

COMMISSION OF INQUIRY INTO MONEY LAUNDERING IN BRITISH COLUMBIA

The Honourable Mr. Austin F. Cullen, Commissioner

AFFIDAVIT #2 OF DOUGLAS SCOTT

I, Douglas Scott, of 1001 Douglas Street, Victoria, British Columbia, V8W 2C5, Deputy Minister, AFFIRM THAT:

1. I am an employee of the Province of British Columbia in my role as the Deputy Minister of the Crown Agencies Secretariat in the Ministry of Finance, and was a witness at the Commission of Inquiry into Money Laundering in British Columbia (the "Commission"). As such, I have personal knowledge of the facts and matters deposed to in this affidavit, save and except where based on information and belief, and where so stated, I believe it to be true.
2. I affirm this affidavit to provide evidence to the Commission pursuant to a summons issued to me under the *Public Inquiry Act*, S.B.C. 2007, c. 9.

Reporting to Government Officials

3. As I affirmed in my testimony before the Commission, I reported to my superiors in government my concerns about the nature and severity of the risk of money laundering. I also communicated my recommendations and plan to address this risk.

Performance Reviews

4. As part of my role as General Manager and Assistant Deputy Minister of GPEB, I received performance reviews from my superiors in government. This would typically involve a presentation from the Deputy Minister to a Summary Session Panel. To inform my Deputy Minister in advance of this panel, I would provide a narrative updating them on my work progress, in addition to our regular meetings.

GAB

5. In May 2012, I received my first Executive Performance & Development Process Summary Session Report (the "2012 Performance Review"). The Summary Session Panel occurred in February 2012, approximately eight months after I began my tenure at GPEB. I have attached a copy of the 2012 Performance Review as **Exhibit "A"** to this Affidavit.
6. Lori Wanamaker was the Deputy Minister who presented on my behalf to a Summary Session Panel for the 2012 Performance Review. In addition to our regular meetings and briefings, I recall discussing with DM Wanamaker my work progress and goals prior to the Summary Session Panel. I have also attached a copy of the Submission from DM Wanamaker as **Exhibit "B"** to this Affidavit. The last page of this Exhibit contains DM Wanamaker's comments.
7. Pages 2-4 of Exhibit B contain information from a Performance Narrative that I had drafted and submitted to DM Wanamaker. DM Wanamaker submitted this to the Panel. On the third page of Exhibit B under 'Results Achieved to Date', I referenced the completion of the analysis and strategy for GPEB in relation to money laundering. In the final paragraph of this page, I referenced the development of a "comprehensive approach to eliminate money laundering that, among other things, will fundamentally transform the gaming industry to move away from cash transactions." This was a reference to the three-phase strategic plan (the "Strategic Plan"), which I outlined in my first affidavit (sworn February 3, 2021) at paragraph 40. I had discussed the Strategic Plan with DM Wanamaker prior to submitting this Performance Narrative. It was also my practice to update DM Wanamaker on the early progress of the Strategic Plan.
8. Page 10 of Exhibit B contains a draft chart setting out GPEB's strategic priorities. These included "Transition gaming activities away from cash systems to reduce money laundering" and "Enhance our strategy to keep known gang members and other criminal associates out of gaming facilities". These priorities were targeted by Phase 1 and Phase 2 of the Strategic Plan.
9. In the 2012 Performance Review, the Panel indicated that "the money laundering implementation plan" was sound and that it was "well down the road to full implementation".
10. I believe the comments in the 2012 Performance Review are consistent with my memory that I kept DM Wanamaker apprised of the concerns with money laundering and the recommended approach to prevention.
11. In May 2013, I received my second Executive Performance & Development Process Summary Session Report (the "2013 Performance Review"). The Summary Session Panel occurred in April 2013 and again DM Wanamaker was

the presenting Deputy Minister. I have attached a copy of the 2013 Performance Review as **Exhibit "C"** to this Affidavit.

12. Prior to the 2013 Performance Review, I provided DM Wanamaker with a Performance Narrative setting out my work progress and goals for that year (the "2013 Performance Narrative"). Attached as **Exhibit "D"** to this Affidavit is a copy of the 2013 Performance Narrative, contained within DM Wanamaker's submission to the Summary Session Panel. DM Wanamaker and I would have discussed the 2013 Performance Narrative before she included it in her submission.
13. In the 2013 Performance Narrative, I referenced one of GPEB's priorities as 'Prevention of Wrongdoing'. This was a term that GPEB used to describe anti-money laundering. As referenced in the third paragraph of the Performance Narrative, I explained that we had "substantially completed the first phase of our Anti-Money Laundering (AML) strategy this year."
14. In the section titled, 'Anti-Money Laundering Initiative', I referenced GPEB's already established three-phase strategy, and provided an overview of the progress and next steps anticipated for the strategy. Finally, I explained that a report detailing the efficacy of Phase One would be completed March 31, 2013. This report was titled, "Anti-Money Laundering in BC Gaming Measuring Performance Progress" and was attached as Exhibit 20 to my first affidavit. I am confident that this report would have been provided to DM Wanamaker.
15. This Performance Narrative was not the only time I had briefed DM Wanamaker about GPEB's AML approach. I consistently briefed DM Wanamaker on the AML Strategic Plan during our meetings.
16. In the 2013 Performance Review, the Summary Session Panel recognized that I had "continued to advance the division's objectives with respect to the prevention of wrongdoing". I understand this to be a reference to the AML approach, as GPEB referred to the AML efforts as the "prevention of wrongdoing" and I had done so in the Performance Narrative as well. The 2013 Performance Review also cites that I had "implement[ed] practices to reduce money laundering".
17. I also received an Executive Performance & Development Process Summary Session Report in 2015 (the "2015 Performance Review"; attached as **Exhibit "E"**). My tenure at GPEB had ended by this point. DM Wanamaker was on the Review Panel for the 2015 Performance Review.
18. The 2015 Performance Review cited the fact that during my tenure with GPEB, I "built relationships with the British Columbia Lottery Corporation and with the

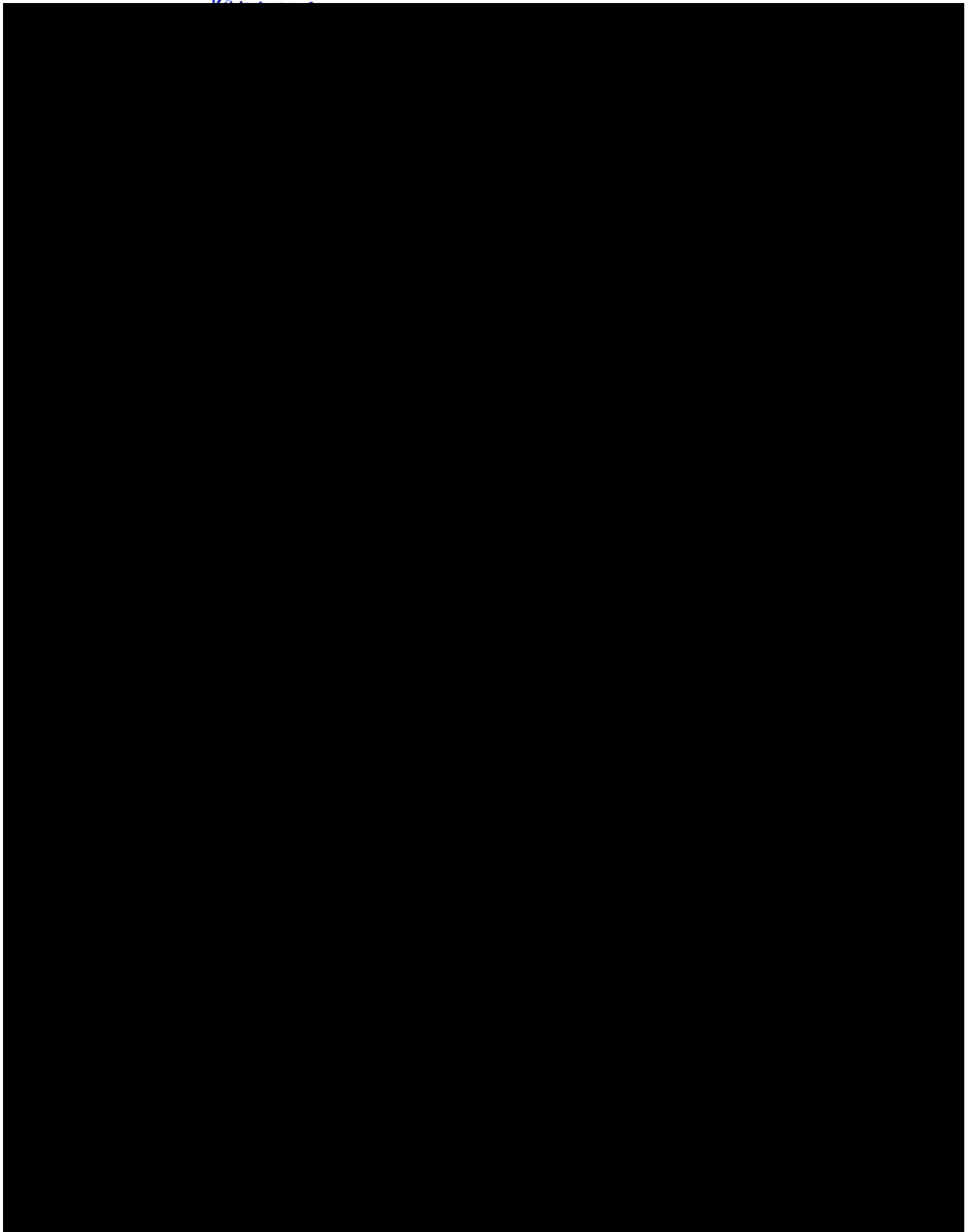
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19. Overall, I believe that these performance reviews are consistent with my memory that I reported to my superiors in government the concerns and nature of the risks of money laundering, as well as my recommended solutions and updates on the progress and implementation of GPEB's AML strategy.

20. I was not physically present with the commissioner when I signed this affidavit. However, I was linked with the commissioner utilizing video technology and followed the process outlined in the Practice Directive from the Supreme Court of British Columbia dated March 20, 2020 for remote commissioning of affidavits.

Douglas Scott

This is Exhibit "A" referred to in the
Affidavit of Douglas Scott
sworn (or affirmed) before me at
Vancouver

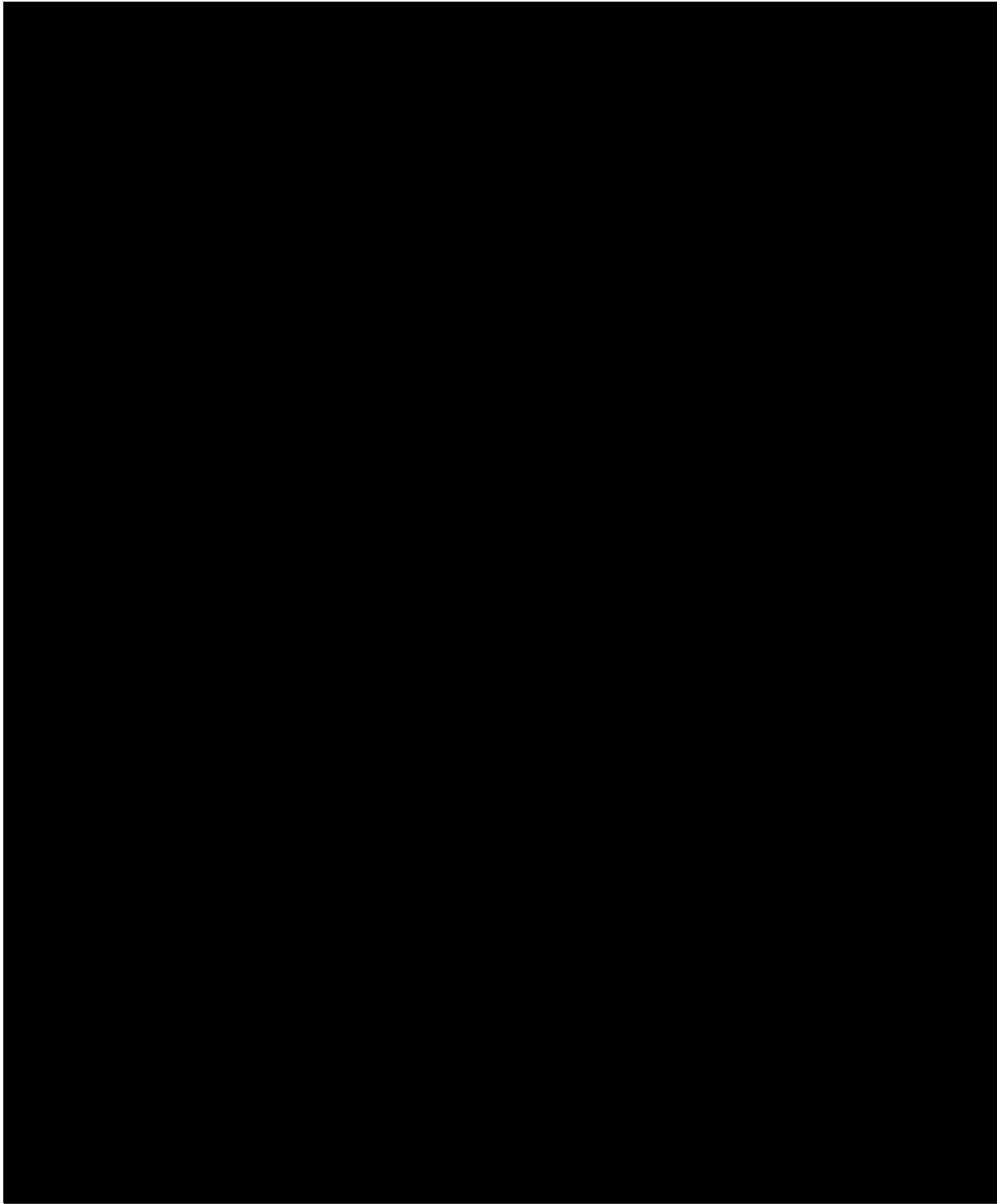


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Executive Performance & Development Process
Summary Session Report

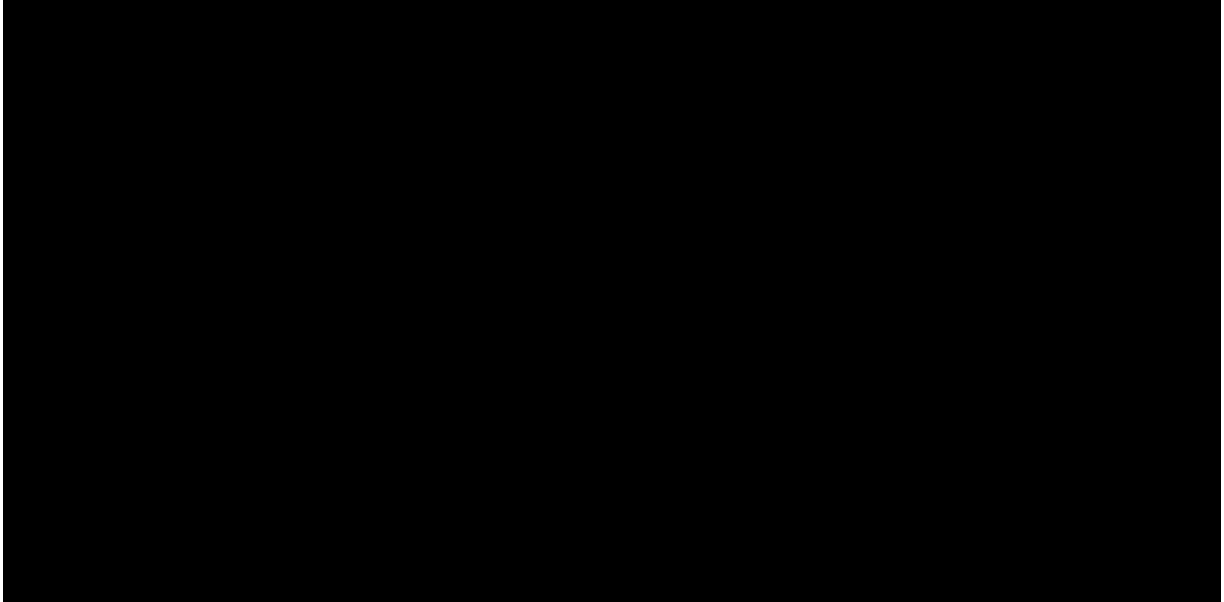


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Executive Performance & Development Process
Summary Session Report

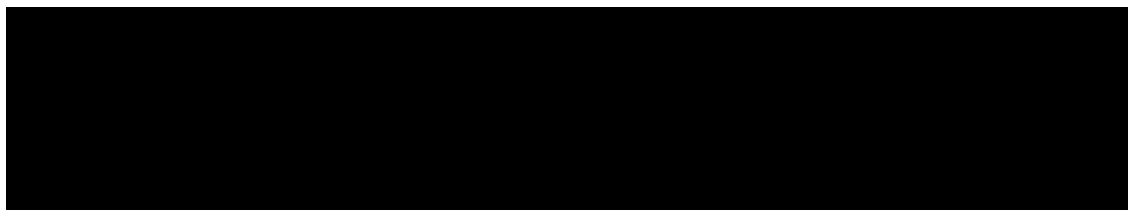
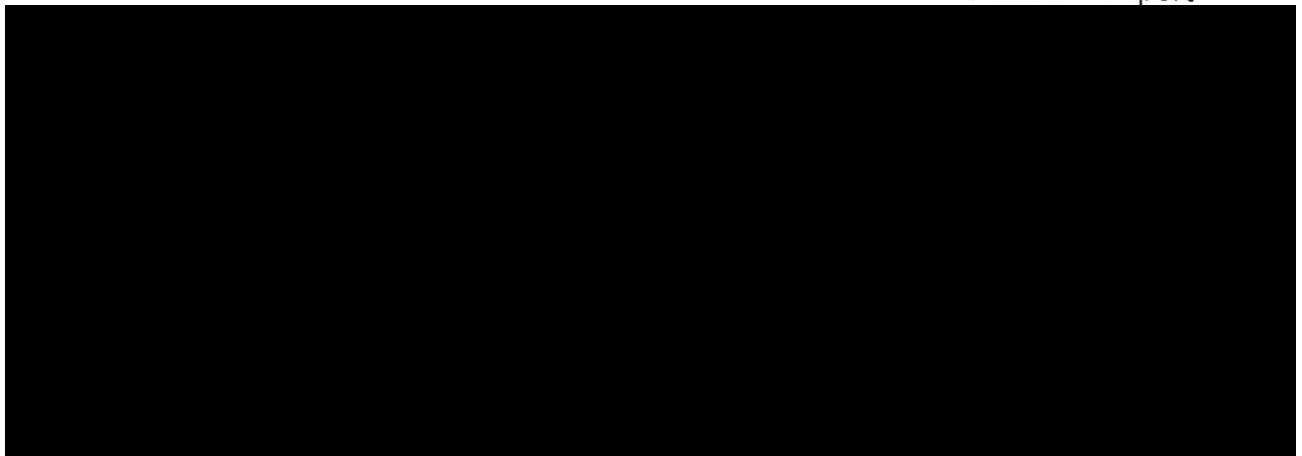


