:**

- **90 day issue**

s.13



### Outstanding Issues Raised by Officers of the Legislature

Recommendation	Office of the Information and Privacy Commissioner	Key Activities/Milestones
All ministries should implement s. 71 of FOIPPA without further delay and establish categories of records for disclosure on a proactive basis. These obligations should be made part of letters of expectation for ministers and deputy ministers.	<b>Office of the Information and Privacy Commissioner</b> (F13-03: Evaluating the Government of BC's Open Government Initiative [July 25th, 2013])	<ul style="list-style-type: none"> <li>Ministries and other public bodies routinely release a significant amount of information on their websites.</li> <li>The BC Data Catalogue attracts more than 11,500 visitors per month, who download more than 150,000 datasets annually.</li> </ul>
The minister responsible for FOIPPA should direct ministries to proactively disclose any final report or audit on the performance or efficiency of their policies, programs or activities.	<b>Office of the Information and Privacy Commissioner</b> (F13-03: Evaluating the Government of BC's Open Government Initiative [July 25th, 2013])	<ul style="list-style-type: none"> <li>As part of a broader initiative to reinvigorate the proactive disclosure initiative, CIRMO is actively assessing additional categories of information for proactive release.</li> </ul>
The minister responsible for FOIPPA should direct ministries to proactively disclose the records enumerated in s. 13(2) of FIPPA on a routine basis within a set timeline.	<b>Office of the Information and Privacy Commissioner</b> (F13-03: Evaluating the Government of BC's Open Government Initiative [July 25th, 2013])	<ul style="list-style-type: none"> <li>As part of a broader initiative to reinvigorate the proactive disclosure initiative, CIRMO is actively assessing additional categories of information for proactive release.</li> </ul>
Government should commit to signing and implementing the G8 Open Data Charter as a sub-national.	<b>Office of the Information and Privacy Commissioner</b> (F13-03: Evaluating the Government of BC's Open Government Initiative [July 25th, 2013])	<ul style="list-style-type: none"> <li>The BC Data Catalogue has been developed to support data discovery and access with more than 3200 digital data assets available from all government ministries and a number of Broader Public Service entities.</li> <li>BC continues to advance the open data agenda and the release of high value datasets. In the 2016/2017 fiscal year, 193 new datasets were published in the Catalogue, of which 63 were released under the Open Government License. Highlights include the release of data related to compensation, property transfer taxes, consolidated revenue fund payments and the ParcelMap BC land parcel dataset from the Land Title and Survey Authority.</li> <li>We continue to work collectively with the Federal Government and sub national partners via the Open Government Working Group and internally via the DataBC Council to implement the principles of the Open Government Charter.</li> </ul>
Government should continue to collaborate with stakeholders to increase data literacy and data literacy should be considered a measure of success for the open data program.	<b>Office of the Information and Privacy Commissioner</b> (F13-03: Evaluating the Government of BC's Open Government Initiative [July 25th, 2013])	<ul style="list-style-type: none"> <li>Government is working actively to raise the data and technical literacy of the next generation with the emphasis of coding training in schools. We frequently provide mentors and staff support to events like hackathons and coding camps.</li> <li>Collaboration efforts inside and outside government emphasize data literacy and</li> </ul>

### Outstanding Issues Raised by Officers of the Legislature

Recommendation	Office of the Information and Privacy Commissioner	Key Activities/Milestones
		the power of data to support decision making. This work includes direct ministry outreach on data literacy, as well as public facing work via the DataBC blog and other forums, highlighting important data-oriented work.
Government should incorporate access by design principles into its information management practices.	<b>Office of the Information and Privacy Commissioner</b> (F13-03: Evaluating the Government of BC's Open Government Initiative [July 25th, 2013])	s.13
Government should establish an external advisory board on open government comprised of users of open information and open data, as well as, data and privacy experts to inform future developments in open government.	<b>Office of the Information and Privacy Commissioner</b> (F13-03: Evaluating the Government of BC's Open Government Initiative [July 25th, 2013])	<ul style="list-style-type: none"> <li>Government participates in a number of Boards, committees and working groups to advance Open Government including the pan-Canadian Open Government Working Group.</li> <li>Government continues to expand its collaboration networks to the BC Investment Council, Academia, Innovation Hubs and accelerators.</li> <li>There is active engagement via DataBC, BC Developers' Exchange and the Centre for Data Driven Innovation programs.</li> </ul>
Government should develop a single de-identification approach for ministries that includes procedures on de-identifying datasets and assessing the risk of re-identification in the context of open data.  Government should also develop policies for reviewing data released as open data on a regular basis to assess the risk of re-identification.	<b>Office of the Information and Privacy Commissioner</b> (F13-03: Evaluating the Government of BC's Open Government Initiative [July 25th, 2013])	s.13
Public bodies should develop policies that provide guidance to employees and officers about the public body's obligations under s. 25 of FIPPA.	<b>Office of the Information and Privacy Commissioner</b> (Investigation Report F13-05: Pubic Body Disclosure of Information Under Section 25 of the Freedom of Information and Protection of Privacy Act [Dec. 2, 2013])	<ul style="list-style-type: none"> <li>CIRMO has developed and distributed a guidance document with respect to s.25.</li> </ul>
Government should amend s. 25(1)(b) of FOIPPA to remove the requirement of temporal urgency so that	<b>Office of the Information and Privacy Commissioner</b> (Investigation Report F13-05:	<ul style="list-style-type: none"> <li>As it is currently written, s.25(1)(b) does not explicitly require the consideration of temporal urgency. The inclusion of temporal urgency was a matter of past</li> </ul>

### Outstanding Issues Raised by Officers of the Legislature

Recommendation	Office of the Information and Privacy Commissioner	Key Activities/Milestones
there is a mandatory obligation for public bodies to disclose all information that is clearly in the public interest to disclose.	Pubic Body Disclosure of Information Under Section 25 of the Freedom of Information and Protection of Privacy Act [Dec. 2, 2013])	interpretation, both by government and the OIPC. In a 2015 report, the OIPC reinterpreted this section to remove temporal urgency from consideration. s.13
Government should define and implement steps to eliminate the backlog of access to information requests and, in the forthcoming budget cycle, should give priority to providing more resources to dealing with the greatly increased volume of access requests.	<b>Office of the Information and Privacy Commissioner</b> (A Step Backwards: Report Card on Government's Access to Information Responses April 1, 2013 – March 31, 2014 [Sept. 23, 2014])	<ul style="list-style-type: none"> <li>Over both the 2015/2016 and the 2016/2017 fiscal years, business process reviews, including formal “Lean” projects and other staff-led continuous improvements have streamlined administrative workloads.</li> <li>In 2015/2016, government implemented new, end-to-end FOI software that is capable of creating efficiencies in case management, redactions and the secure release of records.</li> <li>These efforts have resulted in a significant impact. In September 2015, there were close to 600 requests in backlog. The number of backlog requests now sits at 170.</li> <li>Government is continuing to explore new technologies that assist with de-duplication and records organization, which could potentially provide significant benefits, particularly when used to process large-volume requests.</li> <li>As part of a broader investment of \$3 million to enhance corporate information management services, government allocated CIRMO an additional \$1.5 million in funding in 2016/2017, dedicated to increasing front-line staffing capacity in access to information.</li> </ul>
Government should ensure it builds access and privacy into any new information management system at the design stage in order to ensure the system operates from a records management perspective, as well as, from a program perspective.	<b>Office of the Information and Privacy Commissioner</b> (A Step Backwards: Report Card on Government's Access to Information Responses April 1, 2013 – March 31, 2014 [Sept. 23, 2014])	<ul style="list-style-type: none"> <li>CIRMO is reviewing current assessment tools to ensure the appropriate level of assessment of impacts to access to information, in the initial review that all projects, programs, systems and legislation are required to undergo.</li> </ul>
Government establish an ongoing privacy compliance monitoring function within the OCIO that: a.) Reviews processes, policies & training government-wide, to ensure that breaches are promptly reported to the OCIO and that affected individuals are notified without delay;	<b>Office of the Information and Privacy Commissioner</b> (An Examination of The Government of BC'S Privacy Breach Management [Jan. 28, 2015])	s.13

