



Public Guardian and Trustee

2015–2016
Annual Report



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LETTER OF TRANSMITTAL

September 16, 2016

The Honourable Suzanne Anton, QC
Attorney General and Minister of Justice
PO Box 9044, STN PROV GOVT
Victoria, British Columbia V8W 9E2

Dear Attorney General and Minister of Justice:

I have the honour of delivering to you the Annual Report of the Public Guardian and Trustee in accordance with the provisions of section 25 of the *Public Guardian and Trustee Act*.

This report covers the period April 1, 2015 to March 31, 2016.

Yours truly,

Catherine M. Romanko
Public Guardian and Trustee



MESSAGE FROM THE PUBLIC GUARDIAN AND TRUSTEE

I am pleased to present the Annual Report of the Public Guardian and Trustee for the period April 1, 2015 to March 31, 2016.

This year, the Public Guardian and Trustee (PGT) made significant progress in implementing our strategic plan to transform service delivery so that client needs and changing expectations are reasonably met now and in the future.

In previous years, I have described the PGT's challenge of striving to provide effective service from within a traditional heavily paper based environment supported by outdated technology. The current environment limits the ability of staff to efficiently access critical client information and to effectively report to and communicate with clients and their families in a manner commonly expected in today's world. The demanding administrative burden required to keep legacy systems operating and to manage high volumes of paper often means that resources which would ideally be dedicated to assisting clients be diverted to ensure that internal processes continue to operate.

Fortunately, the days of legacy systems and high volumes of paper are coming to an end. With critical funding provided by government, the PGT has moved forward with the highest priority of the strategic plan: replacement of the 30 year old trust accounting system. This year, through a procurement process, the PGT selected the software and developer and began to design and build a new financial system which will meet modern trust accounting standards and support efficient service to clients. The new system is expected to be in place and fully operational by May 2017.

The next strategic priority in the area of technological transformation for the PGT will be to reduce the risk and burden created by the paper based environment. To this end, the PGT completed essential foundational work this year to obtain and implement an enhanced document management system aimed at significantly reducing the reliance on paper documents and improving access to information, protection of privacy and overall service.

While modernization of technology is a critical aspect of the PGT's strategic plan to evolve client service, it is only one part of the plan. Relying on feedback provided by clients, service partners and staff, the PGT this year initiated activities to streamline processes, improve client communications and enrich staff knowledge and skills training. Continued development in these critical areas will support staff to serve clients who rely on the PGT for assistance and management of increasingly complex legal, financial and property issues.

In addition to advancing the strategic plan for transformation, PGT staff ensured that core services were professionally delivered to clients. This year the PGT again met all 20 publicly reported performance targets, a matter confirmed by independent auditors. The commitment of PGT staff to providing their best in serving clients is reflected in this achievement.

Throughout the year, the PGT contributed to public awareness, policy development and law reform initiatives to promote the interests of PGT clients. As a member, the PGT participated on a broad variety of provincial and national committees considering such diverse issues as the provision of services to Aboriginal children in government care, development of strategies to reduce elder abuse, best practices in public guardianship and trusteeship and developments in estate planning law and practice.

On the legislative front, the PGT contributed to consultations concerning potential law reform in areas impacting PGT clients including work undertaken to develop British Columbia's online civil resolution tribunal and projects conducted by the Uniform Law Conference of Canada focusing on Access to Digital Assets by Fiduciaries and Abuse of Powers of Attorney.

This has been a year of positive change for the PGT as we continue to make progress in putting the strategic plan for improved client service into action.

I would like to thank the members of the PGT Investment and Audit Advisory Committees for their valuable advice and support throughout the year. I also want to recognize all PGT staff for their solid performance and commitment in serving our clients.

Catherine M. Romanko
Public Guardian and Trustee





**2015–2016
PERFORMANCE REPORT**

ACCOUNTABILITY STATEMENT

The 2015–2016 Performance Report was prepared under my direction. I am accountable for the results achieved, the selection of performance measures, and how actual performance has been reported. The information presented reflects the actual performance of the Public Guardian and Trustee for the 12 months ended March 31, 2016. The report addresses all significant events that occurred, and decisions made, up to September 16, 2016.

The information presented represents a comprehensive picture of our actual performance in relation to our service delivery plan. The report contains estimates and significant interpretive information that represents the best judgment of management.

The measures presented are consistent with the organization's mandate, goals and objectives and focus on aspects critical to understanding our performance. I am responsible for the design and operation of internal controls to ensure performance information is measured accurately and in a timely manner. Any significant limitations in the reliability of specific data are identified in the report.

The report is intended for a general audience. Specific users may require more detailed information than is contained in this report. The report has been prepared in accordance with the *Public Guardian and Trustee Act* and *Performance Reporting Principles for the British Columbia Public Sector*.

Catherine M. Romanko
Public Guardian and Trustee

September 16, 2016

Auditors' Report on the 2015–2016 Performance Report of the Public Guardian and Trustee of British Columbia



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To:

**The Public Guardian and Trustee of British Columbia,
The Attorney General and Minister of Justice, Province of British Columbia,
and The Members of the Legislative Assembly of British Columbia**

We have audited the accompanying 2015–2016 Performance Report (Performance Report) of the Public Guardian and Trustee of British Columbia (PGT) for the year ended March 31, 2016 based on the requirements of subsections 25 (1), 25 (2), 25 (3) (c), 25 (3) (d) and 26 (1) (b) of the *Public Guardian and Trustee Act (PGT Act)* and on the *Performance Reporting Principles For the British Columbia Public Sector (BC Performance Reporting Principles)* (collectively referred to herein as the Criteria). The Performance Report and its fair presentation in conformance with the Criteria are the responsibility of the PGT. Our responsibility is to express an opinion, based on our audit, on the fair presentation of the Performance Report in conformance with the Criteria.


We conducted our audit in accordance with the standards for assurance engagements established by CPA Canada. Those standards require that we plan and perform an audit to obtain reasonable assurance about whether the Performance Report is fairly presented in conformance, in all material respects, with the Criteria. Our audit included examining, on a test basis, evidence supporting the amounts and disclosures in the Performance Report, evaluating the fair presentation of the Performance Report in conformance with the Criteria, and performing such other procedures as we considered necessary in the circumstances.

The Performance Report necessarily contains a number of representations by the PGT concerning the appropriateness of the PGT's goals, objectives, targets, explanations of the adequacy of planned and actual performance, and expectations for the future. These are provided to provide context to assist the reader in evaluating the plans and performance of the PGT. Such representations are the opinions of the PGT and, given their necessarily subjective nature and also the future orientation of some of the representations, such representations inherently cannot be subject to independent audit verification. Further, as described in the Performance Report section entitled Linking Resources to Performance (pages 58 to 67) of the



Auditors' Report on the 2015–2016 Performance Report of the Public Guardian and Trustee of British Columbia

Performance Report, the tables and related information on pages 58 to 67 of the Performance Report are derived using an allocation model developed to reflect approximate usage of key services and other segmentation methodologies that are beyond the scope of this audit; accordingly, with respect to the tables and related information on pages 58 to 67 of the Performance Report, our audit was limited to providing reasonable assurance that the Performance Report is consistent with the audited financial statements contained in the PGT's 2015–2016 Annual Report.



In our opinion, except for the effect of adjustments, if any, which we may have determined to be necessary had we been able to independently verify the representations described in the paragraph above and had we performed a more extensive examination of the tables and related information on pages 58 to 67 of the Performance Report as referred to in the paragraph above, the PGT's Performance Report for the year ended March 31, 2016 is fairly stated in conformance, in all material respects, with the Criteria.

The attached Appendix to this report provides further explanation regarding the fair presentation of the Performance Report in conformance with the Criteria.

The Performance Report is intended for a general audience. Specific users may require more detailed information than is contained in the Performance Report.



KPMG LLP

Chartered Professional Accountants
Vancouver, Canada
September 16, 2016

Appendix to the Auditors' Report on the 2015–2016 Performance Report of the Public Guardian and Trustee of British Columbia

This Appendix summarizes and explains selected key aspects of how the Performance Report is fairly presented in conformance, in all material respects, with the requirements of subsections 25 (1), 25 (2), 25 (3) (c), 25 (3) (d) and 26 (1) (b) of the *PGT Act* and with the BC Performance Reporting Principles (collectively referred to herein as the Criteria).

