

**Ministry of  
Finance**

**2014/15 – 2016/17  
SERVICE PLAN**

**February 2014**



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## Message from the Minister and Accountability Statement



Twelve years of fiscal discipline has British Columbia on the right path for a strong economy. We have worked diligently to build a stable foundation for lasting prosperity — a foundation that keeps costs affordable for families, supports job creation, and protects the services British Columbians depend on.

Our successful track record of prudent fiscal management is reflected in our triple-A credit rating, low debt-to-GDP ratio and our strengthened international reputation as a safe place to invest. Our commitment to spending control has never been greater or more important for our continued economic growth.

As the Minister of Finance, my role is to deliver a balanced budget by controlling spending, help support a growing economy, and maintain a low overall tax burden. We are delivering on this commitment this year, but it hasn't been easy. A balanced budget means we had to make tough choices to achieve our fiscal commitments —living within the taxpayers' means rather than taking on debt to fund programs. We have cut discretionary spending so that priority programs such as health care and education are protected. We continue to review Crown corporations to ensure we are all on the same prudent path. And, in addition to protecting core services, we have been re-investing in B.C.'s infrastructure and accelerating projects to support a struggling economy during the worldwide economic crisis.

The emerging liquefied natural gas (LNG) industry marks an exciting time for British Columbia. Government intends to introduce a competitive LNG taxation framework that will deliver long-term benefits for British Columbians, provide industry with the certainty it requires to be successful and ensure a fair return for British Columbians. The LNG industry is an opportunity for B.C. to attract new investment, create new jobs and support a growing and stable economy.

The opportunity of LNG reflects the continued importance of international trade and a visible presence in key markets, particularly Asia. British Columbia was last year the first foreign government to issue bonds into the Chinese Renminbi (CNH) market, opening doors to new investors and raising British Columbia's profile in the Asia Pacific. Government will continue exploring further opportunities to diversify our markets, products and services.

The Economic Stability Mandate for 2014 negotiations is underway and applies to all public sector employers with unionized employees whose collective agreements expire on or after December 31, 2013. Four tentative agreements were reached under this mandate before the end of December 2013, covering approximately 67,000 public-sector employees in three sectors. The mandate provides employers the ability to negotiate longer-term agreements within a fixed fiscal envelope and offers public sector employees the potential to participate in the Province's economic growth through the Economic Stability Dividend – if actual real GDP growth is one percentage point above forecast real GDP growth, then a 0.5 per cent wage increase would result, beyond whatever wage increase had

been negotiated in the contract. Settlements will be unique between sectors and reflect government's priorities of having labour stability, affordable service delivery and a balanced budget.

Commercial gaming in B.C. is a \$2.7-billion-a-year industry that provides an estimated 37,000 direct and indirect jobs for British Columbians. The Province receives more than \$1.1 billion annually in gaming revenue to support health care, local governments and thousands of non-profit community organizations. Since 2001, the Province has also provided more than \$1.6 billion in gaming grants to approximately 5,250 community organizations — the most government gaming revenue to non-profit community organizations among all other provinces in Canada. Through BCLC, the government is dedicating \$2 million over five years for a new, independent Centre for Gambling Research at the University of British Columbia, expected to open in fall 2014. The centre will conduct research on the social and behavioural aspects of gambling and will help inform the provincial responsible gambling program.

We are meeting the challenges of today with fresh ideas on how to control spending, protect our triple-A credit rating and pave the way for an era of balanced budgets. Through ongoing conversations with British Columbians, our government will continue to build an effective long-term plan to maintain our balanced budget, invest in programs and infrastructure and help keep debt affordable.

I want to thank the incredibly dedicated staff at the Ministry of Finance. I am proud to work with such a committed team of professionals every day.

The Ministry of Finance 2014/15 – 2016/17 Service Plan was prepared under my direction in accordance with the Budget Transparency and Accountability Act. I am accountable for the basis on which this plan has been prepared and for achieving specific objectives in this plan.



Honourable Michael de Jong  
Minister of Finance  
February 18, 2014

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## Purpose of the Ministry

The Ministry of Finance plays a key role in establishing, implementing and reviewing government's economic, fiscal, financial management and taxation policies.

The Ministry is responsible for delivering fair, efficient and effective tax administration, and revenue and treasury management that fund government programs, services and infrastructure essential to citizens in British Columbia.



The Ministry is also responsible for:

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

Also, the Minister of Finance is accountable for the B.C. Public Service Agency (see pages 24-31), Public Sector Employers' Council (see pages 32-33), B.C. Securities Commission, B.C. Lottery Corporation, Pacific Carbon Trust<sup>1</sup> and Partnerships B.C.<sup>2</sup>.

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

The Ministry publishes several reports – please see page 20 for links to these publications. For a list of the legislation administered by the ministry, please see pages 21-23.

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<sup>1</sup> Pacific Carbon Trust will wind down as a Crown corporation in 2014 and responsibility for the carbon-offsets program will transition to the Climate Action Secretariat.

<sup>2</sup> For more information refer to: [www.bcpublicserviceagency.gov.bc.ca/](http://www.bcpublicserviceagency.gov.bc.ca/) (Public Service Agency); <http://www.fin.gov.bc.ca/psec/> (Public Sector Employers' Council); [www.bcsc.bc.ca/](http://www.bcsc.bc.ca/) (B.C. Securities Commission); [www.bclc.com](http://www.bclc.com) (B.C. Lottery Corporation); [www.pacificcarbontrust.com/](http://www.pacificcarbontrust.com/) (Pacific Carbon Trust); [www.partnershipsbc.ca/index.php](http://www.partnershipsbc.ca/index.php) (Partnerships B.C.).

# Strategic Context

## **The Economy**

The Economic Forecast Council expects British Columbia's real GDP to grow by 2.3 per cent in 2014 and 2.7 per cent in 2015. Risks to British Columbia's economic outlook include the potential for further slowing of domestic activity, renewed weakness in the US economy and slowing Asian demand. Additional risks include the ongoing sovereign debt situation in Europe and a fluctuating Canadian dollar.