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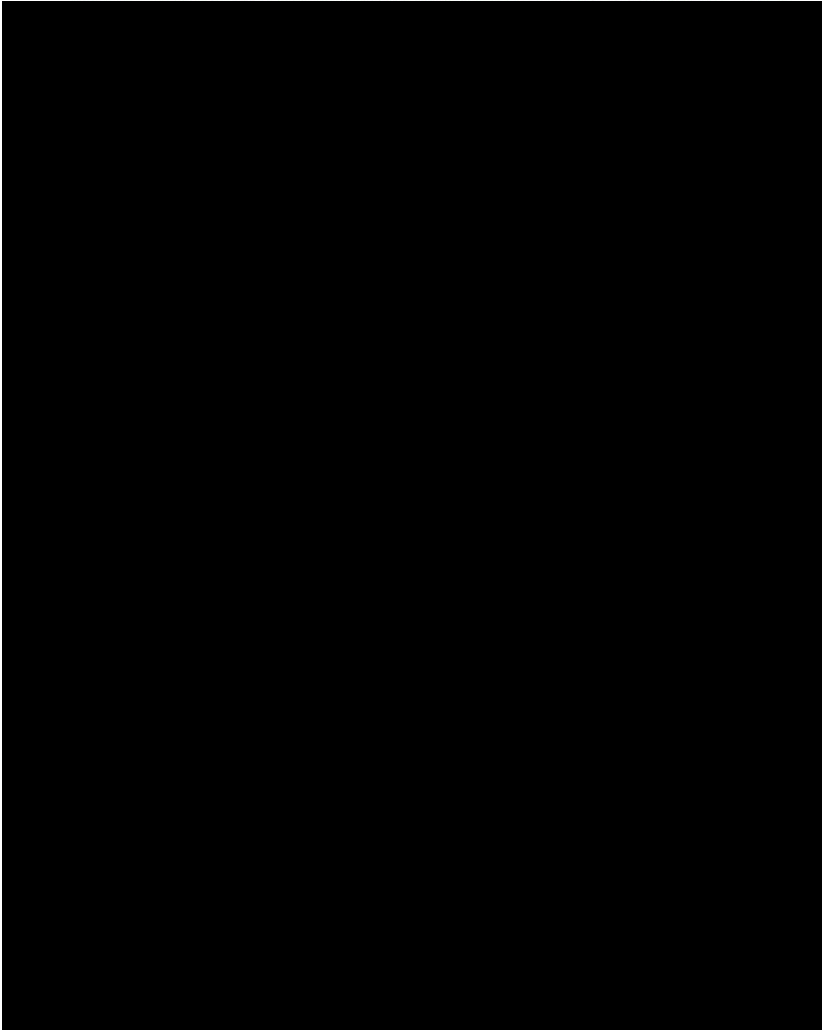


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Executive Performance & Development Process
Summary Session Report



GAB



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Vancouver, B.C.
this 22nd day of September, 2021.
Garen Arnet-Zargarian
A Commissioner/Notary Public for the
Province of British Columbia



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Executive Performance &
Development Process
Submission Form

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Executive Performance &
Development Process
Submission Form

[Redacted content]



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Executive Performance &
Development Process
Submission Form

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Appendix I

Douglas Shaw Scott

Victoria, British Columbia, Canada

Leadership · Strategic Change · Relationships

Snapshot

Education

Harvard University – Master in Public Administration (2009)
Queen's University – Master of Business Administration (1995)
Queen's University – Bachelor of Arts (1989)

Professional Experience

Government of British Columbia

- Assistant Deputy Minister, Ministry of Public Safety and Solicitor General
- Responsible for the integrity of the gaming industry in British Columbia

RCMP

- Inspector (Retired)
- Led complex and successful multi-stakeholder strategic change initiatives
- Led high-profile investigations of capital market and other fraud

Entrepreneur

- Led an online security business from conception to operational profitability

Douglas Shaw Scott

[REDACTED], Victoria, British Columbia, Canada [REDACTED]
[REDACTED]
[REDACTED]

Leadership · Strategic Change · Relationships

Curriculum Vitae

Education

- Master in Public Administration, John F. Kennedy School of Government, Harvard University, USA, 2009
- Master of Business Administration, Queen's University, Canada, 1995
- Bachelor of Arts, Queen's University, Canada, 1989

Professional Experience

June 2011 to Present

Title: Assistant Deputy Minister, Ministry of Public Safety and Solicitor General, Government of British Columbia

- Provide strategic leadership for the Gaming Policy and Enforcement Branch
- Responsible for maintaining the integrity of the gaming industry in British Columbia (The industry generates over two billion dollars annually, and contributes over one billion dollars to government and charity programs)
- Oversee seven divisions, with mandates including audits, criminal investigations, licensing, policy, harm reduction and charitable grant distribution

July 2009 to May 2011

Title: Inspector and Team Commander, Integrated Market Enforcement Team (IMET), Calgary Alberta, RCMP

- Led specialized capital market investigative teams who were undertaking major criminal investigations, including a nationally reported \$400 million fraud
- Built strong partnerships to enable innovative investigative techniques thought by many to be impossible for capital market investigations in Canada

August 2008 to June 2009

Title: Graduate Student, Harvard University, John F. Kennedy School of Government and Harvard Business School

- Studied leadership, ethics, competitive strategy, communication, and change
- Elected to student executive as representative for the mid-career program
- Member of Mid-Career Seminar Committee
- Member of faculty/student Academic Committee

Professional Experience Cont.

June 2006 to July 2008

Title: Inspector and Officer in Charge, Client Service Enhancement Project, Pacific Region (British Columbia and the Yukon), RCMP

- Led consultations with the governments of British Columbia, Yukon Territory, and many municipalities to identify gaps in policing service
- Led major change initiatives including: 1) the creation of the Community Safety Officer, 2) the establishment of the Cowichan Valley Regional Policing Model, and 3) the creation of the Vancouver Island Integrated Major Crime Unit (ViMCU)

September 2004 to June 2006

Title: Sergeant in Charge, Crime Reduction and Service Delivery Development Unit, Vancouver Island District, British Columbia, RCMP

- Led the continued development and assessment of the RCMP Service Delivery Framework I had created in 2002 (see below)
- Led the integration of special support services including Police Dog Service and Forensic Identification Service

October 2002 to September 2004

Title: Integration Initiatives Manager (Corporal), British Columbia Effective Policing Team, RCMP

- Created a new comprehensive service delivery model for the RCMP titled the Service Delivery Framework – a principle-based approach that realigned services and established formal continuous improvement capacity within British Columbia
- Managed integration and service delivery improvement initiatives throughout British Columbia

August 2001 to October 2002

Title: Co-founder and President, *RésuméAudit.com* (during 14-month leave from RCMP)

- Established internet-based corporate due-diligence company which provided innovative personnel security screening products
- Largest Client: Canadian Air Transport Security Authority

July 1995 to August 2001

Title: Investigator and Investigative Team Leader (Constable), Vancouver Commercial Crime Section, RCMP

- Team Leader for investigation high profile investigation involving breach of trust.
- One of a team of four primary investigators for the investigation of a major organized crime group in Vancouver.

Professional Experience Cont.

September 1993 to June 1995

Title: Graduate Student, Queen's University, School of Business

- Elected to MBA Executive and University Senate
- Represented Queen's at an international business case competition with four person team, and reached the finals – a best ever result for the school
- Master of Ceremonies for graduation formal
- Member of Faculty Promotion and Tenure Committee
- Member of selection committee for the incoming business school dean

March 1992 to August 1993

Title: General Duty Patrol Officer (Constable), Grande Cache Detachment, Alberta, RCMP

- Performed a wide range of policing functions in an isolated northern mining community in Alberta

September 1991 to March 1992

Title: Constable, Training Academy – Depot Division, Saskatchewan, RCMP

- Completed basic RCMP training

Interests/Activities

Lecturer (1996-2004)

Effective Leadership & Strategic Management	(Canadian Police College)
Change Management	(Canadian Police College/Justice Institute of BC)
Business Case Writing	(Canadian Police College/Justice Institute of BC)
Forensic Accounting	(British Columbia Institute of Technology)

Personal

I enjoy sharing the fun of sailing, tennis, golfing, and mountain biking with friends and family. I am also an interested reader of geopolitical news and history.

Appendix II

Gaming Policy and Enforcement Branch Strategic Plan 2011/12 – 2012/13



Voting on vision and mission

The world of gaming regulation is complex. At the branch wide planning session we set a vision, mission and three strategic priorities. In light of significant pressures to the Program, we have also added

Responsible Gambling as a fourth priority. This plan lays out the framework in order to meet our strategic priorities and achieve our vision and mission.

Our vision and mission

Our vision and mission statements guide our strategic direction.

Vision: Gaming is conducted responsibly and with integrity for the benefit of British Columbians.

Mission: Our mission is to ensure the integrity of gaming.

Our programs promote compliance with and enforce public standards, laws and regulations, support communities through

charitable licensing and grants, and provide public education on responsible gaming and treatment for those affected by problem gaming.

Our operating environment

There are many opportunities and risks on the road to our vision.

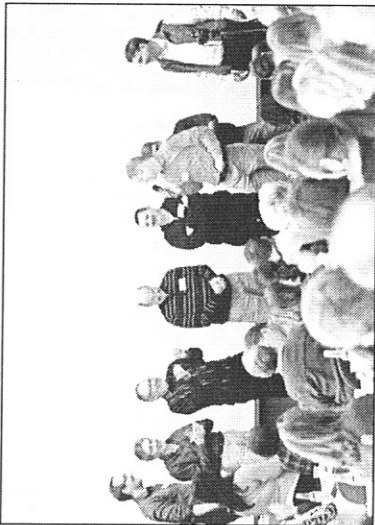
The gaming industry continues to evolve at a rapid pace. An example is the expansion of e-gaming, including the use of handheld devices. The pace of change means we must enhance our ability to anticipate and adapt as an organization to ensure that gaming, in all its forms, continues to be conducted responsibly and with integrity.



Group planning and discussions

The global economic downturn and provincial budget pressures require us to change how we allocate our resources and deliver services. To continue to meet our vision and mission, we identified, during the planning process, areas to improve our **operational effectiveness** by streamlining and leveraging opportunities for collaboration between our divisions and external stakeholders.

Appendix II



November moustache competition at the session

Casino gaming in British Columbia is primarily a cash-based business, which poses unique challenges in providing and supporting appropriate anti-money laundering initiatives and policies. As the laundering of

money involves complex criminal activities, this challenge will be ongoing and we will continue to develop rigorous strategies that deter any form of **crime** related to the gaming industry.

The BC gaming industry generates over 2 billion dollars in revenue and while it is entertainment for most, it can also be addictive and destructive for some. Problem gambling is complex and those affected may suffer from financial, mental health or family issues. To highlight our commitment to preventing problem gambling and helping those that need it, we have added **responsible gaming** as a strategic priority for our branch to further integrate these principles into everything we do.

Finally, it is **people** that make the realization of our objectives possible. Effectiveness will always be about our people, which is why we have made this our only permanent strategic priority.

We also support Government's goals of putting families first, building a strong economy and maintaining open government and

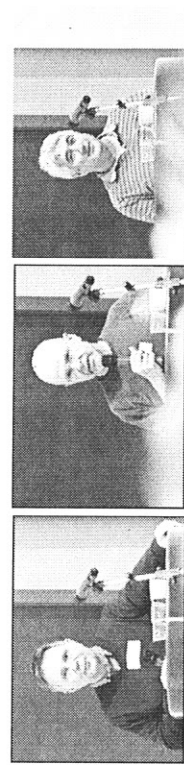
citizen engagement. This includes developing strategies to prevent minors from accessing facilities, and supporting responsible business practices that promote the health of the industry.

Our strategic priorities and strategies also reflect the direction of the Ministry of Public Safety and Solicitor General's strategic plan including our utilization of the operating principals of Planning, Partnerships, Public Engagement, Education, and, Empowerment, and Performance and by directly, implementing strategies to prevent crime in our area of responsibility.

Our Strategic Priorities and the Future

We have set four strategic priorities: **organizational effectiveness, crime, responsible gambling, and people**. While these are our most urgent priorities, we will continue with all our operations that help us to ensure the integrity of gaming in British Columbia. The following GPEB strategic priorities, objectives and key strategies form a roadmap to address these challenges and opportunities as we move forward.

Thank you to everyone who participated in this process, and has committed to carrying it forward.



Presentations on investigations, policy and business services, and horse racing

Our Strategic Priorities:

Crime

Responsible Gambling

Operational Effectiveness

People

Our objectives:

- British Columbians have confidence that gaming is safe and operated with integrity
- Our programs are effective and focus on prevention and support of those affected by problem gambling
- Branch business processes are streamlined, integrated, and evidence based.
- Resources are allocated where they will have the greatest impact
- GPEB is able to anticipate and react quickly to changes in the gaming industry
- Branch employees are engaged and empowered

Our key strategies:

- Transition gaming activities away from cash systems to reduce money laundering
- Enhance our strategy to keep minors out of gaming
- Enhance our strategy to keep known gang members and other criminal associates out of gaming facilities
- TBD
- Consult external stakeholders to review roles and responsibilities and seek opportunities for greater coordination
- Conduct business process reviews where appropriate
- Develop IT strategies to leverage existing infrastructure and plan for the future
- Conduct an environmental scan of trends and issues related to e-gaming
- Enhance data sharing
- Implement initiatives for enhanced cooperation and coordination between Branch divisions
- Engage staff in all divisions to develop and review the strategic HR plan for 2011/12 – 2012/13
- Develop employees
- Improve communication
- Support a healthy work environment

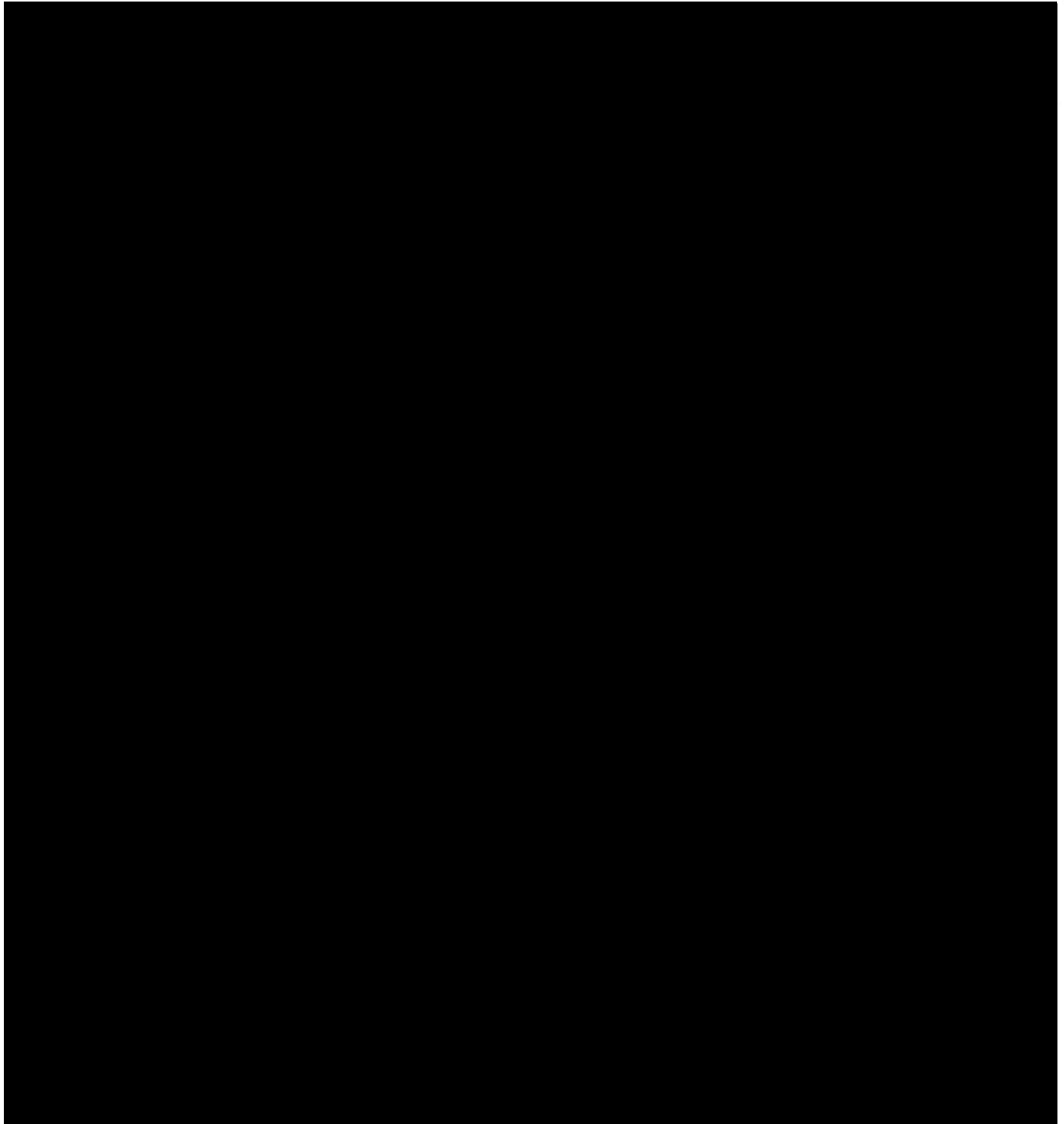
Strategic Alignment: PSSG

strategic plan goal: Crime Prevention initiatives that result in fewer victims and a reduction in criminal behaviour in BC and Government's goal of putting families first

Strategic Alignment: PSSG strategic goal to prevent adverse events such as addiction and Government's goal of putting families first.