BC Performance Reporting Principle 1 – Explain the Public Purpose Served

The Performance Report identifies and explains the PGT's mandate, enabling legislation, vision, and organizational structure. Core program areas, services, clients, and stakeholders are described, as is the role of service partners. The PGT's role and relation to the courts and the Crown are explained. The Performance Report describes the PGT's seven major values and how they guide and are embedded in the PGT's operations.

BC Performance Reporting Principle 2 – Link Goals and Results

The Performance Report identifies and explains the PGT's mandate and vision, its service delivery plan including the goals it has identified in support of its mandate and vision, the related more detailed objectives and performance measures, and its actual results, providing linkages and a logical flow between them. The relevance and relation to long-term outcomes are identified and explained for key performance measures and results. Variances between planned and actual results are identified and explained. The impact of results on the PGT's future direction is also identified and explained where relevant.

BC Performance Reporting Principle 3 – Focus on the Few Critical Aspects of Performance

The PGT's April 1, 2015 – March 31, 2018 Service Delivery Plan identifies the PGT's five goals related to the three aspects of its mandate, one to five specific objectives related to each goal, and related specific performance measures. The Performance Report repeats this information from the Service Delivery Plan, and provides in a clear, concise format the PGT's actual results for each performance measure, and the meaning and importance of each performance measure and result. The Performance Report also provides related contextual information regarding factors influencing the selection of goals, objectives, and performance measures, and factors influencing the actual results.



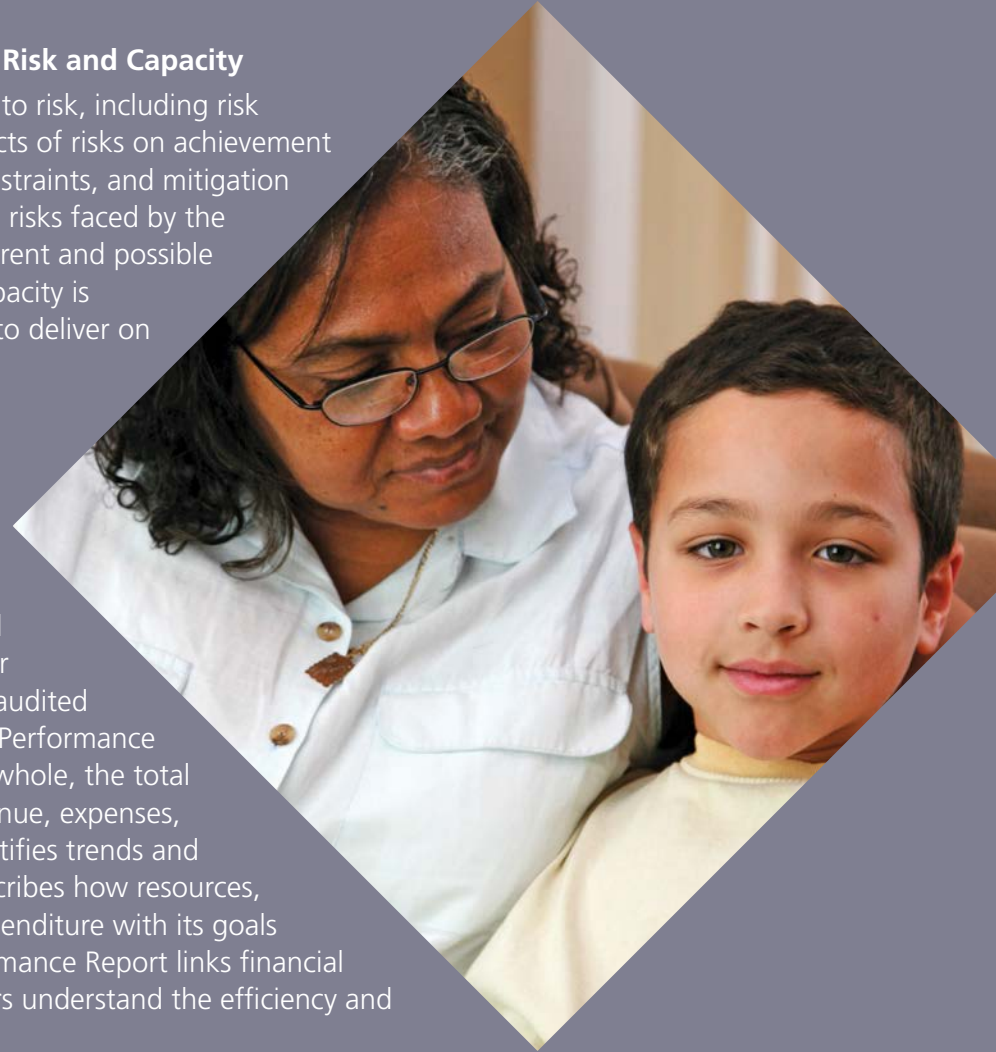
Appendix to the Auditors' Report on the 2015–2016 Performance Report of the Public Guardian and Trustee of British Columbia

BC Performance Reporting Principle 4 – Relate Results to Risk and Capacity

The Performance Report summarizes management's approach to risk, including risk identification and assessment, consideration of potential impacts of risks on achievement of PGT goals, and consideration of risk tolerance, resource constraints, and mitigation strategies. It summarizes management's view of the significant risks faced by the PGT, related potential causes including capacity issues, and current and possible risk mitigation strategies for dealing with the risks. Current capacity is described in relation to current results and to the PGT's ability to deliver on its organizational goals and objectives.

BC Performance Reporting Principle 5 – Link Resources, Strategies and Results

The Performance Report identifies the major sources, nature, and amounts of the PGT's funding, provides budgeted and actual revenues and expenses by program area and for the PGT as a whole, and explains key variances between budgeted and actual revenues and expenses for the PGT as a whole. Year over year comparative financial information is provided in the audited financial statements included in the PGT's Annual Report. The Performance Report identifies, for each program area and for the PGT as a whole, the total staff, number of clients, and financial indicators including revenue, expenses, and assets under administration. The Performance Report identifies trends and issues impacting results, revenues, and expenses, and also describes how resources, strategies, and results are linked, including linking areas of expenditure with its goals that are most directly affected by the expenditures. The Performance Report links financial and performance information in a way that should help readers understand the efficiency and economy of the PGT's operations.



Appendix to the Auditors' Report on the 2015–2016 Performance Report of the Public Guardian and Trustee of British Columbia

BC Performance Reporting Principle 6 – Provide Comparative Information

For each identified specific performance measure linked to the PGT's goals, when applicable the Performance Report provides clear comparisons between planned results, actual results, and previous years' results, as well as targeted results for the following year. When relevant and material, explanations are provided of changes in the nature, source data, and/or calculation of the performance measures. Year over year comparative financial information is provided in the audited financial statements included in the PGT's Annual Report. The Performance Report identifies trends and issues impacting results, revenues, and expenses. The Performance Report also explains the reasons for the lack of provision in the Performance Report of comparative information to similar organizations.

The *PGT Act*, and BC Performance Reporting Principle 7 – Present Credible Information, Fairly Interpreted

The Performance Report has been made by the PGT to the Attorney General and Minister of Justice, Province of British Columbia, by September 30, 2016 as required by the statutory reporting requirements and deadline specified in subsections 25 (1), 25 (2), 25 (3) (c), and 25 (3) (d) of the *PGT Act*. Our related auditors' report is provided as required by section 26 (1) (b) of the *PGT Act*. Subject to the limitations described in our auditors' report, our opinion relates to the credibility of the information in the Performance Report, including its fair presentation in conformance, in all material respects, with the Criteria based on the best judgment of the PGT.

BC Performance Reporting Principle 8 – Disclose the Basis for Key Reporting Judgements

The Performance Report explains the basis for selecting the aspects of performance on which it focuses and the rationale for the performance measures reported upon. The Performance Report also provides concise explanations of how most performance measures are derived including, where relevant, data sources and the period covered. The process for selecting goals, objectives, and targeted results for performance measures, and how it is evolving, is described. Any significant changes in the way performance is measured or presented are described. The PGT provides an accountability statement describing her accountability for the Performance Report, and representing (among other things) that: the Performance Report has been prepared in accordance with the *PGT Act* and the BC Performance Reporting Principles; that it contains estimates and significant interpretive information that represents the best judgment of management; that the measures presented are consistent with the organization's mandate, goals and objectives, and focus on aspects critical to understanding the organization's performance; and that it reflects the actual performance of the PGT for the 12 months ended March 31, 2016.

VALUES

INTEGRITY

We act in accordance with the highest ethical, legal and personal standards.