## **Fiscal Responsibility**

B.C. continues to be more resilient than other jurisdictions in meeting the challenges of global economic uncertainty. While declining natural gas revenues have had a significant impact on the economy, measures have been, and continue to be implemented to mitigate these declining revenues in order to continue delivering balanced budgets this fiscal year and into the future. These include a continued focus on reductions in discretionary spending across government, such as travel spending, freezing salaries for public sector management, continuing the public service hiring freeze, and the sale of surplus properties and assets. Surplus properties and assets are those no longer in use, not required for future use, and assets where there is no strategic benefit for the Province to own.

Additionally, in order to position the province for sustained economic growth and prosperity, a government-wide Core Review process is being conducted to ensure the best possible use of government resources. The ministry has established a Core Review team to ensure ministry programs and activities are focused on achieving government's priorities of a strong economy and secure tomorrow, and that ministry programs and services are provided as efficiently and effectively as possible.

These measures send a strong signal to international bond rating agencies which continue to reward the Province with a triple-A credit rating.

## **Government Priorities**

The government has identified a strong economy and a secure tomorrow as major priorities over the next several years. In June 2013, each minister was given a formal "mandate letter" that identifies both government-wide and ministry specific priorities and initiative they will deliver. This service plan includes the priorities and initiatives that were outlined in the [Minister of Finance's mandate letter](#)<sup>3</sup>.

The Ministry of Finance is committed to contributing to government's priorities by:

- Introducing and delivering on a balanced budget, focused on prudent fiscal management of all government funds and rigorous expenditure management control.
- Participating in the Core Review process to ensure that ministry services and programs are available to British Columbians in the most effective and efficient manner possible.
- Protecting the province's credit rating by maintaining creditor, investor and consumer

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<sup>3</sup> For more information refer to: [http://www.gov.bc.ca/premier/cabinet\\_ministers/michael\\_dejong\\_mandate\\_letter.pdf](http://www.gov.bc.ca/premier/cabinet_ministers/michael_dejong_mandate_letter.pdf)

confidence. This is important for keeping borrowing costs as low as possible and for attracting investment and creating jobs,

- Supporting the [B.C. Jobs Plan](#)<sup>4</sup> through tax initiatives, fiscal responsibility, and the elimination of red tape in order to foster an environment that encourages economic growth and business success.
- Ensuring a fair, effective and competitive tax, benefit and regulatory environment that increases confidence in government, attracts and retains personal and business investment, and funds provincial programs and services for British Columbians.
- Creating a Prosperity Fund that will see a portion of new provincial revenues from Liquefied Natural Gas used to help maintain low tax rates for individuals and families living and working in British Columbia, make investments in services like health care and education, and contribute to eliminating the province's debt over time, thereby lessening the burden on future generations.

### **Return to a Provincial Sales Tax**

In August 2011, British Columbians voted in favour of eliminating the HST and returning to the provincial sales tax (PST) plus federal goods and services tax (GST) system. On April 1<sup>st</sup> 2013, the PST was re-implemented with all permanent exemptions and common-sense improvements that will make administration of the sales tax easier for businesses.

The new PST was implemented under a more modern and streamlined Act (the *Provincial Sales Tax Act* or PSTA) with taxation legislation that is clearer, easier to understand and comply with, and easier to administer. In addition, a new e-service called [eTaxBC](#)<sup>5</sup> was introduced, providing businesses with online PST registration, tax return filing and payment, and other self-service options such as account maintenance and closure. This new online service will make it easier and faster for businesses to manage their PST accounts.

Implementation of all PST business activities, including audit and compliance functions, will be completed in 2014/15. The ministry will continue to assist businesses through the transition to the new PST through education and outreach programs.

### **Gaming**

The increasing complexity of gaming poses new regulatory and enforcement challenges. For example, the introduction of casino-style games offered over the internet, as well as gaming on mobile devices, marks a significant milestone in the evolution of the gaming industry. In order to keep up with technological advances, the ministry will need to ensure regulatory and enforcement practices evolve along with the industry.

The ministry continues to work with the B.C. Lottery Corporation, the gaming industry and the federal government to move the gaming industry away from a cash dependent industry in order to diminish opportunities to legitimize proceeds of crime in gaming facilities in the province. Anti-money laundering strategies, including the increased use of electronic methods to access funds in gaming facilities will work to ensure the integrity of gaming activities in British Columbia.

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<sup>4</sup> For more information refer to: <http://www.bcjobsplan.ca/>

<sup>5</sup> For more information refer to: <http://www2.gov.bc.ca/gov/topic.page?id=A613037D98294F319378D9B33829B3FC>

# Goals, Objectives, Strategies and Performance Measures

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

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

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

The government's ability to achieve a sustainable fiscal environment relies on the development and maintenance of a prudent and resilient fiscal plan. The Ministry plays a critical role in overseeing the fiscal plan and works closely with the federal government, provincial ministries and other public sector partners to ensure that government's annual and three-year revenue, and operating and capital expenditure targets are met.

### Strategies

- Continuously monitor revenues, spending and debt set out in the [fiscal plan](#)<sup>6</sup>, and take corrective action as required to meet targets.
  - Undertake regular outreach activities with the private sector to ensure economic transparency and facilitate the ability to respond effectively, should action be required.
  - Continue to consult with the Economic Forecast Council, a group of independent Canadian economic forecasters who provide advice to the Minister of Finance in developing the budget and fiscal plan.
- Facilitate the sales of surplus properties and assets as set out in [Balanced Budget 2013](#)<sup>7</sup>.
- Develop a framework for the creation of a Prosperity Fund into which a portion of new provincial revenue from Liquefied Natural Gas development will flow.
- Ensure effective cash management to minimize borrowing requirements and debt service costs.
- Manage government's 10 year capital plan ensuring strategic investments in infrastructure, including hospitals, roads and schools, across the province reflect the priorities of government as outlined in *Strong Economy, Secure Tomorrow*.

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<sup>6</sup> For more information refer to:  
[http://www.bcbudget.gov.bc.ca/2013\\_June\\_Update/bfp/2013\\_June\\_Budget\\_Fiscal\\_Plan.pdf](http://www.bcbudget.gov.bc.ca/2013_June_Update/bfp/2013_June_Budget_Fiscal_Plan.pdf)

<sup>7</sup> For more information refer to:  
[www.bcbudget.gov.bc.ca/2013\\_June\\_Update/backgrounders/2013\\_June\\_backgrounder\\_fiscal\\_balanced\\_budget.pdf](http://www.bcbudget.gov.bc.ca/2013_June_Update/backgrounders/2013_June_backgrounder_fiscal_balanced_budget.pdf)

**Performance Measure 1: Provincial credit rating**

Performance Measure	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Provincial credit rating	Aaa	Aaa	Aaa	Aaa

Data Source: Moody's Investor Service (Credit Rating Agency).