### Outstanding Issues Raised by Officers of the Legislature

Recommendation	Office of the Information and Privacy Commissioner	Key Activities/Milestones
<p>b.) Conducts regular follow-up with ministries to ensure full implementation of prevention strategies and recommendations provided through the breach investigation process;</p> <p>c.) Reviews privacy and security safeguards within ministries and service providers;</p> <p>d.) Conducts regular cross-government analysis of the causes and potential solutions to privacy breaches; and</p> <p>e.) Publicly reports detailed information relating to breaches, bodies, responsibilities, types and causes, and preventative measures annually.</p>		
<p>The OCIO to:</p> <p>a.) Review and amend policy documents relating to privacy breach management; and</p> <p>b.) Provide basic guidance or training for privacy breach investigative staff as well as ministry information and security staff relating to amendments made.</p>	<p><b>Office of the Information and Privacy Commissioner</b> (An Examination of The Government of BC'S Privacy Breach Management [Jan. 28, 2015])</p>	<p>s.13</p>
<p>The Ministry [of Education] should apply to amend its ORCS to include a new schedule that governs data extracted from its Educational Data Warehouse. The designated retention period should be the minimum amount of time required for operational purposes.</p>	<p><b>Office of the Information and Privacy Commissioner</b> (F16-01 Ministry of Education [Jan. 28, 2016])</p>	<p>s.13</p>
<p>To ensure that Ministry [of Education] employees follow the policies and procedures necessary to comply with s. 30 of FIPPA, they should receive mandatory training with periodic refresher courses on the collection, use, disclosure, security and retention of personal information and why it is essential that they comply with government policy.</p>	<p><b>Office of the Information and Privacy Commissioner</b> (F16-01 Ministry of Education [Jan. 28, 2016])</p>	<ul style="list-style-type: none"> <li>To date, 96% of employees within the Ministry of Education have completed government's mandatory information management course, IM117.</li> </ul>

### Outstanding Issues Raised by Officers of the Legislature

Recommendation	Office of the Information and Privacy Commissioner	Key Activities/Milestones
The Ministry [of Education] should implement an audit program that includes risk assessments to evaluate the security of personal information, audits against policy, and reviews the effectiveness of staff training.	<b>Office of the Information and Privacy Commissioner</b> (F16-01 Ministry of Education [Jan. 28, 2016])	s.13
Ministries should monitor and audit compliance with privacy policies and adopt proactive solutions to detect unauthorized use and disclosure of ministry information.	<b>Office of the Information and Privacy Commissioner</b> (Mobile Device Management in B.C. Government [Oct 18, 2016])	s.13
Ministries should conduct a thorough review of all personal information currently stored on mobile devices and then create an inventory of the types of personal information that is commonly stored.	<b>Office of the Information and Privacy Commissioner</b> (Mobile Device Management in B.C. Government [Oct 18, 2016])	s.13
Compliance policies and accompanying guidance documents should be consolidated and clarified to be applicable to mobile devices. They should be clear, concise, comprehensive, and easy to understand and implement.	<b>Office of the Information and Privacy Commissioner</b> (Mobile Device Management in B.C. Government [Oct 18, 2016])	<ul style="list-style-type: none"> <li>Policy development is underway<sup>s.13</sup> and its supporting policies.</li> <li>Mobile device security standard has been released</li> <li>Mobile device guidelines for employees have been released</li> </ul> <p>s.13</p> <ul style="list-style-type: none"> <li>Information Security Policy has been amended and provides clarity regarding the applicability of requirements to mobile devices.</li> </ul>
Ministries should put in place a process that ensures security notifications are received by all employees who use mobile devices.	<b>Office of the Information and Privacy Commissioner</b> (Mobile Device Management in B.C. Government [Oct 18, 2016])	s.13
The roles and responsibilities for privacy and security management of mobile devices, including those specific to the OCIO, ministries, program areas and	<b>Office of the Information and Privacy Commissioner</b> (Mobile Device Management in B.C. Government [Oct 18, 2016])	<p>s.13</p> <ul style="list-style-type: none"> <li>New IM 117 course has been implemented and 94% of employees have</li> </ul>

### Outstanding Issues Raised by Officers of the Legislature

Recommendation	Office of the Information and Privacy Commissioner	Key Activities/Milestones
employees, should be clarified, documented, and effectively communicated to all responsible parties.		completed it
Government should configure the settings in Microsoft Outlook to prevent employees from removing items from the Recover Deleted Items folder.	<b>Office of the Information and Privacy Commissioner</b> (F15-03 Access Denied: Record Retention and Disposal Practices of the Government of British Columbia [Oct. 22, 2015])	<ul style="list-style-type: none"> <li>The practice of “triple deleting” has been prohibited.</li> </ul> s.13
Amend FIPPA to ensure that subsidiary corporations of local public bodies are covered.	<b>Office of the Information and Privacy Commissioner</b>	<ul style="list-style-type: none"> <li>Initial consultations have confirmed that this is a complex issue due to the disparate types of corporations that are affiliated with local public bodies.</li> <li>Further review and consideration is required.</li> </ul>
<p>An error in the drafting of the definition for data linking has resulted in very few initiatives being subject to OIPC oversight. The definition should be broadened to include the type of initiatives that were originally intended to be covered by the 2011 FOIPPA amendments.</p> <p>As acknowledged by Deputy Minister Kim Henderson in her April 11, 2013 letter to the Commissioner, the data linking provisions as currently drafted do not achieve their intended policy objectives and this matter should addressed at the earliest opportunity.</p>	<b>Office of the Information and Privacy Commissioner</b>	s.12
The Information and Privacy Commissioner made 22 recommendations to the Special Committee of the Legislative Assembly to review the <i>Freedom of Information and Protection of Privacy Act</i> . The Committee accepted several of these recommendations and made its own recommendations on several of the topics raised by	<b>Submission to the 2010 Special Committees of the Legislative Assembly to Review the <i>Freedom of Information and Protection of Privacy Act</i></b>	<ul style="list-style-type: none"> <li>Some of these recommendations were addressed by amendments to the Act in 2011.</li> <li>Government continues to review and assess these recommendations, as well as the recommendations of the Special Committee and other stakeholders,<sup>s.13</sup></li> </ul> s.13

## Outstanding Issues Raised by Officers of the Legislature

Recommendation	Office of the Information and Privacy Commissioner	Key Activities/Milestones
<p>the Commissioner.</p> <p>Among these recommendations were recommendations to:</p> <ul style="list-style-type: none"> <li>• Give the OIPC a statutory mandate to review and approve all data sharing initiatives.</li> <li>• Appoint a Government Chief Privacy Officer.</li> </ul>		
<p>The Information and Privacy Commissioner made 21 recommendations to the Special Committee of the Legislative Assembly to review the <i>Freedom of Information and Protection of Privacy Act</i>. The Committee accepted several of these recommendations and made its own recommendations on several of the topics raised by the Commissioner.</p> <p>Among these recommendations were recommendations to:</p> <ul style="list-style-type: none"> <li>• Add a “duty to document” to FOIPPA.</li> <li>• Add a breach notification and reporting framework.</li> <li>• Amend the definition for “data-linking”.</li> <li>• Make it an offense to collect, use, or disclose personal information in contravention of the Act.</li> <li>• Amend the Act to apply to subsidiary corporations of public bodies.</li> </ul>	<p><b>Submission to the 2015 Special Committees of the Legislative Assembly to Review the <i>Freedom of Information and Protection of Privacy Act</i></b></p>	<ul style="list-style-type: none"> <li>• Some of these recommendations were addressed by amendments to the <i>Information Management Act</i> in 2017.</li> <li>• Government continues to review and assess these recommendations, as well as the recommendations of the Special Committee and other stakeholders<sup>s.13</sup></li> </ul>

## EXECUTIVE MEMBER BIOGRAPHY

### **David Curtis, Assistant Deputy Minister, Corporate Information & Records Management Office**



David Curtis was appointed Assistant Deputy Minister, Corporate Information and Records Management Office, on February 5, 2016.

Prior to this assignment, David was the Assistant Deputy Minister / Executive Financial Officer for the Economy Sector. In this role, David led the provision of financial and corporate services for the Ministries of Community, Sport and Cultural Development (CSCD), Jobs, Tourism and Skills Training (JTST) (and Minister Responsible for Labour), International Trade (MIT) and Small Business and Red Tape Reduction (SBRT) (and Minister Responsible for the Liquor Distribution Branch).

David began his career with the BC Public Service in 1994 as a member of the Ministry of Forests Wildfire Management Branch's Unit Crew and Parattack programs and has taken on a range of progressively more senior roles in multiple ministries with a focus on financial management, strategic planning, project management, policy, stakeholder engagement and program delivery.

He holds Master of Public Administration and Master of History degrees from the University of Victoria.

s.22



## **Government House**

**Executive Director Responsible:** Jerymy Brownridge

### **Core Business/ Program Area Description/Critical Business Processes:**

The Lieutenant Governor is the Queen's representative and upholds the constitutional framework in British Columbia. In this role the Lieutenant Governor personifies the Crown, which is both the apex and the unifying link in the constitutional and political structure of the province – executive, legislative, and judicial. In terms of a continuing, functioning government, and to uphold the constitutional framework of the province, the Lieutenant Governor:

- Ensures the continued existence of government in the province of British Columbia;
- Selects a first minister as Premier of the Province;
- Appoints and administers the Oaths of Office, Allegiance and Confidentiality to the Premier and members of the Executive Council;
- Summons, prorogues and dissolves the Legislature;
- Delivers the Speech from the Throne;
- Provides Royal Assent to provincial legislation;
- Signs orders-in-council, proclamations and other official documents before they have the force of law; and
- Presents bills by message into the Legislature when they involve taxation or expenditure of public money.