STAFF SUPPORT

We acknowledge staff as our greatest resource and recognize and appreciate their expertise, professionalism and commitment.

INNOVATION

We challenge ourselves to seek new and improved ways to deliver service and assist clients.

OPENNESS

We demonstrate responsibility and transparency to clients, government and the public through annual statutory public reporting on all aspects of our performance.

CLIENT CENTRED SERVICE

We constantly strive to provide quality service to our clients.

TEAMWORK

We work with one another and with service partners in striving for seamless service delivery.

RESPECT

We treat clients, their family and friends in a courteous, respectful manner.

MANDATE, VISION AND VALUES

The mandate of the Public Guardian and Trustee (PGT) is to:

- **Protect the legal and financial interests of children under the age of 19 years;**
- **Protect the legal, financial, personal and health care interests of adults who require assistance in decision making; and**
- **Administer the estates of deceased and missing persons.**

During 2015–2016, the PGT provided services through 261 full time equivalent employee positions to approximately 26,700 clients and administered approximately \$897 million of trust assets. When managing the financial interests of an individual, estate or trust, the PGT is bound by both common law and statutory fiduciary principles associated with acting as a trustee.

MANDATE

The PGT exercises quasi judicial authority in specific situations as a result of obligations created by statutory law. In addition, the PGT provides the court with reliable independent submissions when the property or financial interests of minors, vulnerable adults or estates are at risk.

The PGT self funds a large percentage (68% in 2015–2016) of its actual expenditures through fees charged on client income and assets and fees for service with supplementary voted funding that supports public services such as regulatory and oversight activities.

The PGT has a fiduciary duty to advance the private interests of its clients even if they are contrary to the interests of government. The PGT is independent of government in its case related decision making responsibilities.

VISION

Rights, choices and security for all British Columbians.

CHILD AND YOUTH SERVICES

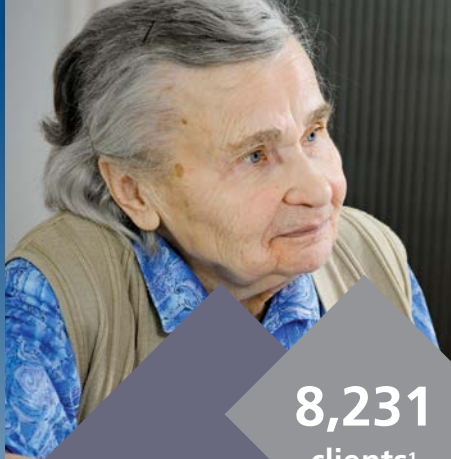


16,356
clients¹

44
staff³

\$184
million
assets²

SERVICES TO ADULTS



8,231
clients¹

\$489
million
assets²

110
staff³

ESTATE AND PERSONAL TRUST SERVICES



2,512
clients¹

\$223
million
assets²

28
staff³

¹ Clients: the number of individual clients served by both the division and by major business lines throughout the year. Because of this, the divisional total is typically less than the sum of the business lines as clients may require service in more than one business line.

² Total value of assets under administration (at March 31, 2016).

³ Full time equivalent employee positions.

The page features two diamond-shaped images. The top-left image shows a woman with long brown hair, wearing a black jacket over a pink top and yellow skirt, playing a large, round, light-colored drum. The bottom-left image shows a woman in a green top pointing at a map on a table, with a young boy in a green shirt looking down at the map. The background is a light blue and white geometric pattern.

STATUTES

Numerous acts set out the powers and duties of the PGT.

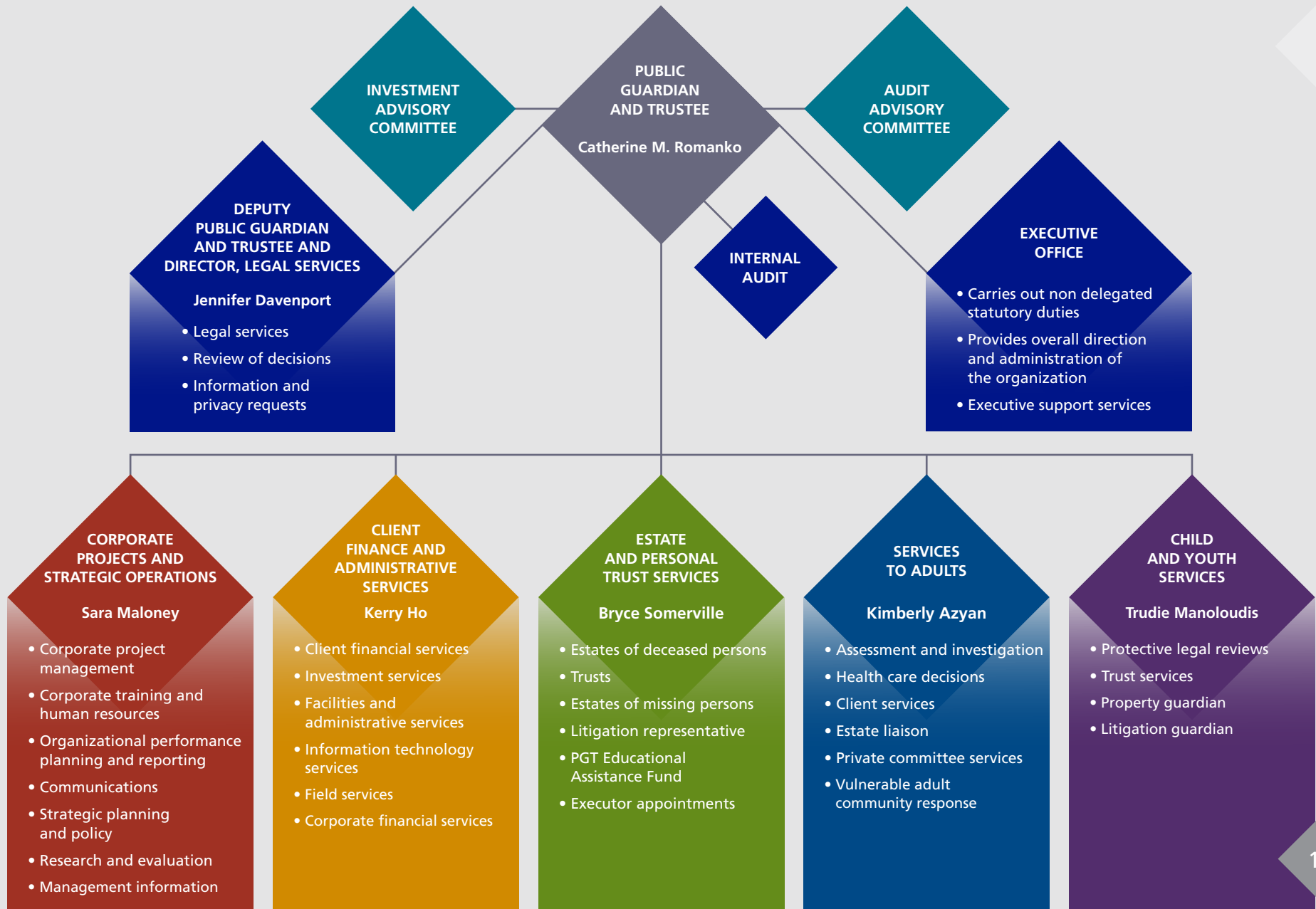
Key provincial statutes include:

- *Adoption Act*
- *Adult Guardianship Act*
- *Child, Family and Community Service Act*
- *Community Care and Assisted Living Act*
- *Cremation, Interment and Funeral Services Act*
- *Employment Standards Act*
- *Estate Administration Act**
- *Estates of Missing Persons Act*
- *Family Law Act*
- *Health Care (Consent) and Care Facility (Admission) Act*
- *Infants Act*
- *Insurance Act*
- *Insurance (Vehicle) Act*
- *Limitation Act*
- *Patients Property Act*
- *Power of Attorney Act*
- *Public Guardian and Trustee Act*
- *Representation Agreement Act*
- *Trust and Settlement Variation Act*
- *Trustee Act*
- *Wills Act**
- *Wills, Estates and Succession Act*
- *Wills Variation Act**

*The *Wills, Estates and Succession Act* came into force on March 31, 2014. The *Estate Administration Act*, *Wills Act* and *Wills Variation Act* have been repealed by the *Wills, Estates and Succession Act*, however, portions of those acts continue to apply if a deceased person died before March 31, 2014.

Organization Chart

Public Guardian and Trustee Organizational Structure (as of March 31, 2016).