**Discussion**

This measure is the provincial credit rating determined by Moody's Investors Service, a recognized and independent credit rating agency. This credit rating influences the interest rate that the Province is charged when it borrows in either the domestic and international capital markets. Credit ratings are provided in descending alphabetical order from A to C – highest to lowest. Triple-A (Aaa) is the highest possible rating and it is provided only to those public and private sector organizations that are assessed as borrowers with excellent financial security and pose low risk for investor loss. Organizations with a strong triple-A credit rating are generally offered the lowest interest rates when borrowing.

In determining the Province's credit rating, rating agencies evaluate debt as a percentage of gross domestic product (GDP) and interest owing as a percentage of gross receipts. Agencies also consider the government's track record in meeting its fiscal targets, its transparency in budgeting and reporting, the economic outlook, and business and consumer confidence in the economy. With government's continued focus on prudent fiscal management, it anticipates maintaining its triple-A credit rating.

**Performance Measure 2: Budget deficit / surplus**

Performance Measure	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Budget deficit / surplus	\$175M surplus	As set out in government fiscal plan	As set out in government fiscal plan	As set out in government fiscal plan

Data Source: British Columbia Budget and Fiscal Plan.

**Discussion**

This measure reflects the Ministry of Finance's overall success in implementing the government's fiscal plan. Specifically, the government will continue to uphold its commitment to deliver a balanced budget in 2014/15 and for future years to come.

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

The Ministry supports accountability and transparency through the public release of financial and program information and a variety of governance frameworks that apply to ministries and the broader public sector. The successful implementation of effective governance frameworks supports increased value for use of public funds and contributes to public confidence in government. To facilitate the application of these frameworks, the Ministry supports government with tools and training to build necessary capacity.

### Strategies

- Provide governance and oversight to:
  - Ensure all government entities (e.g. ministries, Crown agencies, etc.) are publicly accountable for their programs, services and fiscal management, including continuing Crown Reviews for Crown corporations and other designated organizations.
  - Ensure appropriate financial and program management, systems and guidance are in place for the broader public service.
- Use risk-based approaches to effectively manage government's resources.
- Undertake strategic reviews of government business processes to identify opportunities to maximize efficiency.
- Meet statutory reporting requirements and comply with generally accepted accounting principles (GAAP).<sup>8</sup>

## Performance Measure 3, 4 and 5: **Annual Release Dates for Budget and Public Accounts, and Audit Opinion**

Performance Measure	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Release date of the <i>Budget</i>	February 19, 2013	February 18, 2014	By legislated due date	By legislated due date
Completion date of the <i>Public Accounts</i> <sup>1</sup>	On or Before June 30, 2013	On or before June 30, 2014	On or before June 30, 2015	On or before June 30, 2016
Audit opinion	Public Accounts in compliance with GAAP	Public Accounts in compliance GAAP	Public Accounts in compliance with GAAP	Public Accounts in compliance with GAAP

**Data Source:** Release of the *Public Accounts*.

<sup>1</sup> The legislated due date for the release of the *Public Accounts* is August 31<sup>st</sup> for the previous fiscal year.

<sup>8</sup> The government of British Columbia adheres to generally accepted accounting principles for senior Canadian governments as identified by the Public Sector Accounting Board.

## Discussion

The first two measures capture the timeliness of government budgeting and financial reporting. Timely release of financial information is critical for effective use of the information and helps instill public confidence in government's ability to manage its resources. The *Budget Transparency and Accountability Act* requires the release of the Province's budget by the third Tuesday of February in the immediately preceding fiscal year and the Province's financial statements (*Public Accounts*) by August 31 following each fiscal year end.

The third measure is an indication of government's transparency in accounting for its finances. In preparing the *Public Accounts*, the Ministry strives to provide an open, accurate and fair representation of the government's financial position in accordance with generally accepted accounting principles (GAAP). To validate this position, government seeks an independent audit opinion that offers an objective assessment of its financial reporting.

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

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

A tax system that is perceived by British Columbians to be fair increases their confidence in government. Furthermore, the Province's ability to develop a strong and vibrant economy depends on a tax and regulatory environment that is both nationally and internationally competitive. Jurisdictions with competitive tax regimes and regulatory frameworks are successful in attracting and retaining personal and business investment. This success in turn enhances economic development and generates stable revenues to support critical government services such as health care and education.

### Strategies

- Continue to improve the fairness, competitiveness and sustainability of the provincial tax system.
  - Continue to consider and implement the recommendations of the Tax Competitiveness Panel.
  - Work with the Ministers of Finance of Ontario and Quebec to secure an agreement on a consistent and competitive film industry tax credit regime.
- Ensure financial and corporate regulatory frameworks are efficient and effective, and protect the public interest.
- Commit to net zero regulatory gain through 2015.
- Support the Ministry of Jobs, Tourism and Skills Training in implementing a *Regulatory Reporting Act* to mandate annual reporting on regulatory reform.
- Advance B.C.'s interests with the federal and other provincial governments on federal-provincial fiscal relations.
  - Continue to pursue a Cooperative Capital Markets Regulator for Canada that protects British Columbia's interests and ensures the B.C. securities industry is not negatively impacted.

- Work with the Minister of Education to ensure maximum participation for the \$1,200 B.C. Education and Training Savings Grant.

### **Performance Measure 6, 7 and 8: Provincial Income Tax Ranking**

<b>Performance Measure</b>	<b>2013/14 Forecast</b>	<b>2014/15 Target</b>	<b>2015/16 Target</b>	<b>2016/17 Target</b>
Provincial ranking of corporate income tax rates	Second lowest	Remain in the lowest four	Remain in the lowest four	Remain in the lowest four
Provincial ranking of personal income tax rates for the bottom tax bracket	Second lowest	Remain in the lowest two	Remain in the lowest two	Remain in the lowest two
Provincial ranking of personal income tax rates for the second-from-bottom tax bracket	Lowest	Remain in the lowest two	Remain in the lowest two	Remain in the lowest two

**Data Source:** Published legislation and budgets from all 10 provinces.

### **Discussion**

The measure of the provincial ranking of corporate income tax rates compares the general corporate income tax rate in British Columbia, as of March 31 each year, to those of other provinces in Canada. The targets reflect government’s commitment to maintaining a competitive tax environment that fosters economic growth by encouraging business investment and promoting a business-friendly environment.