The Lieutenant Governor also participates in other duties of a Vice Regal, ceremonial, celebratory, and promotional nature in roughly 500 events per year.

### **Budget:**

\$1,325,000

### **Full Time Equivalents (FTEs):**

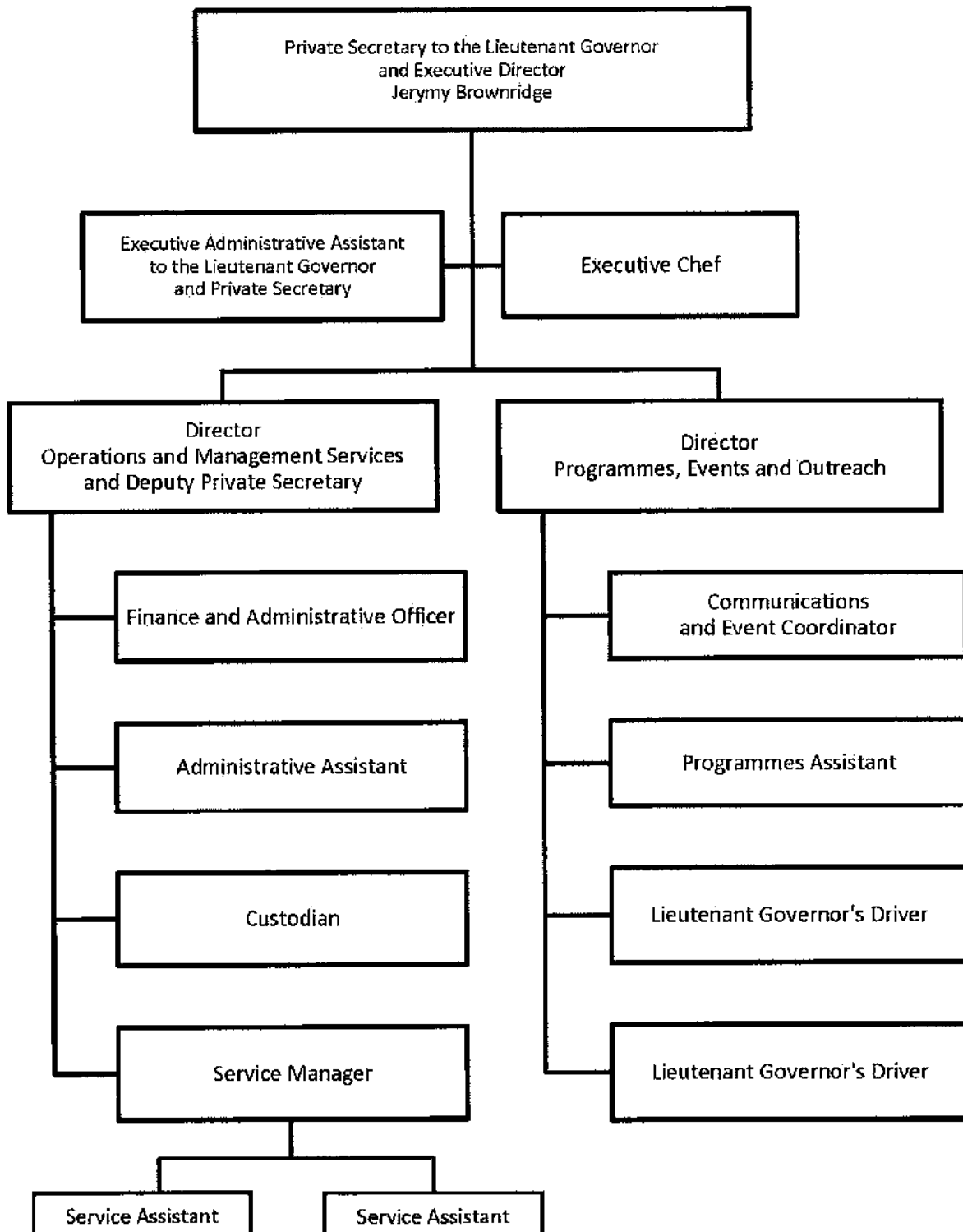
14

### **Related Legislation:**

Canada's *Constitution Act 1867* and British Columbia's *Constitution Act*

The latest versions in chapter 66 define the constitutional and most critical roles of the lieutenant governor.

**Organizational Chart:**



## **ISSUE NOTE**

### **Issue:**

There is a potential for transition of Lieutenant Governor; the incumbent's minimum term of five years will be met in November of 2017.

### **Background:**

The Lieutenant Governor is the Queen's representative and upholds the constitutional framework in British Columbia. In this role the Lieutenant Governor personifies the Crown, which is both the apex and the unifying link in the constitutional and political structure of the province – executive, legislative, and judicial. In terms of a continuing, functioning government, and to uphold the constitutional framework of the province, the Lieutenant Governor:

- Ensures the continued existence of government in the Province of British Columbia;
- Selects a First Minister as Premier of the Province;
- Appoints and administers the Oaths of Office, Allegiance and Confidentiality to the Premier and members of the Executive Council;
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- Delivers the Speech from the Throne;
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- Presents Bills by Message into the Legislature when they involve taxation or expenditure of public money.

The Lieutenant Governor also participates in other duties of a Vice Regal, ceremonial, celebratory, and promotional nature in roughly 500 events per year.

### **Decision required:**

**NO DECISION FROM THE PROVINCIAL GOVERNMENT IS REQUIRED, BUT PRO-ACTIVE CONSULTATION BY THE PRIME MINISTER'S / GOVERNOR GENERAL'S OFFICE MAY TAKE PLACE**

## Office of the Superintendent of Real Estate

**Superintendent:** Micheal Noseworthy, Superintendent of Real Estate

### **Core Business:**

The Office of the Superintendent of Real Estate (OSRE) is the regulatory agency reporting into the Ministry of Finance. It administers statutes that regulate real estate sectors in BC. These statutes and regulations are designed to ensure that consumers of real estate and property management services are treated fairly, and that unsuitable individuals do not participate in real estate market activities.

### **Program Area Description**

#### **Key Statues:**

- *Real Estate Development Marketing Act (REDMA)* - provides a regulatory framework for the marketing of development property and requires developers to obtain development approvals, file disclosure statements, place purchase monies in trust, and provide rescission rights to purchasers.
- *Real Estate Services Act (RESA)* - provides a licensing and regulatory framework for realtors administered primarily by the Real Estate Council of British Columbia. The Act provides that the Superintendent of Real Estate may appeal disciplinary decisions of the Real Estate Council, and is responsible for investigating unlicensed real estate activities.
- The Superintendent of Real Estate also has a limited role in the administration of the *Strata Properties Act (SPA)*, including the receipt of filings that entrench rental rights and certain approvals that set strata fees, common property ownership, and voting rights.

#### **Critical Business Processes:**

- Receipt and review of real estate development marketing disclosures;
- Receipt and approval of certain strata property filings;
- Oversight of Real Estate Council of BC;
- Review and appeal of Real Estate Council of BC decisions;
- Developing and communicating regulatory policy, guidelines, and standards;
- Responding to public enquiries;
- Investigating breaches and complaints;
- Intervention and enforcement.