ACCOUNTABILITY FRAMEWORK

The PGT is a corporation sole established under the *Public Guardian and Trustee Act*.

Catherine M. Romanko was appointed as the Public Guardian and Trustee for a six year term effective October 10, 2011. The PGT can serve a maximum of two terms.

The PGT is accountable to the provincial government, the legislature, the public and directly to PGT clients.

Overall accountability is exercised through the government's review and approval of the PGT Service Delivery Plan (SDP) and through publicly reported annual independent performance and financial audits.

Accountability to PGT clients is exercised through internal review processes, the Ombudsperson and judicial oversight of PGT statutory and fiduciary obligations. Many PGT functions are fiduciary in nature and judicial oversight mechanisms are highly developed.

Two advisory committees assist the PGT. The **Investment Advisory Committee** is a statutory committee established under the *Public Guardian and Trustee Act* to advise on strategic investment policy. The **Audit Advisory Committee** is established by the PGT to advise on key aspects of internal and external audit, accountability and internal controls.

Performance Planning and Reporting

Part 3 of the *Public Guardian and Trustee Act* establishes an accountability framework that provides for performance planning and reporting.

Section 22 requires the PGT to prepare an annual three year service delivery plan and deliver it to the Attorney General and Minister of Justice no later than December 31 for the upcoming three fiscal years. If approved by the Attorney General and Minister of Justice, the PGT must submit the SDP to the provincial Treasury Board for approval. The *Public Guardian and Trustee Act* specifies SDP content.

Section 25 of the *Public Guardian and Trustee Act* requires the PGT to report to the Attorney General and Minister of Justice in each fiscal year on operations of the organization for the preceding fiscal year. This annual report must be submitted to the Attorney General and Minister of Justice by September 30 and thereafter tabled in the Legislative Assembly.

The *Public Guardian and Trustee Act* stipulates that the annual report must include an audited performance report relating to the performance targets and other objectives established in the SDP, together with audited financial statements for both PGT operations and its stewardship of client estates and trusts under administration.

Corporation Sole

The PGT is a corporation sole. This is a corporate legal structure in which all authority and responsibility is vested in a single office holder who may delegate authority and who operates without a board of directors. This structure is used primarily in situations requiring clear accountability and is a common model for public guardians and trustees in Canada.

CLIENTS, STAKEHOLDERS AND SERVICE PARTNERS

PGT Primary Client Groups

Almost all PGT clients are vulnerable due to legal status or other incapacity arising from diseases of aging, mental illness, brain injury, special needs, or minority. Clients include:

- Children in continuing care of the province
- Children with trust funds
- Children whose guardians wish to settle a claim for damages on behalf of the child
- Adults with cognitive impairments due to brain injury, developmental disability, diseases of aging and mental illness who require assistance with decision making
- Vulnerable adults experiencing abuse, neglect or self neglect
- Intestate successors and beneficiaries of estates of deceased or missing persons
- Beneficiaries of personal trusts

Key PGT External Relationships


Clients are at the core of all PGT activity. The PGT liaises with and/or works in partnership with a broad range of individuals and organizations in helping clients meet their needs. These include:

- Family and friends of clients
- Community groups and nonprofit organizations
- First Nations and Aboriginal organizations
- Provincial government ministries
- Public service partners with statutory authority
- British Columbia Courts
- Legal organizations
- Government of Canada departments and agencies
- BC Investment Management Corporation (bcIMC)
- Insurance Corporation of BC (ICBC)
- BC Unclaimed Property Society

Key PGT Private Sector Relationships

The PGT works with a wide range of private sector service providers in meeting its responsibilities for protecting the personal, legal and financial interests of clients. These include:

- Private service providers such as care facilities, funeral homes, personal attendants
- Personal service providers
- Financial institutions
- Medical and social services professionals
- Lawyers
- Accountants
- Insurance providers
- Real property managers
- Heir tracers
- Private investment managers



The PGT serves clients primarily through three broad program areas: **Child and Youth Services**, **Services to Adults** and **Estate and Personal Trust Services**. These are supported by **Client Finance and Administrative Services**, **Internal Audit**, **Legal Services** and **Corporate Projects and Strategic Operations**. The Executive Office provides overall direction, coordination and consultation with external service providers and government bodies.

PROGRAM AREAS

CHILD AND YOUTH SERVICES

The PGT protects the legal and financial interests of minors under the authority of a range of provincial statutes. The PGT Child and Youth Services division (CYS) works on behalf of and directly with children and youth as well as with their parents or guardians, with primary emphasis on its roles as property guardian, trustee and reviewer of proposed settlements and legal notices.

Property Guardian

As property guardian, the PGT is coguardian with the Ministry of Children and Family Development (MCFD) and Delegated Aboriginal Child and Family Service Agencies (DAAs) for children in continuing care of the province. The PGT is also property guardian for children who have no legal guardian or are undergoing adoption.

As property guardian, the PGT advances legal claims for damages arising from injuries suffered by the children as the result of the negligence or wrongful act of others. The PGT also pursues financial benefits to which PGT property guardian clients may be entitled such as Canada Pension Plan Children's Benefits and establishes Registered Disability Savings Plans (RDSPs) for qualifying clients.

Trustee

The PGT receives funds to hold in trust on behalf of children, including personal injury settlement proceeds, life insurance proceeds where a minor is a beneficiary and no trustee is named to administer the funds, shares of estates where no trustee is named and a portion of wages earned by child entertainers. Funds are typically held in trust until the child turns 19 (the age of majority in BC) unless disbursed earlier for the benefit of the child.

PROGRAM AREAS

The PGT is required to act as trustee for certain types of funds payable to minors while the *Family Law Act* provides that other funds may be paid directly to parents or guardians.

Protective Legal Reviews

The PGT protects the legal interests of minors by reviewing proposed settlements of claims for unliquidated damages brought on their behalf. The settlements relate to a variety of claims such as the wrongful death of a parent or guardian, medical malpractice or motor vehicle accidents. These reviews

help ensure that the settlements are reasonable and in the best interests of the minors.

To protect the property interests of minors in trusts and estates, the PGT also reviews notices of applications to administer an estate of a deceased person or to vary a trust or a will when a minor is beneficiary or may be entitled to a share in the estate or trust. Where the PGT has reason to believe that a minor's interest in a trust is at risk, the PGT may investigate on behalf of the minor.

Child and Youth Services	
Total staff*	44 positions
Total clients**	16,356
Property Guardian	5,219
Trustee	9,014
Protective Legal Reviews	3,034
Litigation Guardian (non Property Guardian)	87
Total value of assets under administration (at March 31, 2016)	\$184 million
Investments and securities	\$180 million
Real property	\$4 million
Other	\$0.3 million
*Staff refers to full time equivalent employee positions.	
**Client counts reflect the number of individual clients served both by the division and by major business lines throughout the year. Because of this, the divisional total is typically less than the sum of the business lines as clients may require service in more than one business line.	



PROGRAM AREAS

SERVICES TO ADULTS

The PGT protects the legal rights and personal and financial interests of adults who are unable to manage their affairs independently and require substitute decision making. The majority of adult clients rely on PGT financial and legal management or on the PGT's review of decisions made by others. The PGT also makes or provides for temporary substitute health care decisions to be made on behalf of some adults and exercises health and personal care decision making as committee of person for a small number of other adults.

The PGT Services to Adults division (STA) serves adult clients when other appropriate substitute decision makers are not available. Most adult clients have diseases of aging which have impaired their mental capability, while others have mental illnesses, developmental disabilities or brain injuries. In serving adult clients, the PGT strives to balance client independence and the right to self determination with the need for protection.

Assessment and Investigation and Health Care Decisions

Assessment and Investigation is the first contact the PGT has with most adult clients. Staff respond to requests from concerned friends, relatives or professionals to assess whether PGT services are required to assist a vulnerable adult. The service includes investigating reports of financial abuse of adults who may be mentally incapable. The PGT may consult with community and family members on possible abuse, neglect and self neglect issues during an investigation. As a last resort, the PGT might seek authority to be the decision maker where other options for assistance for the adult are not available.

Under the *Health Care (Consent) and Care Facility (Admission) Act*, health care professionals must obtain

informed consent before treating a patient. A substitute decision maker is generally needed if patients are mentally incapable of making their own treatment decisions. In the absence of an existing substitute decision maker such as a committee of person or a representative under a representation agreement, the *Health Care (Consent) and Care Facility (Admission) Act* allows the closest qualified relative or close friend to make decisions regarding treatment. When these qualified individuals are not available or where there is dispute regarding who to select among equally ranked individuals, the PGT is called upon to appoint another substitute decision maker or to make substitute treatment decisions on behalf of the incapable adult.

