

Page 01

Withheld pursuant to/removed as

s.14

Nanninga, Tanera AG:EX

From: Harris, Megan A GCPE:EX
Sent: Friday, January 12, 2018 2:06 PM
To: Smith, George AG:EX
Cc: Godfrey, Sam AG:EX; Milne, Gala AG:EX; Nelson, Tiffany GCPE:EX
Subject: BCUC Decision on the 2017 RRA
Attachments: ICBC - BCUC Rate Application Process - 12JAN18 DRAFT.DOCX

Hi George,

The BCUC has given their final decision and there is more noted below from ICBC. Attached is our corresponding Final Draft IN for your review/approval.

Thanks,
Megan

From: Henderson, Doug [<mailto:Doug.Henderson@icbc.com>]
Sent: Friday, January 12, 2018 1:54 PM
To: Harris, Megan A GCPE:EX; Nelson, Tiffany GCPE:EX; Bianco, Catherine GCPE:EX; Groot, Jeff AG:EX
Cc: Tupper, Chris; Grossman, Adam
Subject: FW: BCUC Decision on the 2017 RRA

FYI ... BCUC has issued its final decision on our rate application and have approved the 6.4% increase.

Here's more detailed summary from the reg. affairs dept.

Thanks,

Doug

The Commission has issued its decision as required

<http://www.bcuc.com/Documents/Proceedings/2018/DOC_50574_01-12-2018_G-8-18_ICBC-2017-RRA-Reasons-Decision-WEB.pdf>

The Commission has:

- approved a **permanent rate increase of 6.4%** for the 2017 policy year.
- directed ICBC to refile for the other approvals sought (including the **amendments to the performance measures and TP reporting**) and to continue "reporting on the current suite of performance measures and TP reporting in each RRA until directed otherwise."
- approved our various **requests for confidentiality** for unredacted versions of certain materials (Appendix 8 B of the RRA, attachment A to 2017.1 RR BCUC.14.1, and 2017.1 RR BCUC.10.9).
- commented on the lateness of the intervener argument submissions and their use of new evidence.

In the reasons for decision, the Commission makes the following points regarding the first two items above:

Approval of Rate Increase

- They are concerned about the continuous unfavourable claims cost trends and the carryover impact from the previous policy year, but consider there is sufficient evidence that the 6.4% rate increase is necessary and therefore just and reasonable.
- They makes no determination on whether the rate change to cover costs is 20%. The “attenuated hearing” did not allow them adequate time to fully explore all the components, including the actuarial rate level indication analysis, operating expenses, and allocation information.

Other items sought (performance measures and TP reporting)

- The requirement for an expedited decision does not give them adequate time to fully explore ICBC’s proposals
- The comprehensive operational review of ICBC may shed light on future ICBC reporting requirements.

Other comments

- They acknowledge the efforts ICBC and interveners made to meet the deadlines in the expedited regulatory timetable.
- In their discretion they allowed late submissions from interveners
- They did not consider any new evidence from the arguments.

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Insurance Corporation of British Columbia | 151 W. Esplanade | North Vancouver | V7M 3H9
[Contact Us](#)

Page 04

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s.12

Nanninga, Tanera AG:EX

From: Nelson, Tiffany GCPE:EX
Sent: Wednesday, January 17, 2018 12:54 PM
To: Smith, George AG:EX; Milne, Gala AG:EX; Godfrey, Sam AG:EX
Cc: Butler, Liam GCPE:EX
Subject: For approval: Globe & Mail response

Importance: High

Hi George – following our call, here is the latest response. Let us know once approved to provide as background.

Reporter

Justine Hunter, Reporter
Globe and Mail - BC Bureau
jhunter@globeandmail.com
250-220-2718 c: 250-857-4779

Deadline Wednesday, January 17, 2018 2:00 PM

Request

The reporter has follow-up questions:

- 1) What is the difference between photo radar and intersection safety cameras?
- 2) Is the minister getting financial updates on where things are at with ICBC, and when is next action needed.
- 3) Reporter found this reference to the PwC report "A final report will be submitted to government in early 2018." Is there a date for that?
- 4) When is a decision expected on the measures that will be adopted?

Background

This is a follow-up to a media request from January 15, 2018.

REQUEST:

The reporter heard that Minister Eby rejected some of the options offered by the E&Y report and would like to schedule an interview with Minister Eby tomorrow to discuss.

RESPONSE:

Provided Statement

"Government and ICBC are considering the Ernst & Young report as just one piece of the larger work currently underway to find ways to bring ICBC back to a state of financial sustainability and ensure affordable insurance rates for British Columbians.

"I've been clear since the EY report was released that the recommendations of a return to the old photo radar and no-fault auto insurance are both off the table.

"We are looking at changes and improvements in all areas, including to the insurance product itself and finding ways to make rates more fair so that low-risk drivers pay less and high-risk drivers pay more.

"We are also moving forward on road safety changes, such as turning on our 140 intersection Safety Cameras 24/7 and working with ICBC and police to pilot technology that contributes to reducing distracted driving.

“Government is taking action to make fundamental changes to ICBC with a focus on changes that will create a sustainable auto insurance system that keeps rates affordable for British Columbians.”

Recommendation: Provide background:

1) What is the difference between photo radar and intersection safety cameras? [KMs from PSSG]

- The old photo radar program, which ended in B.C. in 2001, was covert, using two police officers in unmarked vans at random locations not necessarily identified as high-crash or high-speed – something many people saw as a cash-grab rather than a transparent, strategic effort to change driver behaviour and make roads safer for everyone.
- The Intersection Safety Camera program is used to ticket people who run red lights. More information is at: <http://www.icbc.com/road-safety/community/Pages/Red-light-cameras.aspx>

2) Is the minister getting financial updates on where things are at with ICBC and when is next release of financials?

- The Minister receives frequent briefings on the efforts underway to develop solutions to bring ICBC back to a state of financial stability, including its financial state.
- ICBC reports its financials on a quarterly basis.

3) Is there a date for PwC report submission to government beyond “early 2018”?

- The PwC Canada operational review is on track for submission to government by the end of January and is expected to be publicly posted in February.

4) When will government announce its actions “to make fundamental changes at ICBC”?

- Work has been underway since the new government learned of ICBC’s devastating financial crisis. It is a challenging problem to solve, there are a number of actions underway, some of which have been announced, and more will be announced in the weeks and months ahead.

Nanninga, Tanera AG:EX

From: Nelson, Tiffany GCPE:EX
Sent: Monday, January 15, 2018 2:04 PM
To: Smith, George AG:EX; Godfrey, Sam AG:EX; Milne, Gala AG:EX
Cc: Butler, Liam GCPE:EX
Subject: For approval: Media requests as of 1:31 p.m.
Importance: High

Hi George – updated responses below, including a line from FIN on the fiscal sustainability review.

Reporter

Justine Hunter, Reporter
Globe and Mail - BC Bureau
jhunter@globeandmail.com
250-220-2718 c: 250-857-4779

Deadline ASAP

Request

The reporter is looking for the status on any/all ICBC reviews underway, including:

- 1) Did the government commit to reviewing the former government's E&Y review?
- 2) What is the status of the PwC operational review?
- 3) What is the status of the wider government ICBC review?

Reporter will decide, based on answers, if she'd like to request a clip with the Minister but expects she will.

Recommendation: **Provide background**

- **Government and ICBC are considering the Ernst and Young report as part of larger work currently underway to find ways to bring ICBC back to a state of financial sustainability and ensure affordable insurance rates for British Columbians.**
- **The Ernst and Young report, as well as other past recommendations proposed to ICBC, will also be considered as part of the PwC Canada operational review.**
- **The PwC Canada operational review is on track for submission to government by the end of January.**
- **The fiscal sustainability review is ongoing and will be completed in advance of Budget 2018. Information from the review will be incorporated and reflected in the budget.**

Reporter

Marcella Bernardo, Reporter
News 1130
marcella@vancouerradio.rogers.com
604-877-4400

Deadline ASAP

Request

Reporter understands that MDE might make an announcement tomorrow. Would like to speak to MDE today.

Recommendation – Provide background and decline interview request

- **The PwC Canada operational review is on track for submission to government by the end of January.**

Page 09 to/à Page 16

Withheld pursuant to/removed as

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Nanninga, Tanera AG:EX

From: Nelson, Tiffany GCPE:EX
Sent: Wednesday, January 17, 2018 12:33 PM
To: Smith, George AG:EX
Subject: FW: For approval: Globe & Mail response

Reporter

Justine Hunter, Reporter
Globe and Mail - BC Bureau
jhunter@globeandmail.com
250-220-2718 c: 250-857-4779

Deadline Wednesday, January 17, 2018 2:00 PM

Request

The reporter has follow-up questions:

- 1) What is the difference between photo radar and intersection safety cameras?
- 2) Is the minister getting financial updates on where things are at with ICBC, and when is next action needed.
- 3) Reporter found this reference to the PwC report "A final report will be submitted to government in early 2018." Is there a date for that?
- 4) When is a decision expected on the measures that will be adopted?

Background

This is a follow-up to a media request from January 15, 2018.

REQUEST:

The reporter heard that Minister Eby rejected some of the options offered by the E&Y report and would like to schedule an interview with Minister Eby tomorrow to discuss.

RESPONSE:

Provided Statement

"Government and ICBC are considering the Ernst & Young report as just one piece of the larger work currently underway to find ways to bring ICBC back to a state of financial sustainability and ensure affordable insurance rates for British Columbians.

"I've been clear since the EY report was released that the recommendations of a return to the old photo radar and no-fault auto insurance are both off the table.

"We are looking at changes and improvements in all areas, including to the insurance product itself and finding ways to make rates more fair so that low-risk drivers pay less and high-risk drivers pay more.

"We are also moving forward on road safety changes, such as turning on our 140 intersection Safety Cameras 24/7 and working with ICBC and police to pilot technology that contributes to reducing distracted driving.

"Government is taking action to make fundamental changes to ICBC with a focus on changes that will create a sustainable auto insurance system that keeps rates affordable for British Columbians."

Recommendation: Provide background:

1) What is the difference between photo radar and intersection safety cameras? [KMs from PSSG]

- The old photo radar program, which ended in B.C. in 2001, was covert, using two police officers in unmarked vans at random locations not necessarily identified as high-crash or high-speed – something many people saw as a cash-grab rather than a transparent, strategic effort to change driver behaviour and make roads safer for everyone.
- The Intersection Safety Camera program is used to ticket people who run red lights. More information is at: <http://www.icbc.com/road-safety/community/Pages/Red-light-cameras.aspx>

2) Is the minister getting financial updates on where things are at with ICBC and when is next action needed?

- The Minister receives frequent briefings on the efforts underway to develop solutions to bring ICBC back to a state of financial stability, including its financial state.
- ICBC also reports publicly on its quarterly updates and, when they are released, the third quarter results will be available online at XX (will add link)

3) Is there a date for PwC report submission to government beyond “early 2018”?

- The PwC Canada operational review is on track for submission to government by the end of January and is expected to be publicly posted in February.

4) When will government announce its actions “to make fundamental changes at ICBC”?

- Work has been underway since the new government learned of ICBC’s devastating financial crisis. It is a challenging problem to solve, there are a number of actions underway, some of which have been announced, and more will be announced in the weeks and months ahead.

Nanninga, Tanera AG:EX

From: Nelson, Tiffany GCPE:EX
Sent: Wednesday, January 17, 2018 12:16 PM
To: Smith, George AG:EX
Subject: Justine response in draft

With program. First response is from PSSG. Will call you back.

Reporter

Justine Hunter, Reporter
Globe and Mail - BC Bureau
jhunter@globeandmail.com
250-220-2718 c: 250-857-4779

Deadline Wednesday, January 17, 2018 2:00 PM

Request

The reporter has follow-up questions:

- 1) What is the difference between photo radar and intersection safety cameras?
- 2) When is a decision expected on the measures that will be adopted?
- 3) Is the minister getting financial updates on where things are at with ICBC, and when is next action needed.
- 4) Reporter found this reference to the PwC report "A final report will be submitted to government in early 2018." Is there a date for that?

Background

This is a follow-up to a media request from January 15, 2018.

REQUEST:

The reporter heard that Minister Eby rejected some of the options offered by the E&Y report and would like to schedule an interview with Minister Eby tomorrow to discuss.

RESPONSE:

Provided Statement

"Government and ICBC are considering the Ernst & Young report as just one piece of the larger work currently underway to find ways to bring ICBC back to a state of financial sustainability and ensure affordable insurance rates for British Columbians.

"I've been clear since the EY report was released that the recommendations of a return to the old photo radar and no-fault auto insurance are both off the table.

"We are looking at changes and improvements in all areas, including to the insurance product itself and finding ways to make rates more fair so that low-risk drivers pay less and high-risk drivers pay more.

"We are also moving forward on road safety changes, such as turning on our 140 intersection Safety Cameras 24/7 and working with ICBC and police to pilot technology that contributes to reducing distracted driving.

"Government is taking action to make fundamental changes to ICBC with a focus on changes that will create a sustainable auto insurance system that keeps rates affordable for British Columbians."

Recommendation: Provide background:

1) What is the difference between photo radar and intersection safety cameras? [KMs from PSSG]

- The old photo radar program, which ended in B.C. in 2001, was covert, using two police officers in unmarked vans at random locations not necessarily identified as high-crash or high-speed – something many people saw as a cash-grab rather than a transparent, strategic effort to change driver behaviour and make roads safer for everyone.
- The Intersection Safety Camera program is used to ticket people who run red lights. More information is at: <http://www.icbc.com/road-safety/community/Pages/Red-light-cameras.aspx>

2) Is the minister getting financial updates on where things are at with ICBC and when is next action needed?

- The Minister receives frequent briefings on the efforts underway to develop solutions to bring ICBC back to a state of financial stability, including its financial state.
- ICBC also reports publicly on its quarterly updates and the third quarter results will be included in Budget 2018.
- The next filing with the BCUC will be in August.

3) Is there a date for PwC report submission to government beyond “early 2018”?

- The PwC Canada operational review is on track for submission to government by the end of January and is expected to be publicly posted in February.

4) When will government announce its actions “to make fundamental changes at ICBC”?

- Work has been underway since the new government learned of ICBC’s devastating financial crisis. It is a challenging problem to solve, there are a number of actions underway, some of which have been announced, and more will be announced in the weeks and months ahead.

Nanninga, Tanera AG:EX

From: Nelson, Tiffany GCPE:EX
Sent: Wednesday, January 31, 2018 9:59 AM
To: Smith, George AG:EX; Godfrey, Sam AG:EX; Milne, Gala AG:EX
Cc: Butler, Liam GCPE:EX
Subject: Media Request: Global TV - Automotive Retailers Association press conference reaction

Hi – Global is looking for Minister's reaction following ARA avail. George, will call you now.

Reporter

John Hua, Reporter
Global TV | BC
john.hua@globalnews.ca
604-351-7072

Deadline ASAP

Request

The Automotive Retailers Association (ARA) is hosting a press conference today at 10:30 a.m., where they will be commenting on behalf of repair shops on the ICBC deficit and suggestions on how to cut costs. The ARA represents autobody shops in B.C.

The reporter would like to schedule Minister Eby for a quick on-camera interview today to discuss his reaction to the press conference. The reporter has cameras available in both Vancouver and Victoria.

Background

From the 2017 EY report: <http://www.icbc.com/about-icbc/company-info/Documents/Affordable-and-Effective-AutoInsurance-Report.pdf>

Copyright

Key messages for interview:

- Over the past few months, I've been meeting with stakeholders, including the legal profession and the auto body repair industry. The message I've been giving to everyone is that fixing the problems at ICBC mean there will have to be compromises on all sides.
- We now know that the total loss at ICBC will escalate to \$1.3 billion this year. If we don't take action, B.C. drivers will need to pay \$400 more for their car insurance.

- The auto body industry provides an important service to motorists, but we need to address some of the issues to cut costs at ICBC and ensure rates are affordable for British Columbians.
- There are a couple of different initiatives underway. First, ICBC is reviewing their own internal processes to increase accountability and review of estimates provided by auto body shops. In its operational review of ICBC, PwC is looking at auto body repair claims that were coming into ICBC to identify any issues that may be there that we should be addressing. I'll be bringing forward that report from PwC in the coming weeks.
- I expect to have more to say on all of this in fairly short order, but for now I can tell you that we are working on solutions aimed at keeping rates affordable and improving medical care for those hurt in minor accidents, while ensuring ICBC fairly delivers improved financial certainty and sustainability.