The two measures of the provincial ranking of personal income tax rates provide a comparison of British Columbia’s personal income tax rates for the bottom two tax brackets, as of March 31 each year, with those of the other nine provinces. These targets demonstrate government’s commitment to maintaining low tax rates for individuals and families living and working in British Columbia.

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

The Ministry manages revenue in relation to statutes it directly administers, as well as statutes administered by other ministries.<sup>9</sup> These revenues support the provision of important government programs and services such as health care, education, social services and transportation infrastructure for British Columbians.

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<sup>9</sup> See Appendix C: Legislation Administered by the Ministry.

The Ministry is committed to identifying and collecting amounts owed to government in a manner that is fair and respectful to citizens and taxpayers.

### Strategies

- Continue to administer the transition from HST to a PST and GST tax system.
- Simplify and streamline tax and other revenue legislation administration.
- Focus compliance activities on areas with the highest risk of non-compliance.
- Explore further opportunities for applying technological solutions to improve compliance and enforcement activities.
- Improve collaboration across jurisdictions to help ensure tax revenue owed to the Province is identified and received in a timely manner.
- Improve practices used to collect outstanding amounts owed to government.
- Continue to consolidate government revenue management.

### Performance Measure 9: Per Cent of Amounts Owed to Government Paid or Collected

Performance Measure	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Per cent of amounts owed to government paid or collected <sup>1</sup>	94.45%	Maintain	Maintain	Maintain

**Data Source:** Ministry of Finance business information systems

<sup>1</sup> This measure includes all amounts owed to government and administered by the Ministry of Finance. Amounts owed to government include revenue identified during the fiscal year and overdue accounts from the current and previous fiscal years. These amounts may be billed by the Ministry, self-assessed by individuals and businesses, or identified by the Ministry through audit and compliance activities. Since the transition to HST (July 1, 2010), which was administered by the Canada Revenue Agency, this measure no longer included provincial sales tax. With the reinstatement of the PST on April 1, 2013, this measure will once again include the PST and performance will be baselined in 2013/14, with future targets revised as appropriate.

### Discussion

This measure reports on the success of the Ministry in collecting all amounts under its administration owed to government in a specific fiscal year. This measure includes amounts owed to government where the Ministry is responsible for both revenue and debt collection functions. It excludes revenue and debt collections for personal and corporate income tax, and HST collected by the Canada Revenue Agency on behalf of the Province. As a result, this measure reflects approximately 40 per cent of revenue overseen by the Ministry.

## Goal 3: Responsible regulation of gaming opportunities

Commercial gaming in B.C. is a \$2.7 billion a year industry, contributing \$1.1 billion annually to government revenue to support health care, local governments and thousands of community organizations. The Ministry ensures that gaming in the province is conducted and managed responsibly, and that the interests of the public are protected.

### Objective 3.1: British Columbians continue to have confidence in the management of gaming

#### Strategies

- Ensure that all gaming in the province, including gaming conducted over the Internet, is subject to a high level of rigour and scrutiny. This includes ensuring appropriate people and companies are involved in the gaming industry, conducting regular audits of all commercial gaming venues, and investigating allegations of wrongdoing to ensure the integrity of gaming and use of proceeds.
- As part of a broader enforcement strategy, work with the British Columbia Lottery Corporation and the gaming industry to move away from cash-based play in order to prevent money laundering activity at casinos.

### Performance Measure 10: Enhanced access to funds in gaming facilities

Performance Measure	2011/12 Baseline	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Enhance access to funds in gaming facilities	Two options	Introduce three new options	Research and report on one new option	Research and report on one new option	Research and report on one new option

Data Source: Gaming Policy and Enforcement Branch.

#### Discussion

This measure tracks the Ministry's progress in implementing a suite of options to enhance access to funds in gaming facilities. Providing options that result in the increased use of electronic methods to access funds in casinos enables an increased vigilance of large cash amounts carried into casinos, which supports the Ministry's strategy to prevent money laundering activity and move gaming away from a cash dependent industry. This will diminish opportunities for criminal attempts to legitimize illegal proceeds of crime in gaming facilities in the province.

Prior to 2012/13, casino patrons had the option of using the Patron Gaming Fund or an automated teller machine to access funds. In 2012/13, the Ministry added three new access options: the ability to access debit at the cash cage; the use of a cheque hold process; and the use of preapproved cheques. In 2013/14, casino patrons were given the ability to access funds inside a casino through internet transfer and U.S. funds transfer. In 2014/15, the Ministry will investigate and determine the viability of allowing patrons to use international currency transfers as a way to deposit money into Patron Gaming Fund accounts.

# Resource Summary

Core Business Area	2013/14 Restated Estimates <sup>1</sup>	2014/15 Estimates <sup>2</sup>	2015/16 Plan	2016/17 Plan
<b>Operating Expenses (\$000)</b>				
Treasury Board Staff.....	6,709	6,709	6,709	6,709
Office of the Comptroller General.....	19,908	19,908	18,477	18,495
Treasury.....	1	1	1	1
<b>Revenue Division</b>				
Gross	205,762	204,922	193,814	193,814
Recoveries	(139,696)	(140,356)	(129,248)	(129,248)
Revenue Division Net.....	66,066	64,566	64,566	64,566
Policy and Legislation.....	4,975	4,975	4,975	4,975
Public Sector Employers' Council Secretariat.....	16,640	16,640	16,640	16,640
Internal Audit and Crown Governance.....	3,164	3,164	3,164	3,164
Executive and Support Services.....	11,393	11,398	11,400	11,400
Gaming Policy and Enforcement.....	19,819	19,819	19,819	19,819
<b>Insurance and Risk Management Account</b>				
Gross	53,622	53,622	53,622	53,622
Recoveries <sup>3</sup>	(49,431)	(49,431)	(49,431)	(49,431)
Insurance and Risk Management Account Net....	4,191	4,191	4,191	4,191