Client Services

The PGT provides a wide range of direct financial management and personal decision making services for vulnerable adults who require assistance managing their affairs. The PGT acts in a number of different roles including committee of estate, committee of person, power of attorney, representative, litigation guardian and pension trustee.

When the PGT is appointed as committee of estate, staff work with the adult to establish an effective plan that

PROGRAM AREAS

includes securing assets and pursuing income, benefits and compensation, paying bills, managing investments and property. When appointed as committee of person, the PGT makes health and personal care decisions on behalf of the adult.

Estate Liaison

Estate Liaison coordinates completion of STA direct involvement in a client's affairs and releases property under PGT administration when PGT services are no longer required. Client affairs are transferred to Estate Liaison when the PGT no longer has authority, or is transferring authority for an adult client because the client has become capable of managing their own affairs, someone else has been appointed as committee or the client has died.

Private Committee Services

A family member or friend of an adult may be appointed by the court to manage the legal and financial and/or personal interests of an incapable adult. When private committees are appointed, the PGT reviews the accounts of the private committees with respect to their management of the adult's affairs and investigates concerns that they may not be complying with their duties.

Vulnerable Adult Community Response

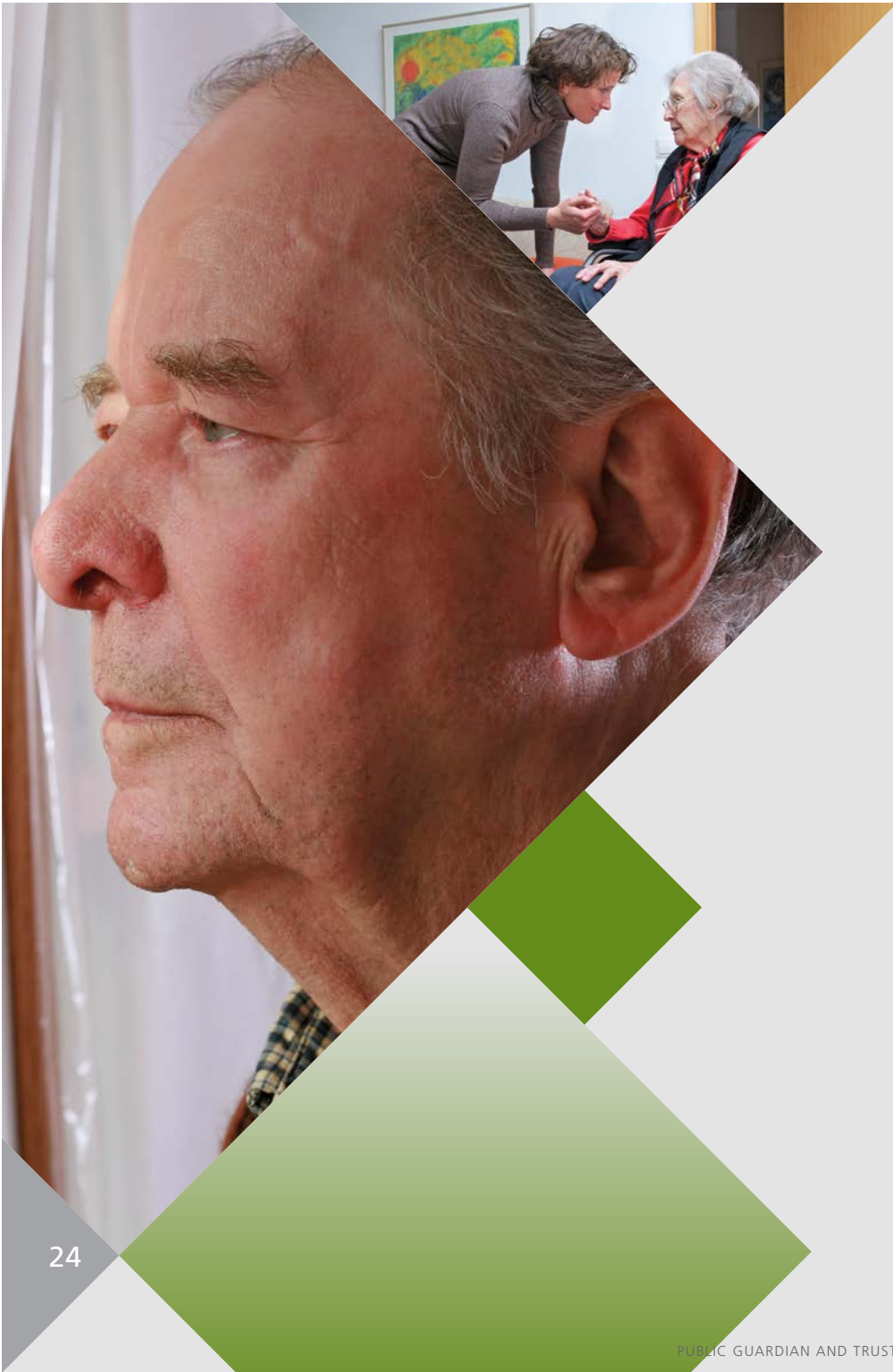
The *Adult Guardianship Act* provides authority for the PGT to designate by regulation external agencies that then have a duty to receive and respond to allegations of abuse, neglect and self neglect of vulnerable adults. The current Designated Agencies are the regional Health Authorities, Community Living BC (CLBC) and Providence Health Care Society.

The *Adult Guardianship Act* further provides authority for the PGT to organize community networks to provide support and assistance to abused and/or neglected adults. The PGT accomplishes this through coordinating a range of province wide standing committees and special events involving service partners and other stakeholders with an interest in issues concerning the reduction of abuse and neglect of vulnerable adults.

Services to Adults	
Total staff*	110 positions
Total clients**	8,231
Assessment and Investigation	2,190
Client Services	3,759
Health Care Decisions	445
Estate Liaison	941
Private Committee Services	2,308
Adult Legal Monitoring	495
Total value of assets under administration (at March 31, 2016)	\$489 million
Investments and securities	\$368 million
Real property	\$111 million
Other	\$11 million

*Staff refers to full time equivalent employee positions.

**Client counts reflect the number of individual clients served both by the division and by major business lines throughout the year. Because of this, the divisional total is typically less than the sum of the business lines as clients may require service in more than one business line.



PROGRAM AREAS

ESTATE AND PERSONAL TRUST SERVICES

The PGT provides estate administration and personal trust services through the Estate and Personal Trust Services division (EPTS).

Administration of Estates of Deceased Persons

The PGT administers estates when the executor, intestate successor, beneficiary or other eligible person is not able or willing to do so. The PGT also administers estates of deceased persons when the intestate successor or beneficiary is a client under authority in another PGT division such as Services to Adults or Child and Youth Services. In addition, the PGT may agree to be appointed as the executor under a will. The PGT filed 269 probate applications with the Supreme Court of BC in 2015–2016.

If the estate is of minimal value and no next of kin can be found who are willing and able to make funeral arrangements, EPTS ensures that a referral is made to the Ministry of Social Development and Social Innovation (MSDSI) to make funeral arrangements.

Trusts

The PGT acts as trustee of trusts created by will, court order, or inter vivos settlement. If options to appoint a family member or trust company are not appropriate, the PGT may agree to act as trustee. These trusts, for which the PGT acts as trustee, are usually settled to provide benefits to a child or vulnerable adult or alternatively, to provide benefits going forward in perpetuity for a charitable purpose.

PROGRAM AREAS

Executor Appointments

The PGT may agree to be appointed executor of a will in appropriate circumstances. Once appointed executor, the PGT follows up with each will maker periodically to help ensure that the will is current.

Litigation Representative

The PGT may agree to act as litigation representative for purposes of a specific legal action brought against an estate if there is no executor, administrator or other person to act. The PGT role is generally limited to accepting service of legal documents on behalf of estates without assets. If the estate has assets, the PGT will apply for letters of administration and will manage the litigation in the role of administrator.

PGT Educational Assistance Fund

The PGT Educational Assistance Fund was established by the province of BC in 1989. As trustee, the PGT distributes funds from the trust in the form of bursaries to qualifying adults who were formerly children in the continuing care of the province.