Nanninga, Tanera AG:EX

From: Nelson, Tiffany GCPE:EX
Sent: Monday, January 15, 2018 1:35 PM
To: Smith, George AG:EX; Godfrey, Sam AG:EX; Milne, Gala AG:EX
Cc: Butler, Liam GCPE:EX
Subject: Media requests as of 1:31 p.m.

Importance: High

Hi George – this is the subject of our phone tag. Justine's looking to get caught up on all "ICBC reviews underway" and Marcella has heard a rumour that the Minister is announcing results of the PwC review tomorrow.

Are we letting media know he is out of the country and unavailable until the 25th? Bullets are still in draft for Justine, but please let us know. I'm in a staff meeting for the next 30 mins. Thx

Reporter

Justine Hunter, Reporter
Globe and Mail - BC Bureau
jhunter@globeandmail.com
250-220-2718 c: 250-857-4779

Deadline Monday, January 15, 2018 2:00 PM

Request

The reporter is looking for the status on any/all ICBC reviews underway, including:

- 1) Did the government commit to reviewing the former government's E&Y review?
- 2) What is the status of the PwC operational review?
- 3) What is the status of the wider government ICBC review?

Reporter will decide, based on answers, if she'd like to request a clip with the Minister but expects she will.

Recommendation: Provide background

- Government and ICBC are considering the Ernst and Young report as part of larger work currently underway to find ways to bring ICBC back to a state of financial sustainability and ensure affordable insurance rates for British Columbians.
- The Ernst and Young report, as well as other past recommendations proposed to ICBC, will also be considered as part of the PwC Canada operational review.
- The PwC Canada operational review is on track for submission to government in early 2018. The report will be made public.
- The Ministry of Finance is also reviewing ICBC as part of its fiscal review of a number of the province's key Crown corporations – *status TBC by FIN*

Reporter

Marcella Bernardo, Reporter
News 1130

marcella@vancouverradio.rogers.com

604-877-4400

Deadline ASAP

Request

Reporter understands that MDE might make an announcement tomorrow. Would like to speak to MDE today.

Recommendation – notify Marcella that no announcement is planned for tomorrow.

Nanninga, Tanera AG:EX

From: Nelson, Tiffany GCPE:EX
Sent: Tuesday, January 16, 2018 5:35 PM
To: Milne, Gala AG:EX; Godfrey, Sam AG:EX; Smith, George AG:EX
Cc: Butler, Liam GCPE:EX
Subject: Media requests as of 5:35 p.m.

Hi – a couple updates here. Justine is hoping to speak with the Minister for 10-15 minutes tomorrow morning (flexible). I'd like to talk about the anti-corruption remarks in light of a few things Megan mentioned. And some basics on ISAs are at the very end – does this help? Any concerns with us approving BCLC request, with the edit as shown?

Thanks all,

Tiffany
250 858-4680

From: Butler, Liam GCPE:EX
Sent: Tuesday, January 16, 2018 4:31 PM
To: Milne, Gala AG:EX ; Godfrey, Sam AG:EX ; Smith, George AG:EX
Cc: Nelson, Tiffany GCPE:EX
Subject: Media requests as of 4:30 p.m.

Hi all - Adding one more.

3 requests:

- NR
- **Justine Hunter- E&Y report**
- NR

NR

Justine Hunter, Reporter
Globe and Mail - BC Bureau
jhunter@globeandmail.com
250-220-2718 c: 250-857-4779

Deadline ASAP

Request

The reporter heard that Minister Eby rejected some of the options offered by the E&Y report and would like to schedule an interview with Minister Eby tomorrow morning for 10-15 minutes to discuss.

Background

This is a follow-up to a media request from January 15, 2018.

REQUEST:

The reporter is looking for the status on any/all ICBC reviews underway, including:

- 1) Did the government commit to reviewing the former government's E&Y review?
- 2) What is the status of the PwC operational review?
- 3) What is the status of the wider government ICBC review?

RESPONSE:

Provided Background

"Government and ICBC are considering the Ernst and Young report as part of larger work currently underway to find ways to bring ICBC back to a state of financial sustainability and ensure affordable insurance rates for British Columbians.

"The Ernst and Young report, as well as other past recommendations proposed to ICBC, will also be considered as part of the PwC Canada operational review.

"The PwC Canada operational review is on track for submission to government by the end of January.

"The fiscal sustainability review is ongoing and will be completed in advance of Budget 2018. Information from the review will be incorporated and reflected in the budget

Recommendation: Minister do interview if available or provide statement; refer reporter to PSSG for more information about red light cameras.

"Government and ICBC are considering the Ernst & Young report as just one piece of the larger work currently underway to find ways to bring ICBC back to a state of financial sustainability and ensure affordable insurance rates for British Columbians.

"I've been clear since the EY report was released that the recommendations of a return to the old photo radar and no-fault auto insurance are both off the table.

"We are looking at changes and improvements in all areas, including to the insurance product itself and finding ways to make rates more fair so that low-risk drivers pay less and high-risk drivers pay more.

"We are also moving forward on road safety changes, such as turning on our 140 red light cameras 24/7 and working with ICBC and police to pilot technology that contributes to reducing distracted driving.

"Government is taking action to make fundamental changes to ICBC with a focus on changes that will create a sustainable auto insurance system that keeps rates affordable for British Columbians."

Reporter

Page 27 to/à Page 28

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Page 29 to/à Page 48

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Nanninga, Tanera AG:EX

From: Arora, Jasleen AG:EX
Sent: Thursday, January 25, 2018 11:28 AM
To: Smith, George AG:EX
Cc: Addo, Wolfgang AG:EX
Subject: RE: AG approvals

A heads up – the below should all be on the Minister's Ipad.

If the Minister signs there it would be more efficient in terms of Wolfgang returning the items to Jessica.

However, printed copies are ready.

Best,
Jasleen

From: Arora, Jasleen AG:EX
Sent: Thursday, January 25, 2018 11:06 AM
To: Smith, George AG:EX
Cc: Milne, Gala AG:EX; Godfrey, Sam AG:EX; Addo, Wolfgang AG:EX
Subject: RE: AG approvals

Wolfgang is printing now

From: Smith, George AG:EX
Sent: Thursday, January 25, 2018 11:03 AM
To: Arora, Jasleen AG:EX
Cc: Milne, Gala AG:EX; Godfrey, Sam AG:EX; Addo, Wolfgang AG:EX
Subject: Re: AG approvals

Can you print this out or pull it from daily binder if it's there?

-George

s.12

Page 50 to/à Page 53

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Nanninga, Tanera AG:EX

From: Milne, Gala AG:EX
Sent: Wednesday, January 31, 2018 3:21 PM
To: Butler, Liam GCPE:EX
Cc: Godfrey, Sam AG:EX; Smith, George AG:EX; Nelson, Tiffany GCPE:EX
Subject: Re: Media requests as of 2: 51 p.m.

Approved for cfax tomorrow at 8:20am.

Approved statements for Sun and Global.

Gala

Sent from my iPhone

On Jan 31, 2018, at 2:52 PM, Butler, Liam GCPE:EX <Liam.Butler@gov.bc.ca> wrote:

Hi all – sorry for the quick turnaround, adding one more.

3 requests:

- **CFAX 1070 – ICBC interview request**
- **Vancouver Sun – Automotive Retailers Association press conference reaction**
- **Global - Automotive Retailers Association press conference reaction (same response for both)**

Reporter

Roszan Holmen, Producer
CFAX 1070
roszan.holmen@bellmedia.ca
250-920-4616

Deadline to schedule interview: Wednesday, January 31, 2018 4:00 PM

Request

The producer would like to schedule a radio interview with Minister Eby tomorrow morning to discuss the ICBC deficit. The interview would be live, 8-10 minutes long, and one-on-one with host Al Ferraby. The producer has time slots available at 6:50 and 8:20 a.m.

Background – The producer tried to schedule an interview with Minister Eby on Monday but he declined due to scheduling.

Recommendation: **MDE participate in interview.**

Reporter

Derrick Penner, Reporter
Vancouver Sun
depenner@postmedia.com
604-605-2037 c: 778-822-3831

Deadline ASAP

Request

Looking for statement from Minister following ARA news release (now attached below).

Background – see background below

Recommendation – provide statement from Attorney General (see below)

Reporter

John Hua, Reporter

Global TV | BC

john.hua@globalnews.ca

604-351-7072

Deadline ASAP

Request

Looking for statement from Minister following ARA news release (now attached below).

Serviceable used parts could cut cost of collision repairs

Copyright

Background: In a media conference today, the Automotive Retailers Association (ARA) stressed that industry is taking steps to ensure the integrity of the auto repair process so that it is not viewed as a scapegoat for rising costs at ICBC. The ARA said it had no reason not to accept the 30% increase in repair costs that ICBC has stated and said that shops do not escalate costs, that the industry has a very low profit margin and that repair costs have grown due to expensive vehicles, automatic controls and composite materials. The ARA says they invest in tools and machinery and that standards are set by

ICBC. The ARA also referred to a report by ICBC, ARA and New Car Dealers Assoc. (NCDA) from 2016 -- this is not a government report, even though the NCDA website says it "worked closely with the Ministry of Transportation" on what they have called an "automotive services joint industry review authored by MNP. A story running in the Vancouver Sun after the news conference focuses on calls by the ARA for its members to have access to more serviceable parts from vehicles that are written off after accidents.

Recommendation: Provide statement from Attorney General:

"Over the past few months, I have met with a variety of stakeholders, including the auto body repair industry.

"We now know that the total loss at ICBC will escalate to \$1.3 billion this year. If we don't take action, B.C. drivers will pay at least \$400 more for their car insurance.

"The auto body repair industry provides an important service to motorists, and this is one of the areas that PwC is looking into as part of its operational review of ICBC. I will have more to say on this in the days and weeks ahead when the PwC report is received and provided to the public.

"For now I can tell you that we are working on solutions aimed at keeping rates affordable and improving medical care for those hurt in minor accidents, while ensuring ICBC delivers improved financial certainty and sustainability."

Nanninga, Tanera AG:EX

From: Nelson, Tiffany GCPE:EX
Sent: Tuesday, January 16, 2018 1:00 PM
To: Butler, Liam GCPE:EX; Milne, Gala AG:EX; Godfrey, Sam AG:EX; Smith, George AG:EX
Subject: RE: Media requests as of 12:56 p.m.

NR

From: Butler, Liam GCPE:EX
Sent: Tuesday, January 16, 2018 12:57 PM
To: Milne, Gala AG:EX; Godfrey, Sam AG:EX; Smith, George AG:EX
Cc: Nelson, Tiffany GCPE:EX
Subject: Media requests as of 12:56 p.m.

4 requests:

- NR
-
- **Justine Hunter – E&Y report**
- NR

NR

Page 58

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NR

Reporter

Justine Hunter, Reporter
 Globe and Mail - BC Bureau
jhunter@globeandmail.com
 250-220-2718 c: 250-857-4779

Deadline Tuesday, January 16, 2018 2:00 PM

Request

The reporter heard that Minister Eby rejected some of the options offered by the E&Y report and would like to schedule an interview with Minister Eby tomorrow to discuss.

Background

This is a follow-up to a media request from January 15, 2018.

REQUEST:

The reporter is looking for the status on any/all ICBC reviews underway, including:

- 1) Did the government commit to reviewing the former government's E&Y review?
- 2) What is the status of the PwC operational review?
- 3) What is the status of the wider government ICBC review?

RESPONSE:

Provided Background

"Government and ICBC are considering the Ernst and Young report as part of larger work currently underway to find ways to bring ICBC back to a state of financial sustainability and ensure affordable insurance rates for British Columbians.

"The Ernst and Young report, as well as other past recommendations proposed to ICBC, will also be considered as part of the PwC Canada operational review.

"The PwC Canada operational review is on track for submission to government by the end of January.

"The fiscal sustainability review is ongoing and will be completed in advance of Budget 2018. Information from the review will be incorporated and reflected in the budget

Recommendation: Minister do interview if available or provide statement; refer reporter to PSSG for more information about red light cameras.

"Government and ICBC are considering the Ernst & Young report as just one piece of the larger work currently underway to find ways to bring ICBC back to a state of financial sustainability and ensure affordable insurance rates for British Columbians.

"I've been clear since the EY report was released that the recommendations of a return to the old photo radar and no-fault auto insurance are both off the table.

"We are looking at changes and improvements in all areas, including to the insurance product itself and finding ways to make rates more fair so that low-risk drivers pay less and high-risk drivers pay more.

"We are also moving forward on road safety changes, such as turning on our 140 red light cameras 24/7 and working with ICBC and police to pilot technology that contributes to reducing distracted driving.

"Government is taking action to make fundamental changes to ICBC with a focus on changes that will create a sustainable auto insurance system that keeps rates affordable for British Columbians."

NR

Page 61

Withheld pursuant to/removed as

NR

Nanninga, Tanera AG:EX

From: Nelson, Tiffany GCPE:EX
Sent: Thursday, February 8, 2018 4:27 PM
To: Smith, George AG:EX; Godfrey, Sam AG:EX; Milne, Gala AG:EX
Cc: Robins, Shawn GCPE:EX
Subject: For approval: PWC NR
Attachments: QA_PwC Operational Review_8FEB18_DRAFT.DOCX; ICBC PWC News release GCPE edits.doc

Importance: High

Hi – here are the QAs and revised NR to now include the link.

We recommend using the CHNL morning interview to foreshadow the report to be released at 10:30 a.m. Is he available in that hour before his flight to take calls? Let us know otherwise about availability in the day, or if we should look to have him record an iPhone audio clip to share with media as we've done once in the past.

Thanks,

Tiffany
250 858-4680

From: Nelson, Tiffany GCPE:EX
Sent: Thursday, February 8, 2018 4:05 PM
To: Smith, George AG:EX ; Godfrey, Sam AG:EX ; Milne, Gala AG:EX
Cc: Robins, Shawn GCPE:EX
Subject: For approval: PWC NR
Importance: High

Hi – the attached NR has been reviewed by us, Don, Eric, Evan, now over to you for approval.

QAs will follow in a few moments as they're being adjusted to align with KMs.

Thanks,

Tiffany
s.17

Nanninga, Tanera AG:EX

From: Nelson, Tiffany GCPE:EX
Sent: Thursday, February 8, 2018 4:05 PM
To: Smith, George AG:EX; Godfrey, Sam AG:EX; Milne, Gala AG:EX
Cc: Robins, Shawn GCPE:EX
Subject: For approval: PWC NR
Attachments: ICBC PWC News release GCPE edits.doc

Importance: High

Hi – the attached NR has been reviewed by us, Don, Eric, Evan, now over to you for approval.

QAs will follow in a few moments as they're being adjusted to align with KMs.

Thanks,

Tiffany

s.17

Nanninga, Tanera AG:EX

From: Nelson, Tiffany GCPE:EX
Sent: Tuesday, February 20, 2018 9:26 AM
To: Milne, Gala AG:EX
Cc: Robins, Shawn GCPE:EX; Smith, George AG:EX; Groot, Jeff AG:EX
Subject: FW: Latest ICBC
Attachments: Final NR and backgrounders.pdf; QA - Product Changes - 3FEB18 program approved.docx; ICBC - PwC Operational Review - IN - 13FEB18 - DRAFT.docx; ICBC - RAAP - Product Reform - IN - 13FEB18 - DRAFT.docx

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Gala – attached are the latest ICBC INs on product change and the PwC report, plus the news release, two backgrounders and QAs that were developed for the product change announcement (QAs were never approved by your office so remain in draft).

Let me know if you need anything else.