Strategic Alignment: PSSG operating principal of planning, performance, and partnerships

Strategic Alignment: GPEB Human Resources Management Plan





This is Exhibit "1" referred to in the
Affidavit of Douglas Scott
sworn (or affirmed) before me at

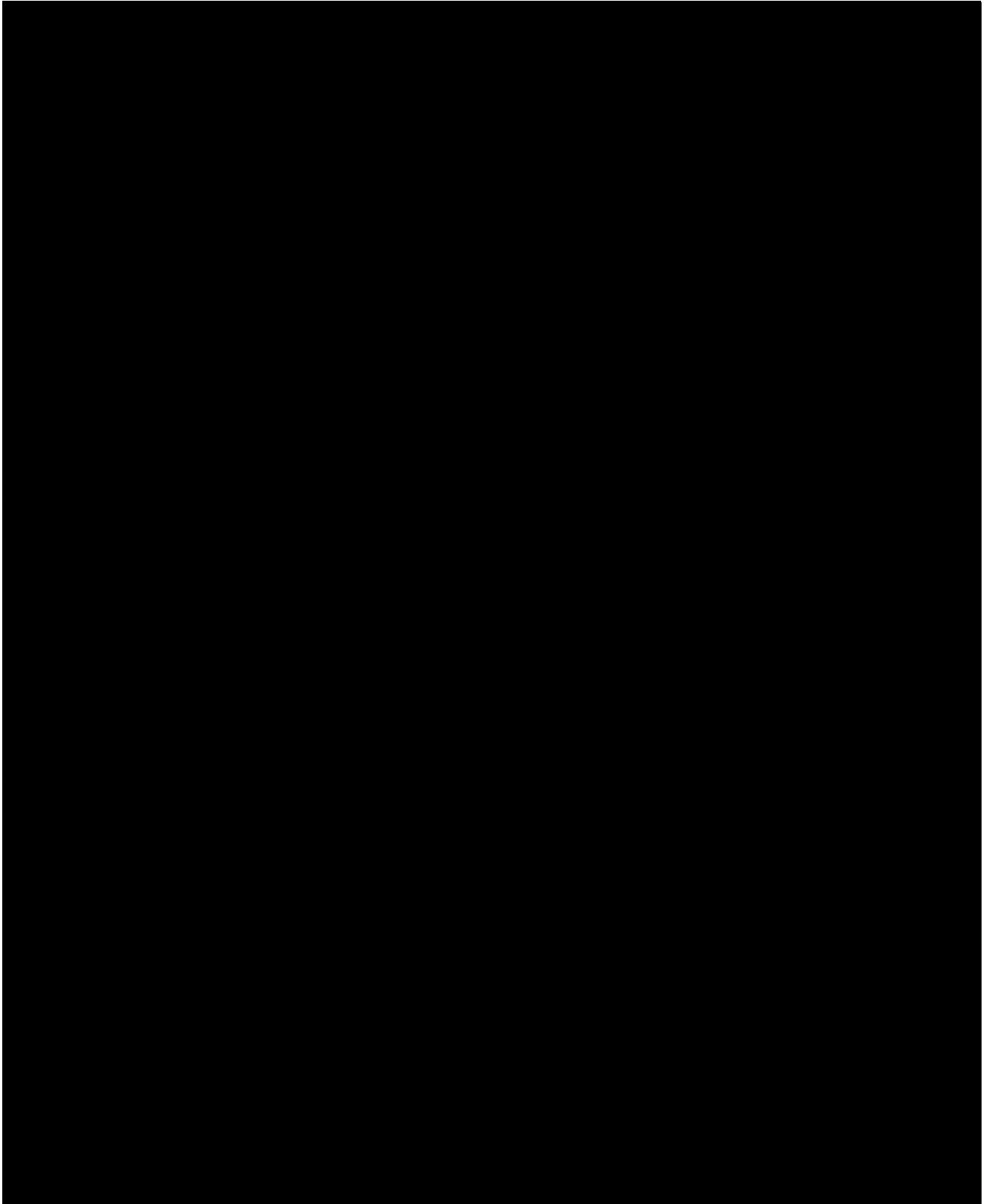
Vancouver, B.C.

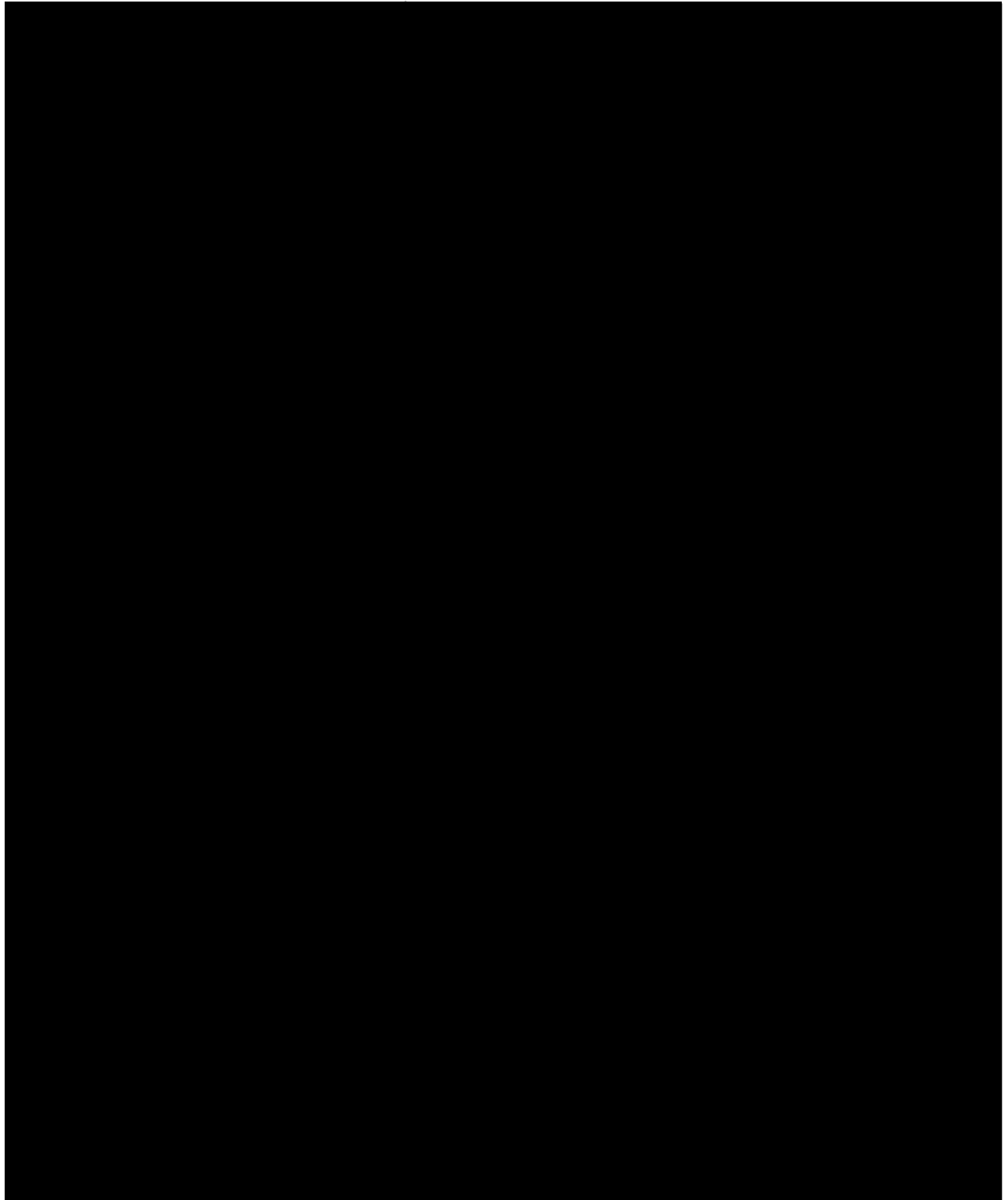
this 22nd day of September 2021.

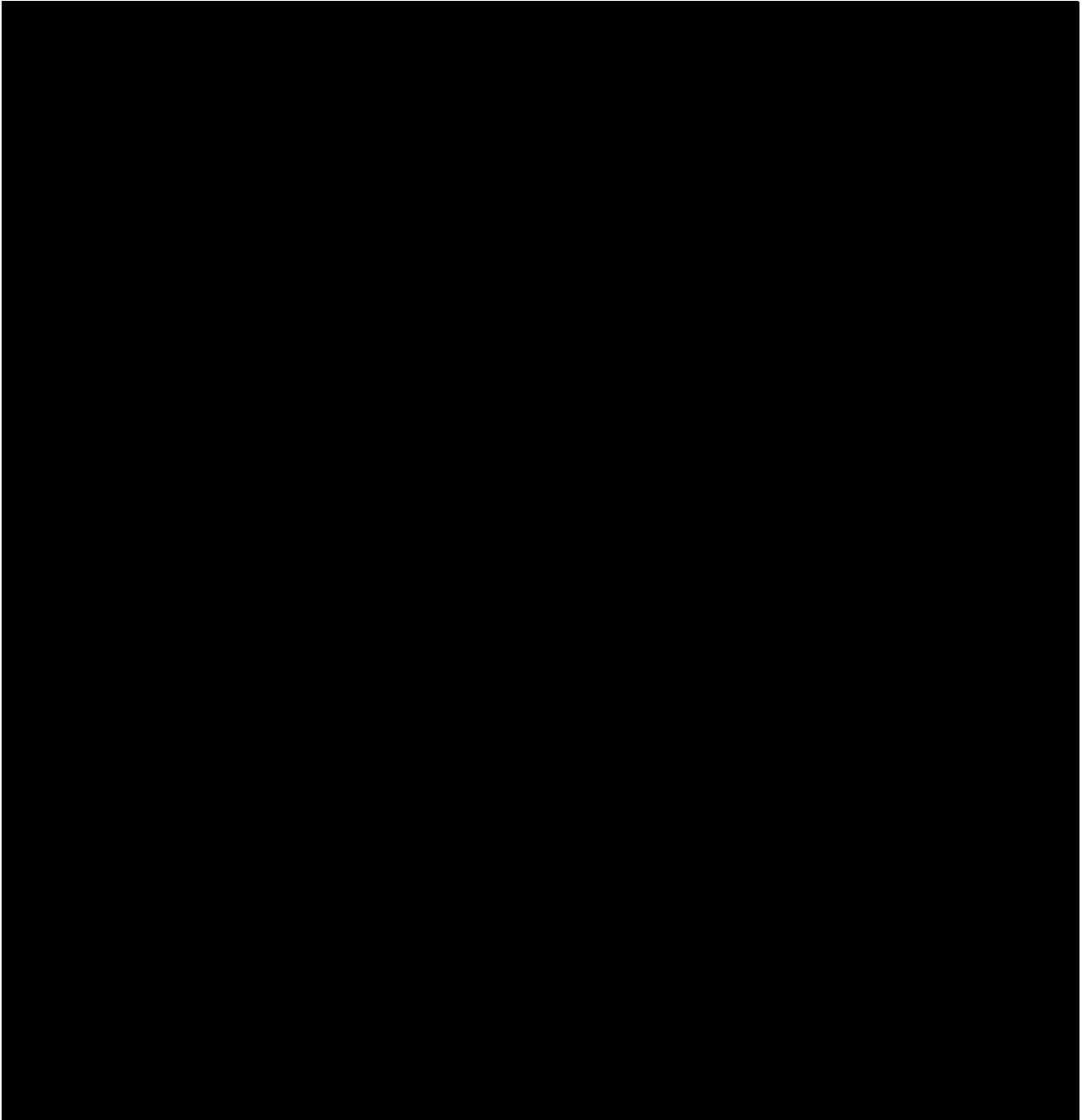
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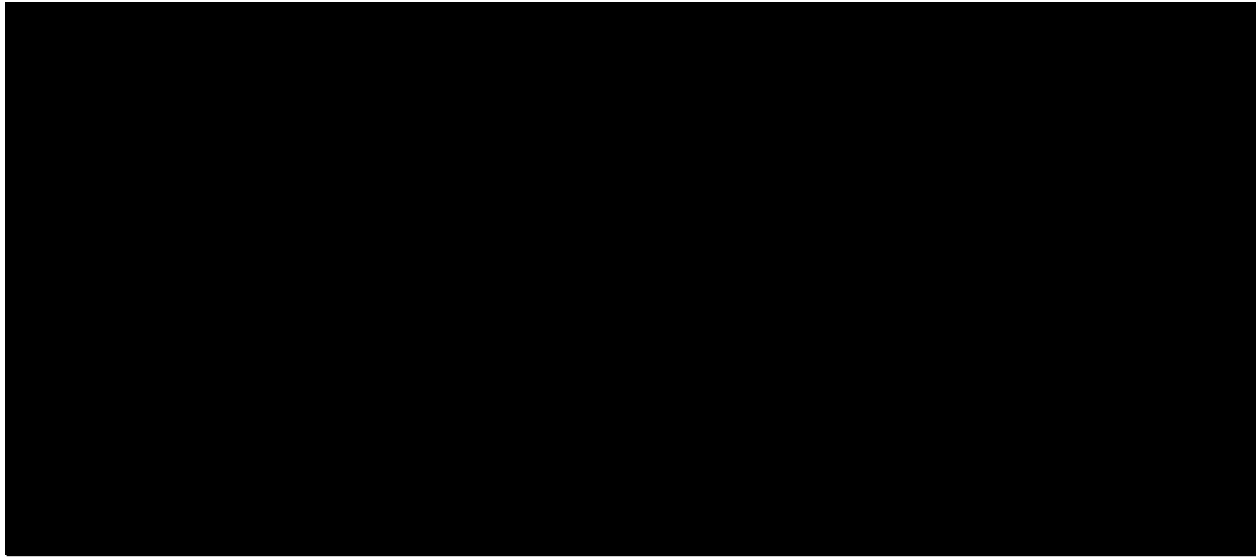
Gaven Arnet-Zargarian
A Commissioner/Notary Public for the
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Executive Performance &
Development Process





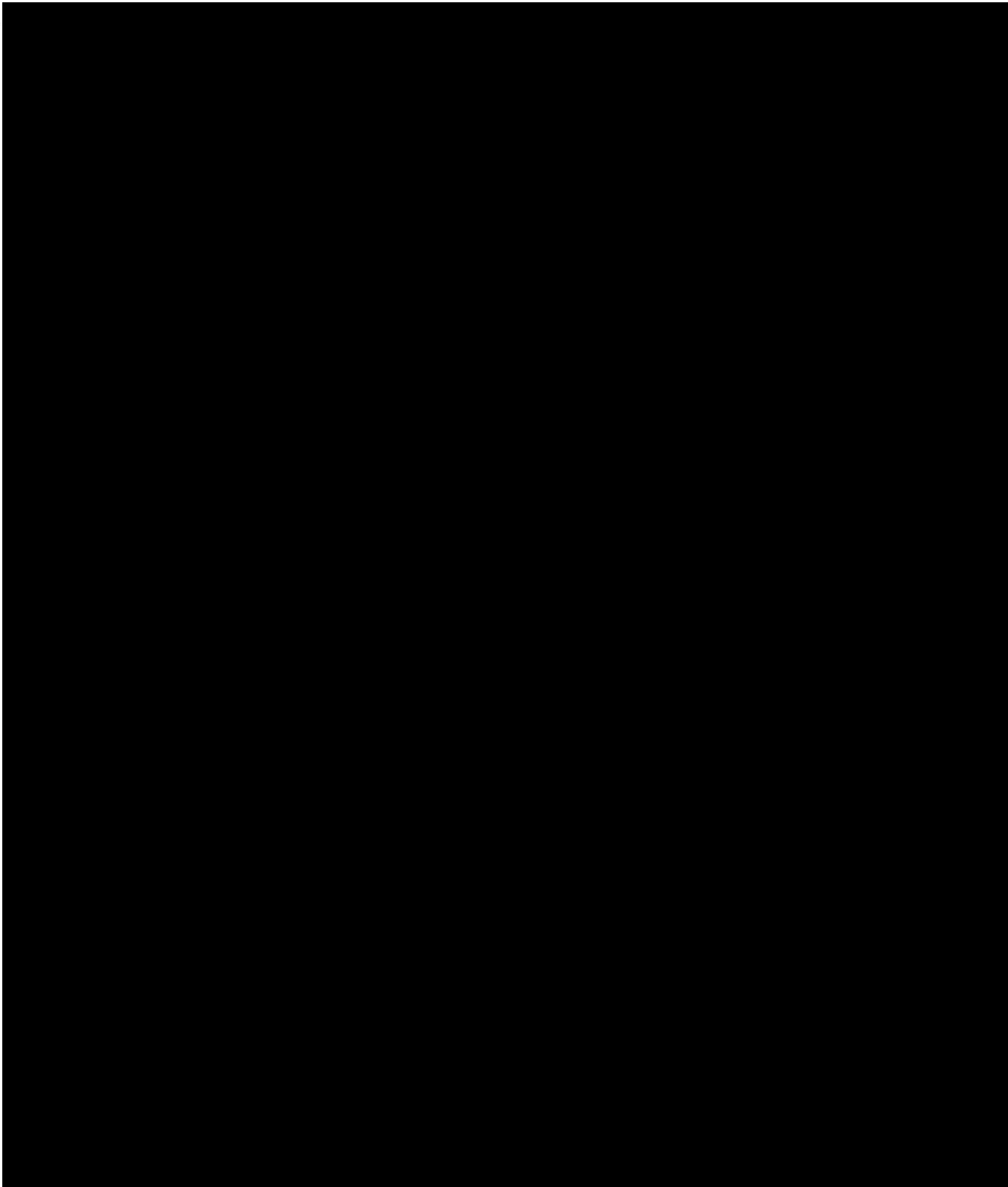






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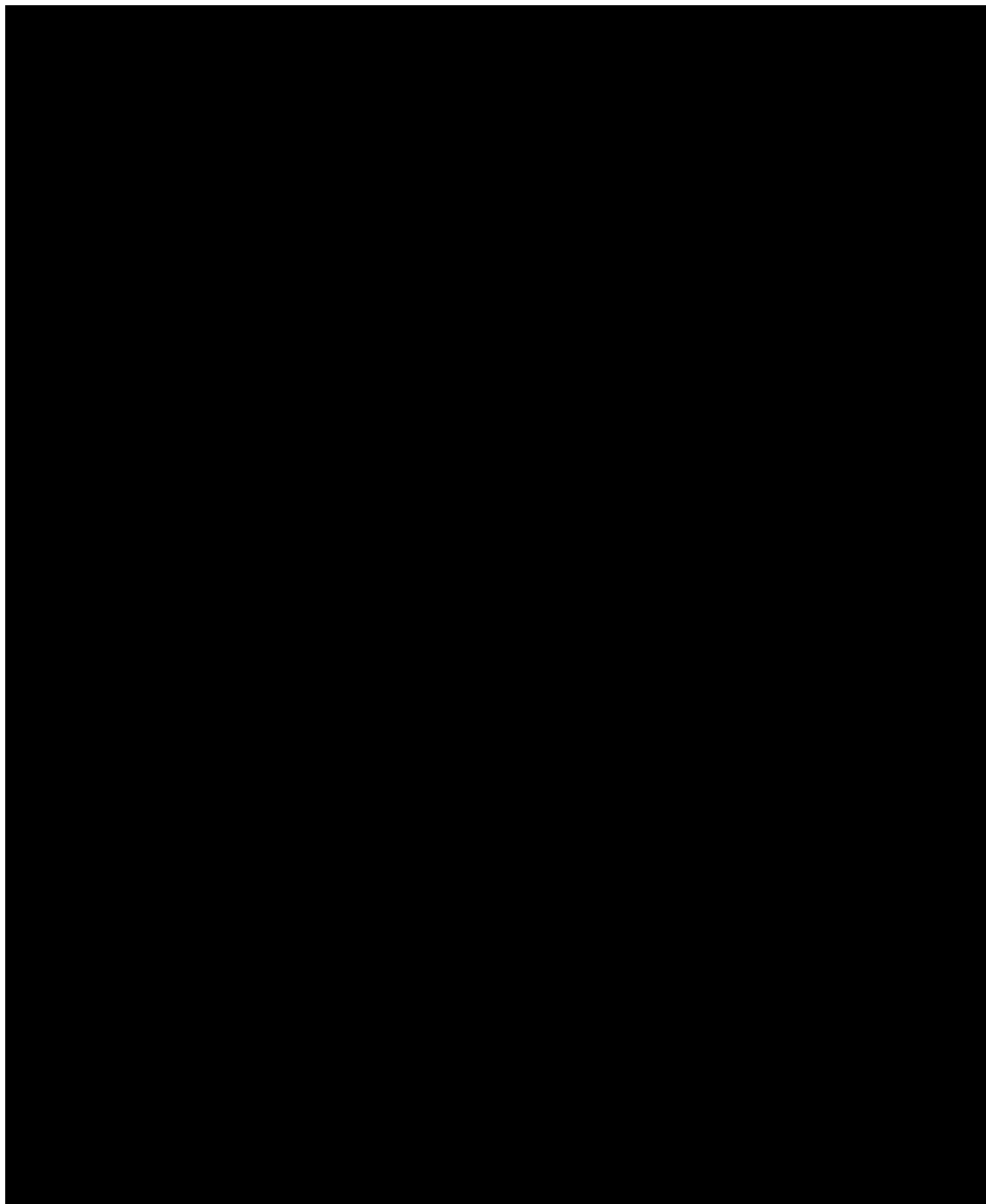
Executive Performance &
Development Process
2013 Submission