Core Business Area	2013/14 Restated Estimates <sup>1</sup>	2014/15 Estimates <sup>2</sup>	2015/16 Plan	2016/17 Plan
Provincial Home Acquisition Wind Up special account <sup>4</sup> .....	10	10	10	10
<b>Total .....</b>	<b>152,876</b>	<b>151,381</b>	<b>149,952</b>	<b>149,970</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services.....	7,995	711	10	10
Gaming Policy and Enforcement.....	23	0	0	0
<b>Total .....</b>	<b>8,018</b>	<b>711</b>	<b>10</b>	<b>10</b>
<b>Other Financing Transactions (\$000)</b>				
<b>Reconstruction Loan Portfolio</b>				
Receipts.....	(17,000)	(12,500)	(12,000)	(12,000)
Disbursements.....	400	400	400	400
<b>Net Cash Requirements (Source).....</b>	<b>(16,600)</b>	<b>(12,100)</b>	<b>(11,600)</b>	<b>(11,600)</b>
<b>StudentAid BC Loan Program</b>				
Receipts.....	(90,000)	(100,000)	(100,000)	(100,000)
Disbursements.....	230,000	230,000	230,000	230,000
<b>Net Cash Requirements (Source).....</b>	<b>140,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>
<b>International Fuel Tax Agreement (Motor Fuel Tax Act)</b>				
Receipts.....	(12,043)	(13,579)	(13,579)	(13,579)
Disbursements.....	2,643	2,456	2,456	2,456
<b>Net Cash Requirements (Source).....</b>	<b>(9,400)</b>	<b>(11,123)</b>	<b>(11,123)</b>	<b>(11,123)</b>

Core Business Area	2013/14 Restated Estimates <sup>1</sup>	2014/15 Estimates <sup>2</sup>	2015/16 Plan	2016/17 Plan
<b>Land Tax Deferment Act</b>				
Receipts.....	(52,000)	(58,000)	(63,000)	(63,000)
Disbursements.....	110,000	120,000	125,000	125,000
<b>Net Cash Requirements (Source).....</b>	<b>58,000</b>	<b>62,000</b>	<b>62,000</b>	<b>62,000</b>
<b>Provincial Home Acquisition Wind Up special account</b>				
Receipts.....	(18)	(18)	(18)	(18)
Disbursements.....	0	0	0	0
<b>Net Cash Requirements (Source).....</b>	<b>(18)</b>	<b>(18)</b>	<b>(18)</b>	<b>(18)</b>

<sup>1</sup> For comparative purposes, amounts shown for 2013/14 have been restated to be consistent with the presentation of the 2014/15 Estimates.

<sup>2</sup> Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates. (<http://www.bcbudget.gov.bc.ca/>)

<sup>3</sup> These recoveries represent amounts paid into the Insurance and Risk Management special account in respect of agreements or arrangements with participants, and amounts required to be paid into the account under regulations.

<sup>4</sup> This account is established under the *Special Appropriation and Control Act* effective April 1, 2004, for the purpose of providing for expenditures for the winding up of the loan and financial assistance programs under the *Home Conversion and Leasehold Loan Act*, *Home Mortgage Assistance Act*, *Home Purchase Assistance Act*, *Homeowner Interest Assistance Act* and Provincial Home accounts and guarantee claims paid under the mortgage assistance programs.

# Appendices

## Ministry Contact Information

### Ministry Central Office

PO Box 9417 Stn Prov Govt  
Victoria BC V8W 9V1  
Phone: 250 387-3184  
Fax: 250 387-1655

### Minister's Office

Honourable Michael de Jong  
PO Box 9048 Stn Prov Govt  
Victoria BC V8W 9E2  
Phone: 250 387-3751  
Fax: 250 387-5594

### Media Queries

Phone: 250 356-9872  
Fax: 250 356-2822

### Problem Gambling Help Line

For help in recognizing the warning signs of problem gambling and to get information on free programs, services and resources available to assist problem gamblers and their families:

Call 1-888-795-6111 or visit [www.bcreponsiblegambling.ca](http://www.bcreponsiblegambling.ca)  
(confidential, free service available 24 hours/7 days, in multiple languages)

### Tax Questions

For questions about British Columbia's Provincial Sales Tax, Motor Fuel Tax, Tobacco Tax, Carbon Tax, Tax on Designated Property and Residential Energy Credit and Rebate program:

Toll-free anywhere in B.C. **1 877 388-4440**  
Or email: [CTBTaxQuestions@gov.bc.ca](mailto:CTBTaxQuestions@gov.bc.ca)

## Hyperlinks to Additional Information

### Reports and Publications

- Budget and Fiscal Plan, Estimates, Public Accounts, Quarterly Reports, and Financial and Economic Review: [www.fin.gov.bc.ca/pubs.htm](http://www.fin.gov.bc.ca/pubs.htm)
- For more information and other Ministry Service Plans and Annual Service Plan Reports, please visit: <http://www.bcbudget.gov.bc.ca/default.htm>
- For other reports and publications of the British Columbia Ministry of Finance, please visit: [www.fin.gov.bc.ca/pubs.htm](http://www.fin.gov.bc.ca/pubs.htm)

**Gaming Policy and Enforcement:** [www.gaming.gov.bc.ca](http://www.gaming.gov.bc.ca)

The Minister of Finance is also the Minister responsible for the following Crown corporations, Boards, Commissions and Advisory Committees:

### Crown Corporations:

- Partnerships B.C.: [www.partnershipsbc.ca/](http://www.partnershipsbc.ca/)
- Pacific Carbon Trust Inc.: [www.pacificcarbontrust.com/](http://www.pacificcarbontrust.com/)
- B.C. Lottery Corporation: [www.bclc.com](http://www.bclc.com)
- B.C. Securities Commission: [www.bcsc.bc.ca/](http://www.bcsc.bc.ca/)

### Boards and Commissions

- Financial Institutions Commission: [www.fic.gov.bc.ca/](http://www.fic.gov.bc.ca/)
- Financial Services Tribunal: [www.fst.gov.bc.ca/](http://www.fst.gov.bc.ca/)
- Insurance Council of British Columbia: [www.insurancecouncilofbc.com/PublicWeb/Home.html](http://www.insurancecouncilofbc.com/PublicWeb/Home.html)
- Public Sector Employers' Council: <http://www.fin.gov.bc.ca/psec/>
- Real Estate Council of British Columbia: [www.recbc.ca/](http://www.recbc.ca/)

### Advisory Committees:

- Accounting Policy Advisory Committee:  
[www.fin.gov.bc.ca/brdo/boardView.asp?boardNum=191095](http://www.fin.gov.bc.ca/brdo/boardView.asp?boardNum=191095)

## **Legislation Administered by the Ministry**

The Minister of Finance is charged with the administration of the following enactments, presented alphabetically.