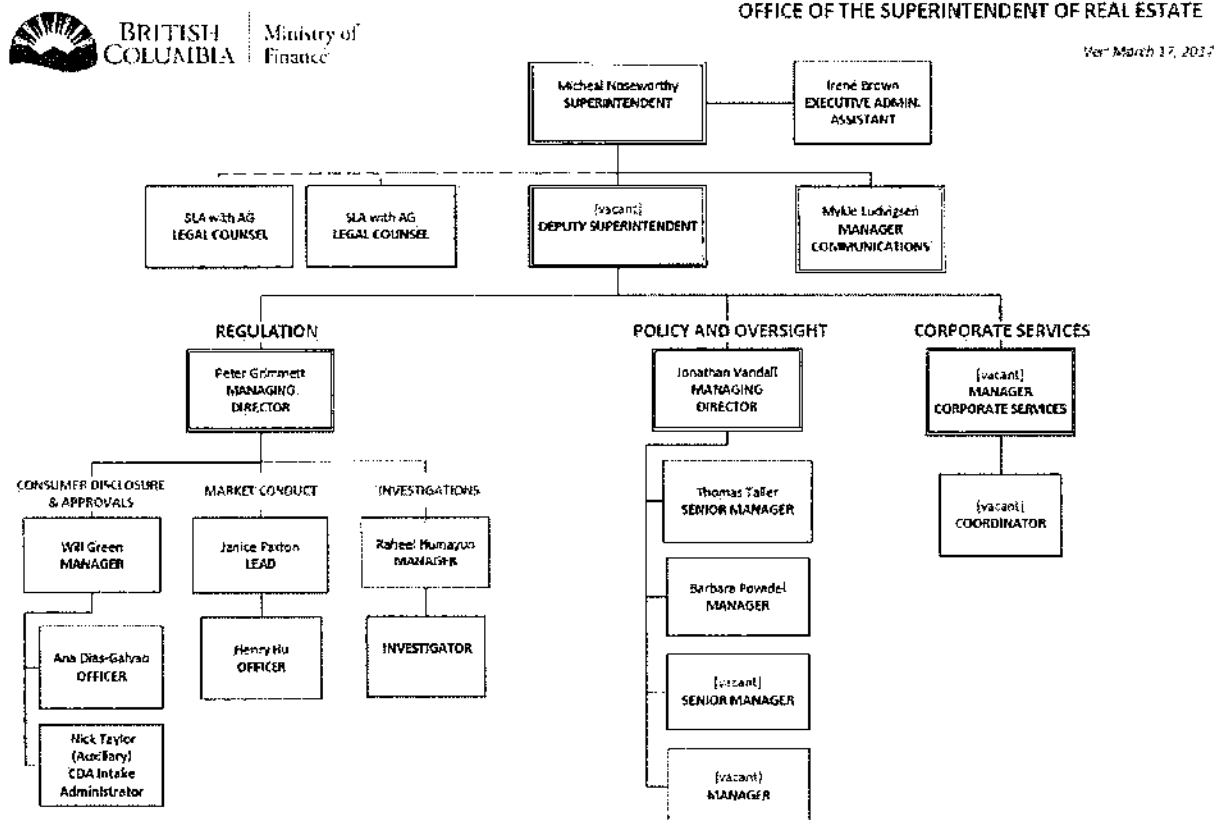
#### **Budget**

STOB #	STOB Item	Budget Allocation (\$000)
EC 50	Salaries	1,759
EC 51	Supplementary Salary	7
EC 52	Employee Benefits	428
<b>Total: Salaries &amp; Benefits</b>		<b>2,194</b>
EC 57	Travel Expenses	24
EC 59	Centralized Management Support / Legal Services	126
EC 60	Professional Services – Operational/Regulatory	350
EC 63	Information Systems – Operating	78
EC 65	Office & Business Expenses	108

STOB #	STOB Item	Budget Allocation (\$000)
70	Vehicles & Equipment	1
75	Building Occupancy Charges	181
<b>Total: Operating Costs</b>		<b>868</b>
85	Other Expenditures	7
90	Recoveries – External (outside Govt. reporting entity)	(3,068)
<b>Total Gov't Operating Expenses</b>		<b>1</b>

**Full Time Equivalents (FTEs): 13**

**Organizational Chart:** The Superintendent of Real Estate was separately appointed by the LGIC. The different statutes specify the responsibilities and authorities of this role, and provide varying ways that government may direct the Superintendent.



**Ministry of Finance – Office of the Superintendent of Real Estate (OSRE)**

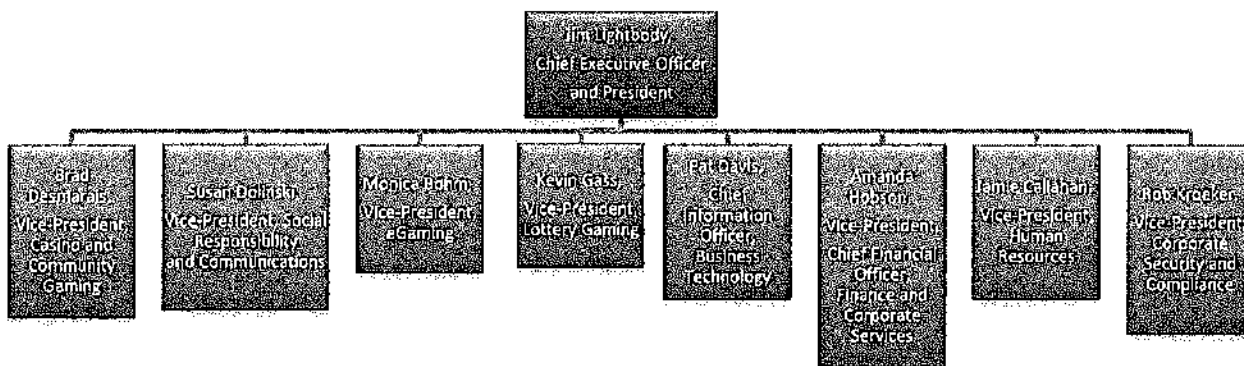
**Key Stakeholders**

<b>Branch</b>	<b>Organization</b>	<b>Contact</b>	<b>Key Issues</b>
External	<b>All 11 BC Real Estate Boards:</b> 1. BC Northern (Prince George) 2. Chilliwack & District 3. Fraser Valley (Surrey) 4. Kamloops & District 5. Kootenay (Nelson) 6. Okanagan Mainline (Kelowna) 7. Powell River-Sunshine Coast 8. Greater Vancouver 9. South Okanagan (Penticton) 10. Vancouver Island (Nanaimo) 11. Victoria	Board Presidents, CEOs	Pending rule changes to dual agency and double-ending.
External	Real Estate Council of BC (RECBC)	Erin Seely, Interim President	
External	BC Real Estate Association (BCREA)	Robert Laing, President	

## BCLC Core Business

**Mandate:** BCLC (British Columbia Lottery Corporation) conducts and manages gaming on behalf of the Government of British Columbia.

- BCLC is a Crown Agency responsible for the conduct and management of lottery, casino, bingo and online gaming on behalf of the Province of British Columbia, in accordance with the Gaming Control Act of British Columbia (2002).
- BCLC's products are sold through contracted private-sector retailers and service providers that operate 3,500 lottery locations, 17 casinos, 18 community gaming centres and 6 commercial bingo halls. Lottery, eCasino, ePoker and eBingo products are sold through the PlayNow.com e-gaming site directly to approximately 360,000 registered players in B.C. BCLC also contracts with Manitoba Liquor and Gaming to provide PlayNow.com in Manitoba.
- Lottery retailers earn an industry-standard commission rate. Eighteen private sector service providers at casino, community gaming and bingo facilities earn a percentage of sales revenue for providing gaming facilities and day-to-day operational services. BCLC owns all gaming equipment, including lottery and bingo terminals and slot machines.
- BCLC has one wholly owned subsidiary, B.C. Lottotech International Inc. (Lottotech). The primary business of Lottotech is the purchase and lease of capital assets for BCLC. Its results are consolidated in the BCLC financial statements and its officers are BCLC's President & Chief Executive Officer (CEO) and Vice Presidents, as identified below.



- In 2015/16, BCLC had approximately 850 employees who work from offices in Kamloops and Vancouver, as well as field staff who work in gaming facilities and with lottery retailers and service providers in communities throughout the province. The Kamloops office is the primary location of information technology, finance and administration functions. Gaming operations, security, marketing and communications functions are primarily located in Vancouver.
- Per the *Gaming Control Act* and appointed by the Lieutenant-Governor in Council, the BCLC Board comprises nine members selected for expertise. Currently, there are five men and three women on BCLC's Board, with one vacant position.