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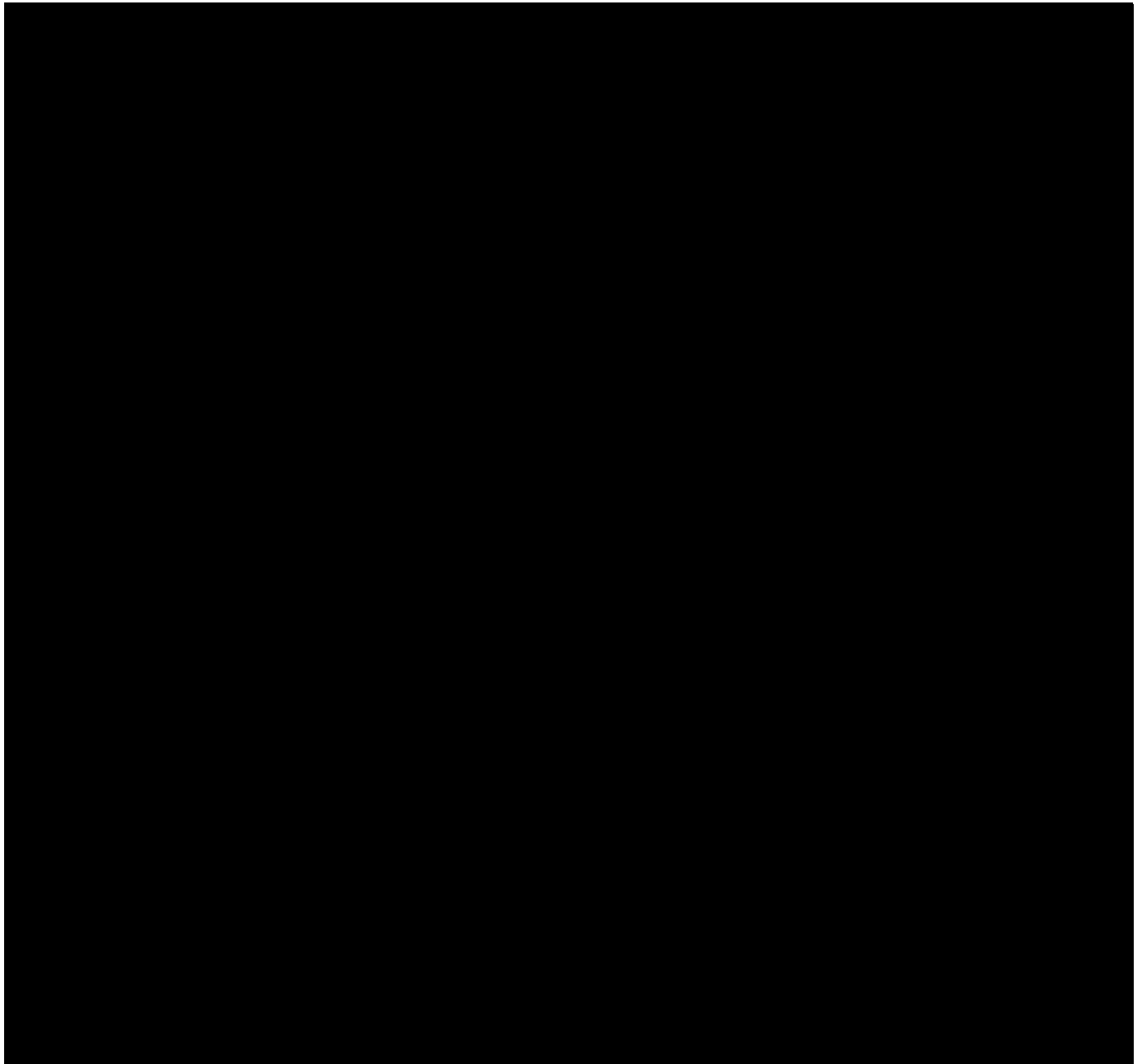
Executive Performance &
Development Process
2013 Submission





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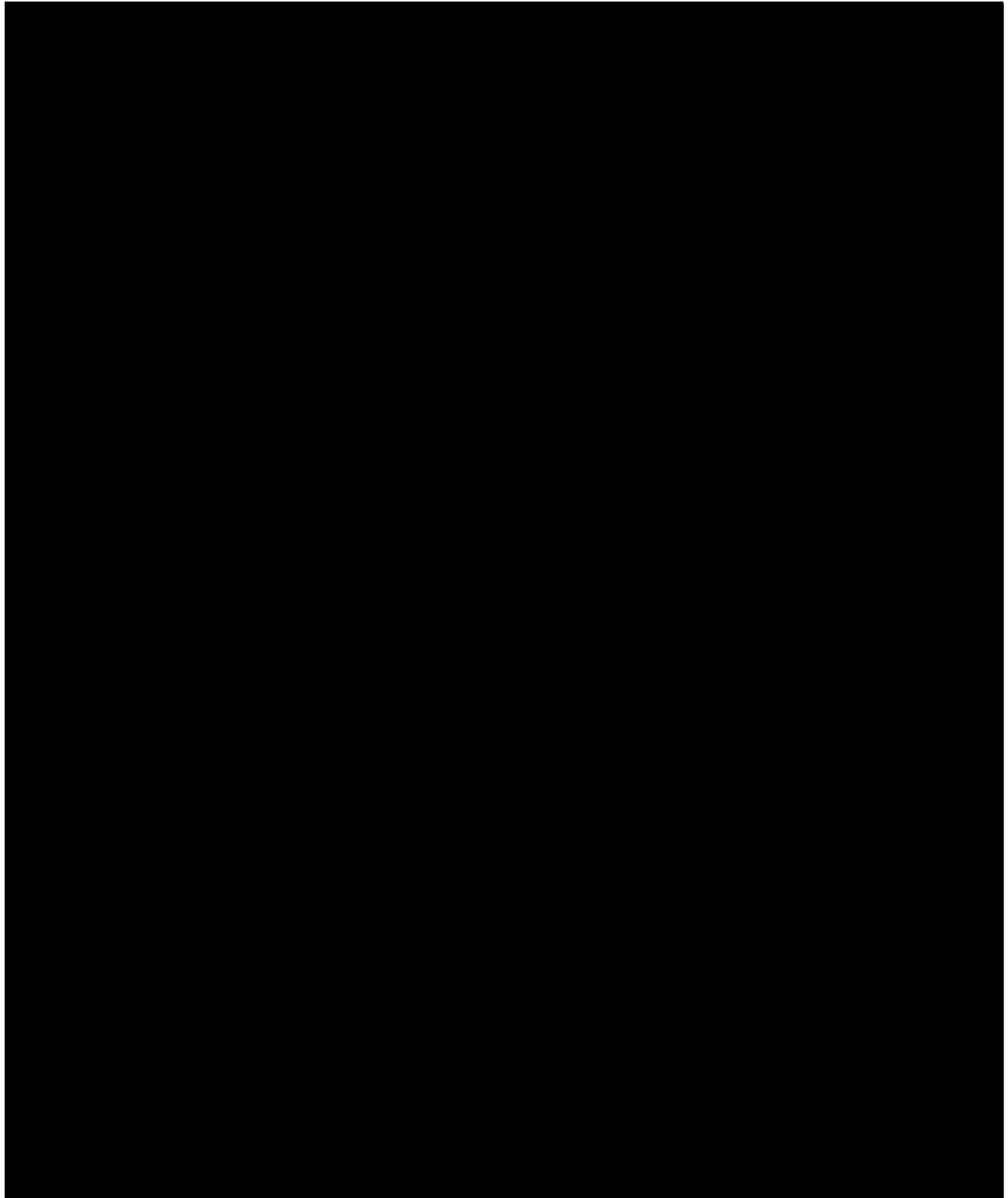
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Executive Performance &
Development Process
2013 Submission



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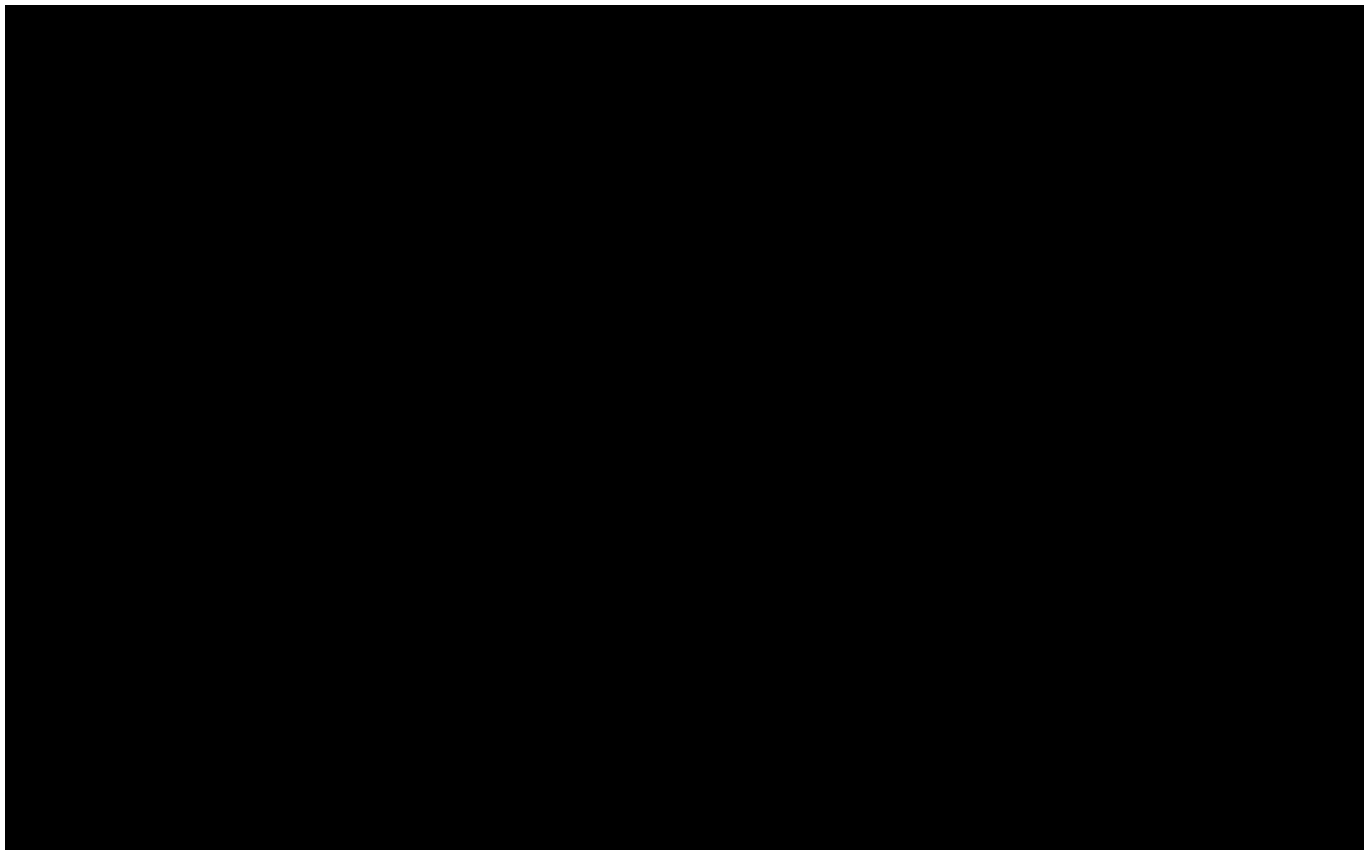
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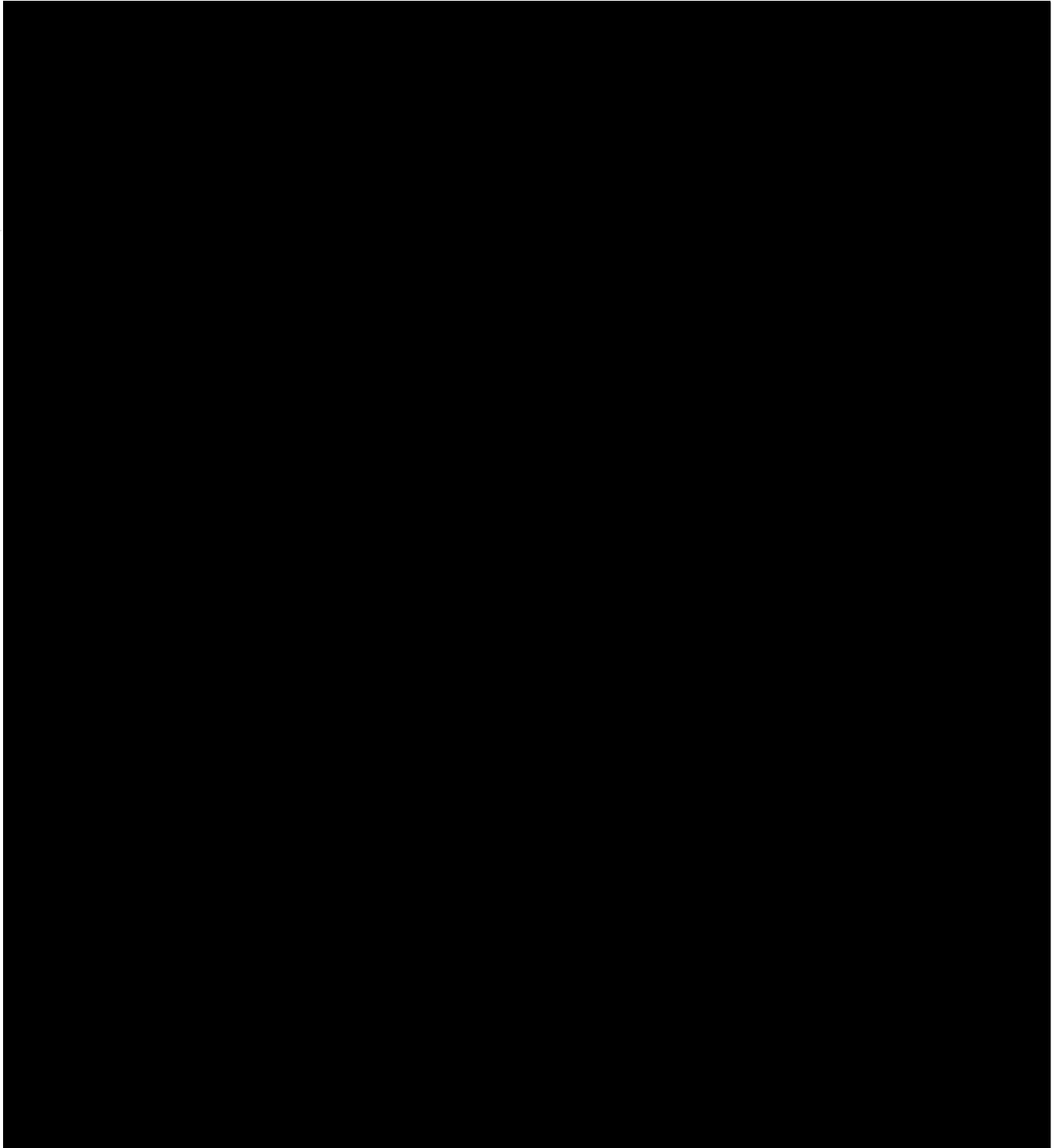


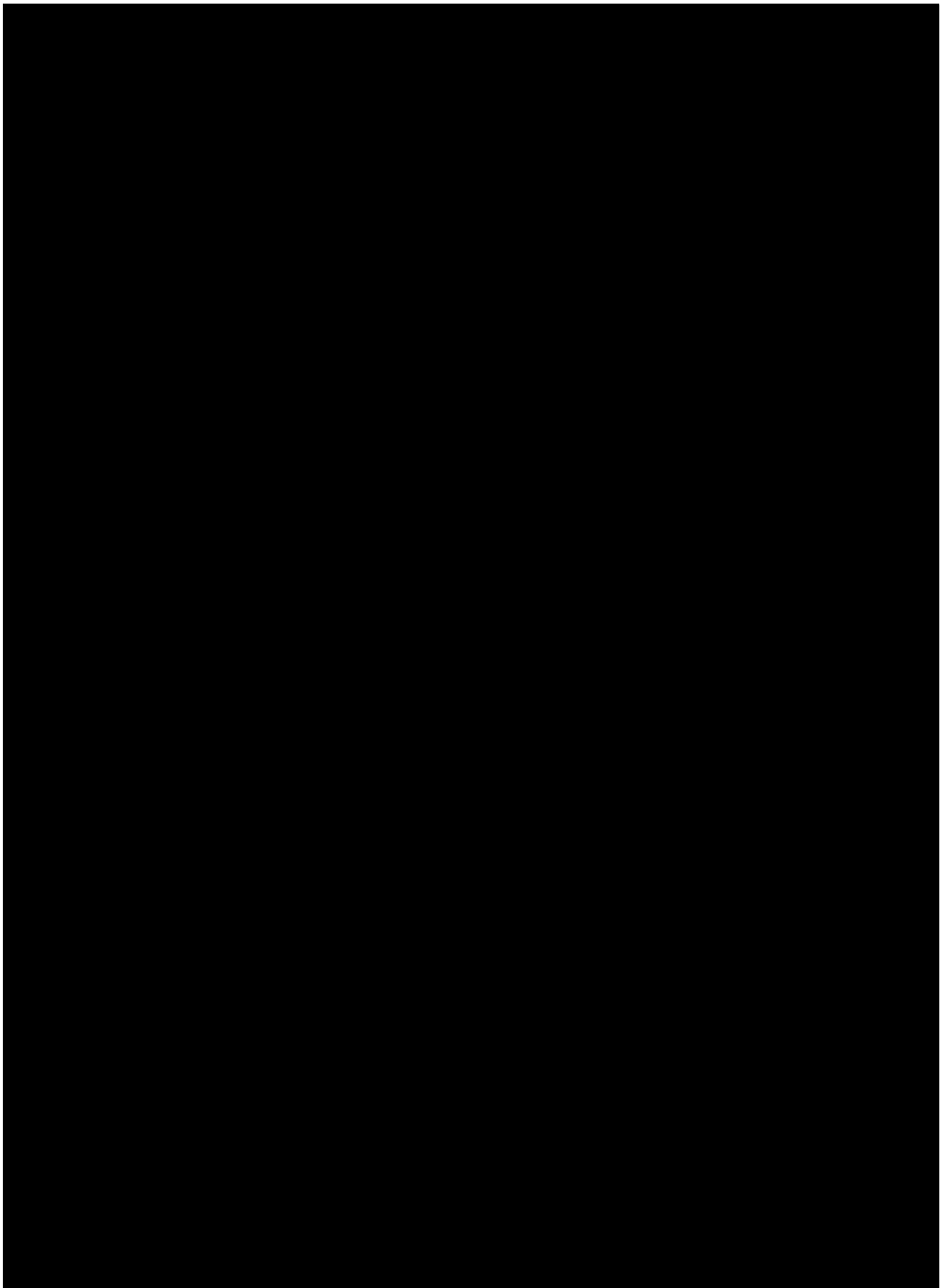
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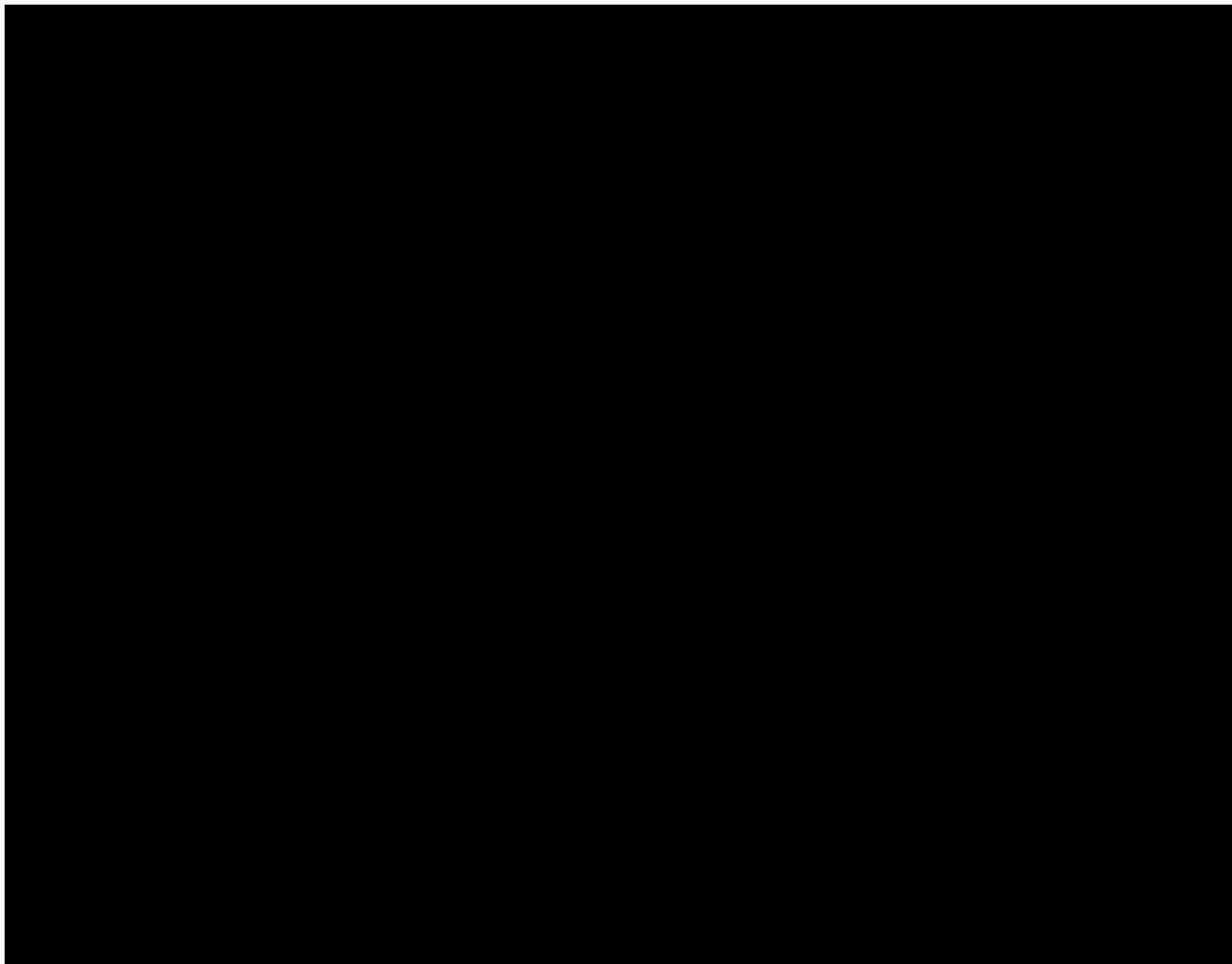
Executive Performance and Development Process 2015