Under the terms of the trust, applicants are assessed on their grades, financial needs, career goals, personal commitment and other sources of funding. Annual funds available for distribution are dependent on rates of investment return. The trust had a capital value of \$935,783 at December 31, 2015. In 2015–2016, there were 20 applicants and bursaries totaling \$17,600 were awarded to 13 individuals.

Estates of Missing Persons

The PGT acts as curator for missing persons as defined in the *Estates of Missing Persons Act*. As curator, the PGT manages the adult's property until the person is located or until the funds are paid into court for safekeeping.

Estate and Personal Trust Services

Total staff*	28 positions
Total clients**	2,512
Deceased Estates	1,992
Trusts	235
Litigation Representative	28
PGT Educational Assistance Fund	20 applicants
Estates of Missing Persons	3
Executor Appointments	276
Total value of assets under administration (at March 31, 2016)	\$223 million
Investments and securities	\$191 million
Real property	\$25 million
Other	\$8 million

*Staff refers to full time equivalent employee positions.

**Client counts reflect the number of individual clients served both by the division and by major business lines throughout the year. Because of this, the divisional total is typically less than the sum of the business lines as clients may require service in more than one business line.

PROGRAM AREAS

CLIENT FINANCE AND ADMINISTRATIVE SERVICES

The PGT Client Finance and Administrative Services (CFAS) division provides a wide range of both corporate and client services.

The PGT is independent of government in client matters and accordingly requires its own corporate services which include budget planning, corporate accounting, information technology and facilities and administrative services.

Client services include collecting receivables, making disbursements, providing investment expertise and investigating, securing and administering physical assets.

Client Financial Services

Client Financial Services has ongoing responsibility for managing client receivables, disbursements, assets and liabilities.

Investment Services

Investing client assets is a core PGT responsibility and by statute, the PGT is required to act as a prudent investor. The PGT assesses client needs to determine investment goals and objectives to develop personalized investment plans for clients with more than \$50,000 in net financial assets.

Field Services

Field Services investigates, secures and maintains client physical assets, including real and personal property.

Information Technology Services

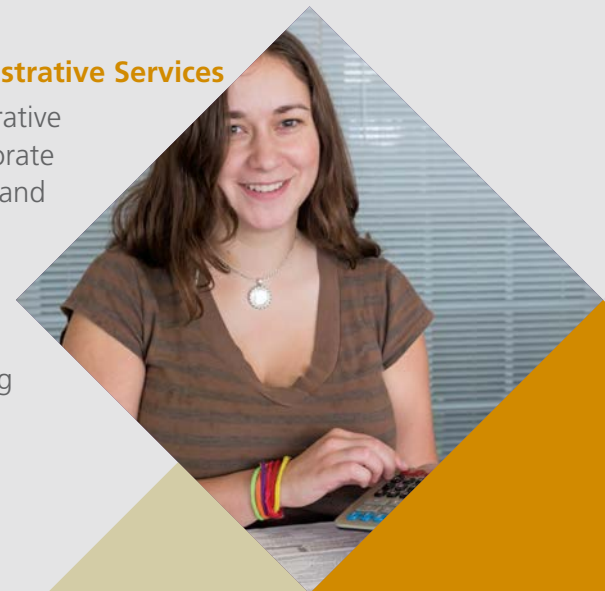
The PGT maintains information technology services independently from the provincial government to help ensure that client information is kept confidential. Information Technology Services implements enhancements to technology infrastructure to support client service.

Corporate Financial Services

Corporate Financial Services provides budget planning, development and monitoring services as well as corporate payment processing for the PGT. Corporate Financial Services also supports Treasury Board submissions, assisting with proposals for new legislation and leading the organization in implementing corporate wide financial initiatives.

Facilities and Administrative Services

Facilities and Administrative Services provides corporate facilities, mail, records and administrative services required by the PGT. In 2015–2016, the PGT mailroom logged nearly 35,000 incoming cheques.



PROGRAM AREAS

LEGAL SERVICES

PGT Legal Services are delivered by a complement of 13.5 staff lawyer positions distributed among program and corporate services and supplemented by outside counsel as required. The Deputy Public Guardian and Trustee is the Director of Legal Services.

Within their assigned areas of practice, the staff lawyers provide advice to the PGT when acting on behalf of clients in a representative capacity. In this role, they may appear at mediations or in civil proceedings on behalf of PGT clients or may instruct outside counsel acting on behalf of clients in a variety of civil matters.

Staff lawyers also carry out certain statutory obligations of the PGT, such as reviewing applications for appointment of private committees, settlements of claims for unliquidated damages on behalf of minors, proposed transactions affecting the property interests of minors and legal notices where the interests of minors or incapable adults may be affected. In some circumstances, staff lawyers provide written comments to the court regarding issues concerning the interests of minors or incapable adults in civil proceedings.

At March 31, 2016, PGT staff lawyers were providing legal advice and services to clients that involved acting on over 3,200 different legal issues.

Other in house counsel carry out a variety of duties to support PGT statutory obligations, including providing legal oversight of PGT involvement in advancing client interests in class proceedings, managing the overall

provision of legal services to PGT clients by outside counsel and coordinating compliance with access to information and privacy legislation. In 2015–2016, the PGT responded to 38 requests for information and seven court orders for production of records.

In 2015–2016, the PGT investigated clients' eligibility for settlement payments in 15 class actions and filed claims where appropriate. The PGT continues to monitor 15 class actions and/or potential class actions on behalf of clients.

The Deputy Public Guardian and Trustee and staff lawyers contribute regularly as speakers and writers for a variety of organizations with respect to the law that impacts PGT clients. They also participate in government law reform initiatives relevant to the PGT mandate.

In 2015-2016, the PGT completed a comprehensive review of the PGT operational records classification system to update records retention periods based on previous changes to the *Limitation Act*. The PGT also reviewed operational records management policies and procedures.

The PGT continued to work closely with the Ministry of Public Safety and Solicitor General to coordinate payment to children entitled to compensation from the Missing Women's Commission of Inquiry Compensation Fund.



PROGRAM AREAS

CORPORATE PROJECTS AND STRATEGIC OPERATIONS

The Corporate Projects and Strategic Operations division provides a range of organization wide services in support of PGT operations. These include statutory organizational performance planning and reporting, corporate project management, internal and external communications, strategic and business planning, policy development, management information, research and evaluation, human resource coordination and corporate training.

PARTNERSHIPS AND OUTREACH

The PGT recognizes the importance of providing public information and education about the PGT and related services to facilitate cooperation with service partners and stakeholders, to inform the public about related issues and to mitigate the growth in demand for PGT services.

To this end, the PGT mandate includes providing public education and applying PGT special expertise to advocate for PGT clients at a systemic level as well as that of individual clients. The PGT Service Delivery Plan has a specific performance goal related to this work: the PGT will contribute to public awareness, policy development and law reform initiatives to promote the interests of PGT clients.

In 2015–2016, the PGT contributed its expertise through extensive partnership and outreach activities:

Formal Committees

- Member, Children’s Forum, an information sharing forum for senior officials with an interest in child protection and related services;
- Member, National Association of Public Trustees and Guardians, an association of Canadian provincial/territorial Public Trustees, Public Guardians and equivalents, committed to excellence in public trusteeship and guardianship and focused on advocacy, policy reform, awareness and shared best practices in the interests of clients;
- Member, Estate Planning Council of Vancouver, an association of estate planning professionals who meet to share ideas and work experiences related to various areas of estate planning;
- Member, National Guardianship Association, a USA organization dedicated to advancing the standard of excellence in guardianship;
- Member, Youth Futures Education Fund Committee, which supports youth who were in government care and are pursuing a post secondary education;
- Host, BC Adult Abuse/Neglect Prevention Collaborative, a province wide community/government group working towards continuous improvement in the BC response to adult abuse, neglect and self neglect;
- Cochair, Indigenous Financial Literacy Committee (formerly the First Nations Financial Literacy Committee), a partnership including First Nations, the federal government, Aboriginal and private sector organizations

PROGRAM AREAS

committed to sharing knowledge, materials and training to improve financial literacy for indigenous children, youth, adults, families and elders in BC;

- Facilitator, Adult Guardianship Provincial Advisory Committee, including representatives of Health Authorities and CLBC to coordinate adult protection efforts on a provincial level;
- Member, Council to Reduce Elder Abuse, established to facilitate implementing the provincial government plan – “Together to Reduce Elder Abuse – BC’s Strategy”;
- Member, Steering Committee for the provincial Services to Adults with Developmental Disabilities initiative;
- Member, Call for Less Antipsychotics in Residential Care (CLeAR), an initiative facilitated by the BC Patient Safety & Quality Council, to reduce the inappropriate use of antipsychotic medications in BC residential care facilities;
- Member, Advisory Committee for the Canadian Network for the Prevention of Elder Abuse “Knowledge Sharing Project” to create a national, interactive, best practices hub for addressing abuse of older adults;
- Member, Partnership Meeting with Indigenous and Northern Affairs Canada, MCFD and DAAs regarding services to Aboriginal children in care;
- Member, Advisory Committee for the BC Campus Project, Elder Abuse Reduction Education Project, a project designed to develop an online education resource for post secondary students; and

- Partner, BC Child and Youth in Care Week; a joint partnership between the PGT, MCFD, the Federation of BC Youth in Care Networks, Adoptive Families Association, Federation of Aboriginal Foster Parents, BC Federation of Foster Parents Associations and the BC Association of Aboriginal Friendship Centres to highlight the accomplishments and talents of children and youth in government care.