## Financial Information

\$ millions	Actual	Projection	Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
<b>Lottery</b>					
Revenue	1,151.7	1,088.2	1,049.3	1,031.9	1,027.5
Prizes	651.8	622.3	601.0	590.2	587.5
Net win	499.9	465.9	448.3	441.7	440.0
Less: direct expenses	84.4	81.5	80.2	79.0	78.9
	415.5	384.4	368.1	362.7	361.1
Operating expenses:					
General Operating	42.3	43.8	44.2	44.5	44.8
Gaming Support	13.8	13.9	14.0	14.4	14.6
Amortization	11.5	9.6	10.7	14.3	18.4
Other	2.1	1.1	1.4	1.4	1.4
	69.7	68.4	70.3	74.6	79.2
Net Income Before Taxes	345.8	316.0	297.8	288.1	281.9
Taxes	11.0	11.5	11.3	11.4	11.7
Net income	334.8	304.5	286.5	276.7	270.2
<b>e-Gaming</b>					
Revenue	135.5	152.6	172.4	190.1	198.9
Prizes	46.3	50.8	58.4	62.4	65.2
Net win	89.2	101.8	114.0	127.7	133.7
Less: direct expenses	14.5	17.9	22.6	25.3	26.4
	74.7	83.9	91.4	102.4	107.3
Operating expenses:					
General Operating	18.2	11.4	13.0	13.1	13.2
Gaming Support	9.0	9.5	9.9	10.6	11.3
Amortization	7.5	6.1	5.3	4.7	3.6
Other	1.1	0.5	0.8	0.8	0.8
	35.8	27.5	29.0	29.2	28.9
Net Income Before Taxes	38.9	56.4	62.4	73.2	78.4
Taxes	4.4	3.4	3.8	3.2	3.2
Net income	34.5	53.0	58.6	70.0	75.2
<b>Casino &amp; Community Gaming</b>					
Revenue	1,814.6	1,855.1	1,864.5	1,889.5	1,909.8
Prizes	46.7	46.4	43.9	42.8	41.7
Net win	1,767.9	1,808.7	1,820.6	1,846.7	1,868.1
Less: direct expenses	635.8	647.6	653.7	662.9	669.3
	1,132.1	1,161.1	1,166.9	1,183.8	1,198.8
Operating expenses:					
General Operating	76.4	90.8	95.2	96.4	97.5
Gaming Support	14.5	17.0	17.8	18.0	18.1
Amortization	54.7	52.8	59.0	59.0	58.0
Other	4.6	5.4	7.3	7.4	7.5
	150.2	166.0	179.3	180.8	181.1
Net Income Before Taxes	981.9	995.1	987.6	1,003.0	1,017.7
Taxes	37.7	38.1	38.4	38.4	38.5
Net income	944.2	957.0	949.2	964.6	979.2





MAR 15 2017

357331

Bud Smith, Chair  
Board of Directors  
BC Lottery Corporation  
74 West Seymour Street  
Kamloops BC V2C 1E2

Dear Mr. Smith:

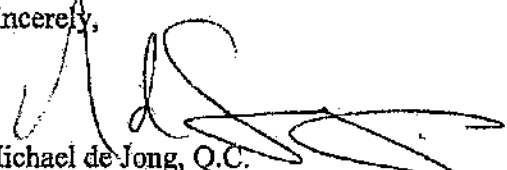
I am writing to acknowledge the work underway by BC Lottery Corporation (BCLC) in reviewing options that will result in the revitalize of its head office facility in Kamloops. The Provincial Government is committed to the renewal of BCLC's headquarters in Kamloops, where it continues to make a strong contribution to the local economy.

During the last 30 years, BCLC has generated \$1.1 billion of economic activity and 11,962 full-time-equivalent worker years of employment in the Kamloops area. Redevelopment plans for BCLC's headquarters would further contribute to the financial and economic prosperity in Kamloops.

To ensure that the best option is selected and BC taxpayers get the most value for money, it is important that BCLC continue to develop a comprehensive concept plan that thoroughly defines the need and provides a preliminary assessment of the possible solutions once this initial work has been completed we will be in a position to proceed to the development of a more detailed business plan.

I look forward to receiving a concept plan from BCLC in the next few weeks that outlines in more detail both the proposal for a new building and the cost-benefit analysis for a new building versus renovation of the existing facility. Throughout this assessment process, Ministry of Finance staff are available to help guide BCLC.

Sincerely,

  
Michael de Jong, Q.C.  
Minister

.../2

cc: Jim Lightbody  
Chief Executive Officer and President  
BC Lottery Corporation

Amanda Hobson  
Vice President and Chief Financial Officer  
BC Lottery Corporation

Cheryl Wenezenki-Yolland  
Associate Deputy Minister  
Ministry of Finance

Tara Richards  
Assistant Deputy Minister and Executive Financial Officer  
Ministry of Finance

## **ISSUES NOTE**

### **BCLC Crown Corporation**

#### **BCLC (BC Lottery Corporation) Kamloops Head Office Plans**

##### **Issue:**

- BCLC (BC Lottery Corporation) Kamloops Head Office Plans

##### **Background (high level):**

- BCLC is a Crown Agency responsible for the conduct and management of lottery, casino, bingo and online gaming on behalf of the Province of British Columbia, in accordance with the Gaming Control Act of British Columbia (2002).
- BCLC's current head office in Kamloops is over 50 years old and many of its mechanical, electrical and structural components are aging and will ultimately need to be replaced.
- BCLC has hired Avison Young, a commercial real estate advisor for professional advice and to explore options for the most appropriate building solution that would meet the long-term needs for BCLC.
- The Minister has directed BCLC to develop a comprehensive concept plan that defines the need and provides a preliminary assessment of the possible solutions. (see attached letter) BCLC intends to develop a concept plan and detailed business case analysis of options and financial implications to renew BCLC's head office in Kamloops, including consideration of various means to utilize appropriate space in part of, or all of a new building; or recondition the 50-year-old existing building.
- BCLC undertook a non-binding Request for Pre-Qualifications (RFPQ) in April 2017, and will undertake a subsequent non-binding Request for Proposals (RFP) to seek design-build proposals and information that will enable BCLC to provide a detailed assessment of options, concept plan and recommendation to the Province. We anticipate presenting this plan to the Treasury Board in the fall of 2017.

##### **Decision required: No**

##### **Issues:**

###### **30/60 day**

- BCLC will evaluate all RFPQ submissions and shortlist up to four developer/design build contractors to provide a non-binding Request for Proposals (RFP) for a design build for a potential new Head Office facility. The purpose of this is to obtain more information in order to explore and evaluate BCLC's options for its future BCLC's Kamloops Head Office building.

###### **90 day**

- BCLC will issue a non-binding RFP process to develop options for a concept plan and detailed business case analysis for the Treasury Board.

## ISSUE NOTE

### Issue:

- Expression of Interest process in Greater Victoria, North Shore and South of the Fraser regions.

### Background:

- In 2015 and 2016, BCLC launched Expression of Interest processes in Greater Victoria, and Metro Vancouver's North Shore and South of the Fraser regions to gauge interest from municipal and First Nations governments in potentially hosting a gaming facility.
- BCLC's evaluation committee, overseen by a third party fairness monitor, has selected Victoria and Delta as preferred host local governments for potential new gaming facilities.
- In Victoria, BCLC issued a Request for Pre-Qualification (RFPQ) in December 2016 as the first step in selecting a service provider to operate a potential gaming facility. BCLC is in the process of completing the evaluation of responses to this RFPQ.
- In Delta, the potential gaming facility would be a relocation of Surrey's Newton Community Gaming Centre. The potential new facility would be expanded to include more gambling and entertainment options. BCLC's service provider Gateway is in the process of determining a location for that facility.
- On the North Shore, the Expression of Interest process is still in the evaluation phase and an announcement will be made once a preferred host local government is selected.

### Decision required: No

### 60 days

- In Victoria, BCLC will issue a Request for Proposal (RFP) to the pre-qualified proponents from the RFPQ process. As part of this RFP process, pre-qualified proponents will be required to identify a potential location and other facility details. The proponent selected as part of the RFP process will be the single service provider to operate the potential new gaming entertainment venue.
- In Delta, BCLC will provide preliminary approval to proceed with its service provider's preferred location.

## **ISSUES NOTE**

### **BCLC**

#### **Service Provider Commission Review**

**Issue:**

- Service Provider Commission Review

**Background (high level):**

- BCLC is a Crown Agency responsible for the conduct and management of lottery, casino, bingo and online gaming on behalf of the Province of British Columbia, in accordance with the Gaming Control Act of British Columbia (2002).
- The service provider commission structure has been in place since BCLC was given its mandate in 1997. BCLC's model has resulted in some of the best in class casinos and community gaming centres in Canada.
- The release of the Ministry of Finance's Crown Review of BCLC in December 2014 called upon BCLC and the Ministry of Finance to "conduct a review of service provider commissions for gaming facilities to ensure an appropriate and effective structure."
- In consultation with its service providers, BCLC is developing a new commission structure leading to the creation of a new Operational Service Agreement (OSA), which defines the service and operating responsibilities of service providers and overall compensation structure.

s.17

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Withheld pursuant to/removed as

s.13;s.17

## Financial Institutions Commission (FICOM)

**ADM Responsible:** Tara Richards

### **Core Business/ Program Area Description/Critical Business Processes:**

FICOM is a regulatory agency of government that administers six statutes regulating the pension, mortgage broker and provincially regulated financial institutions in B.C. FICOM safeguards confidence and stability in B.C.'s financial sector by ensuring that institutions and pension plans in these sectors remain solvent and by protecting consumers from undue loss and unfair market conduct.

FICOM also administers the Credit Union Deposit Insurance Corporation (CUDIC), a statutory corporation that insures credit union deposits and non-equity shares.

### **Budget:**

The organization has an operating budget of \$4.7M.