REPORT FROM THE REVIEW PANEL









CERTIFICATE OF REMOTE COMMISSIONING OF AFFIDAVIT

I, Garen Arnet-Zagarian, was satisfied that the process for remote commissioning of affidavits, as outlined in the Supreme Court of British Columbia's March 20, 2020 Notice to the Profession, the Public and the Media, was necessary for the completion of the second Affidavit of Douglas Scott, dated September 22, 2021, as it was impossible for myself (commissioner) and Douglas Scott (deponent) to be physically present together.



Garen Arnet-Zargarian



Date

This is Affidavit #2 of Douglas Scott
made in this case on September ___, 2021.

COMMISSION OF INQUIRY INTO MONEY LAUNDERING IN BRITISH COLUMBIA

The Honourable Mr. Austin F. Cullen, Commissioner

AFFIDAVIT #2 OF DOUGLAS SCOTT

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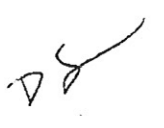
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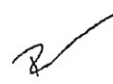



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15. This Performance Narrative was not the only time I had briefed DM Wanamaker about GPEB's AML approach. I consistently briefed DM Wanamaker on the AML Strategic Plan during our meetings.
16. In the 2013 Performance Review, the Summary Session Panel recognized that I had "continued to advance the division's objectives with respect to the prevention of wrongdoing". I understand this to be a reference to the AML approach, as GPEB referred to the AML efforts as the "prevention of wrongdoing" and I had done so in the Performance Narrative as well. The 2013 Performance Review also cites that I had "implement[ed] practices to reduce money laundering".
17. I also received an Executive Performance & Development Process Summary Session Report in 2015 (the "2015 Performance Review"; attached as **Exhibit "E"**). My tenure at GPEB had ended by this point. DM Wanamaker was on the Review Panel for the 2015 Performance Review.
18. The 2015 Performance Review cited the fact that during my tenure with GPEB, I "built relationships with the British Columbia Lottery Corporation and with the



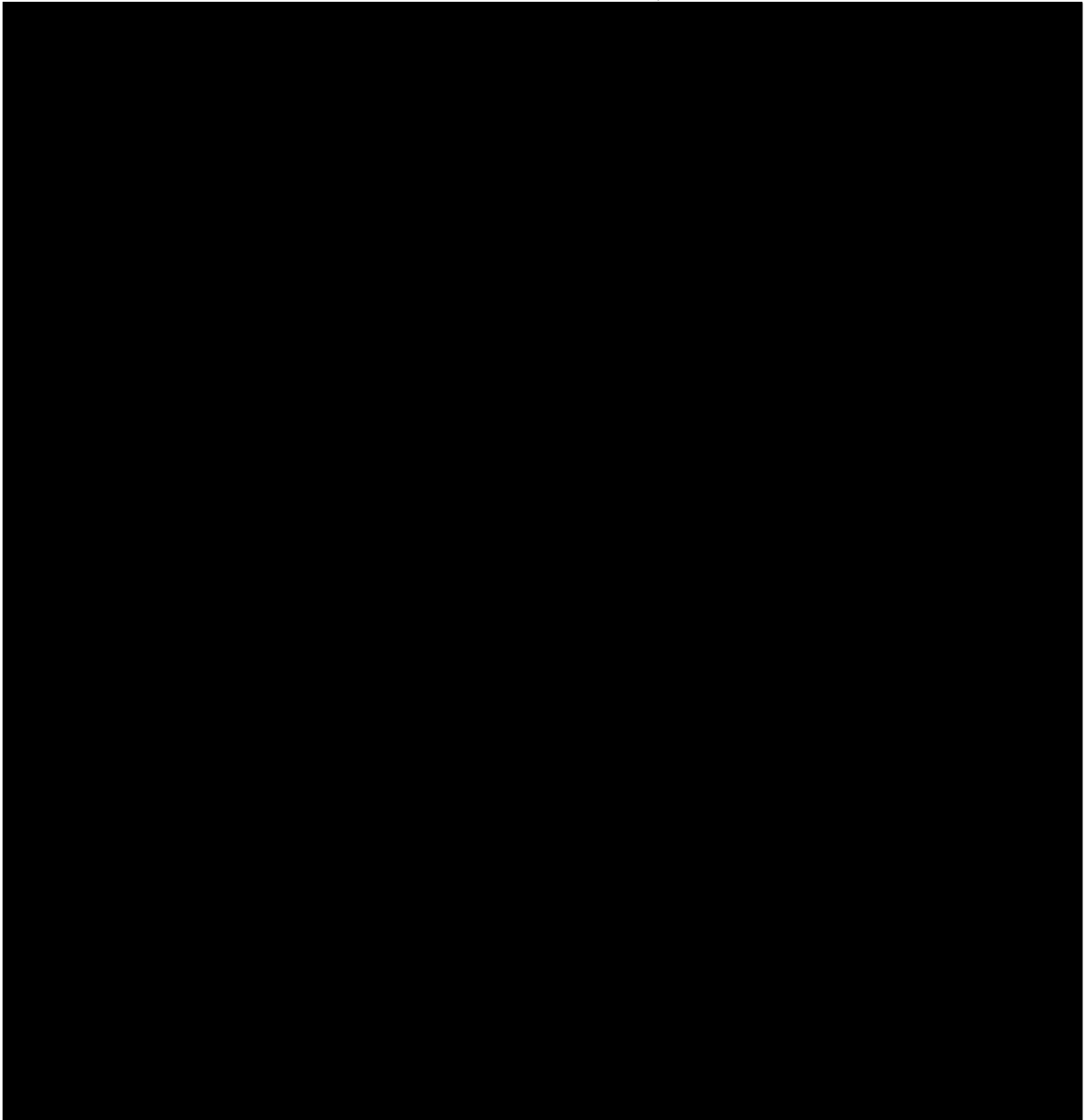


Douglas Scott



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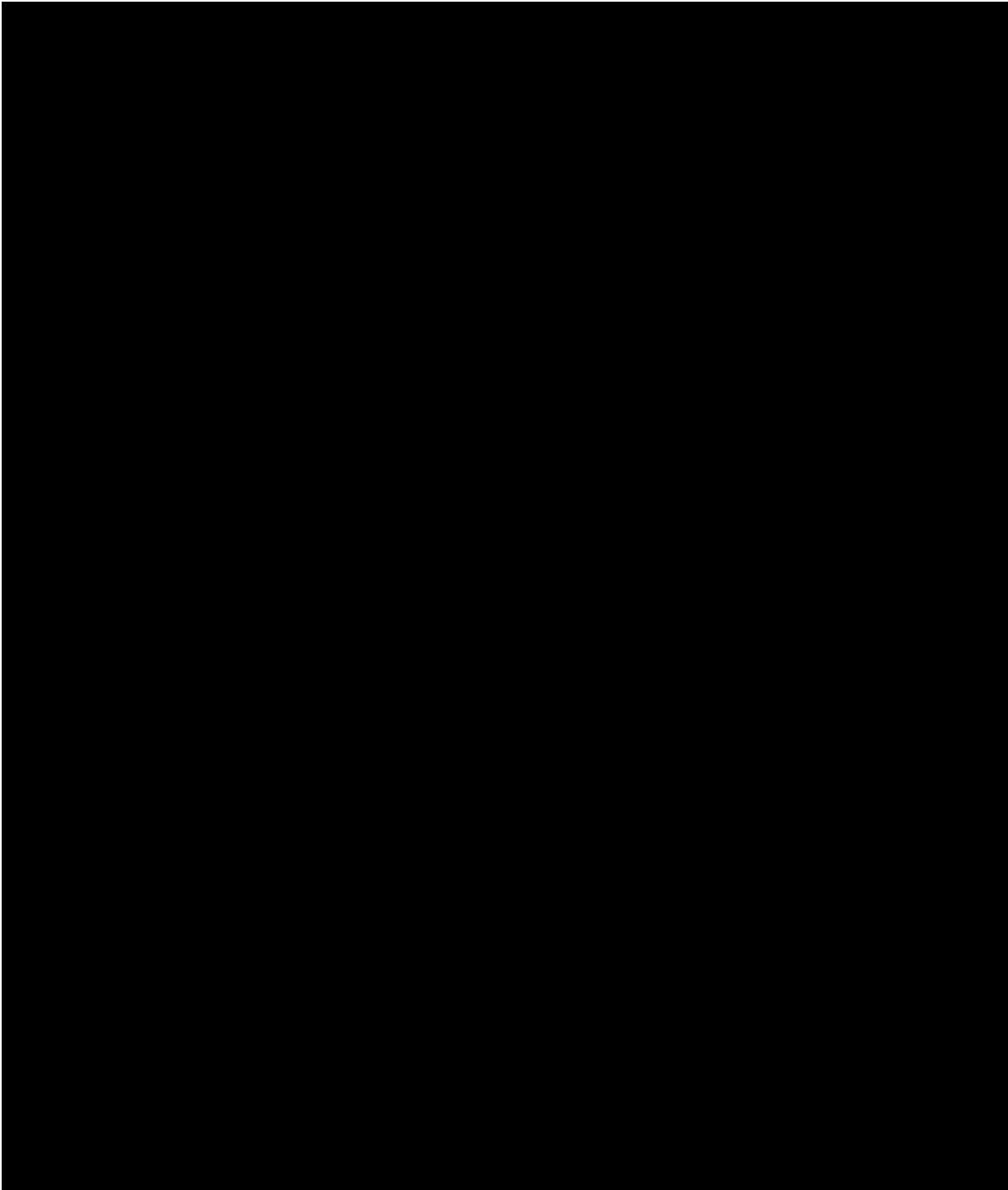


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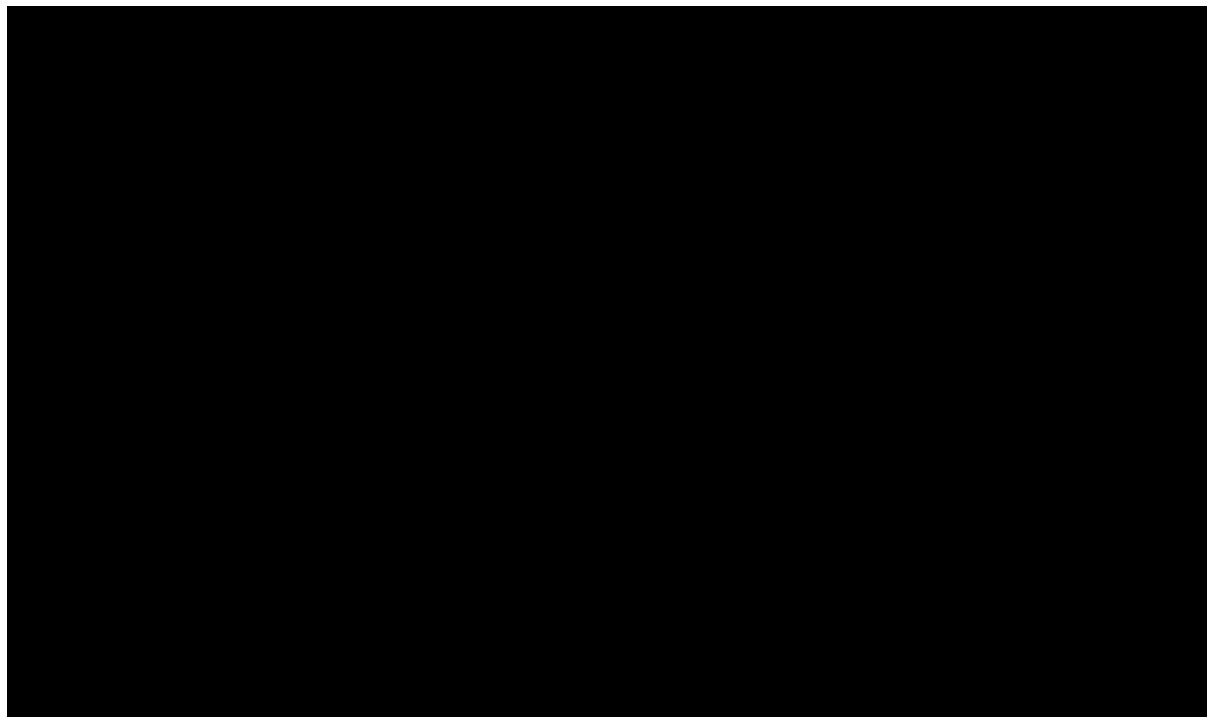
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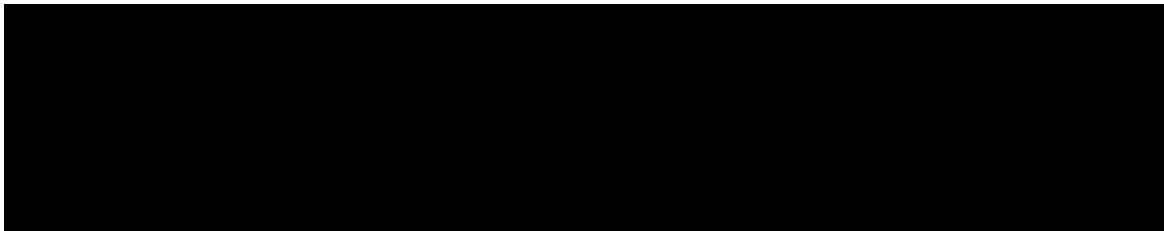
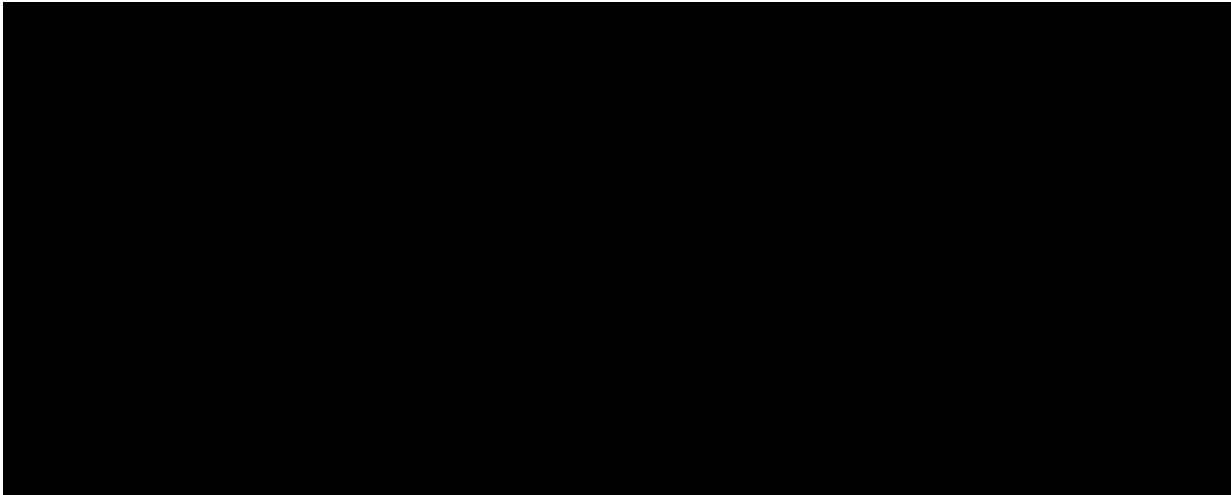