Thanks,

Tiffany
250 858-4680

From: Groot, Jeff AG:EX
Sent: Monday, February 19, 2018 6:49 PM
To: Milne, Gala AG:EX <Gala.Milne@gov.bc.ca>
Cc: Nelson, Tiffany GCPE:EX <Tiffany.Nelson@gov.bc.ca>; Robins, Shawn GCPE:EX <Shawn.1.Robins@gov.bc.ca>; Smith, George AG:EX <George.Smith@gov.bc.ca>
Subject: Re: Latest ICBC

Hi Gala - I'd think what you're likely looking for are all those the comm shop did for the announcements? I'm sure they'd be able to provide those.

Beyond that, we also did a summary document for caucus specifically regarding concerns MLAs may hear from the perspective of trial lawyers. I can send that to you first thing in the am.

Let me know if that will work!

JG

----- Original message -----

From: "Milne, Gala AG:EX" <Gala.Milne@gov.bc.ca>
Date: 2018-02-19 6:27 PM (GMT-08:00)
To: "Groot, Jeff AG:EX" <Jeff.Groot@gov.bc.ca>
Cc: "Nelson, Tiffany GCPE:EX" <Tiffany.Nelson@gov.bc.ca>, "Robins, Shawn GCPE:EX" <Shawn.1.Robins@gov.bc.ca>, "Smith, George AG:EX" <George.Smith@gov.bc.ca>
Subject: Latest ICBC

Hi Jeff:

Great to see you today.

Forgive me if I've already got new messaging on ICBC changes buried in my inbox, but I'm wondering if we have revised comprehensive info bulletins, QAs, KMs etc. I have a caucus MLA reaching out as they're still receiving a lot of inquiry from constituents.

Anything you could provide would be greatly appreciated.

And apologies again if I've already got this somewhere!

Sincerely,

Gala Milne

Ministerial Assistant, Ministry of the Attorney General

P: 250-387-1866 | C ^{s.17} | E: gala.milne@gov.bc.ca

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Nanninga, Tanera AG:EX

From: Eby, David AG:EX
Sent: Tuesday, February 6, 2018 8:22 AM
To: Smith, George AG:EX
Subject: SN - MDE - Product Change - draft
Attachments: SN - MDE - Product Change - draft.DOCX

Revised, attached.
D.

Nanninga, Tanera AG:EX

From: Eby, David AG:EX
Sent: Wednesday, January 17, 2018 6:27 AM
To: Smith, George AG:EX
Subject: Re: Media requests for sign off

Below is approved. The rest have been previously edited and revised versions approved.

4) **Reporter** Justine Hunter, Reporter
Globe and Mail - BC Bureau
jhunter@globeandmail.com
250-220-2718 c: 250-857-4779

Deadline Tuesday, January 16, 2018 2:00 PM

Request

The reporter heard that Minister Eby rejected some of the options offered by the E&Y report and would like to schedule an interview with Minister Eby tomorrow to discuss.

Background

This is a follow-up to a media request from January 15, 2018.

REQUEST:

The reporter is looking for the status on any/all ICBC reviews underway, including:

- 1) Did the government commit to reviewing the former government's E&Y review?
- 2) What is the status of the PwC operational review?
- 3) What is the status of the wider government ICBC review?

RESPONSE:

Provided Background

"Government and ICBC are considering the Ernst and Young report as part of larger work currently underway to find ways to bring ICBC back to a state of financial sustainability and ensure affordable insurance rates for British Columbians.

"The Ernst and Young report, as well as other past recommendations proposed to ICBC, will also be considered as part of the PwC Canada operational review.

"The PwC Canada operational review is on track for submission to government by the end of January.

"The fiscal sustainability review is ongoing and will be completed in advance of Budget 2018. Information from the review will be incorporated and reflected in the budget

Recommendation: Minister do interview if available or provide statement; refer reporter to PSSG for more information about red light cameras.

“Government and ICBC are considering the Ernst & Young report as just one piece of the larger work currently underway to find ways to bring ICBC back to a state of financial sustainability and ensure affordable insurance rates for British Columbians.

“I’ve been clear since the EY report was released that the recommendations of a return to the old photo radar and no-fault auto insurance are both off the table.

“We are looking at changes and improvements in all areas, including to the insurance product itself and finding ways to make rates more fair so that low-risk drivers pay less and high-risk drivers pay more.

“We are also moving forward on road safety changes, such as turning on our 140 red light cameras 24/7 and working with ICBC and police to pilot technology that contributes to reducing distracted driving.

“Government is taking action to make fundamental changes to ICBC with a focus on changes that will create a sustainable auto insurance system that keeps rates affordable for British Columbians.”

Nanninga, Tanera AG:EX

From: Eby, David AG:EX
Sent: Monday, January 15, 2018 2:14 PM
To: Smith, George AG:EX
Subject: Re: For approval: Media requests as of 1:31 p.m.

Think you meant to direct this elsewhere

On Jan 15, 2018, at 10:10 PM, Smith, George AG:EX <George.Smith@gov.bc.ca> wrote:

Approved.

On Jan 15, 2018, at 2:07 PM, Eby, David AG:EX <David.Eby@gov.bc.ca> wrote:

Ok

On Jan 15, 2018, at 10:05 PM, Smith, George AG:EX
<George.Smith@gov.bc.ca> wrote:

Seems that (inaccurate) rumours are swirling.
Please review this background:

Begin forwarded message:

From: "Nelson, Tiffany GCPE:EX"
<Tiffany.Nelson@gov.bc.ca>
Date: January 15, 2018 at 2:03:53 PM PST
To: "Smith, George AG:EX"
<George.Smith@gov.bc.ca>, "Godfrey, Sam
AG:EX" <Sam.Godfrey@gov.bc.ca>, "Milne, Gala
AG:EX" <Gala.Milne@gov.bc.ca>
Cc: "Butler, Liam GCPE:EX"
<Liam.Butler@gov.bc.ca>
**Subject: For approval: Media requests as of
1:31 p.m.**

Hi George – updated responses below, including a line
from FIN on the fiscal sustainability review.

Reporter
Justine Hunter, Reporter
Globe and Mail - BC Bureau
jhunter@globeandmail.com
250-220-2718 c: 250-857-4779

Deadline ASAP

Request

The reporter is looking for the status on any/all ICBC reviews underway, including:

- 1) Did the government commit to reviewing the former government's E&Y review?
- 2) What is the status of the PwC operational review?
- 3) What is the status of the wider government ICBC review?

Reporter will decide, based on answers, if she'd like to request a clip with the Minister but expects she will.

Recommendation: Provide background

- **Government and ICBC are considering the Ernst and Young report as part of larger work currently underway to find ways to bring ICBC back to a state of financial sustainability and ensure affordable insurance rates for British Columbians.**
- **The Ernst and Young report, as well as other past recommendations proposed to ICBC, will also be considered as part of the PwC Canada operational review.**
- **The PwC Canada operational review is on track for submission to government by the end of January.**
- **The fiscal sustainability review is ongoing and will be completed in advance of Budget 2018. Information from the review will be incorporated and reflected in the budget.**

Reporter

Marcella Bernardo, Reporter
News 1130
marcella@vancouerradio.rogers.com
604-877-4400

Deadline ASAP

Request

Reporter understands that MDE might make an announcement tomorrow. Would like to speak to MDE today.

Recommendation – Provide background and decline interview request

- **The PwC Canada operational review is on track for submission to government by the end of January.**

Dayman, Marlene JAG:EX

From: MacPhail, Joy <BM-Joy.MacPhail@icbc.com>
Sent: Wednesday, January 31, 2018 9:44 AM
To: Eby, David AG:EX
Cc: Fyfe, Richard J JAG:EX; Jimenez, Nicolas
Subject: CONFIDENTIAL: ICBC's response to Draft PWC report of January 2018
Attachments: PwC Report - ICBC Response (Jan 30, 2018).pdf; ATT00001.txt

Dear David:

Yesterday I received a letter from Nicolas Jimenez, interim CEO of ICBC, outlining the corporation's response to the recommendations contained in the draft PWC report of January 2018.

ICBC has embraced all of the recommendations and in this letter has outlined a plan on how the corporation will move forward expeditiously to implement them.

I am sending the letter to you so that you may use its contents as you see fit.

Do not hesitate to contact me if you wish to discuss this further.

Sincerely,

Joy MacPhail, Chair

Insurance Corporation of BC

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Insurance Corporation of British Columbia | 151 W. Esplanade | North Vancouver | V7M 3H9 Contact Us <<http://www.icbc.com/about-icbc/contact-us/Pages/default.aspx>>



January 30, 2018

Joy McPhail
Board Chair, ICBC

Dear Joy,

ICBC management has reviewed a draft of the operational review of ICBC by PricewaterhouseCoopers LLP ("PwC") and I wanted to pass on management's observations on the report's findings.

In short, we support the initiatives identified by PwC to help find operational savings and efficiencies at ICBC. They are material and the company will work to implement the recommendations as soon as possible.

The scope of the operational review was the Claims, Finance and Driver Training Compliance functions, as the Ministry of Attorney General identified those as areas of the greatest of opportunity to manage costs.

Management was pleased to support PwC during the review. We ensured union and management staff were made available for interviews; we also provided access to internal subject-matter experts to answer questions and provided all the information, data and other analysis they requested to complete the review.

With respect to Claims, where the majority of savings are identified, PwC identified five potential areas for improvement:

1. Optimize vendor management and strategic sourcing
2. Improve subrogation and salvage
3. Shift to proactive injury care recovery model
4. Enhance automation and predictive analytics
5. Shift to a more supportive claims customer experience

ICBC management supports all five. You will be pleased to know that many of the concepts, and their associated benefits, will be achieved through the implementation of the Rate Affordability Action Plan (RAAP), a comprehensive suite of proposed reforms to the auto insurance system developed jointly by ICBC and government. For example, RAAP contemplates a new sourcing model for repair shops as well as a shift to a more care-based recovery model with increased accident benefits. ICBC is also planning to embed a more supportive claims customer experience as part of RAAP. The PwC report will help influence and improve the details of this work.

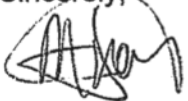
With respect to the benefits, I note that PwC describes them as "approximate" and that further analysis is required to improve their accuracy. PwC also indicates that the "estimates provided are at a point in time, based on implementation in the current operating and market environments, and do not take into consideration the impact of other future initiatives or other changes. Any changes in these conditions could impact the benefits and costs by as much as 50%." I can assure you that ICBC will update these benefits as RAAP initiatives progress and their impacts are better understood.

PwC also made recommendations with respect to driver licensing training and Finance administration, which ICBC also fully supports.

Given the effort that will be required to implement RAAP and achieve the almost \$1B worth of savings associated with that work, my view is that the PwC recommendations not directly related to RAAP be pursued as funding and resourcing permits. In this way, we will ensure that the major reform to our auto insurance system delivers on the financial sustainability and affordability outcomes desired by both government and management. I want to assure you that we are committed to operational efficiency and will make every effort that address all the recommendations of this report in due course.

Again, ICBC was pleased to work with PwC. We welcome external assessments and fully embrace the need for ICBC, like all organizations, to be committed to continuous improvements.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nicolas Jimenez', written over a faint circular stamp or watermark.

Nicolas Jimenez
Interim President and CEO, ICBC

Barnhouse, Rebecca AG:EX

From: Rowe, Katherine EMPR:EX
Sent: Thursday, December 21, 2017 2:22 PM
To: Cairns, Holly JAG:EX
Subject: RE: Cost of ICBC Internal Review

Perfect. Thank you.

From: Cairns, Holly JAG:EX
Sent: Thursday, December 21, 2017 2:20 PM
To: Rowe, Katherine EMPR:EX
Subject: RE: Cost of ICBC Internal Review

That is the cost of the operational review by PWC. It does not include any costs or savings that may be associated with implementing recommendations arising from the review. As discussed, the review and its potential outcomes is just one piece of the larger puzzle that is being considered to address ICBC financial challenges.

From: Rowe, Katherine EMPR:EX
Sent: Thursday, December 21, 2017 2:17 PM
To: Cairns, Holly JAG:EX
Subject: RE: Cost of ICBC Internal Review

Thanks Holly! This is great.

Just to be clear, the \$1.12 M is just for the internal review PWC is doing? Or does it cover the transformational aspects of the review as well?

Happy Christmas!
Katherine

From: Cairns, Holly JAG:EX
Sent: Thursday, December 21, 2017 2:01 PM
To: Rowe, Katherine EMPR:EX
Subject: RE: Cost of ICBC Internal Review

Hi Katherine, so sorry not to get back to you earlier. The review is not to exceed \$1.12M. In addition, we worked closely with Doug Foster at Finance in developing the statement of work. PWC was a successful proponent from a list of Strategic Advisors retained under an umbrella agreement that the Ministry of Finance has with a variety of contractors.
Holly

From: Rowe, Katherine EMPR:EX
Sent: Tuesday, December 19, 2017 11:43 AM
To: Cairns, Holly JAG:EX
Subject: RE: Cost of ICBC Internal Review

Hi again, Holly – sorry, I meant PwC Canada, not KPMG

From: Rowe, Katherine EMPR:EX
Sent: Tuesday, December 19, 2017 11:32 AM

To: Cairns, Holly JAG:EX

Subject: Cost of ICBC Internal Review

Hi Holly – thanks again for taking the time to meet with me the other day to share info on the ICBC Review.

You mentioned that KPMG Canada is doing an operational review, in addition to the transformational elements the broader Steering Committee is overseeing. Would you be able to share the cost of the KPMG review with me? As one of our options for the BC Hydro review we are looking at a similar type contract, and the ICBC contract could help us develop a cost estimate.

Thanks!

Katherine Rowe

Director, Generation and Regulatory Branch | NEW! Phone: 778.698.7190 | Cell: ^{S.17}
Petroleum Resources

| Ministry of Energy, Mines and

Energizing BC—clean, sustainable and productive

From: [Brouwer, Shauna JAG:EX](#)
To: [Pearson, Barbera JAG:EX](#)
Subject: file thx FW: Deloitte Proposal for ICBC Operations Review (RFP#SA-MF4)
Date: Wednesday, January 3, 2018 3:56:00 PM
Attachments: [image001.png](#)

From: Brouwer, Shauna JAG:EX
Sent: Friday, December 29, 2017 1:24 PM
To: Gordon, James X. (CA - British Columbia)
Cc: Pearson, Barbera JAG:EX; Cairns, Holly JAG:EX; Brouwer, Shauna JAG:EX
Subject: Deloitte Proposal for ICBC Operations Review (RFP#SA-MF4)

Hi James,
I believe Barbera contacted your office at least twice with no response. I don't have time until after Jan 18 but would be happy to do a debrief then.
Shauna

Sent from my iPhone

On Dec 29, 2017, at 12:24 PM, Gordon, James X. (CA - British Columbia) <jamesgordon@deloitte.ca> wrote:

Hi there, hope you are doing well and all the best for the holiday season. I think our debrief re our proposal got lost in the shuffle. We are still keen to get the feedback on our proposal as we take it seriously and use the feedback to better ourselves for the next time. Is it still possible to get a debrief?

Ta,

JG

James Gordon
Partner | Public Sector | Consulting
Deloitte
Tel/Direct 604-601-3487 | Mobile 778-995-3404
Assistant: Heidi Hygh | 250 978 4471 | hhygh@deloitte.ca

From: Brouwer, Shauna JAG:EX [<mailto:Shauna.Brouwer@gov.bc.ca>]
Sent: Monday, October 23, 2017 6:23 PM
To: Foster, Doug FIN:EX <Doug.Foster@gov.bc.ca>; Gordon, James X. (CA - British Columbia) <jamesgordon@deloitte.ca>; Pearson, Barbera JAG:EX <Barbera.Pearson@gov.bc.ca>
Cc: Cairns, Holly JAG:EX <Holly.Cairns@gov.bc.ca>; Sawchuk, Jamie (CA - British Columbia) <JSawchuk@deloitte.ca>
Subject: RE: Deloitte Proposal for ICBC Operations Review (RFP#SA-MF4)

Hi James,
Thank you for your note. Barbara Pearson will find a time to do a de-brief with us.
Thank you,
Shauna Brouwer

From: Foster, Doug FIN:EX
Sent: Monday, October 23, 2017 5:41 PM
To: 'Gordon, James X. (CA - British Columbia)'; Brouwer, Shauna JAG:EX
Cc: Cairns, Holly JAG:EX; Pearson, Barbera JAG:EX; Sawchuk, Jamie (CA - British Columbia)
Subject: RE: Deloitte Proposal for ICBC Operations Review (RFP#SA-MF4)

thanks. that will be part of debriefings that will be scheduled with vendors by Shauna's group.
d.