### **Full Time Equivalents (FTEs):**

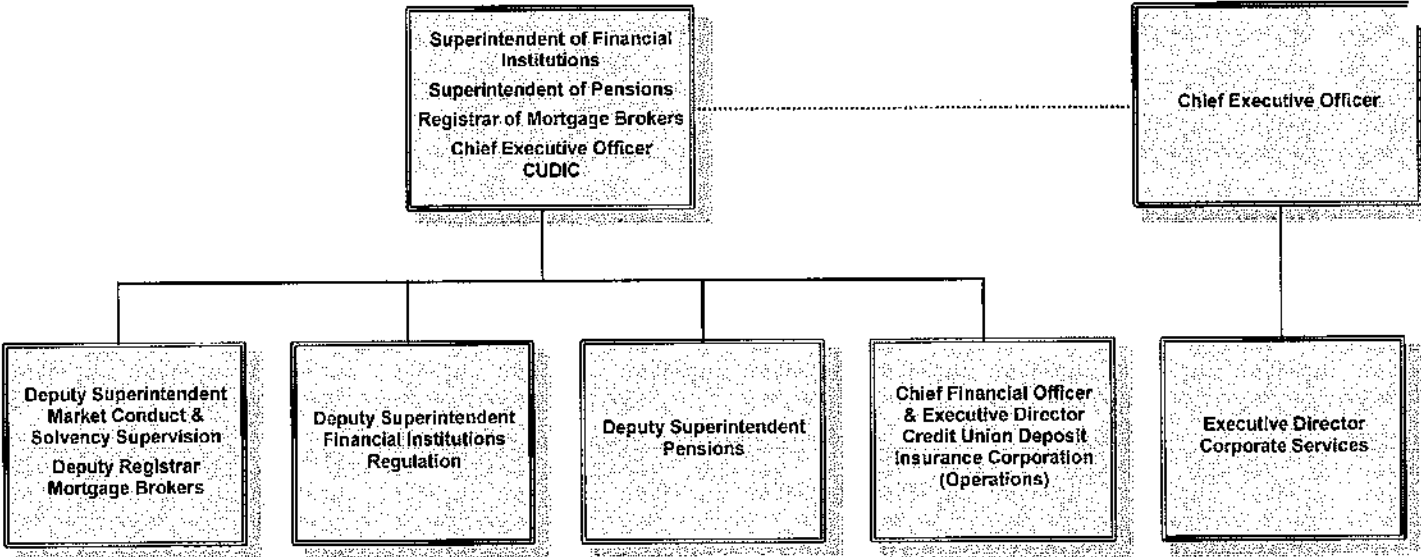
FICOM currently has 100 team members (and 62 current vacancies).

### **Related Legislation:**

FICOM administers the following six provincial statutes:

- ***The Financial Institutions Act (FIA)*** - provides a regulatory framework for financial institutions licensed to operate in British Columbia including trust companies, insurance companies and credit unions. It also provides the licensing and regulatory framework for insurance agents, salespersons and adjusters under the supervision of the Insurance Council of British Columbia. The Act provides that the Superintendent may appeal disciplinary decisions of the Insurance Council, and is responsible for investigating unlicensed insurance activities.
- ***Insurance Act (IA)*** - provides statutory requirements for contracts of insurance.
- ***Credit Union Incorporation Act (CUIA)*** - provides a regulatory framework specific to certain areas of credit union operations that is consistent with their unique co-operative structure.
- ***Insurance Captive Company Act (ICCA)*** - establishes British Columbia as a domicile for captive insurance companies and provides a registration and regulatory framework for captive insurers.
- ***Mortgage Brokers Act (MBA)*** - provides a registration and regulatory framework for mortgage brokers operating in British Columbia.
- ***Pension Benefits Standards Act (PBSA)*** - provides a regulatory framework protect the interests of British Columbia pension plan members by setting minimum standards for funding and solvency, plan design and governance and investment of a plan's assets.

Organizational Chart:





**BRIEFING NOTE**  
**CROWN AGENCIES**

**Name:** Financial Institutions Commission

**Legislative Authority:**

- Credit Union Incorporation Act
- Financial Institutions Act
- Insurance Act
- Insurance (*Captive Company*) Act
- Mortgage Brokers Act
- Pensions Benefit Standards Act

**Mandate:**

The Financial Institutions Commission (FICOM) is a regulatory agency of the provincial Ministry of Finance. FICOM is responsible for administering six statutes that regulate the pension and financial services in British Columbia. The primary focus of this regulation is to ensure that:

- Institutions and pension plans in these sectors remain solvent;
- Market conduct requirements for these sectors are respected;
- Unsuitable individuals do not participate in financial service markets; and
- Through the Credit Union Deposit Insurance Corporation (CUDIC), insure credit union deposits and non-equity shares.

**Current Appointees:**

- Stanley Hamilton (Chair)
- Joel Whittemore
- Shannon Salter
- Len Boggio
- Bob Garnett
- Douglas MacAdams

**Appointments required:**

- No new appointments/reappointments required until July 2018.

**Issue(s):**

- N/A

**Key Contact:**

Frank Chong  
Acting Superintendent of Financial Institutions  
604-653-7495

## EXECUTIVE MEMBER BIOGRAPHY

**CHRIS CARTER**  
**REGISTRAR, MORTGAGE BROKERS**  
**DEPUTY SUPERINTENDENT, SUPERVISION**



Chris Carter was appointed Deputy Superintendent of Supervision at FICOM in February 2017. He is responsible for the solvency supervision of British Columbian financial institutions (credit unions, provincial insurance companies, and provincial trust companies). Mr. Carter is also responsible for the market conduct supervision of mortgage brokers and financial institutions doing business in B.C.

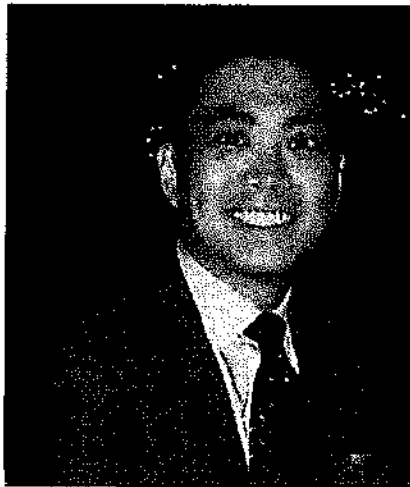
Mr. Carter has been with FICOM since 2012, where he played a key role in the reform of real estate regulation in B.C. as principal advisor to the *Independent Advisory Group into Conduct and Practices in the Real Estate Industry*.

Mr. Carter joined the Government of British Columbia in 2007. At the Ministry of Jobs, Tourism and Innovation, he led several high profile trade and investment projects and policy initiatives including rollout of the *Asia Pacific Initiative*, design and delivery of the *2010 Winter Olympics Hosting Program*, and development of *Canada Starts Here: the B.C. Jobs Plan*.

Prior to his time in B.C., Mr. Carter worked on trade, industry, and bilateral issues with national and state governments in Australia.

## EXECUTIVE MEMBER BIOGRAPHY

**FRANK CHONG**  
**SUPERINTENDENT, FINANCIAL INSTITUTIONS**  
**ACTING CHIEF EXECUTIVE OFFICER, CREDIT UNION DEPOSIT INSURANCE CORPORATION**  
**(CUDIC)**

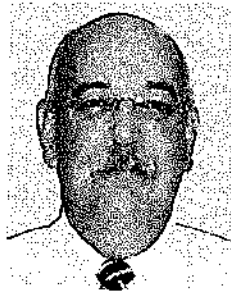


Frank Chong is the Acting Superintendent of Financial Institutions and Acting CEO of the Credit Union Deposit Insurance Corporation, at the Financial Institutions Commission (FICOM). FICOM, an agency of the B.C. Ministry of Finance, is responsible for solvency and market conduct regulation of provincially regulated financial institutions (credit unions, P&C and life insurers, captives, and trust companies). Other regulatory areas include pension, mortgage broker, real estate and credit union deposit insurance.

As a member of the FICOM executive team, Frank oversees various program areas including examinations, statutory approvals, policy, market surveillance, and regulatory reporting. His team is also actively involved with inter-jurisdictional regulatory initiatives with the Credit Union Prudential Supervisors Association (CUPSA) and the Canadian Council of Insurance Regulator (CCIR). He has also participated in a number of industry working groups and is currently a project team member providing advice on the current *Financial Institutions Act & Credit Union Incorporation Act* reviews.

Frank has held various roles within FICOM including Executive Director, Director, and Senior Analyst. Prior to FICOM, Frank held finance and management roles at a B.C credit union, chartered bank and an insurance brokerage firm. In total, Frank has more than 15 years of experience within the financial services sector.