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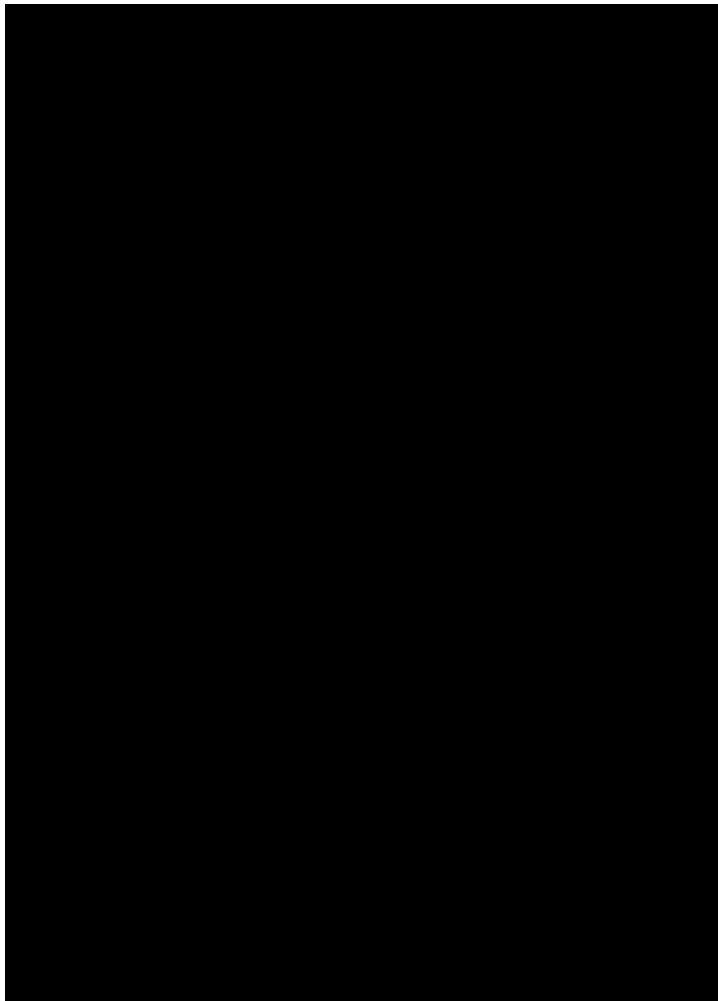


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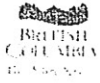
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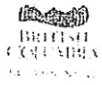


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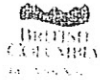


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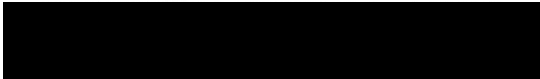
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Appendix I

Douglas Shaw Scott



Leadership · Strategic Change · Relationships

Snapshot

Education

Harvard University – Master in Public Administration (2009)
Queen's University – Master of Business Administration (1995)
Queen's University – Bachelor of Arts (1989)

Professional Experience

Government of British Columbia

- Assistant Deputy Minister, Ministry of Public Safety and Solicitor General
- Responsible for the integrity of the gaming industry in British Columbia

RCMP

- Inspector (Retired)
- Led complex and successful multi-stakeholder strategic change initiatives
- Led high-profile investigations of capital market and other fraud

Entrepreneur

- Led an online security business from conception to operational profitability

RS

Douglas Shaw Scott

Leadership · Strategic Change · Relationships

Curriculum Vitae

Education

- Master in Public Administration, John F. Kennedy School of Government, Harvard University, USA, 2009
- Master of Business Administration, Queen's University, Canada, 1995
- Bachelor of Arts, Queen's University, Canada, 1989

Professional Experience

June 2011 to Present

Title: Assistant Deputy Minister, Ministry of Public Safety and Solicitor General, Government of British Columbia

- Provide strategic leadership for the Gaming Policy and Enforcement Branch
- Responsible for maintaining the integrity of the gaming industry in British Columbia (The industry generates over two billion dollars annually, and contributes over one billion dollars to government and charity programs)
- Oversee seven divisions, with mandates including audits, criminal investigations, licensing, policy, harm reduction and charitable grant distribution

July 2009 to May 2011

Title: Inspector and Team Commander, Integrated Market Enforcement Team (IMET), Calgary Alberta, RCMP

- Led specialized capital market investigative teams who were undertaking major criminal investigations, including a nationally reported \$400 million fraud
- Built strong partnerships to enable innovative investigative techniques thought by many to be impossible for capital market investigations in Canada

August 2008 to June 2009

Title: Graduate Student, Harvard University, John F. Kennedy School of Government and Harvard Business School

- Studied leadership, ethics, competitive strategy, communication, and change
- Elected to student executive as representative for the mid-career program
- Member of Mid-Career Seminar Committee
- Member of faculty/student Academic Committee



Professional Experience Cont.

June 2006 to July 2008

Title: Inspector and Officer in Charge, Client Service Enhancement Project, Pacific Region (British Columbia and the Yukon), RCMP

- Led consultations with the governments of British Columbia, Yukon Territory, and many municipalities to identify gaps in policing service
- Led major change initiatives including: 1) the creation of the Community Safety Officer, 2) the establishment of the Cowichan Valley Regional Policing Model, and 3) the creation of the Vancouver Island Integrated Major Crime Unit (ViMCU)

September 2004 to June 2006

Title: Sergeant in Charge, Crime Reduction and Service Delivery Development Unit, Vancouver Island District, British Columbia, RCMP

- Led the continued development and assessment of the RCMP Service Delivery Framework I had created in 2002 (see below)
- Led the integration of special support services including Police Dog Service and Forensic Identification Service

October 2002 to September 2004

Title: Integration Initiatives Manager (Corporal), British Columbia Effective Policing Team, RCMP

- Created a new comprehensive service delivery model for the RCMP titled the Service Delivery Framework – a principle-based approach that realigned services and established formal continuous improvement capacity within British Columbia
- Managed integration and service delivery improvement initiatives throughout British Columbia

August 2001 to October 2002

Title: Co-founder and President, *RésuméAudit.com* (during 14-month leave from RCMP)

- Established internet-based corporate due-diligence company which provided innovative personnel security screening products
- Largest Client: Canadian Air Transport Security Authority

July 1995 to August 2001

Title: Investigator and Investigative Team Leader (Constable), Vancouver Commercial Crime Section, RCMP

- Team Leader for investigation high profile investigation involving breach of trust.
- One of a team of four primary investigators for the investigation of a major organized crime group in Vancouver.

Professional Experience Cont.

September 1993 to June 1995

Title: Graduate Student, Queen's University, School of Business

- Elected to MBA Executive and University Senate
- Represented Queen's at an international business case competition with four person team, and reached the finals – a best ever result for the school
- Master of Ceremonies for graduation formal
- Member of Faculty Promotion and Tenure Committee
- Member of selection committee for the incoming business school dean

March 1992 to August 1993

Title: General Duty Patrol Officer (Constable), Grande Cache Detachment, Alberta, RCMP

- Performed a wide range of policing functions in an isolated northern mining community in Alberta

September 1991 to March 1992

Title: Constable, Training Academy – Depot Division, Saskatchewan, RCMP

- Completed basic RCMP training

Interests/Activities

Lecturer (1996-2004)

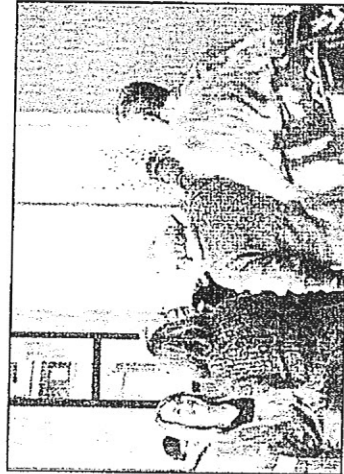
Effective Leadership & Strategic Management	(Canadian Police College)
Change Management	(Canadian Police College/Justice Institute of BC)
Business Case Writing	(Canadian Police College/Justice Institute of BC)
Forensic Accounting	(British Columbia Institute of Technology)

Personal

I enjoy sharing the fun of sailing, tennis, golfing, and mountain biking with friends and family. I am also an interested reader of geopolitical news and history.

Appendix II

Gaming Policy and Enforcement Branch Strategic Plan 2011/12 – 2012/13



Voting on vision and mission

The world of gaming regulation is complex. At the branch wide planning session we set a vision, mission and three strategic priorities. In light of significant pressures to the Program, we have also added

Responsible Gambling as a fourth priority. This plan lays out the framework in order to meet our strategic priorities and achieve our vision and mission.

Our vision and mission

Our vision and mission statements guide our strategic direction.

Vision: Gaming is conducted responsibly and with integrity for the benefit of British Columbians.

Mission: Our mission is to ensure the integrity of gaming.

Our programs promote compliance with and enforce public standards, laws and regulations, support communities through

charitable licensing and grants, and provide public education on responsible gaming and treatment for those affected by problem gaming.

Our operating environment

There are many opportunities and risks on the road to our vision.

The gaming industry continues to evolve at a rapid pace. An example is the expansion of e-gaming, including the use of handheld devices. The pace of change means we must enhance our ability to anticipate and adapt as an organization to ensure that gaming, in all its forms, continues to be conducted responsibly and with integrity.

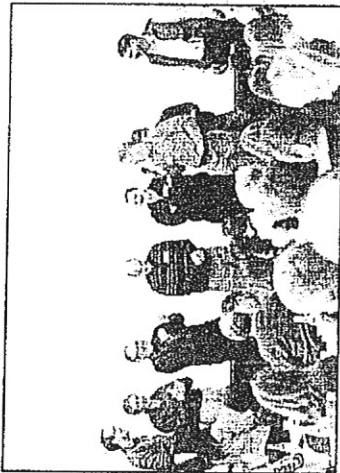


Group planning and discussions

The global economic downturn and provincial budget pressures require us to change how we allocate our resources and deliver services. To continue to meet our vision and mission, we identified, during the planning process, areas to improve our **operational effectiveness** by streamlining and leveraging opportunities for collaboration between our divisions and external stakeholders.

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Appendix II



November moustache competition at the session

Casino gaming in British Columbia is primarily a cash-based business, which poses unique challenges in providing and supporting appropriate anti-money laundering initiatives and policies. As the laundering of money involves

complex criminal activities, this challenge will be ongoing and we will continue to develop rigorous strategies that deter any form of crime related to the gaming industry.

The BC gaming industry generates over 2 billion dollars in revenue and while it is entertainment for most, it can also be addictive and destructive for some. Problem gambling is complex and those affected may suffer from financial, mental health or family issues. To highlight our commitment to preventing problem gambling and helping those that need it, we have added **responsible gaming** as a strategic priority for our branch to further integrate these principles into everything we do.

Finally, it is **people** that make the realization of our objectives possible. Effectiveness will always be about our people, which is why we have made this our only permanent strategic priority.

We also support Government's goals of putting families first, building a strong economy and maintaining open government and

citizen engagement. This includes developing strategies to prevent minors from accessing facilities, and supporting responsible business practices that promote the health of the industry.

Our strategic priorities and strategies also reflect the direction of the Ministry of Public Safety and Solicitor General's strategic plan including our utilization of the operating principals of Planning, Partnerships, Public Engagement, Education, and, Empowerment, and Performance and by directly, implementing strategies to prevent crime in our area of responsibility.

Our Strategic Priorities and the Future

We have set four strategic priorities: **organizational effectiveness, crime, responsible gambling, and people**. While these are our most urgent priorities, we will continue with all our operations that help us to ensure the integrity of gaming in British Columbia. The following GPEB strategic priorities, objectives and key strategies form a roadmap to address these challenges and opportunities as we move forward.

Thank you to everyone who participated in this process, and has committed to carrying it forward.



Presentations on investigations, policy and business services, and horse racing

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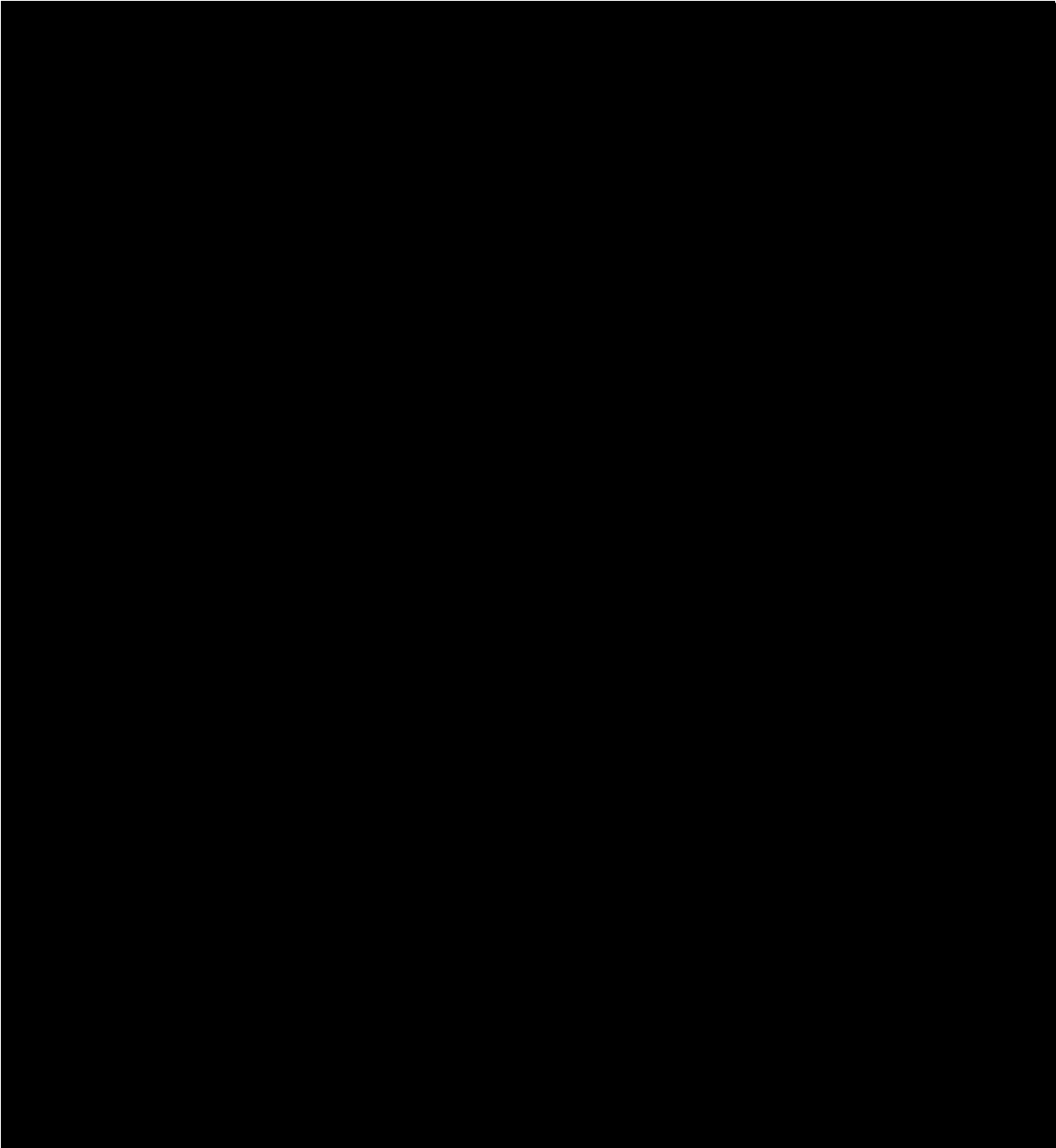
Our Strategic Priorities:

Crime	Responsible Gambling	Operational Effectiveness	People
Our objectives: <ul style="list-style-type: none"> British Columbians have confidence that gaming is safe and operated with integrity 	<ul style="list-style-type: none"> Our programs are effective and focus on prevention and support of those affected by problem gambling 	<ul style="list-style-type: none"> Branch business processes are streamlined, integrated, and evidence based. Resources are allocated where they will have the greatest impact GPEB is able to anticipate and react quickly to changes in the gaming industry 	<ul style="list-style-type: none"> Branch employees are engaged and empowered
Our key strategies: <ul style="list-style-type: none"> Transition gaming activities away from cash systems to reduce money laundering Enhance our strategy to keep minors out of gaming Enhance our strategy to keep known gang members and other criminal associates out of gaming facilities 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Consult external stakeholders to review roles and responsibilities and seek opportunities for greater coordination Conduct business process reviews where appropriate Develop IT strategies to leverage existing infrastructure and plan for the future Conduct an environmental scan of trends and issues related to e-gaming Enhance data sharing Implement initiatives for enhanced cooperation and coordination between Branch divisions 	<ul style="list-style-type: none"> Engage staff in all divisions to develop and review the strategic HR plan for 2011/12 – 2012/13 Develop employees Improve communication Support a healthy work environment
Strategic Alignment: PSSG strategic plan goal: <i>Crime Prevention initiatives that result in fewer victims and a reduction in criminal behaviour in BC and Government's goal of putting families first</i>	Strategic Alignment: PSSG strategic goal to prevent adverse events such as addiction and Government's goal of putting families first.	Strategic Alignment: PSSG operating principal of planning, performance, and partnerships	Strategic Alignment: GPEB Human Resources Management Plan



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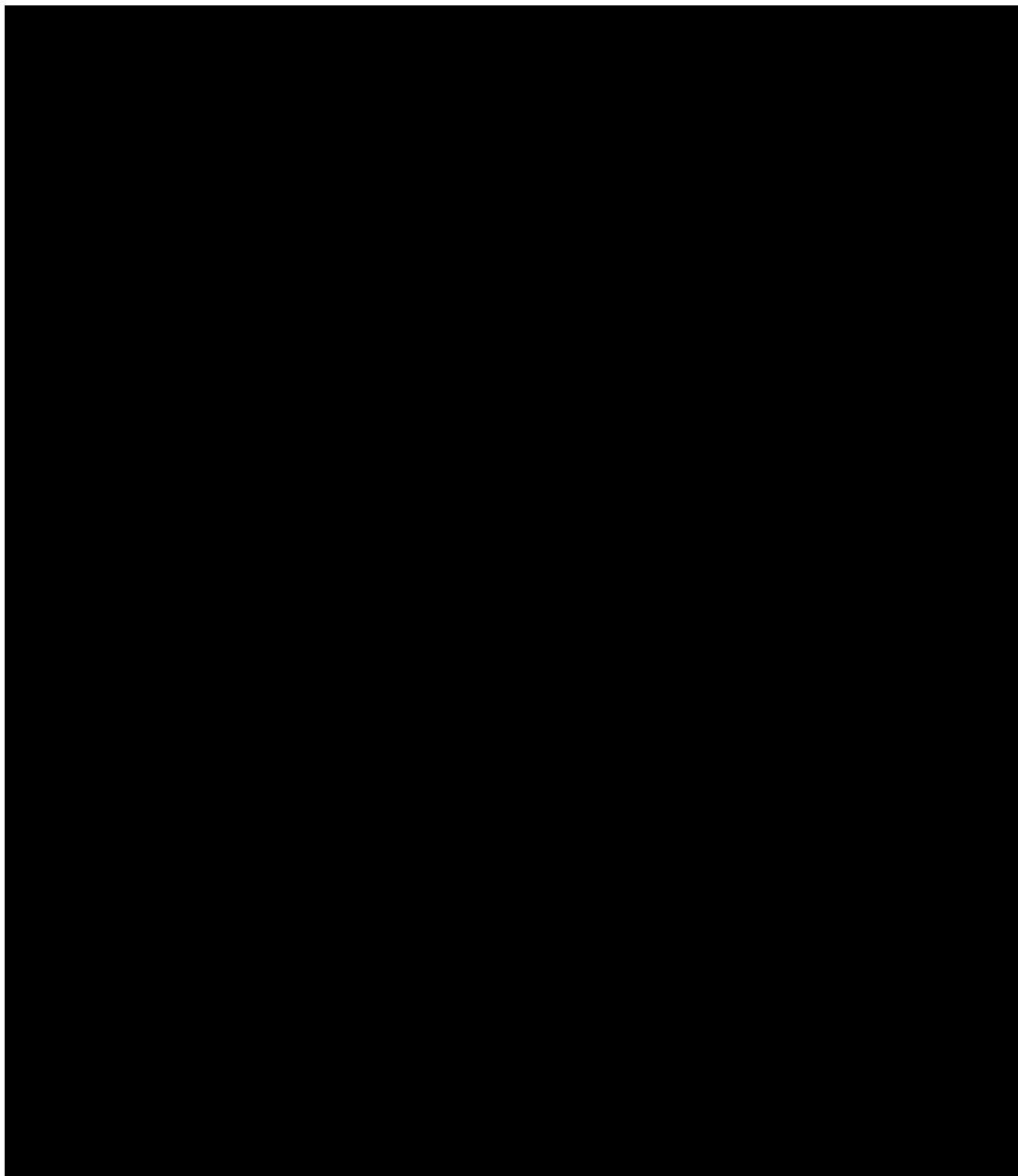