*Auditor General Act*

*Balanced Budget and Ministerial Accountability Act*

*Bonding Act*

*British Columbia Railway Finance Act*

*Budget Transparency and Accountability Act*

*Business Corporations Act*

*Capital Financing Authority Repeal and Debt Restructuring Act*

*Carbon Tax Act*

*Constitution Act ss. 25-27*

*Consumption Tax Rebate and Transition Act (repealed)*

*Cooperative Association Act*

*Credit Union Incorporation Act*

*Creditor Assistance Act*

*Esquimalt and Nanaimo Railway Belt Tax Act*

*Finance Statutes Amendment Act, 2011 s.142*

*Financial Administration Act*

*Financial Information Act*

*Financial Institutions Act (except as it relates to the establishment and operation of the Corporate Registry)*

*Gaming Control Act (except part 6)*

*Home Owner Grant Act*

*Hotel Room Tax Act (repealed)*

*Income Tax Act*

*Income Trust Liability Act*

*Indian Self Government Enabling Act*

*Insurance (Captive Company) Act (the Act except as it relates to the establishment and operation of the Corporate Registry)*

*Insurance Act*

*Insurance Premium Tax Act*

*International Business Activity Act*

*International Interests in Mobile Equipment (Aircraft equipment) Act*

*Land Tax Deferment Act*

*Logging Tax Act*

*Manufactured Home Act (the Act except as it relates to the establishment and operation of the Manufactured Home Registry)*

*Ministry of Consumer and Corporate Affairs Act ss. 3 and 4(a)*

*Miscellaneous Registrations Act, 1992 (the Act except as it relates to the establishment and operation of the Personal Property Registry)*

*Mortgage Brokers Act*

*Motor Fuel Tax Act*

*Mutual Fire Insurance Companies Act* (the Act except as it relates to the establishment and operation of the Corporate Registry)  
*New Housing Transition Tax and Rebate Act*  
*Partnership Act* (the Act except as it relates to the establishment and operation of the Corporate Registry)  
*Pension Agreement Act*  
*Pension Benefits Standards Act*  
*Pension Fund Societies Act* (the Act except as it relates to the establishment and operation of the Corporate Registry)  
*Personal Property Security Act* (the Act except as it relates to the establishment and operation of the Personal Property Registry)  
*Petroleum and Natural Gas Act ss. 74-77*  
*Ports Property Tax*  
*Probate Fee Act*  
*Property Transfer Tax Act*  
*Provincial Sales Tax Act*  
*Public Service Act*  
*Public Sector Employers Act*  
*Public Sector Pension Plans Act*  
*Public Service Benefit Plans Act*  
*Public Service Labour Relations Act*  
*Real Estate Development Marketing Act*  
*Real Estate Services Act*  
*Repairers Lien Act* (the Act except as it relates to the establishment and operation of the Personal Property Registry)  
*Sechelt Indian Government District Home Owner Grant Act*  
*Securities (Forged Transfer) Act*  
*Securities Act*  
*Securities Transfer Act*  
*Social Service Tax Act* (repealed)  
*Society Act* (the Act except as it relates to the establishment and operation of the Corporate Registry)  
*South Coast British Columbia Transportation Authority Act* (Part 7.1)  
*Special Accounts Appropriation and Control Act* (the Act except ss. 4, 5, 8, 9 and 9.2 – 9.6)  
*Taxation (Rural Area) Act*  
*Tobacco Tax Act*  
*Unclaimed Property Act*  
*Warehouse Lien Act*  
*Warehouse Receipt Act*

The Minister of Finance is charged with the administration of the following enactments in areas related to revenue management processes only.

*Forest Act*

*Forest and Range Practices Act*

*Forest Practices Code of British Columbia Act*

*Forest Stand Management Fund Act*

*Homeowner Protection Act*

*Medicare Protection Act*

*Mineral Land Tax Act*

*Mineral Tax Act*

*Mines Act*

*Ministry of Forests and Range Act*

*Oil and Gas Activities Act*

*Oil and Gas Commission Act*

*Petroleum and Natural Gas Act*

*Police Act*

*Range Act*

*School Act*

*Wildfire Act*

# BC Public Service Agency

## Purpose of the Agency

The BC Public Service Agency provides human resource leadership, expertise, services and programs that contribute to better business performance of ministries and government as a whole.

## Strategic Context

The BC Public Service is the largest corporate workforce in the province, serving all communities across British Columbia. From frontline workers to accountants and architects, researchers and analysts, information technology professionals and others, there is virtually no area of expertise unrepresented. Public servants provide a wide range of services to British Columbians such as health care, public safety, education, and environmental management, to name a few.

The BC Public Service Agency supports the work that these public servants do by providing human resource services such as hiring, payroll, labour relations and learning. In doing so, it helps ensure that the BC Public Service continues to have the right people to do that work. Some internal and external factors impacting the BC Public Service Agency's work are:

### External Factors

- Canada is currently in a period of fiscal restraint where public sector spending is being reduced as federal and provincial governments work to bring deficits under control. The reduction in public sector spending makes finding ways to deliver services in a more effective manner a high priority. In response, the BC Public Service has adopted Lean Six Sigma, a proven process improvement philosophy and methodology, to guide us in changing our business processes to eliminate steps that don't benefit our customers.
- Changing demographics, such as an aging and increasingly diverse population, continue to influence employers in many ways. One such example is the financial pressure an aging workforce is putting on benefit plans. Conference Board of Canada research has shown that benefits costs are increasing 10 per cent each year, and make up an increasing percentage of the total cost of employment.
- While the current global economic influences are easing the demand for labour in the short-term, the labour market is expected to remain tight in the long-term. Skilled employees expect an engaging work environment, learning, development and career growth opportunities, as well as competitive salaries and benefits. For the public service to retain and attract skilled labour it remains important to continue refining human resource strategies to meet growing employee expectations.