From: Gordon, James X. (CA - British Columbia) [<mailto:jamesgordon@deloitte.ca>]
Sent: Monday, October 23, 2017 5:34 PM
To: Foster, Doug FIN:EX; Brouwer, Shauna JAG:EX
Cc: Cairns, Holly JAG:EX; Pearson, Barbera JAG:EX; Sawchuk, Jamie (CA - British Columbia)
Subject: RE: Deloitte Proposal for ICBC Operations Review (RFP#SA-MF4)

Thanks both. And yes, Jamie did communicate to me the news. Obviously we are disappointed. I would very much value a frank debrief on what we put forward as I find huge value from a learning perspective. Who can I work with to gain that insight?

Ta,

JG

James Gordon
Partner | Public Sector | Consulting
Deloitte
Tel/Direct 604-601-3487 | Mobile 778-995-3404
Assistant: Heidi Hygh | 250 978 4471 | hhygh@deloitte.ca

From: Foster, Doug FIN:EX [<mailto:Doug.Foster@gov.bc.ca>]
Sent: Monday, October 23, 2017 5:19 PM
To: Brouwer, Shauna JAG:EX <Shauna.Brouwer@gov.bc.ca>; Gordon, James X. (CA - British Columbia) <jamesgordon@deloitte.ca>
Cc: Cairns, Holly JAG:EX <Holly.Cairns@gov.bc.ca>; Pearson, Barbera JAG:EX <Barbera.Pearson@gov.bc.ca>; Sawchuk, Jamie (CA - British Columbia) <JSawchuk@deloitte.ca>
Subject: RE: Deloitte Proposal for ICBC Operations Review (RFP#SA-MF4)

thanks Shauna.

James, I connected with Jamie Sawchuk on this matter.

What Shauna has described is basically what I conveyed to Jaimie and I assumed he would be passing that along.

Apologies for not connecting with you directly.

d.

From: Brouwer, Shauna JAG:EX
Sent: Monday, October 23, 2017 5:08 PM

To: 'Gordon, James X. (CA - British Columbia)'
Cc: Cairns, Holly JAG:EX; Foster, Doug FIN:EX; Pearson, Barbera JAG:EX
Subject: RE: Deloitte Proposal for ICBC Operations Review (RFP#SA-MF4)

James,

Thank you for responding to our RFP for the ICBC Operational Review. I understand, that Doug Foster has contacted you regarding your proposal, and our decision to go with another vendor.

Should you wish to have a fuller discussion regarding your submission, please contact my assistant [Barb Pearson](mailto:Barb.Pearson@gov.bc.ca) (250-356-5929; Barb.Pearson@gov.bc.ca), who can arrange a conference call for us.

Sincerely,

Shauna Brouwer, MBA

| Assistant Deputy Minister and Executive Financial Officer, Corporate Management Services
Branch, Ministries of Attorney General and Public Safety & Solicitor General | ^{s.17} |
<image001.png>

From: Gordon, James X. (CA - British Columbia) [<mailto:jamesgordon@deloitte.ca>]
Sent: Friday, October 6, 2017 3:42 PM
To: Brouwer, Shauna JAG:EX; Foster, Doug FIN:EX
Cc: Shutsa, Christopher (CA - British Columbia); Gordon, James X. (CA - British Columbia)
Subject: Deloitte Proposal for ICBC Operations Review (RFP#SA-MF4)

Hi there, please find attached our proposal to support the Operations Review of ICBC. In addition to our formal proposal we are sharing a compendium of long-form CVs of the team members that we have named in the proposal.

Please do not hesitate to contact me with any questions.

Happy reading and we look forward to hearing from you.

Ta,

JG

James Gordon

Partner | Public Sector | Consulting
Deloitte

Four Bentall Centre, 2800-1055 Dunsmuir Street, Vancouver, BC V7X 1P4
Tel/Direct 604-601-3487 | Fax 778-374-0497 | Mobile 778-995-3404
jamesgordon@deloitte.ca | www.deloitte.ca

Assistant: Heidi Hygh | 250 978 4471 | hhygh@deloitte.ca
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<image002.jpg>

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From: [Brouwer, Shauna JAG:EX](#)
To: [Pearson, Barbera JAG:EX](#)
Subject: file with PWc THX FW: Addition of Hangar 18 Creative Design as a subcontractor to the PwC team
Date: Thursday, January 4, 2018 2:54:33 PM
Attachments: [SOW Appendix 3 and 5 completed by Hangar 18 \(1\).docx](#)

From: david.n.egan@ca.pwc.com [mailto:david.n.egan@ca.pwc.com]
Sent: Friday, December 22, 2017 1:48 PM
To: Brouwer, Shauna JAG:EX
Cc: allan.c.buitendag@ca.pwc.com; Foster, Doug FIN:EX
Subject: Addition of Hangar 18 Creative Design as a subcontractor to the PwC team

Shauna,

We are requesting the addition of Hangar 18 Creative Design to PwC's ICBC Operational Review project team for the purposes of production of the public version of the final report. Hangar 18 will provide art direction, design, layout and image sourcing for the public document. We feel giving the public version of the final report a unique design and look should help with readability and understanding of the report and, ultimately, public acceptance of some of its key messages. There is no extra cost to the Ministry involved.

Hangar 18 is an approved vendor of PwC. I have worked with them in the past and have found their work to be excellent and their design team to be very responsive to requests under tight timelines. They are also accustomed to working with communications teams within client organizations.

I discussed the process of onboarding Hangar 18 with Doug and he suggested sending them the text of Appendix 3 and 5 related to the subcontractor portion of the SOW, which they have completed and which is attached unsigned. The particulars of the SOW or any other materials have not been shared with them and the scope of their work was only discussed with them after they signed an NDA with PwC.

If you are agreeable to us adding Hangar 18 for this role, could you please provide us with an amendment to the contract for signing by all parties. I am happy to have a discussion if need be.

Dave

David N. Egan
PwC | Partner, Consulting & Deals
T: +1 604 806 7538 | F: +1 604 806 7806
Email: david.n.egan@ca.pwc.com
Assistant: Kamila Trnovska | T: +1 604 806 7780 ext. 4081
PricewaterhouseCoopers LLP
PricewaterhouseCoopers Place, 250 Howe Street, Suite 700, Vancouver BC V6C 3S7
<http://www.pwc.com/ca>

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communication ou autrement. Si vous avez reçu ce courriel par erreur, veuillez communiquer avec son expéditeur et en détruire toutes les copies.

Barnhouse, Rebecca AG:EX

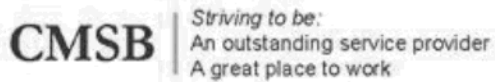
From: Pearson, Barbera JAG:EX
Sent: Monday, January 8, 2018 9:44 AM
To: 'jessica.lewis@pwc.com'
Cc: tom.wong@pwc.com; allan.c.buitendag@pwc.com; jason.mcdaniel@icbc.com; Brouwer, Shauna FIN:EX; david.n.egan@pwc.com; Cairns, Holly JAG:EX
Subject: RE: Operational Review Committee & PwC - Draft Report Review - Meeting #2 (Dial In Information Below)

I have rescheduled today's meeting to Wed, Jan 10th @ 1pm (PST) – I confirmed with ICBC that this time worked for them.

- If the decision is made that the meeting is not required – please contact me and I will cancel it.

Thank you.
Barb

Barbera Pearson, Manager, Business Operations
ADMO – Corporate Management Services Branch
Attorney General & Public Safety and Solicitor General
Phone: 250-387-5258 / Cellular: ^{s.17} / Fax: 250-356-8739
<mailto:barbera.pearson@gov.bc.ca>



From: Pearson, Barbera JAG:EX
Sent: Monday, January 8, 2018 9:26 AM
To: 'jessica.lewis@pwc.com'
Cc: tom.wong@pwc.com; allan.c.buitendag@pwc.com; jason.mcdaniel@icbc.com; Brouwer, Shauna JAG:EX; david.n.egan@pwc.com; Cairns, Holly JAG:EX; Pearson, Barbera JAG:EX
Subject: RE: Operational Review Committee & PwC - Draft Report Review - Meeting #2 (Dial In Information Below)
Importance: High

At this time the best I could do is to move this to (1:00pm PST on Wed, Jan 10th) – I would need to contact ICBC regarding their group's availability.

- The only other option would be to wait until Fri, Jan 12th and expand the regularly scheduled meeting – by starting it 30 minutes earlier.

Your thoughts please.
Thank you.
Barb

Barbera Pearson, Manager, Business Operations
ADMO – Corporate Management Services Branch
Attorney General & Public Safety and Solicitor General
Phone: 250-387-5258 / Cellular: ^{s.17} / Fax: 250-356-8739
<mailto:barbera.pearson@gov.bc.ca>

From: Cairns, Holly JAG:EX
Sent: Monday, January 8, 2018 8:57 AM
To: 'jessica.lewis@pwc.com'
Cc: Pearson, Barbera JAG:EX; tom.wong@pwc.com; allan.c.buitendag@pwc.com; jason.mcdaniel@icbc.com; Brouwer, Shauna JAG:EX; david.n.egan@pwc.com
Subject: RE: Operational Review Committee & PwC - Draft Report Review - Meeting #2 (Dial In Information Below)

Hi Jessica, neither Shauna nor I are available on Tuesday. Please work with Barb Pearson to reschedule this meeting.

Thanks – Holly

From: Google Calendar [<mailto:calendar-notification@google.com>] **On Behalf Of** jessica.lewis@pwc.com
Sent: Sunday, January 7, 2018 6:36 PM
To: tom.wong@pwc.com; allan.c.buitendag@pwc.com; jessica.lewis@pwc.com; jason.mcdaniel@icbc.com; Cairns, Holly JAG:EX; Brouwer, Shauna JAG:EX; david.n.egan@pwc.com
Subject: Operational Review Committee & PwC - Draft Report Review - Meeting #2 (Dial In Information Below)

Hello Shauna and Holly,

Based on our current progress with the final report, I request that we please move this review to Tuesday afternoon. We are still finalizing content internally.

Thanks,

Jessica

Operational Review Committee & PwC - Draft Report Review - Meeting #2 (Dial In Information Below)

December 14, 2017:

This is the second in the series of three meeting invitations that will be sent today to schedule the review of the draft report being prepared by PwC.

Due to the very tight timelines – we would request that you make every effort to attend.

Dial In Information:
Dial In # s.15, s.17
Participant ID: s.15, s.17
Moderator ID: Holly Cairns

Materials will be provided closer to the meeting date.

Thank you for your assistance.

Barbera Pearson, Manager, Business Operations
ADMO – Corporate Management Services Branch
Attorney General & Public Safety and Solicitor General
Phone: 250-387-5258 / Cellular: s.17 / Fax: 250-356-8739

<mailto:barbera.pearson@gov.bc.ca>

Barb

When Mon Jan 8, 2018 4pm – 5pm Eastern Time - Toronto

Where JAG MSB R 5th Fl., 910 Govt. Boardroom JAG:EX ([map](#))

Who

- Brouwer, Shauna JAG:EX - organizer
- jessica.lewis@pwc.com - creator
- 'David Egan'
- Cairns, Holly JAG:EX
- steve.crombie@icbc.com
- JAG MSB R 5th Fl., 910 Govt. Boardroom JAG:EX
- Jason McDaniel (Jason.McDaniel@icbc.com)
- 'Tom Wong'
- 'Tupper, Chris'
- Bindra, Nina JAG:EX
- 'Allan Buitendag'
- Jimenez, Nicolas (Nicolas.Jimenez@icbc.com)

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Barnhouse, Rebecca AG:EX

From: Pearson, Barbera JAG:EX
Sent: Tuesday, January 9, 2018 10:48 AM
To: Bindra, Nina JAG:EX; Cairns, Holly JAG:EX
Cc: Pearson, Barbera JAG:EX; Kortum, Melissa AG:EX
Subject: Assistance Requested: PwC Draft Report

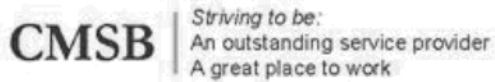
Hi Holly:

I do not have a copy of the report to share with Nina – would you be able to do so or are we expecting an updated version tonight?

Thank you.

Barb

Barbera Pearson, Manager, Business Operations
ADMO – Corporate Management Services Branch
Attorney General & Public Safety and Solicitor General
Phone: 250-387-5258 / Cellular: ^{s.17} / Fax: 250-356-8739
<mailto:barbera.pearson@gov.bc.ca>



From: Bindra, Nina JAG:EX
Sent: Tuesday, January 9, 2018 10:46 AM
To: Pearson, Barbera JAG:EX
Subject: PwC Draft Report

Hello Barb,

I don't think I received the draft report we will be reviewing tomorrow (I was away last week). Could you please send it to me?

Thanks!

Nina Bindra

Barrister & Solicitor | Ministry of Attorney General | Legal Services Branch | Justice and Education Law Group
4F 1001 Douglas St. | Victoria BC | Tel: 250 387-4173 | Fax: 250 356-9264

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From: [Brouwer, Shauna JAG:EX](#)
To: [Pearson, Barbera JAG:EX](#)
Subject: file emails and doc with PWC operational review thx FW: FYI - Ministry of Finance - DM Contract Procedures/Process - Contract #C18CFFS.... /SOW #2017 - xxxxxx)
Date: Friday, January 12, 2018 2:05:18 PM
Attachments: [Sample - Invoice coding Sheet - Contract Number C18CFFSxxxx - Company contractor for SOW 2017-xxxx.docx](#)
Importance: High

From: Foster, Doug FIN:EX
Sent: Monday, December 18, 2017 2:53 PM
To: Brouwer, Shauna JAG:EX; Cairns, Holly JAG:EX
Subject: FW: FYI - Ministry of Finance - DM Contract Procedures/Process - Contract #C18CFFS.... /SOW #2017 - xxxxxx)
Importance: High

Below and attached are the procedures for handling invoicing/billing/payments for the PwC statement of work.

d

From: Boudreau, Kim L FIN:EX
Sent: Tuesday, October 31, 2017 1:02 PM
To: Foster, Doug FIN:EX
Subject: FYI - Ministry of Finance - DM Contract Procedures/Process - Contract #C18CFFS.... /SOW #2017 - xxxxxx)
Importance: High

October 26, 2017

Good Afternoon xxxx,

Subject: Ministry of Finance – Deputy Minister’s Office - DM Contracts – Procedures/Process – Contract #C18CFFSxxxx, Company Name/contact /SOW #2017 – xxxxx)

-

FYI - Please see background information below on the process of DM Contracts including a sample invoice coding sheet (attached) that may be of assistance.

The Ministry of Finance, Deputy Minister’s Office is directly involved in a number of established list of Strategic Advisors under contract as a result of an open bid process commonly known as the “DM contracts”. Due to the nature of the contracts, the Ministry of Finance has the legal authority to make payments and is obligated to issue payments and recover the expenses (when applicable) from Ministry(s) receiving these services.

The ministry of Finance expects ministries/respective areas to manage their Statement of Work (SOWs), accumulated payments made by the Ministry of Finance, Corporate Financial and Facilities Services Branch (CFFS) against SOWs, work done and approvals etc. To avoid unnecessary delays and errors it is critical that the information rec’d is complete, accurate and has been thoroughly verified against the SOW by those signing off on documents. The invoice/completed Invoice Coding

Sheet/WEBADI JV – where applicable must be forwarded by the ministries/program area to the Ministry of Finance (Corporate Financial and Facilities Services Branch – CFFS) for payment to Contractor.

Ministry of Finance – DM Contracts

Background/Process:

Finance has an established list of strategic advisors under contract as a result of an open bid process previously carried out.