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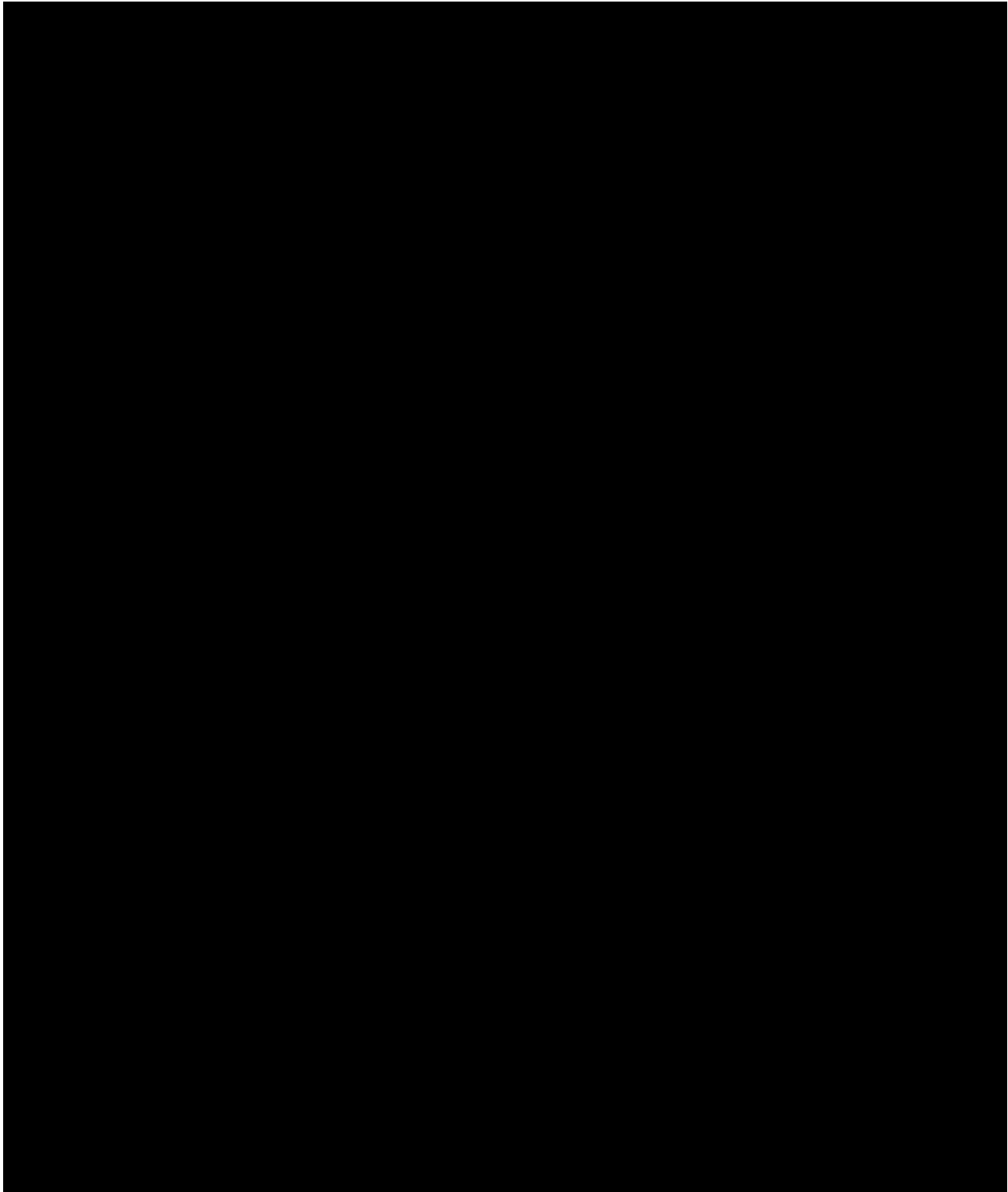


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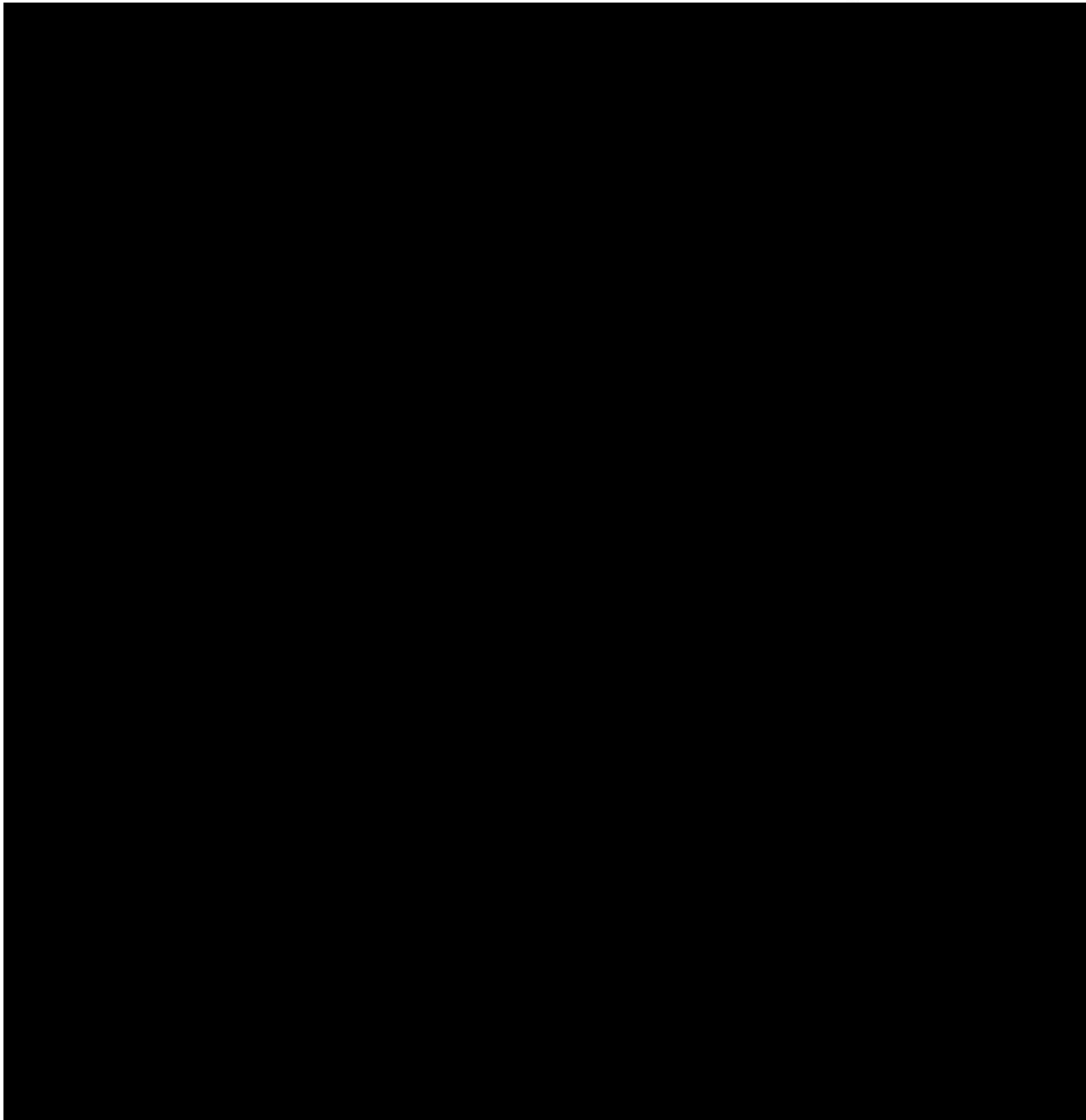


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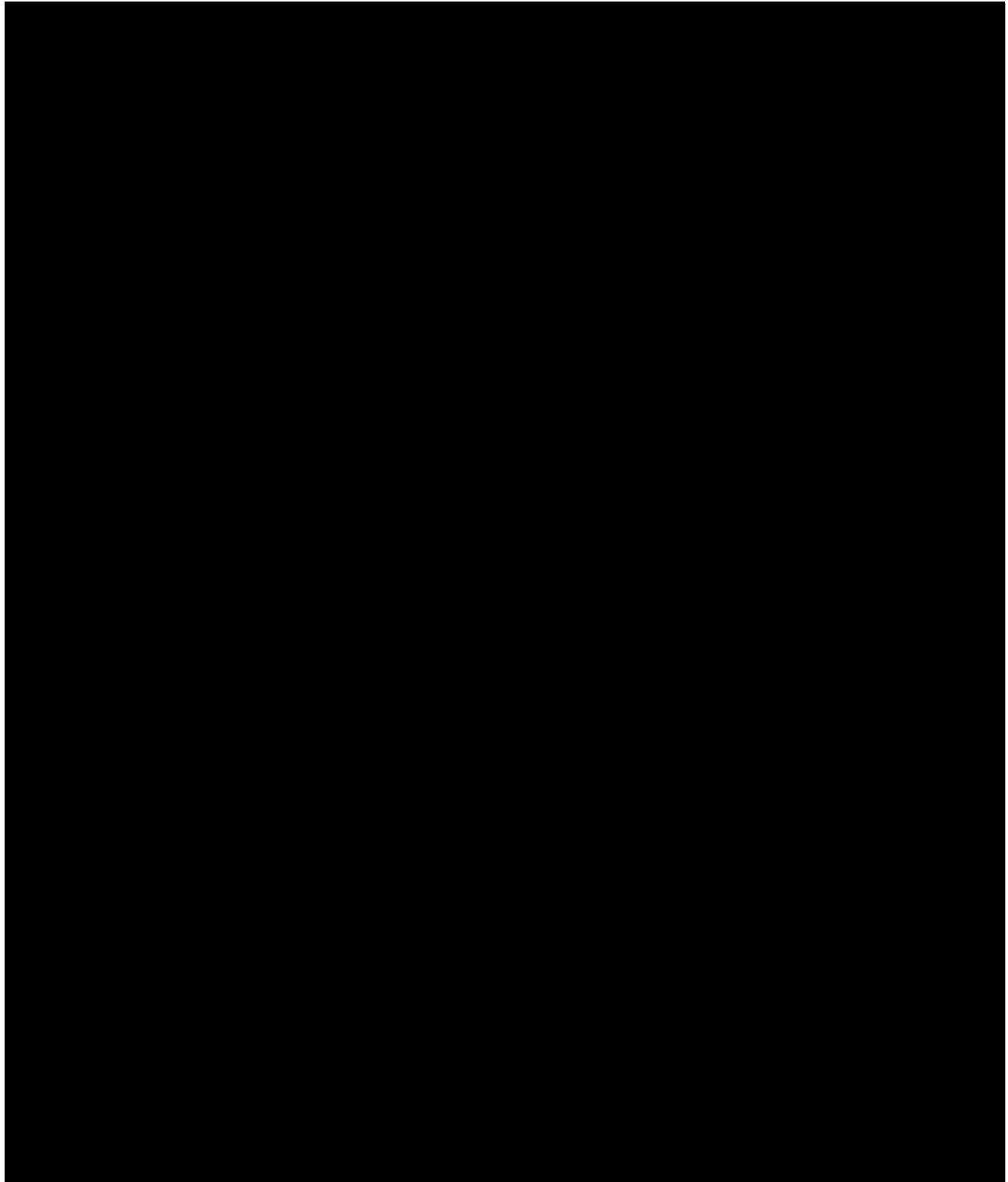




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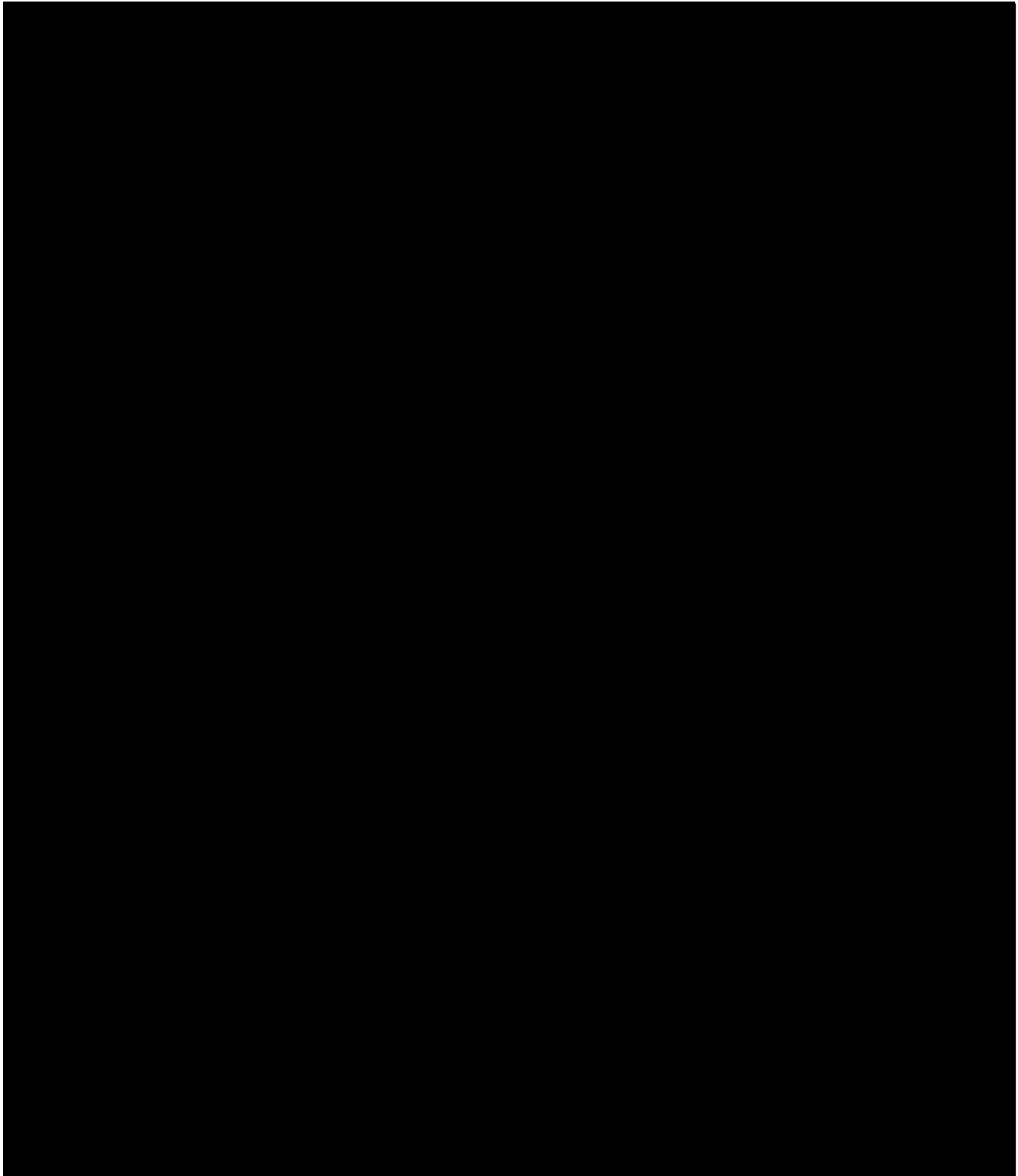


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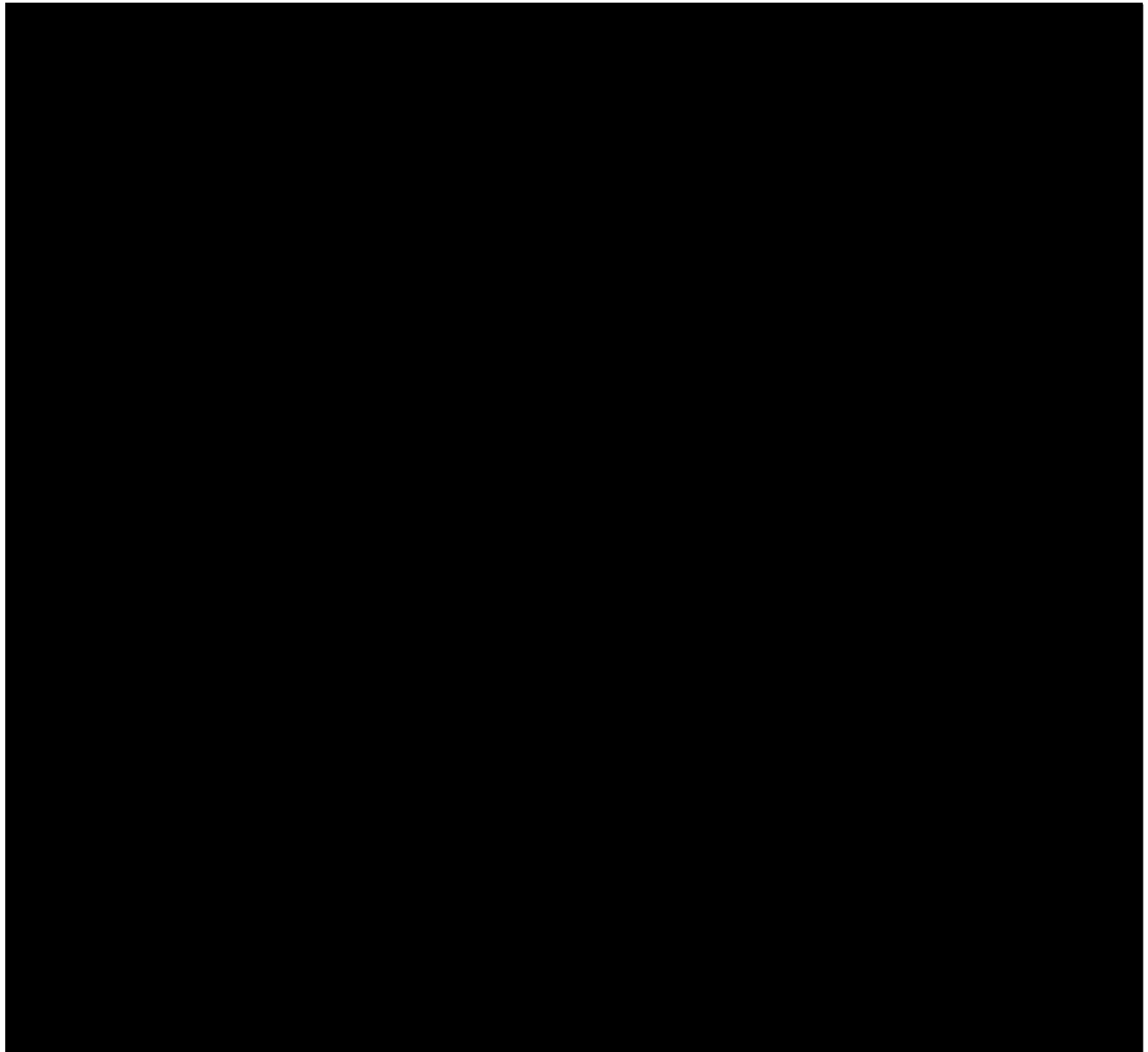