**EXECUTIVE MEMBER BIOGRAPHY**  
**Michael J. Peters – Acting Superintendent of Pensions**



Michael Peters has worked for both the federal government and the government of British Columbia as a pension regulator.

Michael was appointed Acting Superintendent of Pensions effective July 29, 2016, after having served as Deputy Superintendent of Pensions since June 2004. Michael joined the Pension Standards Branch of the British Columbia Ministry of Skills Development and Labour as a Senior Pensions Officer in May 1994. Prior to joining the government of BC, he worked with the Registered Plans Division of Revenue Canada, as it was then known, as Senior Pension Officer from June 1988 to April 1994.

Michael is responsible for operational and strategic policies related to administration and enforcement of the British Columbia *Pension Benefits Standards Act (PBSA)*. He is currently responsible for the development and implementation of a risk-based regulatory framework for oversight of pension plans registered in British Columbia. Michael oversees the development of communications materials and internal policies and procedures related to the adoption of the new PBSA effective September 30, 2015. Michael also works with the Federal/Provincial/Territorial Working Group on Pensions.

Michael represents British Columbia on the Canadian Association of Pension Supervisory Authorities (CAPSA) and was involved in negotiations for an updated multilateral agreement respecting multijurisdictional pension plans, which was signed by BC effective July 1, 2016. He is currently chair of CAPSA's Funding Review Committee, which is reviewing the current rules related to funding of defined benefit pension plans in Canada and will propose best practices for funding of such plans.

Michael holds a BA (Hon.) from the University of Western Ontario in London. s.22  
s.22

## EXECUTIVE MEMBER BIOGRAPHY

### Tara Richards, Acting CEO, Financial Institutions Commission (FICOM)



Tara was appointed as Assistant Deputy Minister, Corporate Services and EFO on July 17, 2014, with responsibility for corporate financial and facilities services, strategic human resources, information management and performance management and corporate priorities. In 2016, Tara took on the responsibility of Acting Chief Executive Officer of the Financial Institutions Commission (FICOM). FICOM regulatory responsibility includes credit unions and trust companies, insurance companies, pension plans, real estate, mortgage brokers and the Credit Union Deposit Corporation.

Over the past 19 years in government, Tara has held progressively responsible positions in various ministries, most recently as the Executive Director, Property Taxation Branch, Revenue Division at Finance. Tara's background includes roles in policy and legislation, operations, intergovernmental relations, and corporate policy and planning services in the Ministry of Children and Family Development and the Ministry of Health.

Tara has a Master's Degree in Public Administration and an undergraduate degree in Political Science from the University of Victoria.

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Withheld pursuant to/removed as

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## ISSUE NOTE

**Issue:** Coast Capital Savings Credit Union (Coast Capital) – Application for Federal Continuance

- Under the *Credit Union Incorporation Act* (CUIA), a BC credit union may transfer its incorporation from BC to the federal jurisdiction if authorized by a special resolution, the consent of the Commission and the Credit Union Deposit Insurance Corporation (CUDIC), and the laws of the federal jurisdiction.
- Coast Capital put forward a special resolution on continuing to the federal jurisdiction to its membership for vote in Fall 2016. On December 14, 2016 Coast Capital announced that the special resolution was passed by its membership; 84,000 members (16% of its membership) cast votes with 79.2% in favour of the special resolution.
- In January 2017, FICOM issued Information Bulletin CU-17-001 *Application for Consent to Continue a Credit Union to the Federal Credit Union Regime*. The Information Bulletin outlines the application process, review criteria, public consultation period and timelines for an application to the Commission and CUDIC.
- On February 14, 2017 Coast Capital submitted a complete application to FICOM for consent to continue from the Commission and CUDIC.
- As outlined in the Information Bulletin, FICOM posted a public notice of the application on its website and initiated a 30-day public comment period from March 1 – 30, 2017.
- When reviewing the continuance application, the Commission and CUDIC board will consider a number of factors, which include, but may not be limited to whether:
  - The continuation of the credit union to the federal regime is not contrary to the credit union members' interests;
  - The credit union's members are provided full and fair disclosure of information upon which to make their decision;
  - The continuation of the credit union to the federal regime will not negatively impact the BC credit union system or its depositors.

### Background:

- On June 30, 2016, Coast Capital informed FICOM that its Board had passed a resolution to pursue a formal application with the Office of the Superintendent of Financial Institutions (OSFI) to continue to the federal regime and to put forward a special resolution to its membership for vote in the Fall of 2016 on whether to authorize the credit union to make the application.
- To ensure full and fair disclosure of information to Coast Capital members, FICOM staff reviewed disclosure and communication materials related to the special resolution prior to them being placed before the membership.

- FICOM staff communicated regulatory expectations and timelines related to a continuance application to Coast Capital through its Information Bulletin and several letters to its board chair and senior management.
- FICOM has retained an independent third-party to assist in its review of the application, specifically with the regards to the criteria that the continuance will not negatively impact the BC credit union system or its depositors. This review will be an input into the analysis provided for the Commission and CUDIC board.
- During the public comment period from March 1 – 30, 2017, FICOM received 62 submissions; FICOM staff will consider the submissions as part of the analysis of the Coast Capital application.
- At this time, Coast Capital has not put forward a formal application to OSFI for federal approval of the continuance.
- Coast Capital remains a BC regulated financial institution until the date it receives Letters Patent to continue as a federal credit union from the federal Minister of Finance. FICOM has increased its supervisory monitoring of Coast Capital while the credit union undergoes both provincial and federal approval processes and transition periods.

**Decision required:**

- No Decision Required (90 day issue) - FICOM anticipates that the Coast Capital application will be placed before the Commission and the CUDIC board at either their June or August meeting. FICOM staff is holding bi-weekly calls with Coast Capital staff throughout the application process; any delays in the application will be communicated to Coast Capital.
- Further questions or details regarding this matter should be directed to the Superintendent of Financial Institutions at FICOM.



## ISSUE NOTE

### Issue:

- FICOM Staffing Update and the \$1.334M Funding Lift

### Background:

- In March 2014, the Office of the Auditor General published a report on Credit Union Supervision in B.C. and made 11 recommendations to improve the effectiveness of credit union monitoring. One of the recommendations was an overarching call for the Ministry of Finance to “work with FICOM to find ways to enable it to hire and retain the staff it requires to fulfill its mandate.”
- The very high demand for financial and regulatory skills has historically made it challenging for FICOM to recruit and retain staff. In December 2016, FICOM’s base salary structure was improved (i.e., approximately 10 per cent growth in maximum salary rate for front line roles, 20 per cent for mid-level roles, and 30 per cent for executive level roles).
- The salary improvements are anticipated to improve FICOM’s ability to hire talent and address its historical turnover (i.e., 20-30 per cent) and vacancy rates (30-40 per cent). FICOM intends to fully staff its current vacancies and establish seven new positions to enable the organization to fully operate and fulfill its mandate. This investment in staffing will fully utilize FICOM’s revenues received from the regulated sectors.
- With an intense focus on recruiting leveraging the new salary structure in place as well as other HR initiatives currently underway, it is expected the FICOM vacancy rate will drop from a current 32 per cent level to a more normalized rate (5-10%) in the Fall of 2017.
- FICOM requested additional funding from the Ministry to address a significant portion of salary cost increases (existing positions) and to hire corporate services resources focused on supporting the regulatory business units (Financial Institutions, Pensions, Mortgage Brokers) achieve their respective mandates.
- The \$1.334M will allow FICOM to:
  - Fund \$645K in salary improvements to existing management positions at FICOM (this includes 24.8 per cent in benefit costs).
  - Fund \$689K for new positions within the Corporate Services branch of FICOM to support investments in staff development, information technology, and operational support.

### Decision required:

- None

## ISSUE NOTE

### Issue:

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- To attract business, lenders pay various forms of direct and indirect compensation to mortgage brokers. That compensation incentivizes broker-lender loyalty and can exert a powerful influence on advice to consumers, particularly when the amount of compensation is hidden from the consumer.

### Background:

- The Registrar has engaged in consultations with industry since June 2015, resulting in publishing guidelines in November 2016 to assist industry participants meet enhanced disclosure requirements.
- Compensation transparency builds consumer knowledge of the forces acting on a mortgage broker's advice, and empowers consumers to make informed decisions. It also exposes an embedded charge that consumers pay as part of their interest rate.
- Guidelines were developed in close consultation with industry, and will assist industry to provide conflict of interest disclosure in accordance with the requirements of the *Mortgage Brokers Act*.

s.14

- Industry has generally demonstrated resistance to this initiative, including provincial and national trade associations who have lobbied MLAs and Government on this issue.
- These associations as well as major brokerage firms may renew their opposition with Government once the requirements are enforced as of July 1, 2017.

### Decision required:

- **30 DAY ISSUE**
- No decision is required. This Issues Note is provided for information purposes and will be supplemented by a Briefing Note if and when required.