- Finance carries a number of contracts (umbrella agreements) for a variety of contractors who were successful in global RFPs that Finance had executed, that is the legal authority to make payments.
- **Approval must first be obtained by Doug Foster, Assistant Deputy Minister, Deputy Minister's Office of Finance before proceeding with a statement of work. Doug can be reached at 250-387-9022 or Doug.Foster@gov.bc.ca .**
- The contracts are open with no guarantees of work.
- **The work is defined through individual statement(s) of work (SOW) and ministries can and have accessed resources through the Ministry of Finance contracts by contacting Doug Foster.**
- The ministry of Finance expects ministries/respective areas to manage their SOWs, accumulated payments made by the Ministry of Finance, Corporate Financial and Facilities Services Branch (CFFS) against SOWs, work done and approvals etc.
- Contractors are to submit their invoices to ministry/program area they do work for.
- Invoices need to be reviewed and checked against the SOWs for which they apply and then finally approved by the ministry/program area for whom that work is being done. These invoices are then forwarded directly to the financial clerk Perveen Khan of Finance for payment to contractor.
- **Payments must be made through the Ministry of Finance – Corporate Financial and Facilities Services Branch (CFFS). (Financial Clerk – Perveen Khan) and recovered from ministries.**
- All charges are fully recoverable by Finance from the statement of work (SOW) ministry authorizing that work.
- **The ministries/respective areas are responsible for preparing WEBADI JV related to their SOW(s) and forwarding it onto Finance's Financial Clerk - Perveen Khan for processing. To note on the WEBADI JV under the line description/text the supplier number should come first.**
- **In order to evaluate the success of the SOW a post evaluation report is required. Please forward report to Kimberley Boudreau, Procurement Specialist of Finance at Kim.L.Boudreau@gov.bc.ca with a cc to Doug Foster, ADM of Finance.**

If a new Statement of Work (SOW) or amendment is required (i.e. end date, service or dollar amount etc.) the following process is required.

- **Prior approval must also be obtained by Doug Foster before proceeding with an amendment to a statement of work.**
- All Statements of Work (SOW) must be pre-approved, reviewed and approved by Doug

Foster prior to signatures.

- The Ministry Lead and Contractor signatures would be required on the “Statement of Work”, since that is where the accountability lies.
- A scanned copy of the completed Statement of Work including signatures are to be forwarded to Doug Foster at Doug.Foster@gov.bc.ca

Invoices:

In order to proceed with payment of invoice(s) we require the following from ministries/areas using the service.

1. Sample Invoice Coding Sheet (word format) - Date of goods and services rec'd/amount including breakdown of taxes followed by signature of Qualified Receiver. FYI - The Qualified Receiver (QR) indicated on the sample Invoice Coding Sheet (attached) should not be the same person as the Expense Authority (EA) - Lead on the signed SOW. To note receipt # to be completed by Ministry of Finance (CFFS) - Contract Financial Clerk – Perveen Khan.
2. Signed Statement of Work (SOW) number must be referenced on the invoice coding sheet under the brief payment description for EA notification. Then (Finance - CFFS – Financial Clerk) can proceed with processing payment to contractor. (To note, EA signature not required on invoice coding sheet as EA has signed SOW).
3. Completed Ministry of Finance Invoice coding sheet/backup and WEBADI JV for charges related to a SOW must be forwarded to the Ministry of Finance.

Attachment:

- Sample – Invoice # xxx....

Barnhouse, Rebecca AG:EX

From: Pearson, Barbera JAG:EX on behalf of Brouwer, Shauna FIN:EX
Sent: Friday, January 19, 2018 6:20 PM
To: Jessica Lewis (jessica.lewis@pwc.com); Richter, Connie JAG:EX; Duncan, Nikki PSSG:EX
Cc: Pearson, Barbera JAG:EX; Groot, Jeff AG:EX; Cairns, Holly JAG:EX; Brouwer, Shauna FIN:EX
Subject: Assistance Requested: RE: Attendees for January 18 & Jan 31st PA Committee - Additional Attendees for Jan 31st
Importance: High

Hi Jessica:

It was just brought to my attention – that our list of attendees for January 31st – is missing (3) key names – we were all under the impression the PSSG was aware of the meeting as the Minister is signing the Cabinet Submission, but, it appears that this is not the case – any assistance that you can provide in correcting this oversight would be greatly appreciated.

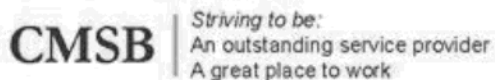
January 31st: ^{s.12}

- Richard Fyfe, DAG
- Sam MacLeod, RoadSafety BC
- Shauna Brouwer, EFO
- Jeff Groot, CMSB – Crowns
- ~~Jacque Dawes, DM, MAH (this would need to be confirmed)~~
- Minister Farnworth
- Mark Sieben, DSG
- Silas Brownsey, ADM, Ministry of Transportation

February 1st: New Date – January 31st

- Richard Fyfe, DAG
- Shauna Brouwer, EFO
- Nicolas Jimenez, ICBC
- Jason McDaniel, ICBC

Barbera Pearson, Manager, Business Operations
ADMO – Corporate Management Services Branch
Attorney General & Public Safety and Solicitor General
Phone: 250-387-5258 / Cellular: ^{s.17} ' Fax: 250-356-8739
<mailto:barbera.pearson@gov.bc.ca>



From: Dyson-Loewen, Jessica JAG:EX
Sent: Friday, January 5, 2018 9:34 AM
To: Pearson, Barbera JAG:EX

Cc: Cairns, Holly JAG:EX

Subject: RE: As Requested; RE: Attendees for January 18 & Jan 31st PA Committee

Hi Barbera,

I've been informed that the PA meeting on Jan 31 now has a new time – 1 – 3 PM (previously, it was 2 - 4 pm). As I was most recently in touch with you regarding attendees for this meeting, would you be able to pass this info along to the attendees? Or would it be better if I contacted them directly?

Thanks!

Jessica

From: Dyson-Loewen, Jessica JAG:EX

Sent: Monday, December 11, 2017 11:34 AM

To: Pearson, Barbera JAG:EX

Subject: RE: As Requested; RE: Attendees for January 18 & Jan 31st PA Committee

Thanks again Barbera!

From: Pearson, Barbera JAG:EX

Sent: Monday, December 11, 2017 11:20 AM

To: Dyson-Loewen, Jessica JAG:EX

Cc: Mead, Rhonda M JAG:EX; Pearson, Barbera JAG:EX; Richter, Connie JAG:EX

Subject: RE: As Requested; RE: Attendees for January 18 & Jan 31st PA Committee

As requested.

Barbera Pearson, Manager, Business Operations

ADMO – Corporate Management Services Branch

Attorney General & Public Safety and Solicitor General

Phone: 250-387-5258 / Cellular: ^{s.17} / Fax: 250-356-8739

<mailto:barbera.pearson@gov.bc.ca>

CMSB

Striving to be:
An outstanding service provider
A great place to work

From: Dyson-Loewen, Jessica JAG:EX

Sent: Monday, December 11, 2017 11:07 AM

To: Pearson, Barbera JAG:EX

Cc: Mead, Rhonda M JAG:EX

Subject: RE: As Requested; RE: Attendees for January 18 & Feb 1 PA Committee

Hi Barbera,

Wondering if you could provide the following additional info:

- Title and cell # for Nicolas Jimenez, VP Insurance, Product & Pricing (Cell Phone # ^{s.17})
- Title and cell # for Jason McDaniel, Chief Legal Officer & Corporate Secretary (Cell Phone # ^{s.17})
- Cell # for Jeff Groot, Executive Director, Corporate Priorities & Strategic Engagement (Cell Phone # ^{s.17})
- Cell # for Jacquie Dawes, Deputy Minister, Municipal Affairs and Housing (as she is tentative at this time – her attendance will need to be confirmed by DAG – I do not have access to her cell phone number)

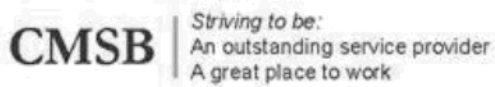
I also just heard from Cab Ops that Feb 1 item is now on Jan 31 ^{s.12} . Can you confirm that the attendees will remain the same? Cab Ops requires confirmation of attendees well in advance, so please let me know when you receive confirmation of Jacquie Dawes' attendance and changes to any other attendees.

Thanks for your help!
Jessica

From: Pearson, Barbera JAG:EX
Sent: Monday, December 11, 2017 10:40 AM
To: Dyson-Loewen, Jessica JAG:EX
Cc: Pearson, Barbera JAG:EX
Subject: RE: As Requested; RE: Attendees for January 18 & Feb 1 PA Committee

Hi Jessica:
One slight edit for Jan 31st – see below. Thank you.

Barbera Pearson, Manager, Business Operations
ADMO – Corporate Management Services Branch
Attorney General & Public Safety and Solicitor General
Phone: 250-387-5258 / Cellular: s.17 / Fax: 250-356-8739
<mailto:barbera.pearson@gov.bc.ca>



From: Dyson-Loewen, Jessica JAG:EX
Sent: Monday, December 11, 2017 10:36 AM
To: Pearson, Barbera JAG:EX
Subject: RE: As Requested; RE: Attendees for January 18 & Feb 1 PA Committee

Awesome, thank yoU!!

From: Pearson, Barbera JAG:EX
Sent: Monday, December 11, 2017 10:35 AM
To: Dyson-Loewen, Jessica JAG:EX
Cc: Pearson, Barbera JAG:EX; Cairns, Holly JAG:EX; Richter, Connie JAG:EX
Subject: As Requested; RE: Attendees for January 18 & Feb 1 PA Committee

Good morning Jessica – as requested:

January 18th:

- Richard Fyfe, DAG
- Shauna Brouwer, EFO
- Nicolas Jimenez, ICBC
- Jason McDaniel, ICBC

January 31st:

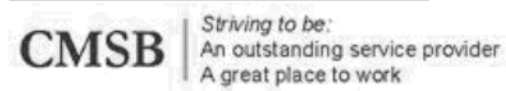
- Richard Fyfe, DAG
- Sam MacLeod, RoadSafety BC
- Shauna Brouwer, EFO
- Jeff Groot, CMSB – Crowns
- *Jacque Dawes, DM, MAH (this would need to be confirmed)*

February 1st: New Date – January 31st

- Richard Fyfe, DAG
- Shauna Brouwer, EFO
- Nicolas Jimenez, ICBC
- Jason McDaniel, ICBC

Please note – the names may change prior to the meeting dates – we will keep you posted.

Barbera Pearson, Manager, Business Operations
 ADMO – Corporate Management Services Branch
 Attorney General & Public Safety and Solicitor General
 Phone: 250-387-5258 / Cellular: ^{s.17} / Fax: 250-356-8739
<mailto:barbera.pearson@gov.bc.ca>



From: Dyson-Loewen, Jessica JAG:EX
Sent: Monday, December 11, 2017 10:23 AM
To: Pearson, Barbera JAG:EX
Subject: FW: Attendees for January 18 & Feb 1 PA Committee

Hi Barbera – wondering if you’ve been able to check in with the attendees for this item. I’ve had another request from Cab Ops to confirm. Perhaps Holly might be able help with this? Also, please note that the date for one of these items has changed. Thanks so much!
 Jessica

From: Dyson-Loewen, Jessica JAG:EX
Sent: Thursday, December 7, 2017 1:36 PM
To: Brouwer, Shauna JAG:EX
Cc: Thomas, Krista JAG:EX; Mead, Rhonda M JAG:EX; Cairns, Holly JAG:EX; Pearson, Barbera JAG:EX
Subject: Attendees for January 18 & Feb 1 PA Committee

Hi Shauna,

Cab Ops is asking us to confirm attendees for these two meetings. Richard will be in attendance, however, please let us know if you and/or other staff should attend. At the moment, we have the following scheduled:

- Jan 18 PA ^{s.12} confirming with Holly)
- Jan 18 PA ^{s.12}
- Jan 31 ~~Feb 1~~ PA ^{s.12} (to be confirmed with Holly)
- Feb 1 PA ^{s.12}

In addition, please refer to my previous email (attached) for information regarding timelines for the mandate letter. If you have any questions or concerns, please don’t hesitate to get in touch.

Thanks,
 Jessica

Jessica Dyson-Loewen
 Legislative Coordinator, Justice Services Branch, Ministry of Attorney General
 Direct: 250-387-0167 | Cell: ^{s.17}

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Barnhouse, Rebecca AG:EX

From: Pearson, Barbera JAG:EX
Sent: Wednesday, January 24, 2018 4:58 PM
To: Nanninga, Tanera AG:EX
Subject: RE: Rush: Minister Briefing with PWC - prior to Jan 31st P&A meeting

Yes, as the PwC staff are in Toronto.
I will check back with Shauna and Connie and get back to you with a date and time.
Thank you.
Barb

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

From: Nanninga, Tanera AG:EX
Sent: Wednesday, January 24, 2018 4:57 PM
To: Pearson, Barbera JAG:EX
Subject: RE: Rush: Minister Briefing with PWC - prior to Jan 31st P&A meeting

Hi Barb,

Can it be via CC? Here are times MDE is free

Jan 26th 4-4:30 in Van
Jan 29th 8-8:30 or 5:30-6pm in Van
Jan 30th anytime between 8am and 10am in Van

Let me know if this will work?

Tanera

From: Pearson, Barbera JAG:EX
Sent: Wednesday, January 24, 2018 4:39 PM
To: Nanninga, Tanera AG:EX
Cc: Pearson, Barbera JAG:EX
Subject: Rush: Minister Briefing with PWC - prior to Jan 31st P&A meeting
Importance: High

Help – I thought I sent this to you last night – but, it does not appear so – MDE has requested a briefing prior to the Jan 31st P&A meeting with PwC to discuss the report.
Are there dates and times that would work for him – we would probably need 30 minutes.
Thank you.
Barb

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

From: Pearson, Barbera JAG:EX
Sent: Tuesday, January 23, 2018 2:50 PM
To: Richter, Connie JAG:EX
Cc: Pearson, Barbera JAG:EX
Subject: RE: Minister Briefing with PWC

Of course - noting that we have a 4 hour time difference with PwC being based out of Ontario.

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

From: Richter, Connie JAG:EX
Sent: Tuesday, January 23, 2018 2:49 PM
To: Pearson, Barbera JAG:EX
Subject: FW: Minister Briefing with PWC

Hi Barb,

Perhaps it's best that you schedule this given the topic and if the DAG is available I'll advise, sound ok?
Thank you, C

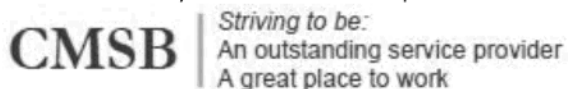
From: Brouwer, Shauna JAG:EX
Sent: Tuesday, January 23, 2018 2:46 PM
To: Richter, Connie JAG:EX
Cc: Scott, Douglas S AG:EX; Pearson, Barbera JAG:EX; Dyson-Loewen, Jessica JAG:EX
Subject: Minister Briefing with PWC

Connie can you set up a briefing with the Minister to go over the PWC report. George let us know today that the Minister approved the cabinet doc go forward but would like the opportunity to ask questions before the cabinet date. Therefore this needs to be scheduled before Jan 31.

Barb can you send Connie the contacts for PWC Dave Egan and Jessica Lewis

Shauna Brouwer, MBA

| Assistant Deputy Minister and Executive Financial Officer, Corporate Management Services Branch, Ministries of Attorney General and Public Safety & Solicitor General | s.17



Barnhouse, Rebecca AG:EX

From: Pearson, Barbera JAG:EX
Sent: Wednesday, January 24, 2018 5:02 PM
To: Richter, Connie JAG:EX
Cc: Pearson, Barbera JAG:EX
Subject: Question: Rush: Minister Briefing with PWC - prior to Jan 31st P&A meeting

Hi Connie:

Will any of the times listed below work for Richard for a conference call with PwC & MDE prior to the Jan 31st P&A Meeting – they all work for Doug and Shauna.

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

From: Nanninga, Tanera AG:EX
Sent: Wednesday, January 24, 2018 4:57 PM
To: Pearson, Barbera JAG:EX
Subject: RE: Rush: Minister Briefing with PWC - prior to Jan 31st P&A meeting

Hi Barb,

Can it be via CC? Here are times MDE is free

Jan 26th 4-4:30 in Van
Jan 29th 8-8:30 or 5:30-6pm in Van
Jan 30th anytime between 8am and 10am in Van

Let me know if this will work?