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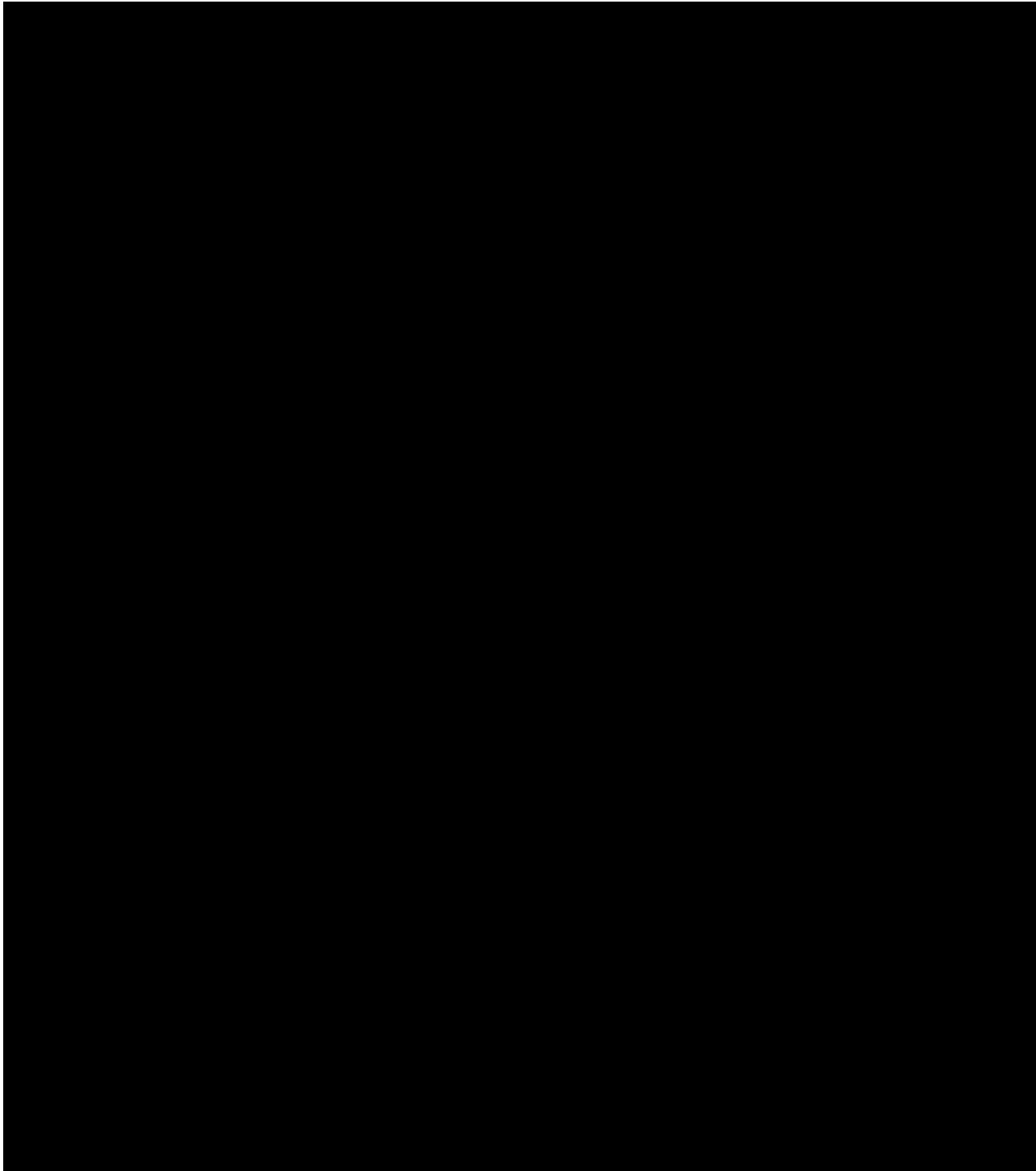


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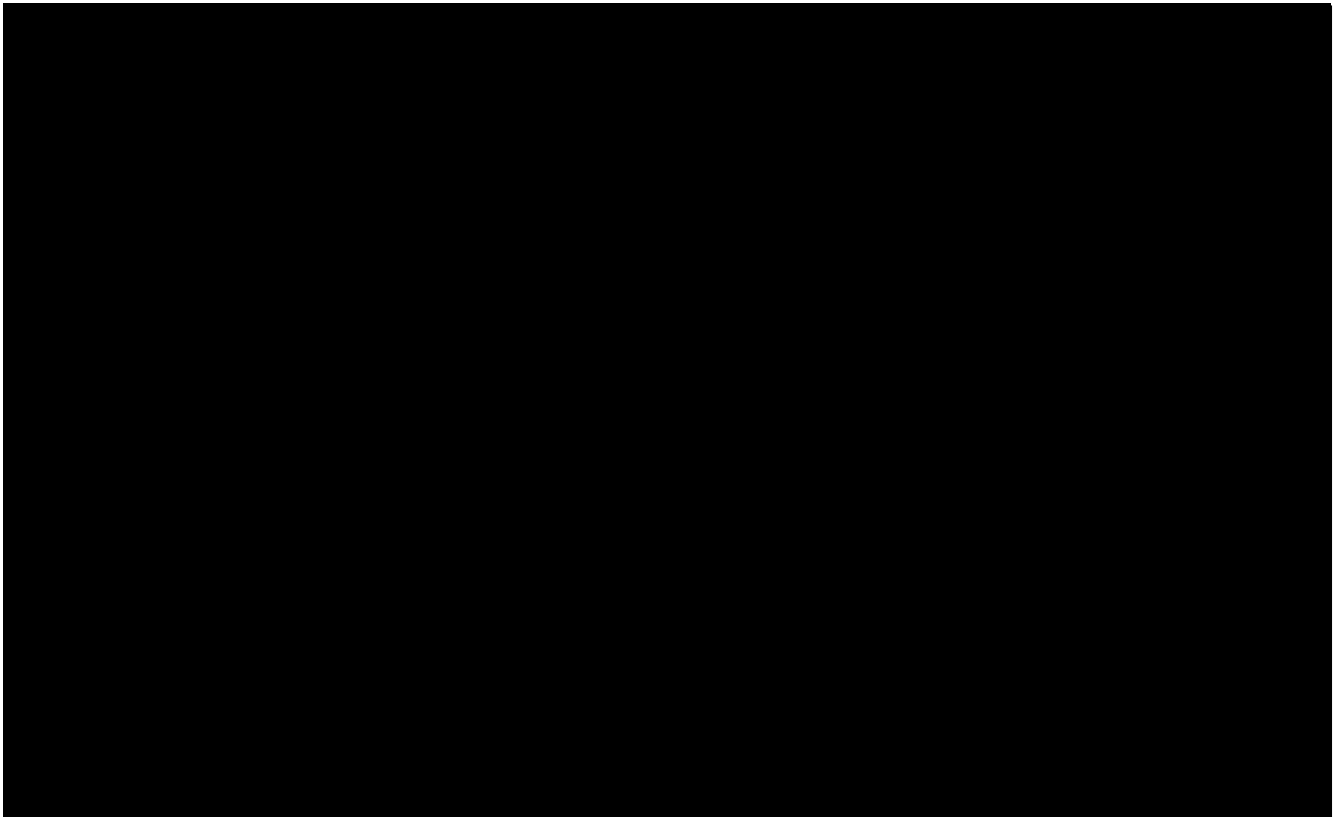


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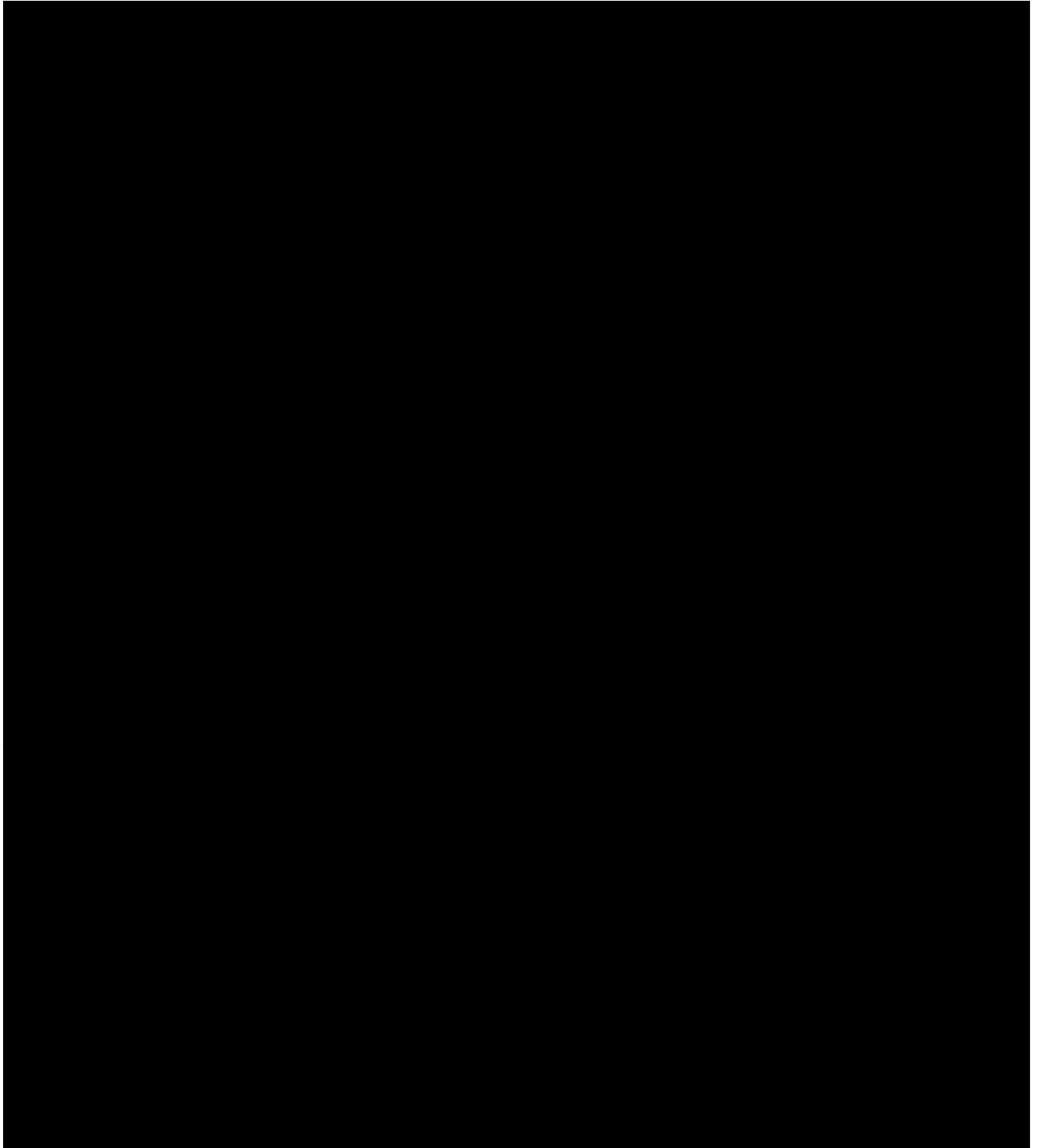


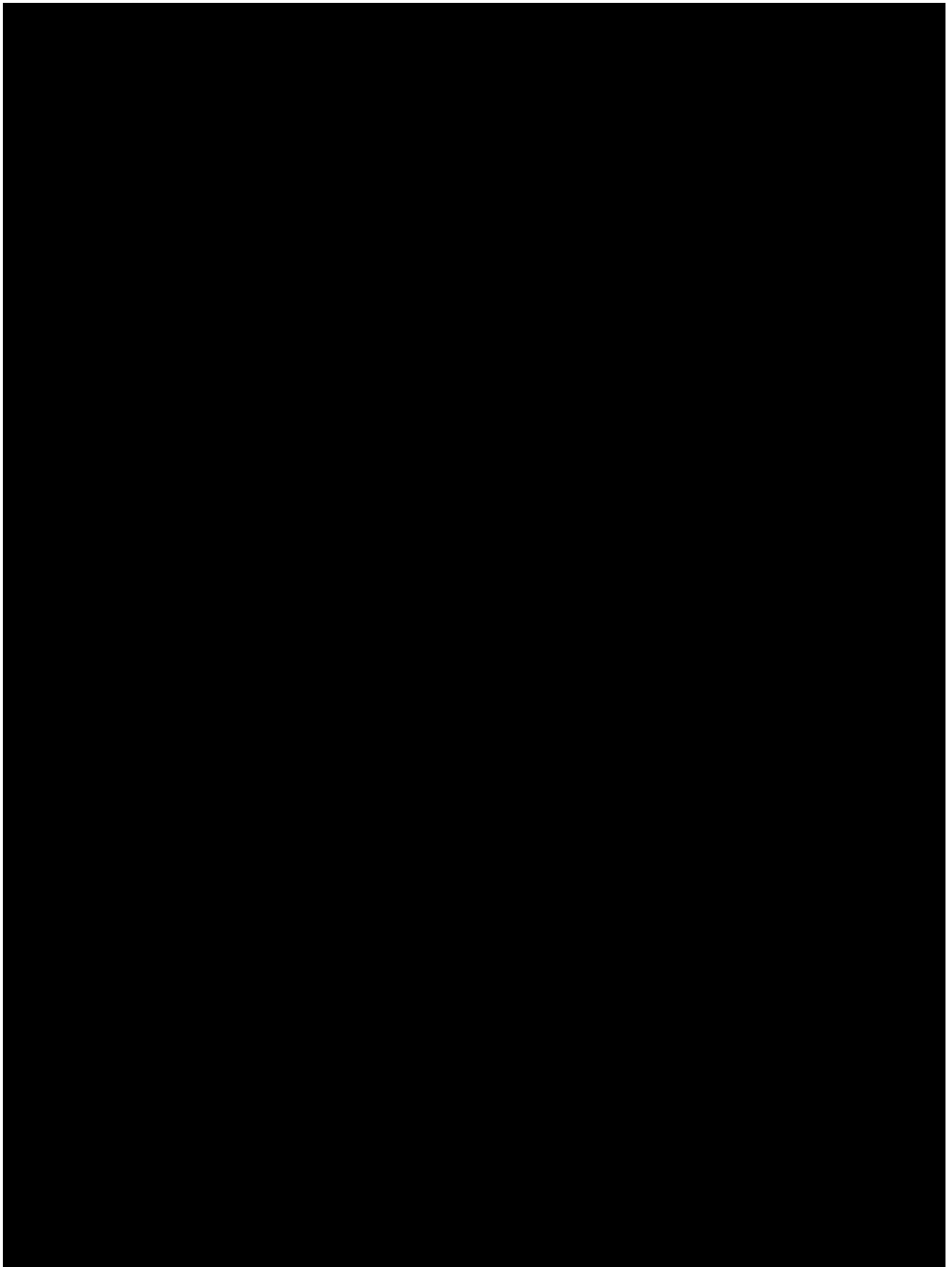
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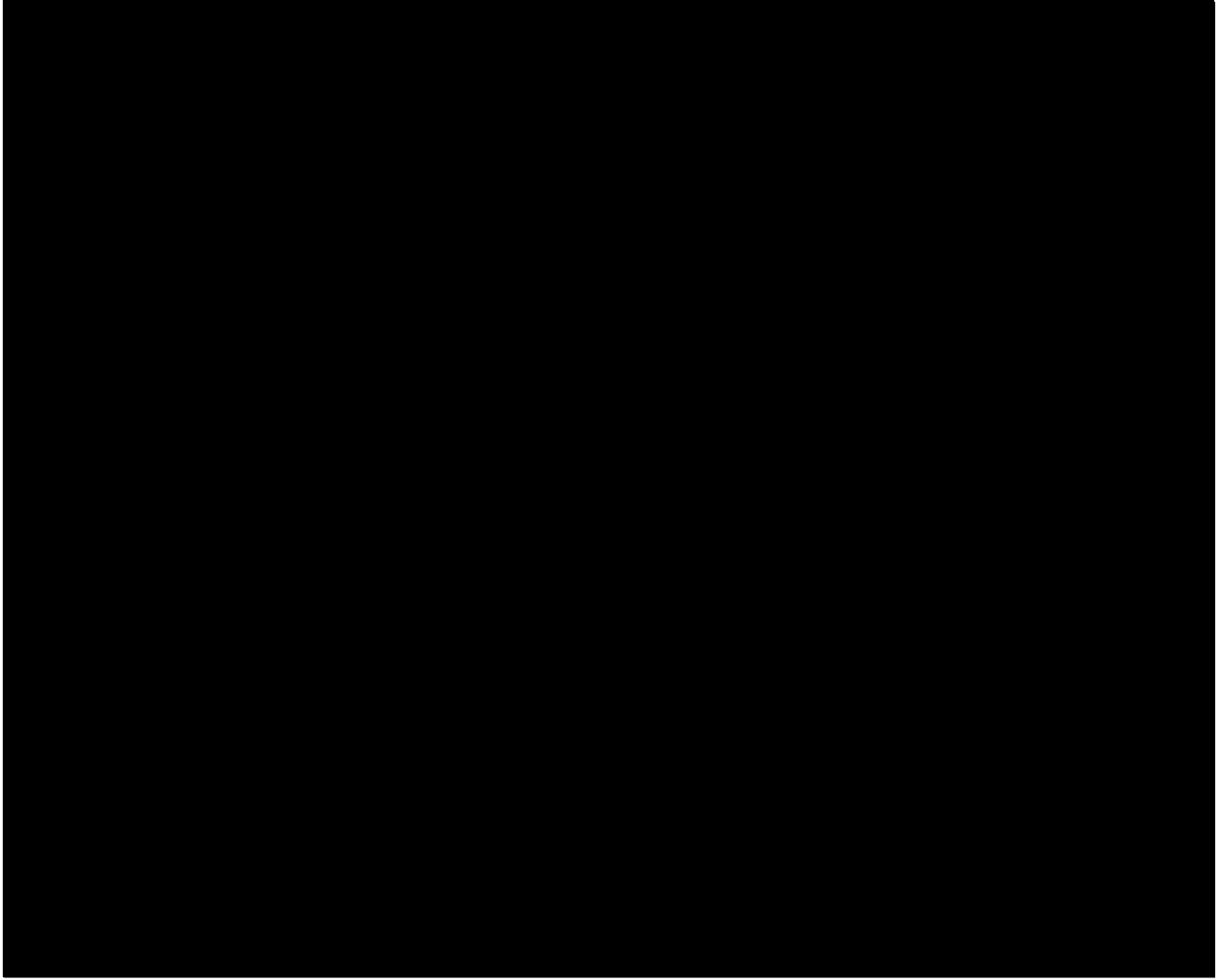
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REPORT FROM THE REVIEW PANEL



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