# STAKEHOLDER CONTACTS

Branch	Organization	Contact	Description	Key Issues	Address
MPC	Mortgage Professionals Canada	Paul Taylor CEO 416-644-5465 ptaylor@mortgageproscan.ca	National trade organization for mortgage brokers – not affiliated with below-noted rival trade associations	s.12,s.13  Including improvements to mandatory Conflict of Interest Disclosure to include full disclosure of compensation <ul style="list-style-type: none"> <li>• Industry education provider seeking approvals for courses part of mandatory regulatory education at renewal of registration</li> <li>• Registrar undergoing a review and potential redesign of mandatory education program for mortgage brokers</li> </ul>	2005 Sheppard Avenue East, Suite 401 Toronto, ON M2J 5B4
CMBA-BC	Canadian Mortgage Brokers Association - BC	Samantha Gale Executive Director 604-908-9989 samanthagale@mbabc.ca	CMBA - National “umbrella” trade association comprised of 3 independent provincial trade associations including CMBA – BC, which is the MBABC (see below)	s.12,s.13  Including improvements to mandatory Conflict of Interest Disclosure to include full disclosure of compensation	101 – 1765 West 8th Ave. Vancouver, BC V6J 5C6

MBABC	<b>Mortgage Brokers Association of BC</b>	Samantha Gale CEO 604-908-9989 samanthagale@mbabc.ca	MBABC - Provincial trade organization for mortgage brokers; Also referred to as CMBA – BC under its association to the CMBA	s.12,s.13  Including improvements to mandatory Conflict of Interest Disclosure to include full disclosure of compensation	101 – 1765 West 8th Ave. Vancouver, BC V6J 5C6
MBIBC	<b>Mortgage Brokers Institute of BC</b>	Samantha Gale CEO 604-908-9989 samanthagale@mbabc.ca	Education arm of the MBABC / CMBA-BC	<ul style="list-style-type: none"> <li>• Industry education provider seeking approvals for courses part of mandatory regulatory education at renewal of registration</li> <li>• Registrar undergoing a review and potential redesign of mandatory education program for mortgage brokers</li> </ul>	101 – 1765 West 8th Ave. Vancouver, BC V6J 5C6
BCMMA	<b>British Columbia MIC Managers Association</b>	Will Granleese President 604-530-2301 will@antriminvestments.com	Provincial trade organization for select group of larger mortgage investment corporations	s.13	Suite 500 – 145 West 17th Street North Vancouver, BC V7M 3G4

UBC	<b>University of BC Sauder School of Business, Real Estate Division</b>	Dave Moore Director, Licensing Education 604-822-8500 <a href="mailto:dave.moore@sauder.ubc.ca">dave.moore@sauder.ubc.ca</a>	Sole provider of mandatory pre- registration education for new applicants to industry	<ul style="list-style-type: none"> <li>Registrar undergoing a review and potential redesign of mandatory education program for mortgage brokers</li> </ul>	2053 Main Mall, Vancouver, BC V6T Z2
CLHIA	<b>Canadian Life and Health Insurance Association</b>	Frank Swedlove President <a href="mailto:fswedlove@clhia.ca">fswedlove@clhia.ca</a>	National industry association representing 99% of Canada's life insurance business	<ul style="list-style-type: none"> <li>Current review of the <i>Financial Institutions Act</i></li> <li>Access to/use of genetic testing results</li> <li>Potential changes to travel insurance sale/distribution</li> </ul>	79 Wellington St. West, Suite 2300 P.O. Box 99, TD South Tower Toronto, Ontario M5K 1G8
IBC	<b>Insurance Bureau of Canada</b>	Don Forgeron, President <a href="mailto:dforgeron@ibc.ca">dforgeron@ibc.ca</a>	National industry association representing Canada's private home, auto and business insurers	<ul style="list-style-type: none"> <li>Current review of the <i>Financial Institutions Act</i></li> <li>Seeking provision of emergency government back-stop in the event of earthquake-related disaster</li> </ul>	510 Burrard Street, Suite 901 Vancouver, British Columbia V6C 3A8
C1	<b>Central 1 Credit Union</b>	Don Wright, President & CEO <a href="mailto:don.wright@central1.com">don.wright@central1.com</a>	Primary liquidity manager, payments processor and trade association for member credit unions in B.C. and Ontario	<ul style="list-style-type: none"> <li>Current review of the <i>Financial Institutions Act</i> and the <i>Credit Union Incorporation Act</i> s.13</li> </ul>	1441 Creekside Drive Vancouver, BC V6J 4S7

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**RELEASE OF ASSETS FOR ECONOMIC GENERATION (RAEG) PROGRAM**  
**Real Property Division**

**Lead Executive**

Sarf Ahmed, Associate Deputy Minister

**Background**

This is a Ministry of Finance initiative which was launched in 2012 as a 2 year initiative to sell surplus assets in 2013/14 and 2014/15 and has since evolved into an ongoing program for the comprehensive management of surplus assets. Minister of Finance is the minister accountable for this program. Ministry of Technology, Innovation and Citizens' Services (MTICS) was asked to manage the program on behalf of the Ministry of Finance as it has the real estate expertise to deliver.

Several ministries, including the MTICS, government agencies and Crowns dispose of surplus real estate assets as part of their typical business practices. The program's mandate is to oversee the release of these surplus or under-utilized assets, and to generate economic activity in communities throughout BC. The RAEG program oversees the province-wide management of this initiative, ensuring that all issues are addressed appropriately and the return to government is maximized. The program also ensures government fulfills its legal duty to consult with First Nations on the disposal of surplus property.

The following ministries with surplus properties are part of this initiative:

- Ministry of Health (includes Health authorities) (MOH)
- Ministry of Education (includes School Boards) (MED)
- Ministry of Advanced Education (includes Universities, Colleges and Institutions) (AVED)
- Ministry of Forests, Lands and Natural Resources Operations (FLNRO)
- Ministry of Transportation and Infrastructure (MOTI)
- Ministry of Technology, Innovation and Citizens' Services (MTICS)

Crown Corporations subject to a regulator for rate setting such as BC Hydro and ICBC are not part of this program.

Proceeds of sales by the SUCH sector (Schools, Universities, Colleges, and Health Authorities) are retained by these entities for re-investment to upgrade their facilities; for example, the new Belmont School in Langford was partly funded through sale of the old school. Pearson Dogwood redevelopment project in Vancouver is partly funded by proceeds from the sale of the existing old hospital.

Proceeds of sales by government ministries go to Ministry of Finance.

MTICS' role is to provide project management through its Real Properties Division. This includes assisting ministries with the identification of surplus properties, coordination with other

ministries/organizations that are part of the program, conducting due diligence prior to sale of a property, conducting the sale, and reporting to the Ministry of Finance. Due diligence includes ensuring that environmental assessment has been completed where required, appropriate consultation with First Nations has taken place culminating in some cases in the negotiation of an economic benefits agreement with First Nations, developing a marketing plan, and ensuring the property has a recent market appraisal and appropriate stakeholder consultations with municipalities and others has occurred.

MTICS discharges its responsibilities through a combination of its own staff and external consultants. Organizations with real estate expertise (such as Health authorities, MOTI and FLNRO) undertake these tasks for their own properties and provide regular reports to MTICS.

Decisions regarding adding or removing a surplus property from the approved inventory for sale are made by the Minister of Finance. Deputy Minister of Finance can approve addition of surplus properties valued at less than \$10 million.

s.12,s.13,s.17

### Current Context

As part of Budget 2012, the Province undertook a targeted review of its major asset base to identify those that were surplus to its needs and no longer offered a financial or strategic ownership benefit to own. The results of this initiative saw a number of surplus properties and assets identified and released for sale to other levels of government including First Nations and the private sector through the RAEG program.

Since fiscal 2013/14 the RAEG program has generated \$854 million of direct revenue for the Province (\$311 million FY 2013/14; \$125 million FY 2014/15; \$358 million FY2015/16 and \$60 million (unaudited) in FY2016/17), and supported new economic activity including development and new business opportunities in communities around British Columbia. BC Stats has estimated the total economic impact (includes redevelopment, indirect & induced) of the sale of Dogwood Pearson to be approximately \$3.104 billion dollars.

The fiscal plan released as part of *Budget 2017* forecasts net gains from sales of surplus properties of \$344 million (FY 17/18 - \$119 million; FY18/19 - \$201 million; and FY 19/20 - \$24 million).

Office of the Auditor General is currently undertaking an audit of this program with the final report to be issued in June/July 2017. Preliminary findings shared with the staff indicate that the program met its objectives with certain exceptions.



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### **Major Activities in 2017/18**

s.12,s.13

### **Key Decisions in 2017/18**

s.12,s.13