Tanera

From: Pearson, Barbera JAG:EX
Sent: Wednesday, January 24, 2018 4:39 PM
To: Nanninga, Tanera AG:EX
Cc: Pearson, Barbera JAG:EX
Subject: Rush: Minister Briefing with PWC - prior to Jan 31st P&A meeting
Importance: High

Help – I thought I sent this to you last night – but, it does not appear so – MDE has requested a briefing prior to the Jan 31st P&A meeting with PwC to discuss the report.

Are there dates and times that would work for him – we would probably need 30 minutes.

Thank you.

Barb

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

From: Pearson, Barbera JAG:EX
Sent: Tuesday, January 23, 2018 2:50 PM
To: Richter, Connie JAG:EX
Cc: Pearson, Barbera JAG:EX
Subject: RE: Minister Briefing with PWC

Of course - noting that we have a 4 hour time difference with PwC being based out of Ontario.

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

From: Richter, Connie JAG:EX
Sent: Tuesday, January 23, 2018 2:49 PM
To: Pearson, Barbera JAG:EX
Subject: FW: Minister Briefing with PWC

Hi Barb,

Perhaps it's best that you schedule this given the topic and if the DAG is available I'll advise, sound ok?
Thank you, C

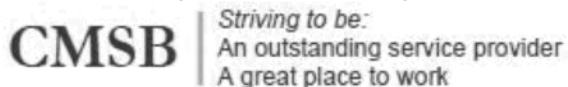
From: Brouwer, Shauna JAG:EX
Sent: Tuesday, January 23, 2018 2:46 PM
To: Richter, Connie JAG:EX
Cc: Scott, Douglas S AG:EX; Pearson, Barbera JAG:EX; Dyson-Loewen, Jessica JAG:EX
Subject: Minister Briefing with PWC

Connie can you set up a briefing with the Minister to go over the PWC report. George let us know today that the Minister approved the cabinet doc go forward but would like the opportunity to ask questions before the cabinet date. Therefore this needs to be scheduled before Jan 31.

Barb can you send Connie the contacts for PWC Dave Egan and Jessica Lewis

Shauna Brouwer, MBA

| Assistant Deputy Minister and Executive Financial Officer, Corporate Management Services Branch, Ministries of Attorney General and Public Safety & Solicitor General | s.17 |



Barnhouse, Rebecca AG:EX

From: Pearson, Barbera JAG:EX
Sent: Friday, January 26, 2018 4:16 PM
To: Pearson, Barbera JAG:EX
Subject: Materials: MDE - PwC Briefing (Jan 29th @ 8:00am)
Attachments: s.12

Barnhouse, Rebecca AG:EX

From: Groot, Jeff AG:EX
Sent: Friday, January 26, 2018 3:03 PM
To: Bianco, Catherine GCPE:EX
Subject: RE: PwC report
Attachments: PWC_Review of ICBC_Jan18.pdf; Minister's Speaking Notes Re ICBC Ops Review.docx

Here you go, along with the speaking points for Cabinet, if they're helpful.

From: Bianco, Catherine GCPE:EX
Sent: Friday, January 26, 2018 2:59 PM
To: Groot, Jeff AG:EX
Subject: PwC report

Question: do you have the final PwC report? I'm going to start the NR, QA for this next week.

Or should I just use the previous draft you sent?

Thanks!

Barnhouse, Rebecca AG:EX

From: Brouwer, Shauna JAG:EX
Sent: Monday, January 29, 2018 10:09 AM
To: Pearson, Barbera JAG:EX
Subject: file icbc Pwc SOW FW: for the file FW: SignedH18_Revised PEI - SOW #2017 - AG (ICBC Operation Review) - PwC V4 - Final -_ Amendment #2.pdf
Attachments: SignedH18_Revised PEI - SOW #2017 - AG (ICBC Operation Review) - PwC V4 - Final -_ Amendment #2.pdf

From: Brouwer, Shauna JAG:EX
Sent: Thursday, January 4, 2018 4:40 PM
To: David Egan (CA - ADVS) (david.n.egan@pwc.com)
Cc: Cairns, Holly JAG:EX; Pearson, Barbera JAG:EX
Subject: for the file FW: SignedH18_Revised PEI - SOW #2017 - AG (ICBC Operation Review) - PwC V4 - Final -_ Amendment #2.pdf

From: Thomas, Krista JAG:EX
Sent: Wednesday, January 3, 2018 6:21 PM
To: Brouwer, Shauna JAG:EX
Subject: SignedH18_Revised PEI - SOW #2017 - AG (ICBC Operation Review) - PwC V4 - Final -_ Amendment #2.pdf

Here's the last one you sent me.

Barnhouse, Rebecca AG:EX

From: Cairns, Holly JAG:EX
Sent: Thursday, February 1, 2018 12:35 PM
To: Richter, Connie JAG:EX
Cc: Hoadley, David JAG:EX
Subject: RE: PwC Reports

Hi Connie, the last pwc weekly status report was the one dated Jan 8-12. After that, the operational report was finalized and proceeded to P&A this week. Pwc is doing additional review on the forecast but meetings have been focused on scope and content under compressed timelines and there are no associated project status reports.

Thanks – Holly

From: Hoadley, David JAG:EX
Sent: Thursday, February 1, 2018 10:31 AM
To: Cairns, Holly JAG:EX
Cc: Richter, Connie JAG:EX
Subject: FW: PwC Reports

Hi Holly,

Please see below question from Connie. I am not involved with PwC at all. Do you know the answer?

Thanks,

From: Richter, Connie JAG:EX
Sent: Thursday, February 1, 2018 10:26 AM
To: Hoadley, David JAG:EX
Subject: PwC Reports

Hi David,

Do you know who is managing the weekly PwC reports while Krista is away?

The last report that was uploaded on the SP is Jan. 8-12.

Thank you, C

Barnhouse, Rebecca AG:EX

From: Pearson, Barbera JAG:EX
Sent: Tuesday, February 6, 2018 2:07 PM
To: Cairns, Holly JAG:EX
Subject: FW: Minister briefing FW: Future discussions on Operational Review

Hi Holly – this is what the meeting is based on with PwC – so I would read this as just the operational review – correct?

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

From: Brouwer, Shauna JAG:EX
Sent: Monday, January 29, 2018 9:49 AM
To: Scott, Douglas S AG:EX
Cc: Pearson, Barbera JAG:EX
Subject: Minister briefing FW: Future discussions on Operational Review

Doug,
If you would like to set this up thru your office...I will leave you to confirm with Barb
Shauna

From: Jessica Lewis (CA - ADVS) [<mailto:jessica.lewis@pwc.com>]
Sent: Monday, January 29, 2018 8:46 AM
To: Cairns, Holly JAG:EX; Brouwer, Shauna JAG:EX
Subject: Future discussions on Operational Review

Hello Holly and Shauna,

As a follow-up to our discussion with the Minister this morning, we understand that additional meetings may be required to go through all areas of our operational review.

In advance of scheduling this meeting, I think it will be very valuable to have Allan Buitendag and Tom Wong included in the discussion in addition to myself and David.

Please let me know if there is anything else I can support with in advance of the next meeting.

Thanks, and have a great day!

Jess

Jessica Lewis
PwC | Manager, Consulting & Deals
T: +1 416 687 8794 | C: +1 647 994 9314
Email: jessica.lewis@pwc.com

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Barnhouse, Rebecca AG:EX

From: Groot, Jeff AG:EX
Sent: Wednesday, February 7, 2018 12:16 PM
To: Cairns, Holly JAG:EX
Subject: FOR REVIEW: PwC NR
Attachments: NR_PwC Operational Review_05FEB18_DRAFT.docx

Importance: High

Take a look. I'm asking ICBC to insert language around the material damage work.

Anything else stick out to you here?

Barnhouse, Rebecca AG:EX

From: Cairns, Holly JAG:EX
Sent: Wednesday, February 7, 2018 10:54 AM
To: 'Jessica Lewis (CA - ADVS)'; David Egan (CA - ADVS)
Cc: Pearson, Barbera JAG:EX
Subject: Meeting with AG RE: Future discussions on Operational Review

Hello Jessica and David, a meeting has been scheduled for Wednesday February 14th to review the pwc operational review in more detail with the Attorney General and we are hoping pwc will be available for that time. We are also scheduling a pre-brief for staff and pwc for earlier in that afternoon. Barb will be following up with meeting requests.

David, perhaps we can touch base this week on focus of the discussion. Also, we would appreciate it if you (and perhaps Allan and/or Jessica?) can attend in person.

Thanks – Holly

Holly Cairns
A/Executive Director, Crown Agencies
Corporate Management Services Branch, Ministries of Attorney General and Public Safety and
Solicitor General
Tel: s.17 Cell: s.17

CMSB

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A great place to work



From: Jessica Lewis (CA - ADVS) [<mailto:jessica.lewis@pwc.com>]
Sent: Monday, January 29, 2018 8:46 AM
To: Cairns, Holly JAG:EX; Brouwer, Shauna JAG:EX
Subject: Future discussions on Operational Review

Hello Holly and Shauna,

As a follow-up to our discussion with the Minister this morning, we understand that additional meetings may be required to go through all areas of our operational review.

In advance of scheduling this meeting, I think it will be very valuable to have Allan Buitendag and Tom Wong included in the discussion in addition to myself and David.

Please let me know if there is anything else I can support with in advance of the next meeting.

Thanks, and have a great day!

Jess

Jessica Lewis

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T: +1 416 687 8794 | C: +1 647 994 9314

Email: jessica.lewis@pwc.com

PricewaterhouseCoopers LLP

PwC Tower, 18 York Street, Suite 2600, Toronto ON M5J 0B2

<http://www.pwc.com/ca>

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Barnhouse, Rebecca AG:EX

From: Pearson, Barbera JAG:EX
Sent: Wednesday, February 7, 2018 3:23 PM
To: Groot, Jeff AG:EX
Subject: RE: FOR APPROVAL: NR on PwC review

Hi Jeff – Doug is in back to back meetings with no break until 5:30pm today ☹

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: ^{s.17}
<mailto:barbera.pearson@gov.bc.ca>

From: Groot, Jeff AG:EX
Sent: Wednesday, February 7, 2018 3:00 PM
To: Scott, Douglas S AG:EX
Cc: Pearson, Barbera JAG:EX
Subject: FOR APPROVAL: NR on PwC review
Importance: High

Doug, for your approval, here is GCPE's news release for Friday on the PwC report, and on ICBC's plans to redesign its material damage supplier program.

Sorry for the time crunch again, but they just sent this to us 2hrs ago. Holly, I and ICBC have all had input here now. They've asked for approval by end of day, so that this can go up to the MO first thing in the am.

Note I've recommended to GCPE that they change MDE's second quote to something about the material damage work, and they're going to discuss with the MO.

We are also working on QAs and I'll have those to you as soon as I see them back from the comm shop.

JG

Jeff Groot
Executive Director, Corporate Priorities & Strategic Engagement
Corporate Management Services Branch | Ministry of Attorney General
Direct: 778.698.5200 | Mobile: ^{s.17}

Barnhouse, Rebecca AG:EX

From: Jessica Lewis (CA - ADVS) <jessica.lewis@pwc.com>
Sent: Wednesday, February 7, 2018 11:44 AM
To: Cairns, Holly JAG:EX
Cc: David Egan (CA - ADVS); Pearson, Barbera JAG:EX; Allan Buitendag (CA - ADVS)
Subject: Re: Meeting with AG RE: Future discussions on Operational Review

Hello Holly,

Thanks for your email.

We are definitely looking forward to continue the discussions with the Attorney General regarding the outcomes of the operational review.

David, Allan and I will arrange to attend the meeting and the pre-brief in person once we know the timing and location (will it take place in Victoria?). We will schedule our travel accordingly.

Thank you,

Jessica

Jessica Lewis
PwC | Manager, Consulting & Deals
T: +1 416 687 8794 | C: +1 647 994 9314
Email: jessica.lewis@pwc.com
PricewaterhouseCoopers LLP
PwC Tower, 18 York Street, Suite 2600, Toronto ON M5J 0B2
<http://www.pwc.com/ca>

On Wed, Feb 7, 2018 at 1:54 PM, Cairns, Holly JAG:EX <Holly.Cairns@gov.bc.ca> wrote:

Hello Jessica and David, a meeting has been scheduled for Wednesday February 14th to review the pwc operational review in more detail with the Attorney General and we are hoping pwc will be available for that time. We are also scheduling a pre-brief for staff and pwc for earlier in that afternoon. Barb will be following up with meeting requests.

David, perhaps we can touch base this week on focus of the discussion. Also, we would appreciate it if you (and perhaps Allan and/or Jessica?) can attend in person.

Thanks – Holly

Holly Cairns

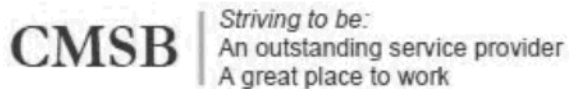
A/Executive Director, Crown Agencies

Corporate Management Services Branch, Ministries of Attorney General and Public Safety and

Solicitor General

Tel: s.17

Cell: s.17



From: Jessica Lewis (CA - ADVS) [mailto:jessica.lewis@pwc.com]
Sent: Monday, January 29, 2018 8:46 AM
To: Cairns, Holly JAG:EX; Brouwer, Shauna JAG:EX
Subject: Future discussions on Operational Review

Hello Holly and Shauna,

As a follow-up to our discussion with the Minister this morning, we understand that additional meetings may be required to go through all areas of our operational review.

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Jess

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PricewaterhouseCoopers LLP

<http://www.pwc.com/ca>

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Barnhouse, Rebecca AG:EX

From: Pearson, Barbera JAG:EX
Sent: Wednesday, February 7, 2018 2:35 PM
To: 'Tupper, Chris'; Cairns, Holly JAG:EX; McDaniel, Jason
Subject: RE: Meeting with AG re pwc operational review

On my too do for this afternoon - ☺

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

From: Tupper, Chris [<mailto:Chris.Tupper@icbc.com>]
Sent: Wednesday, February 7, 2018 2:30 PM
To: Cairns, Holly JAG:EX; McDaniel, Jason
Cc: Pearson, Barbera JAG:EX
Subject: RE: Meeting with AG re pwc operational review

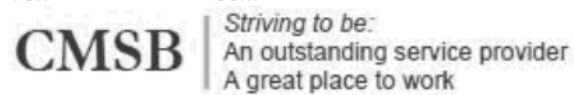
Sounds good – thanks Holly!

From: Cairns, Holly JAG:EX [<mailto:Holly.Cairns@gov.bc.ca>]
Sent: Wednesday, February 07, 2018 2:29 PM
To: Tupper, Chris <Chris.Tupper@icbc.com>; McDaniel, Jason <Jason.McDaniel@icbc.com>
Cc: Pearson, Barbera JAG:EX <Barbera.Pearson@gov.bc.ca>
Subject: Meeting with AG re pwc operational review

Hi Jason and Chris, a meeting has been scheduled on Wednesday February 14th to review the pwc operational review in more detail with the Attorney General and we are hoping you will be available for that time. We are also scheduling a pre-brief for MAG & ICBC staff and pwc for earlier in that afternoon. Barb will be following up with meeting requests.

Thanks – Holly

Holly Cairns
A/Executive Director, Crown Agencies
Corporate Management Services Branch, Ministries of Attorney General and Public Safety and
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Insurance Corporation of British Columbia | 151 W. Esplanade | North Vancouver | V7M 3H9
Contact Us

Barnhouse, Rebecca AG:EX

From: Groot, Jeff AG:EX
Sent: Wednesday, February 7, 2018 5:11 PM
To: Foster, Doug FIN:EX
Cc: Cairns, Holly JAG:EX
Subject: RE: FYI - draft NR on PwC
Attachments: NR_PwC Operational Review_07FEB18_DRAFT.DOCX

FYI – an updated draft.

From: Groot, Jeff AG:EX
Sent: Wednesday, February 7, 2018 2:57 PM
To: Foster, Doug FIN:EX
Cc: Cairns, Holly JAG:EX
Subject: FYI - draft NR on PwC

Doug – wanted to share as FYI. This is moving up the chain in approvals over here with the plan for a Friday release.