## Internal Factors

- The [corporate human resource strategy](#),<sup>10</sup> *Being the Best 2012*, lays out a plan for building a better BC Public Service and transforming our organizational culture to create an employment experience that is not only engaging, but enables us to offer the citizens' of British Columbia our very best. The three areas of focus within the plan are:
  - 6 Sigma Lean Thinking - applying a proven business improvement approach in the BC Public Service that will help us find new efficiencies, put employee ideas and leadership into action and broaden our repertoire of solutions.
  - Diversity - embracing the diversity of our organization enables us to better meet citizens' expectations of accessing government services in diverse ways. A corporate diversity strategy, [Reflecting Our Communities](#)<sup>11</sup>, expands upon what diversity is, why it is a priority, what the BC Public Service has accomplished to date and the plan for ensuring all our policies and procedures reflect the diverse communities we serve.
  - Health and Workplace Safety – recognizing that employees' safety, health and work-life balance have an important influence on their professional success and productivity.
- In recent years, the Agency has been pursuing a transformation agenda designed to provide fully integrated human resource delivery systems, which has resulted in more effective services, reduced the overall costs of the human resource function in government and supported the goals articulated in the corporate human resource plan, *Being the Best 2012*. The focus has shifted to continuous improvement of the human resource self service delivery model allowing the development of new products, services and expertise to meet growing expectations and the changing needs of our workforce.
- To ensure the most efficient use of our valuable human resources, the BC Public Service is implementing ways of supporting employee mobility across ministries in order to reduce costs and maintain critical services for the citizens of British Columbia.

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<sup>10</sup> For more information, refer to: <http://www.bcpublicserviceagency.gov.bc.ca/down/BeingtheBest.pdf>

<sup>11</sup> For more information, refer to: [http://www.bcpublicserviceagency.gov.bc.ca/down/Diversity\\_Strategy.pdf](http://www.bcpublicserviceagency.gov.bc.ca/down/Diversity_Strategy.pdf)

# Goals, Objectives, Strategies and Performance Measures

**Goal 1: Provide high quality and innovative workforce solutions that enable the BC Public Service to deliver services expected and needed by British Columbians.**

**Objective 1.1: Modernized, responsive and flexible management of human resources.**

**Objective 1.2: Informed and strategically aligned resources supporting the delivery of human resource services.**

**Objective 1.3: Focused and purposeful investment in human resources.**

**Objective 1.4: The goals of the corporate human resource plan for the BC Public Service, *Being the Best 2012*, are realized.**

## Strategies

- Continue refining the delivery of human resource services to align with leading practices, reduce HR transactional costs, improve service quality and redirect funding to specialized services.
- Lead the implementation of Lean Six Sigma, a process improvement methodology, across the BC Public Service through the Lean BC office.
- Continue supporting implementation of the corporate diversity strategy, *Reflecting our Communities*, through further integration of diversity into BC Public Service human resource practices, to ensure the BC Public Service better reflects and is more responsive to the needs of citizens and communities.
- Invest in technologies to automate the capture and transfer of critical employee data to improve the efficiency and integrity of data management.
- Support the open government initiative by exploring opportunities to improve access to reliable and consistent Human Resource information, to meet the needs of both the BC Public Service and citizens.
- Continue implementing a health and productivity strategy that takes a proactive and preventative approach in supporting a healthy and productive workforce and avoiding BC Public Service benefit cost increases due to illness and disability.

- Continue implementing *Being the Best 2012*, using feedback and results to develop an updated strategy that assists ministries in meeting their goals, while supporting increased capacity and employee engagement.

**Performance Measure 1: Absences related to illness and injury days per Full Time Equivalent (FTE)<sup>12</sup>**

Performance Measure	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Absences related to illness and injury per FTE <sup>1</sup>	9.1	9.1	9.1	9.0

Data Source: BC Public Service Agency

<sup>1</sup> For the purpose of this performance measure, absences refer to short term illness and non-occupational injuries.

**Discussion**

The BC Public Service recognizes that employers who support employees to optimize their healthcare are better equipped to provide the best possible customer service to the public. However, an aging workforce, changing demographics, and the rising prevalence of chronic disease in the population are challenges faced by all employers in British Columbia.

This measure identifies the number of days lost due to illness and injury. As a result of factors such as demographic shifts, the number of days lost over the last several years has been slowly increasing. Therefore, to more accurately reflect the current employee demographics, the target has been adjusted from 8.4 days as outlined in the previous service plan, to 9.1 days. Despite this increase, the BC Public Service continues to compare favourably against the Canadian provincial public sector average of 10.2 days and the federal public sector at 12.5 days<sup>13</sup>. The difference between the BC Public Service and the provincial public sector average represents \$4.7 million dollars of avoided illness and injury leave costs for the BC Public Service and reflects our focus on health promotion and prevention services, at-work supports for employees with illnesses or injuries, and timely rehabilitation and return to work for employees who are off work due to an illness or injury.

The BC Public Service is committed to an emphasis on earlier interventions and services which are expected to have long-term positive impacts on employee health outcomes which over time will result in lower leave absences due to illness and injury.

<sup>12</sup> One FTE is defined as an employee who works 1820 hours a year. This could be one full-time employee, or more than one part-time employee who collectively work 1820 hours. One employee who works overtime would proportionately increase the FTE calculation.

<sup>13</sup>Source of comparative information is "[Work absences in 2011](#)." *Perspectives on Labour and Income*. Statistics Canada, April 20, 2012. page 8. ([www.statcan.gc.ca/pub/75-001-x/2012002/article/11650-eng.pdf](http://www.statcan.gc.ca/pub/75-001-x/2012002/article/11650-eng.pdf))

### Performance Measure 2 and 3: Workforce utilization

Performance Measure	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Reduction in FTE utilization	26,600	26,300	26,300	26,300

**Data Source:** BC Public Service Agency

Performance Measure	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
Auxiliaries as a percentage of the workforce	5%	5%	5%	5%

**Data Source:** BC Public Service Agency

### Discussion

The targeted decline in FTE utilization reflects the continued budgetary requirement for government to prioritize key government services and programs and achieve savings and improved effectiveness in their delivery. It is expected that the projected decrease for the next three years will be achieved through normal annual voluntary exits, including retirements, which are expected to continue at consistent rates over the next few years.