Major Consultations

- Participated in law reform initiatives including:
 - Consultation on the proposed *Uniform Trustee Act*;
 - Consultation with the Ministry of Health on potential implementation of *Health Care (Consent) and Care Facility (Admission) Act* legislation;
 - Consultation to consider potential implementation of Part 2 of the *Adult Guardianship Act* related to court ordered guardianship; and
 - Consultation on the Uniform Law Conference of Canada Project on Access to Digital Assets by Fiduciaries and on Elder Financial Abuse and Powers of Attorney.
- Consultation with the Civil Resolution Tribunal about concerns regarding oversight of the legal interests of minors and incapable adults involved in matters before the Civil Resolution Tribunal;
- Engaged with ICBC representatives to discuss matters of mutual interest concerning the settlement of motor vehicle related claims for children and youth;

PROGRAM AREAS

- Partnered with the Vancouver Foundation to serve property guardian children and youth clients by securing funding from Endowment 150 funds and associated federal grant monies to be placed in RDSPs;
- Continued to liaise with CLBC on a range of projects relating to incapable adults including information sharing and related data matching;
- Engaged with MCFD and CLBC in early transition planning to develop supports for children in care with special needs nearing adulthood so their RDSPs can be transferred to them or their legal representatives;
- Continued discussions with representatives of national and provincial financial institutions on addressing issues related to financial abuse of vulnerable persons; and
- Participated in the UBC Centre for Inclusion and Citizenship's policy forum on supported decision making.

Educational Outreach

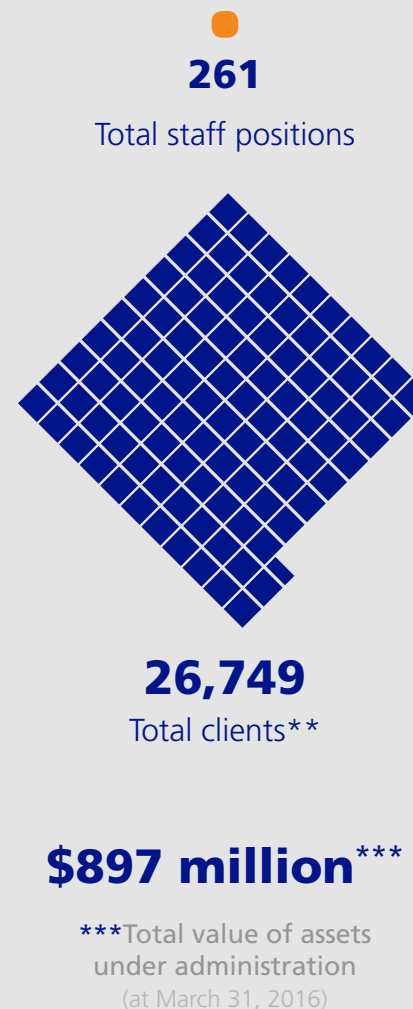
- Made a presentation at the NStQ (Northern Shuswap) Treaty Meeting;
- Participated in the Building Support Networks Project, an initiative to work with youth in care and adults formerly in care for whom the PGT holds an RDSP;
- Contributed to professional development programs and conferences sponsored by:
 - The Canadian Bar Association;
 - Continuing Legal Education Society;
 - Canadian Centre for Elder Law; and
 - Trial Lawyers of British Columbia.
- Reviewed and contributed to updating *A Guide to the Certificate of Incapability Process under the Adult Guardianship Act*;
- Provided training regarding the role of the PGT, transition planning and financial literacy to the annual MCFD Guardianship Forum gathering of social workers;
- Regularly attended and participated in youth engagement activities at the Broadway Youth Resource Centre (BYRC);
- Provided quarterly training on the role of the PGT to new social workers through the Indigenous Perspectives Society (formerly Caring for First Nations Children Society);
- Facilitated a broad range of financial literacy workshops for youth including those served by the Vancouver Aboriginal Child & Family Services Society, participated in the MCFD/YWCA Strive Program and provided workshops to the Cedar Walk program offered by the Urban Native Youth Association and the Vancouver School Board;
- Made quarterly submissions to the *Power Pages* magazine issued by the Federation of BC Youth in Care Networks; and
- Participated in National Aboriginal Day activities in Vancouver and the provincial Gathering Our Voices Aboriginal Youth Conference.

PROGRAM AREAS

PGT Summary Indicators	
Total staff*	261 positions
Total clients**	26,749
Total value of assets under administration (at March 31, 2016)	\$897 million
Investments and securities	\$739 million
Real property	\$140 million
Other	\$19 million
Business Indicators	
Client funds invested	\$739 million
Client bills paid	\$170 million
Client receipts processed	\$187 million
Other Indicators	
Clients with trust accounts	13,305
Real properties sold	138
Income tax filings	5,707

*Staff refers to full time equivalent employee positions.

**Client counts reflect the number of individual clients served both by individual divisions and by major business lines throughout the year. Because of this, the PGT total is typically less than the sum of the divisional totals as clients may require service in more than one division.



INVESTMENTS

The PGT has three pooled investment funds for clients – the Premium Money Market Fund, the Balanced Income Fund and the Balanced Growth Fund.

The **Premium Money Market Fund** is intended to preserve capital for risk averse clients and provide liquidity and an improved rate of return for short term investments. (Fund size \$449 million at March 31, 2016).

The **Balanced Income Fund** is aimed at generating income with some growth. It is used most frequently by adult clients with medium term investment time horizons. (Fund size \$37 million at March 31, 2016).

The **Balanced Growth Fund** is aimed at long term capital growth. It is used most frequently by clients with longer investment time horizons. (Fund size \$103 million at March 31, 2016).

The PGT invests client funds in the pooled funds and other investment alternatives and may also rely on the services of brokerages. Although the PGT generally invests client funds in its three pooled funds, the choice of alternatives is determined by client goals and objectives set out in investment plans which are monitored on a regular basis according to portfolio risk.

The following table provides comparisons of rates of return for PGT pooled funds and standard alternatives as of March 31, 2016.

PGT Pooled Funds	Comparisons*
Premium Money Market Fund	
1.21% (1 year)	91 day Government of Canada Treasury Bill: 0.46%
	3 year Guaranteed Investment Certificate: 1.82%
	Chequing account interest: 0.0%
Balanced Income Fund	
6.82% (5 years annualized)	Standard industry portfolio benchmark: 6.42% (5 years annualized)
Balanced Growth Fund	
8.04% (5 years annualized)	Standard industry portfolio benchmark: 7.62% (5 years annualized)

*Sources: Premium Money Market Fund – BC Investment Management Corporation; GOC Treasury Bill – RBC Investor and Treasury Services; GIC – CIBC Wood Gundy; Chequing account – CIBC Wood Gundy; Balanced Income Fund and Balanced Growth Fund – RBC Investor and Treasury Services.

SOCIETAL TRENDS AND OTHER FACTORS

A number of social trends, risk factors and internal issues affect the work of the PGT. These include the following.

A. Evolving Services for Changing Needs

The PGT currently operates in a traditional paper based environment supported by legacy information technology systems. This environment results in significant gaps between legitimate client and stakeholder service expectations and the ability of the PGT to fully meet those expectations. PGT operations will be more effective and efficient when outdated information technology solutions are modernized and related business processes are transformed. The PGT consulted with clients, stakeholders and staff to develop a strategic plan to guide these improvements. Clients and stakeholders are seeking clear and effective communication about the role and services of the PGT. They also expect that PGT services will be supported by modern technology and delivered in a manner that is flexible and suited to their particular needs. The PGT's strategic plan includes initiatives to modernize technology, streamline business processes, improve client and stakeholder communication and enhance staff training. Implementing the PGT strategic plan will chart the way forward to a new operating model that will better serve client needs.