Let me know if you see any show stoppers. I'll be asking our comm shop to share with Currie.

We will plan to share a copy with PwC once it's approved by the MO.

JG

Jeff Groot

Executive Director, Corporate Priorities & Strategic Engagement
Corporate Management Services Branch | Ministry of Attorney General
Direct: 778.698.5200 | Mobile: ^{s.17}

Barnhouse, Rebecca AG:EX

From: Groot, Jeff AG:EX
Sent: Wednesday, February 7, 2018 12:27 PM
To: Cairns, Holly JAG:EX
Subject: FOR REVIEW: QA
Attachments: QA_PwC Operational Review_5FEB18_DRAFT.docx

Thanks for looking at the NR. Anything on the QA you want to add? It still needs a section on the MD redesign.

Barnhouse, Rebecca AG:EX

From: Cairns, Holly JAG:EX
Sent: Wednesday, February 7, 2018 2:57 PM
To: Groot, Jeff AG:EX; Foster, Doug FIN:EX
Subject: RE: FYI - draft NR on PwC

Hi Doug, just bringing to your attention too that the plan is to release the operational review this Friday. With current timelines there won't be opportunity coming out of the briefing with pwc next week to make any changes to the report to address concerns around how the backlog versus pending claims is communicated.
Holly

From: Groot, Jeff AG:EX
Sent: Wednesday, February 7, 2018 2:57 PM
To: Foster, Doug FIN:EX
Cc: Cairns, Holly JAG:EX
Subject: FYI - draft NR on PwC

Doug – wanted to share as FYI. This is moving up the chain in approvals over here with the plan for a Friday release.

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JG

Jeff Groot

Executive Director, Corporate Priorities & Strategic Engagement
Corporate Management Services Branch | Ministry of Attorney General
Direct: 778.698.5200 | Mobile ^{s.17}

Barnhouse, Rebecca AG:EX

From: Pearson, Barbera JAG:EX
Sent: Wednesday, February 7, 2018 10:49 AM
To: Cairns, Holly JAG:EX
Subject: RE: Scheduling people & pre-brief - RE: MDE: Assoc. DM, PwC Reps (tbc), Holly Cairns - details to follow

Can't do it then either as there are other MDE meetings that afternoon that Doug is attending. The best I could do is 2pm on Feb 14th

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

From: Cairns, Holly JAG:EX
Sent: Wednesday, February 7, 2018 10:48 AM
To: Pearson, Barbera JAG:EX
Subject: RE: Scheduling people & pre-brief - RE: MDE: Assoc. DM, PwC Reps (tbc), Holly Cairns - details to follow

Hi, the request is for a pre-brief on next Wednesday the 14th, in advance of the minister meeting, not today.

From: Pearson, Barbera JAG:EX
Sent: Wednesday, February 7, 2018 10:47 AM
To: Cairns, Holly JAG:EX
Subject: RE: Scheduling people & pre-brief - RE: MDE: Assoc. DM, PwC Reps (tbc), Holly Cairns - details to follow

I have no capacity in Doug's calendar for this today - can it be tomorrow morning? I can do 8:30am

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

From: Cairns, Holly JAG:EX
Sent: Wednesday, February 7, 2018 10:43 AM
To: Pearson, Barbera JAG:EX
Subject: Scheduling people & pre-brief - RE: MDE: Assoc. DM, PwC Reps (tbc), Holly Cairns - details to follow

Hi Barb, can you please schedule a pre-brief meeting with myself, Doug, ICBC and pwc to discuss the ops review in advance of the minister meeting. I suggest 3:00-3:45 that day.

Please invite the following people to the minister briefing and the pre-brief:

Pwc: Dave Egan, Jessica Lewis, Allan Buitendag, and Tom Wong

ICBC: Jason McDaniel, Chris Tupper

I am going to send a heads up to Dave Egan and Jessica following this email, and encouraging Dave Egan to attend in person. Also, would be good to have the ICBC people attend in person. Others can attend by conference call.

Thanks – Holly

-----Original Appointment-----

From: Scott, Douglas S AG:EX

Sent: Wednesday, February 7, 2018 9:38 AM

To: Scott, Douglas S AG:EX; Cairns, Holly JAG:EX

Subject: MDE: Assoc. DM, PwC Reps (tbc), Holly Cairns - details to follow

When: Wednesday, February 14, 2018 4:00 PM-4:45 PM (UTC-08:00) Pacific Time (US & Canada).

Where: Minister's Office (Room 232-Leg Bldgs)

February 7, 2018

Please hold the date in your calendar – Doug is discussing the details of this meeting with George this morning to determine the scope.

I will update the meeting invitation once I have received an update.

Thank you.

Barb

Barbera Pearson, Manager, Business Operations

Associate Deputy Minister's Office

Ministry of Attorney General

Phone: 250-356-1143 / Cellular: s.17

<mailto:barbera.pearson@gov.bc.ca>

Barnhouse, Rebecca AG:EX

From: Cairns, Holly JAG:EX
Sent: Wednesday, February 7, 2018 2:13 PM
To: Groot, Jeff AG:EX
Subject: FW: FOR REVIEW: QA
Attachments: QA_PwC Operational Review_5FEB18_DRAFT.docx

This looks good. Some comments/questions in the attached.

From: Groot, Jeff AG:EX
Sent: Wednesday, February 7, 2018 12:27 PM
To: Cairns, Holly JAG:EX
Subject: FOR REVIEW: QA

Thanks for looking at the NR. Anything on the QA you want to add? It still needs a section on the MD redesign.

Barnhouse, Rebecca AG:EX

From: Groot, Jeff AG:EX
Sent: Thursday, February 8, 2018 8:47 AM
To: Bianco, Catherine GCPE:EX
Cc: Groot, Jeff AG:EX
Subject: Approved PwC materials
Attachments: NR_PwC Operational Review_07FEB18_DRAFT.DOCX; QA_PwC Operational Review_7FEB18_DRAFT.DOCX

Catherine – approved by Doug with some recommended changes. Also, I left his comment in about tiering and building in a few more QAs on what exactly that is. Could you reach out to Doug H and see what they can get you there if you think it's needed?

What time is the NR planned for tomorrow?

JG

Jeff Groot

Executive Director, Corporate Priorities & Strategic Engagement
Corporate Management Services Branch | Ministry of Attorney General
Direct: 778.698.5200 | Mobile: s.17

Barnhouse, Rebecca AG:EX

From: Jessica Lewis (CA - ADVS) <jessica.lewis@pwc.com>
Sent: Thursday, February 8, 2018 11:25 AM
To: Cairns, Holly JAG:EX
Cc: Allan Buitendag (CA - ADVS); Tom C. Wong; David Egan (CA - ADVS)
Subject: Re: Meeting with AG RE: Future discussions on Operational Review

Hello Holly,

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Jessica

Jessica Lewis
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Email: jessica.lewis@pwc.com
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<http://www.pwc.com/ca>

On Wed, Feb 7, 2018 at 1:54 PM, Cairns, Holly JAG:EX <Holly.Cairns@gov.bc.ca> wrote:

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David, perhaps we can touch base this week on focus of the discussion. Also, we would appreciate it if you (and perhaps Allan and/or Jessica?) can attend in person.

Thanks – Holly

Holly Cairns

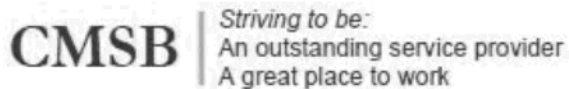
A/Executive Director, Crown Agencies

Corporate Management Services Branch, Ministries of Attorney General and Public Safety and

Solicitor General

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From: Jessica Lewis (CA - ADVS) [mailto:jessica.lewis@pwc.com]
Sent: Monday, January 29, 2018 8:46 AM
To: Cairns, Holly JAG:EX; Brouwer, Shauna JAG:EX
Subject: Future discussions on Operational Review

Hello Holly and Shauna,

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Thanks, and have a great day!

Jess

Jessica Lewis

PwC | Manager, Consulting & Deals

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Email: jessica.lewis@pwc.com

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Barnhouse, Rebecca AG:EX

From: Groot, Jeff AG:EX
Sent: Thursday, February 8, 2018 10:25 AM
To: Cairns, Holly JAG:EX
Subject: FW: PwC Materials

What can we say about the other work that PwC is doing on the Q3 numbers or the plan to have another external org/person look at them?

From: Groot, Jeff AG:EX
Sent: Thursday, February 8, 2018 10:09 AM
To: Bianco, Catherine GCPE:EX; 'Henderson, Doug'
Subject: RE: PwC Materials

We are also going to have an external agency review ICBC's Q3 numbers, but let me get the wording for you.

From: Bianco, Catherine GCPE:EX
Sent: Thursday, February 8, 2018 10:06 AM
To: Groot, Jeff AG:EX; 'Henderson, Doug'
Subject: RE: PwC Materials

I think that makes sense.

Doug -- Tiff is asking if the third bullet here is correct. It's from the Minister's remarks on Tuesday.

1. Is this the last review of ICBC or are there still others underway?

- This operational review was an analysis of ICBC business lines and was one of the priority actions outlined in my mandate letter from Premier Horgan.
- By talking to union members, by reviewing closed files, PwC delved deeply into ICBC's operations and has reported back on the effectiveness of ICBC's programs and functions, as well as identified further operational efficiencies.
- ICBC continues to conduct its own review around accountability and ensuring there is adequate oversight.
- Meanwhile, the Ministry of Finance is conducting a financial sustainability review of several government Crown Corporations, including ICBC, and we'll leverage any findings that come out of that as well.

From: Groot, Jeff AG:EX
Sent: Thursday, February 8, 2018 10:04 AM
To: Bianco, Catherine GCPE:EX; 'Henderson, Doug'
Subject: RE: PwC Materials

I guess we could put it here under an "Operational review" heading?

<https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/crown-corporations/insurance-corporation-of-british-columbia>

From: Groot, Jeff AG:EX
Sent: Thursday, February 8, 2018 9:56 AM

To: Bianco, Catherine GCPE:EX; 'Henderson, Doug'

Subject: RE: PwC Materials

I've asked Finance for their perspective. Did you have a thought about which govt web page would be suitable? There is no ICBC section in our site...

From: Bianco, Catherine GCPE:EX

Sent: Thursday, February 8, 2018 9:53 AM

To: 'Henderson, Doug'

Cc: Groot, Jeff AG:EX

Subject: RE: PwC Materials

Thanks, Doug -- Jeff, Tiff thought it was unusual that the report didn't have a place on the website.

From: Henderson, Doug [<mailto:Doug.Henderson@icbc.com>]

Sent: Thursday, February 8, 2018 9:50 AM

To: Bianco, Catherine GCPE:EX

Cc: Groot, Jeff AG:EX

Subject: RE: PwC Materials

Hi Catherine,

Thanks for sharing the materials.

To me it doesn't feel appropriate for ICBC to be the ones posting the report, at least not when its first released considering it's a report commissioned by govt.

Doug

From: Bianco, Catherine GCPE:EX [<mailto:Catherine.Bianco@gov.bc.ca>]

Sent: Thursday, February 08, 2018 9:25 AM

To: Henderson, Doug <Doug.Henderson@icbc.com>

Cc: Groot, Jeff AG:EX <Jeff.Groot@gov.bc.ca>

Subject: PwC Materials

Importance: High

Hi Doug -- I'm sharing the materials approved by Jeff's ADM.

Jeff says there's not an appropriate ministry page for posting the PwC report -- is it appropriate for ICBC to post the report and we can link to it?

Catherine

This email and any attachments are intended only for the named recipient and may contain confidential and/or privileged material. Any unauthorized copying, dissemination or other use by a person other than the named recipient of this communication is prohibited. If you received this in error or are

not named as a recipient, please notify the sender and destroy all copies of this email immediately.

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Contact Us

Barnhouse, Rebecca AG:EX

From: Pearson, Barbera JAG:EX
Sent: Friday, February 9, 2018 11:31 AM
To: Cairns, Holly JAG:EX
Subject: RE: PWC request for debrief meeting re FW: Meeting with AG RE: Future discussions on Operational Review

Hi Holly – the morning of the 15th will work in Doug's calendar – I will confirm with him that he is in agreement with this meeting request. Stay tuned.

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

From: Cairns, Holly JAG:EX
Sent: Friday, February 9, 2018 10:57 AM
To: Pearson, Barbera JAG:EX
Subject: PWC request for debrief meeting re FW: Meeting with AG RE: Future discussions on Operational Review

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Thanks – Holly

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Sent: Thursday, February 8, 2018 11:25 AM
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Holly Cairns

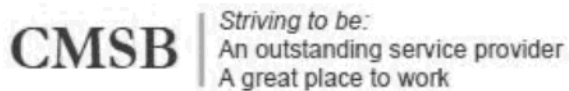
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Barnhouse, Rebecca AG:EX

From: Pearson, Barbera JAG:EX
Sent: Friday, February 9, 2018 3:25 PM
To: XT:Matthews, Lindsay ICBC:IN; Bindra, Nina JAG:EX; Kortum, Melissa AG:EX; XT:Mak, Lisa FIN:IN; Brownsey, Silas TRAN:EX; Brouwer, Shauna FIN:EX; Jimenez, Nicolas (Nicolas.Jimenez@icbc.com); 'McDaniel, Jason'; Mercer, Andrea TRAN:EX; Nitin.Sinha@icbc.com; Roberts, Steven PSSG:EX; XT:Atherton, Jerome GCPE:IN; Cairns, Holly JAG:EX; XT:Tupper, Chris GCPE:IN; Harvey, James JAG:EX; Groot, Jeff AG:EX; Helliwell, Jacob FIN:EX; Aoibhe Glynn (aoibhe.glynn@icbc.com); Leong, Philip (Philip.Leong@icbc.com); MacLeod, Sam PSSG:EX; John Wood (John.Wood@ICBC.com); XT:Henderson, Doug GCPE:IN; Foster, Doug FIN:EX; steve.crombie@icbc.com; Pecknold, Clayton PSSG:EX; Sajko, Sandra PSSG:EX; Aimers, Kelly (Kelly.Aimers@icbc.com)
Cc: Pearson, Barbera JAG:EX; Butterfield, Nicole PSSG:EX; 'Dinnie, Sheena' (Sheena.Dinnie@icbc.com); Engelbrecht, Maya JAG:EX; Greenstock, Pamela (Pamela.Greenstock@icbc.com); Justesen, Josh T FIN:EX; LeBlanc, Catherine PSSG:EX; Nancy Ko (Nancy.Ko@icbc.com); Westgate, Rachael TRAN:EX
Subject: For Your Information: PwC Operational Review of ICBC - is now posted on-line

Sent on behalf of Doug Scott, Associate Deputy Minister, Ministry of Attorney General

The PwC operational review of ICBC has now been posted online, along with an accompanying news release. You can find those here: <https://news.gov.bc.ca/releases/2018AG0004-000190>

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

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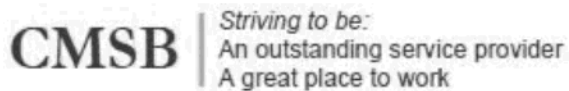
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Page 62 to/à Page 63

Withheld pursuant to/removed as

s.12

Barnhouse, Rebecca AG:EX

From: Ken McCormack <kmccormack@ara.bc.ca>
Sent: Friday, February 9, 2018 3:57 PM
To: Groot, Jeff AG:EX
Subject: Re: FYI - PwC operational review released

Thanks Jeff. We will review the report and definitely want to be part of the process going forward. Let's talk next week.

Have a great weekend.

Ken McCormack
President & CEO
Automotive Retailers Association

On Feb 9, 2018, at 2:50 PM, Groot, Jeff AG:EX <Jeff.Groot@gov.bc.ca> wrote:

Hi Ken - apologies I was unable to send this sooner, but I wanted to ensure you saw that government has now posted the PwC operational review of ICBC.

As you'll see, PwC found that rates used by the body shops were consistent among each other and within 5% of the national average (based on PwC's experience within the auto insurance industry).

There are other pieces in the report that touch on some areas where the ARA has made recommendations previously (ie. salvage).

Beyond the changes related to product reform that government announced earlier this week, the biggest potential savings that PwC identified is in ICBC making improvements to optimize its vendor management.