The hiring of auxiliaries is intended to fill short-term business needs, either for an interim, cyclical or seasonal basis. Monitoring the proportion of auxiliaries in the workforce helps to ensure hiring levels support BC Public Service FTE utilization targets.

## Resource Summary Table

Core Business Area	2013/14 <sup>14</sup> Restated Estimates	2014/15 Estimates	2015/16 Plan	2016/17 Plan
<b>Operating Expenses (\$000)</b>				
Public Service Agency .....	50,807	50,807	50,807	50,807
Benefits .....	1	1	1	1
<b>Total .....</b>	<b>50,808</b>	<b>50,808</b>	<b>50,808</b>	<b>50,808</b>
<b>Capital Plan (\$000)</b>				
Public Service Agency .....	0	2	0	0
<b>Total .....</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>

<sup>14</sup> For comparative purposes, amounts shown for 2013/14 have been restated to be consistent with the presentation of the 2014/15 Estimates.

\*Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

## Appendices

# B.C. Public Service Agency Contact Information

**Public Service Agency**

810 Blanshard Street  
V8W 2H2  
PO BOX 9404 Stn Prov Gov't  
V8W 9V1  
Victoria BC

Phone: 250 952-6296

For more information on the B.C. Public Service Agency, please visit our website at:  
<http://www.bcpublicserviceagency.gov.bc.ca/>

## **Legislation Administered by the Agency**

*Public Service Act*

*Public Service Benefit Plan Act*

*Public Service Labour Relations Act*

# The Public Sector Employers' Council and Employer Associations

## Public Sector Employers' Council

The Public Sector Employers' Council (PSEC) supports government in setting and coordinating strategic directions in labour relations for the broad public sector and is the government partner in the four British Columbia public sector pension plans<sup>15</sup>. PSEC is also active in the area of public sector pension plan management.

PSEC's authority related to labour relations is contained in the [Public Sector Employers Act<sup>16</sup>](#). This authority includes administering and managing the development and implementation of labour relations policies and practices in the British Columbia public sector. In addition, PSEC supports the Minister of Finance – the Minister responsible for PSEC – in directing employers to create compensation plans for both excluded and executive employees that include compensation, wages, benefits and perquisites.

PSEC's authority related to pension plans is based on the [Public Sector Pension Plans Act<sup>17</sup>](#) and joint trust agreements. It includes representing government in its role as a partner in the plans, working with other partners involved in the plans to ensure the sustainability of the plans, monitoring government's risk exposure and providing policy advice to both government and public sector employers.

Current PSEC strategies to support government's management of public sector labour relations and fulfill its role with respect to the four public sector pension plans include:

- Developing and maintaining negotiating and executive compensation frameworks that incorporate government's fiscal, policy and program directions.
- Working with other plan partners and plan boards to accomplish the objectives of the Public Sector Pensions Framework.
- Continuing to improve the quality and reliability of data that support negotiations, and excluded and executive compensation.
- Continuing to expand strategic labour relations and pension capacity in the provincial government.

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<sup>15</sup> The four pension plans contained in the act are: [College Pension Plan](#), [Municipal Pension Plan](#), [Public Service Pension Plan](#), [Teachers' Pension Plan](#). For more information see [PensionsBC.ca](#).

<sup>16</sup> For more information refer to: [http://www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/00\\_96384\\_01](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96384_01).

<sup>17</sup> For more information refer to: [http://www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/00\\_99044\\_01](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_99044_01).

## Employer Associations

The employer associations funded by the Public Sector Employers' Council include: the British Columbia Public School Employers' Association (BCPSEA)<sup>18</sup>, the Community Social Services Employers' Association (CSSEA)<sup>19</sup>, the Health Employers' Association of British Columbia (HEABC)<sup>20</sup>, and the Post Secondary Employers' Association (PSEA)<sup>21</sup>. The Crown Corporation Employers' Association (CCEA)<sup>22</sup> is funded by contributions from its members.

The mandates and purposes of these associations include coordinating compensation, benefit administration, bargaining and labour relations within their respective sectors, as outlined in [sections 6 and 7 of the \*Public Sector Employers Act\*](#).<sup>23</sup>

Their governance structures are as follows:

- BCPSEA is currently administered by a government-appointed trustee.
- CCEA has a board of up to 11 directors. Eight of its members are elected or appointed from among member employers; two are appointed by the provincial government; and the Chair is elected from Chief Executive Officers of member employers.
- CSSEA has a board of up to 11 directors. Up to seven of these directors are appointed by representatives of social service agencies; one is appointed by Community Living British Columbia; and up to three are appointed by the provincial government.
- HEABC has an 11-person board. Six of its members are appointed from the health authorities; two by the provincial government; and one each from proprietary care providers, affiliated care providers and denominational care providers.
- PSEA has a 10-person board. Six of its members are elected annually from member employers; two are appointed by the provincial government; and two non-voting members are the Chair and Vice-chair of the PSEA's Standing Committee on Human Resource Practices.

## Forecast Employer Association Expenditures<sup>24</sup>

Forecast Expenditures (\$000)			
2013/14	2014/15	2015/16	2016/17
24,636	25,104	24,858	25,370

<sup>18</sup> [www.bcpsea.bc.ca](http://www.bcpsea.bc.ca)

<sup>19</sup> [www.cssea.bc.ca](http://www.cssea.bc.ca)

<sup>20</sup> [www.heabc.bc.ca](http://www.heabc.bc.ca)

<sup>21</sup> [www.psea.bc.ca](http://www.psea.bc.ca)

<sup>22</sup> <http://cceaabc.com/>

<sup>23</sup> For more information refer to: [www.bclaws.ca/Recon/document/ID/freeside/00\\_96384\\_01#section6](http://www.bclaws.ca/Recon/document/ID/freeside/00_96384_01#section6)

<sup>24</sup> Expenditures are total forecast expenditure of employer associations included in the government reporting entity and are funded through transfers from government, membership dues, and other sources.