To do this, government has announced that ICBC is going to be looking to begin discussions with the ARA and the material damage industry on redesigning its current vendor management programs. The plan is for ICBC to work with collision repair shops and industry associations to modernize its tiering of shops, with the intention of improving efficiencies and ensuring customers receive the highest standards of vehicle repairs at the best market value.

I imagine the ARA and your members will have significant interest in this area and I just want to assure you that you will be part of these discussions and involved in this process.

I expect ICBC will also be reaching out to you soon, but please let me know if you're interested in chatting further at all about anything in here.

You can find the news release here: <https://news.gov.bc.ca/16381>

And the report here: <http://bit.ly/2FZ5G6G>

Keep in touch.

JG

Jeff Groot

Executive Director, Corporate Priorities & Strategic Engagement
Corporate Management Services Branch | Ministry of Attorney General
Direct: 778.698.5200 | Mobile: s.17

Barnhouse, Rebecca AG:EX

From: Blair Qualey <BQualey@newcardealers.ca>
Sent: Friday, February 9, 2018 2:54 PM
To: Groot, Jeff AG:EX
Subject: Re: FYI - PwC operational review released

Thanks for this Jeff. We'd be pleased to be part of the discussions. I'll review this over the weekend and get back with any questions.

Thanks again for sharing this with me.

Cheers,
Blair

From: Groot, Jeff AG:EX
Sent: Friday, February 9, 2018 2:50:21 PM
To: Blair Qualey
Subject: FYI - PwC operational review released

Hi Blair - apologies I was unable to send this sooner, but I wanted to ensure you saw that government has now posted the PwC operational review of ICBC.

Overall, it found that the majority of ICBC's operations are at or above industry average, and that rates used by the body shops were consistent among each other and within 5% of the national average.

Beyond the changes related to product reform that government announced earlier this week, the next biggest potential savings that PwC identified is in ICBC making improvements to optimize its vendor management. To do this, government has announced that ICBC is going to be looking to begin discussions with the New Car Dealers and the material damage industry on redesigning its current vendor management programs. The plan is for ICBC to work with collision repair shops and industry associations to modernize its tiering of shops, with the intention of improving efficiencies and ensuring customers receive the highest standards of vehicle repairs at the best market value.

I just want to assure you that the New Car Dealers will be part of these discussions and involved in this process. I expect ICBC will also be reaching out to you soon, but please let me know if you're interested in chatting further at all about anything in here.

You can find the news release here: <https://news.gov.bc.ca/16381>

And the report here: <http://bit.ly/2FZ5G6G>

Keep in touch.

JG

Jeff Groot

Executive Director, Corporate Priorities & Strategic Engagement
Corporate Management Services Branch | Ministry of Attorney General
Direct: 778.698.5200 | Mobile: s.17

Barnhouse, Rebecca AG:EX

From: David Black <davidblack@moveuptogether.ca>
Sent: Friday, February 9, 2018 3:00 PM
To: Groot, Jeff AG:EX
Subject: Re: FYI - PwC report release

Thanks Jeff, our members and I very much appreciate being asked to participate.

David Black, President

w: 604.299.0378 | c: 604.202.4149 | MoveUPTogether.ca

Suite 301-4501 Kingsway, Burnaby, BC V5H 0E5

Headquartered on the unceded territory of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh Úxwumixw (Squamish), Tsleil-Waututh and Qayqayt First Nations.

This message may be subject to legal privilege and is directed only to the intended recipient(s).

MoveUP is a scent free workplace.

From: "Groot, Jeff AG:EX"
Date: Friday, February 9, 2018 at 2:51 PM
To: David Black
Subject: FYI - PwC report release

Hi David – apologies I was unable to send this sooner, but I wanted to ensure you saw that government has now posted the PwC operational review of ICBC.

As you'll see, PwC found that ICBC operations, including how it manages fraud, are performing at or above industry average standards.

I want to thank you and MoveUP for the significant participation in this review. I hope when you read through, you'll see many of the comments from staff reflected in the content, as well as in some of the recommendations.

I expect ICBC will also be reaching out to you soon, but please let me know if you're interested in chatting further at all about anything in here.

You can find the news release here: <https://news.gov.bc.ca/16381>

And the report here: <http://bit.ly/2FZ5G6G>

Keep in touch.

JG

Jeff Groot

Executive Director, Corporate Priorities & Strategic Engagement

Corporate Management Services Branch | Ministry of Attorney General

Direct: 778.698.5200 | Mobile: s.17

Barnhouse, Rebecca AG:EX

From: Groot, Jeff AG:EX
Sent: Tuesday, February 13, 2018 12:27 PM
To: Cairns, Holly JAG:EX
Subject: FW: CKNW: Bellringer - ICBC review 📎

Any issues with this messaging from GCPE?

Messaging:

- When taking over this file, I announced that we would conduct an operational review of ICBC to look at waste, overbilling and opportunities for savings.
- That review has now been completed by PwC and the report is available online.
- I appreciate based on the financial situation of ICBC that the Auditor General is paying close attention to the work we're doing to keep rates affordable and get ICBC back on a better financial footing.
- We are moving forward with significant reforms to the insurance product that put ICBC's focus back on care, and which will result in \$1 billion in savings yearly for the corporation.
- What we will not be doing is taking dividends out of ICBC like the previous government did.

Background:

The Auditor General's 2017/28 - 2019/20 Performance Audit Coverage Plan has this entry in the Watching Briefs section: ICBC Capital Reserves NEW In July 2017, the Attorney General committed to conducting a comprehensive review of ICBC. This follows the release of a report from Ernst & Young that examined the organization's financial health. We will establish next steps after considering the Attorney General's report.

Jeff has checked with the Auditor General's office, which has told him they believe it was the PwC report they were referring to, but they're going to have someone confirm and call him back.

From: Robins, Shawn GCPE:EX
Sent: Tuesday, February 13, 2018 11:29 AM
To: Nelson, Tiffany GCPE:EX; Bianco, Catherine GCPE:EX
Cc: Butler, Liam GCPE:EX
Subject: FW: CKNW: Bellringer - ICBC review 📎

Do we have a note on the Auditor General's review of ICBC with a few lines we can share with MO.

NR

Page 68

Withheld pursuant to/removed as

NR

Barnhouse, Rebecca AG:EX

From: Cairns, Holly JAG:EX
Sent: Tuesday, February 13, 2018 1:21 PM
To: Groot, Jeff AG:EX
Subject: RE: CKNW: Bellringer - ICBC review ■

Looks good, thanks.

From: Groot, Jeff AG:EX
Sent: Tuesday, February 13, 2018 12:27 PM
To: Cairns, Holly JAG:EX
Subject: FW: CKNW: Bellringer - ICBC review ■

Any issues with this messaging from GCPE?

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Cc: Butler, Liam GCPE:EX
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Do we have a note on the Auditor General's review of ICBC with a few lines we can share with MO.

Page 70

Withheld pursuant to/removed as

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Barnhouse, Rebecca AG:EX

From: Cairns, Holly JAG:EX
Sent: Tuesday, February 13, 2018 7:52 PM
To: Allan Buitendag (CA - ADVS)
Cc: Jessica Lewis; David Egan (CA - ADVS); Tom C. Wong
Subject: Re: Tomorrow's meeting with the Minister

Hi Allan, please touch base with David as we discussed this afternoon and last week where I expected the focus to be. I expect Doug Scott will also have some insight into where the minister will want to focus the discussion that he will share at the pre-brief tomorrow.

Thanks - Holly

Sent from my iPhone

On Feb 13, 2018, at 4:01 PM, Allan Buitendag (CA - ADVS) <allan.c.buitendag@pwc.com> wrote:

Hello Holly, we are looking forward to the meeting tomorrow. Do you have a view as to the Minister's desired agenda and/or area of focus? Naturally we are delighted to cover a wide range of topics regarding the operational review, but if there are specific items he wants covered we would additionally prep for them.

Cheers, Allan

Allan C. Buitendag
PwC | Partner, National Insurance Leader
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Email: allan.c.buitendag@pwc.com
Assistant: Dorit Golin | T: +1 416 941 8383 ext. 16151
PricewaterhouseCoopers LLP
PwC Tower, 18 York Street, Suite 2600, Toronto ON M5J 0B2
<http://www.pwc.com/ca>



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Barnhouse, Rebecca AG:EX

From: Groot, Jeff AG:EX
Sent: Tuesday, February 13, 2018 4:51 PM
To: Bianco, Catherine GCPE:EX
Subject: RE: CKNW: Bellringer - ICBC review ■

Doug has now approved this version and I have confirmed with the OAG that the report they're referencing is the PwC one that is now public.

s.3

From: Groot, Jeff AG:EX
Sent: Tuesday, February 13, 2018 12:43 PM
To: Bianco, Catherine GCPE:EX
Subject: RE: CKNW: Bellringer - ICBC review ■

Minor edits to the first bullet so far. I've asked for Doug to review in the next 30mins, but he's in meetings with the AG so that may not happen before the AG goes into the House. I'll let you know:

- When taking over this file, I announced that we would conduct an operational review of ICBC to look at allegations of waste and overbilling, and identify opportunities for savings.
- That review has now been completed by PwC and the report is available online.
- I appreciate based on the financial situation of ICBC that the Auditor General is paying close attention to the work we're doing to keep rates affordable and get ICBC back on a better financial footing.
- We are moving forward with significant reforms to the insurance product that put ICBC's focus back on care, and which will result in \$1 billion in savings yearly for the corporation.
- What we will not be doing is taking dividends out of ICBC like the previous government did.

Background:

The Auditor General's 2017/28 - 2019/20 Performance Audit Coverage Plan has this entry in the Watching Briefs section: ICBC Capital Reserves NEW In July 2017, the Attorney General committed to conducting a comprehensive review of ICBC. This follows the release of a report from Ernst & Young that examined the organization's financial health. We will establish next steps after considering the Attorney General's report.

Jeff has checked with the Auditor General's office, which has told him they believe it was the PwC report they were referring to, but they're going to have someone confirm and call him back.

From: Robins, Shawn GCPE:EX
Sent: Tuesday, February 13, 2018 11:29 AM
To: Nelson, Tiffany GCPE:EX; Bianco, Catherine GCPE:EX
Cc: Butler, Liam GCPE:EX
Subject: FW: CKNW: Bellringer - ICBC review ■

Do we have a note on the Auditor General's review of ICBC with a few lines we can share with MO.

Page 74

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Barnhouse, Rebecca AG:EX

From: Groot, Jeff AG:EX
Sent: Wednesday, February 14, 2018 10:31 AM
To: Bianco, Catherine GCPE:EX
Subject: RE: AG Media Request: ICBC audit

They're with Doug. I'll have em back to you today.

From: Bianco, Catherine GCPE:EX
Sent: Wednesday, February 14, 2018 10:28 AM
To: Groot, Jeff AG:EX
Subject: RE: AG Media Request: ICBC audit

As always . . . thanks.

Any ETA on the two INs?

From: Groot, Jeff AG:EX
Sent: Wednesday, February 14, 2018 10:17 AM
To: Bianco, Catherine GCPE:EX
Subject: RE: AG Media Request: ICBC audit

Edits below:

1. The AG didn't announce the review until Sept
2. Without some kind of edit around the OAG piece, it presumes that we are speaking for why the OAG is looking at ICBC (not our position to do that)
3. Our standard framing around rates is that they will be affordable and more fair, not more affordable and fair

Otherwise this is approved and good to go!

JG

From: Bianco, Catherine GCPE:EX
Sent: Wednesday, February 14, 2018 10:06 AM
To: Groot, Jeff AG:EX
Subject: FW: AG Media Request: ICBC audit

Ok -- one more response to this media request -- I've edited the approved response to make it from the Ministry, rather than use 'I'. I've also added a bit to the last bullet.

Can you review/approve -- thanks.

CB

Reporter

Liza Yuzda, Reporter
CKNW AM 980
liza@cknw.com
250-385-8622 c: 250-920-8944

Deadline ASAP

Request

During an interview with the reporter, the Auditor General referred to an audit of ICBC that MDE had initiated. The reporter would like to know the status of the audit.

Background: The Auditor General's 2017/28 - 2019/20 Performance Audit Coverage Plan has this entry in the Watching Briefs section:

ICBC Capital Reserves NEW In July 2017, the Attorney General committed to conducting a comprehensive review of ICBC. This follows the release of a report from Ernst & Young that examined the organization's financial health. We will establish next steps after considering the Attorney General's report.

Recommendation: **Provide background:**

- After ~~When~~ taking over this file in July 2017, the Minister announced an operational review of ICBC to look at allegations of waste and overbilling, and identify opportunities for savings.
- That review has now been completed by PwC and is available online.
- Because of the financial situation of ICBC, it's not unusual that the Auditor General is paying close attention to the work that's being done to keep rates affordable and get ICBC back on a better financial footing.
- This government is moving forward with significant reforms to the insurance product that put ICBC's focus back on care and that will result in \$1 billion in savings yearly for the corporation.
- This government will not take dividends out of ICBC as the previous government did -- this government will ensure that rates are ~~more~~ affordable and fair for all British Columbians.

Barnhouse, Rebecca AG:EX

From: Pearson, Barbera JAG:EX
Sent: Wednesday, February 14, 2018 8:59 AM
To: Cairns, Holly JAG:EX; Groot, Jeff AG:EX
Subject: FW: MDE Meeting Request

Importance: High

It appears that the PwC briefing has been cancelled for today – were you aware of this?

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

From: Nanninga, Tanera AG:EX
Sent: Wednesday, February 14, 2018 8:57 AM
To: Pearson, Barbera JAG:EX; Richter, Connie JAG:EX
Subject: RE: MDE Meeting Request

Hi Barb....apparently George has spoken to Doug and we are not going to go ahead with this anymore....my apologies I feel so out of the loop :s

Tanera

From: Pearson, Barbera JAG:EX
Sent: Wednesday, February 14, 2018 8:51 AM
To: Nanninga, Tanera AG:EX; Richter, Connie JAG:EX
Cc: Pearson, Barbera JAG:EX
Subject: RE: MDE Meeting Request

Hi – the meeting date and time has been confirmed with PwC – they are arriving this afternoon from Vancouver to participate in person. Is there an issue?

Barbera Pearson, Manager, Business Operations
Associate Deputy Minister's Office
Ministry of Attorney General
Phone: 250-356-1143 / Cellular: s.17
<mailto:barbera.pearson@gov.bc.ca>

From: Nanninga, Tanera AG:EX
Sent: Wednesday, February 14, 2018 8:50 AM
To: Richter, Connie JAG:EX; Pearson, Barbera JAG:EX
Subject: RE: MDE Meeting Request

Sorry Connie....I thought you were going to connect with PWC....my misunderstanding. Can we look at 8:30am on the 26th? Do you have contact information?

Thanks,

Tanera

From: Richter, Connie JAG:EX
Sent: Tuesday, February 13, 2018 5:15 PM
To: Nanninga, Tanera AG:EX
Subject: RE: MDE Meeting Request

Hi, no not confirmed at our end. Has PwC been contacted or were we to confirm?
Best to find another date/time if not already confirmed.

Thank you, C

From: Nanninga, Tanera AG:EX
Sent: Tuesday, February 13, 2018 5:08 PM
To: Richter, Connie JAG:EX
Subject: RE: MDE Meeting Request

Hi Connie,

Is this confirmed?

Thanks,

Tanera

From: Nanninga, Tanera AG:EX
Sent: Tuesday, February 6, 2018 12:08 PM
To: Richter, Connie JAG:EX
Subject: RE: MDE Meeting Request

Hi Connie....Gala suggests 45 minutes. Would the 14th from 4-4:45 work?

Thank you,

T

From: Richter, Connie JAG:EX
Sent: Monday, February 5, 2018 1:55 PM
To: Nanninga, Tanera AG:EX
Subject: MDE Meeting Request

Good afternoon, Tanera.

I understand that after the mtg. with Price Waterhouse Coopers on Jan. 29th MDE advised that he wanted another meeting with them and the Ministry leads to discuss the PwC report in more detail.

Would you mind checking with Gala, who I understand was in attendance, to see what amount of time needs to be scheduled and also suggest a date for this meeting?

Thank you, C