Replacing the PGT financial information system with a modern trust accounting system remains the priority initiative on the PGT strategic plan. The PGT continues to work closely with the BC Chief Information Officer and the Ministry of Justice to obtain a new trust accounting

system. In 2015-2016, after undertaking a competitive process to identify a suitable technology partner, the PGT entered into a contract with a vendor to develop the system. Existing processes and technologies were reviewed to ensure the PGT would be able to maximize benefits associated with implementing a new trust accounting system. The PGT continues to model best practice methodology with respect to systems transformation by using a phased approach. The first phase of the PGT's systems modernization is expected to be completed by May 2017.

While replacement of the trust accounting system is the highest priority, the PGT also has a critical need for a document management system because its role as legal representative for its clients requires management and retention of a significant volume of legal and financial client records over service periods that can last for decades. A document management system would mitigate risk and ensure efficient access to critical client information. In 2015-2016, the PGT created a business case supporting its request for government funding to acquire a document management system.

B. Advocating for Law Reform

In 2015–2016, the PGT made a submission to the Attorney General and Minister of Justice concerning the review and potential implementation of the unproclaimed provisions of the *Adult Guardianship and Planning*

SOCIETAL TRENDS AND OTHER FACTORS

Statutes Amendment Act, 2007. This legislation includes provisions relating to the court process for the appointment of adult guardians as well as provisions defining the powers and duties of adult guardians however appointed. If brought into force, this legislation will complete the phased approach to modernizing adult guardianship law in BC. Implementing the legislation will create new statutory duties for the PGT, placing an incremental resourcing pressure which must be resolved before the legislation is brought into force.

The PGT also participated in a variety of law reform initiatives related to protecting PGT client interests, including participating in a consultation on the proposed *Uniform Trustee Act* and a consultation with the Ministry of Health on the potential to bring into force legislative provisions related to care facility admission included in the *Health Care (Consent) and Care Facility (Admission) Act*. If implemented, this legislation will create a legal consent scheme for admission of adults into care facilities. Under this law, the PGT will have a new role in authorizing temporary substitute decision makers to consent to admission or to make decisions regarding admission to care facilities on behalf of incapable adults who have no legal representatives. Appropriate resourcing will have to be provided to enable the PGT to perform these new duties.

The PGT also continued to advocate for the enactment of a modern statutory definition of public guardianship for children and youth so that the authority of the PGT as property guardian for children in continuing care is clearly defined and transparent.

C. Enhancing Services to Meet Client Needs

An aging population continues to create demand for PGT services. However, not all vulnerable adults who could benefit from assistance from the PGT require the full services of a committee of estate. The PGT is exploring less intrusive options to provide assistance to adults who have modest estates but require some assistance in managing their financial affairs. Such options may include acting as pension trustee for adults to manage only pension income.

Apart from providing direct services to incapable adults, the PGT continues to work with partners to facilitate a community response to preventing and responding to reports of abuse and neglect of vulnerable adults. For example, the PGT is working with CLBC on a number of initiatives to support the autonomy of and enhance the protection for vulnerable adults with developmental disabilities.

Demand continues for PGT services supporting children and youth property guardian clients as they transition from provincial care to adulthood. As property guardian, the PGT protects the legal and financial interests of children and youth in the continuing care of the province, those undergoing adoption, children who have no legal guardian, and in some limited cases, children in temporary care. The PGT is coguardian with MCFD and DAAs, which are the personal guardians for these children and youth. Close cooperation between the property and personal guardians is essential to the provision of effective service. In BC, children in continuing care lose access to most child and youth government services on their 19th birthday. Public awareness is growing about how this lack of support at a critical stage of development places these young

SOCIETAL TRENDS AND OTHER FACTORS

people at an even greater disadvantage compared to youth who continue to be supported by their families and social networks. BC government policy has been moving towards lessening this negative impact by increasing the supports available to youth leaving care, extending the advocacy mandate of the Representative for Children and Youth (RCY) to the age of 24 and improving the transition supports for youth leaving MCFD for services from CLBC. The PGT has similarly been developing its transition planning for youth leaving care to ensure that supports are in place for any continuing legal and financial matters a youth may have.

In conducting civil claims on behalf of property guardian clients, the PGT has recovered nearly \$10.4 million in judgments or settlements. The PGT has made extensive efforts to open RDSPs for its eligible property guardian clients, resulting in 635 plans with approximately \$6 million in RDSP assets open at March 31, 2016. The PGT work to secure financial benefits for children and youth in care has resulted in an increased number of PGT property guardian clients who have financial assets as they leave care. In these circumstances, the PGT considers the transition services it provides to these young people to be particularly critical to provide youth with the skills and support they will need to manage their assets independently. To address the need of some youth to have continuing assistance in managing their assets beyond the age of majority, the PGT has proposed amendments to the *Infants Act* that would allow the PGT to continue to act as trustee for capable property guardian clients after they reach the age of majority by agreement between the former property guardian client and the PGT.

The PGT believes that all of its young property guardian clients would benefit from financial literacy training prior to the age of majority and has developed and implemented a financial literacy training program. This includes developing a range of financial literacy materials and partnering with other agencies to produce key resources and deliver related training.

D. Building Employee Engagement to Strengthen Client Service

The PGT delivers an extensive range of complex services to vulnerable British Columbians. Providing effective services to PGT clients in very challenging situations requires staff to perform difficult duties. The PGT recognizes that engaged employees with specialized expertise are critical to providing quality client service and delivering the PGT mandate. For this reason, the PGT has made engagement and empowerment of staff a strategic goal.

Issues related to attracting and retaining qualified staff are among the top risks that face the organization. Developing engaged employees will be responsive to this risk. During 2015-2016, the PGT continued to develop and implement action plans in response to staff comments in the provincial Work Environment Survey and continued with an ongoing commitment to a Lean culture in which staff identify and implement business process improvements. The PGT also enhanced its staff training program to ensure that consistent, relevant and ongoing training is available to support staff in delivering complex PGT services. Internal communications have also been enhanced to keep staff well informed about the strategic directions of the organization and to support staff engagement.

CONTEXT FOR 2015–2016 PERFORMANCE RESULTS

Development of PGT Goals, Objectives and Performance Measures

This document reports on PGT performance in year one of the 2015–2018 Service Delivery Plan (SDP) which was approved by the Attorney General and Minister of Justice. While the 2015–2018 SDP was not formally approved by Treasury Board, the 2015–2016 budget was funded as set out in the plan. Goals, objectives and performance

measures were implemented during 2015–2016 as presented in the SDP and are reported upon in this report. The PGT formally revisited its strategic goals during 2015-2016 and will report against those in the 2016-2017 Performance Report. The goals were refreshed to allow for broader reporting on the services offered by the PGT in addition to allowing for a more general description of activities.

Goals

The 2015–2018 SDP sets out the following five goals:

1 Property and financial interests of PGT clients will be well managed.

2 Personal interests of PGT clients will be protected.

3 Statutory protective and monitoring services will be delivered in an appropriate, timely and fair manner.

4 The PGT will contribute to public awareness, policy development and law reform initiatives to promote the interests of PGT clients.

5 The PGT will deliver high quality client centred services.

The PGT is a client centred organization that seeks to improve the lives of its clients by providing protective and fiduciary services to them. Clients experience rights, choices and security through protection of their legal, financial, personal and health care interests. PGT goals reflect specific areas in which the PGT can act to improve the quality of clients' lives.

CONTEXT FOR 2015–2016 PERFORMANCE RESULTS

The PGT approach to developing its goals focuses on outcomes required to fulfill its mandate. These are the wellbeing of PGT clients, prudent management of client affairs, operational efficiency and staff effectiveness. Each of the five goals is related to one or more of these outcomes.

Goals 1, 2 and 3 deal directly with work the PGT undertakes on behalf of clients. Goals 4 and 5 concern both clients and organizational effectiveness.

As a fiduciary, a significant proportion of PGT activity involves property and financial management. The 2015–2016 PGT Performance Measurement Framework linking the goals, objectives and measures (pages 44–46) demonstrates that Goal 1 has the greatest number of associated objectives and touches almost every area of the organization and its activities.

Objectives

Objectives identified in the SDP serve several functions. They interpret and make visible the meanings of the goals as they relate to specific aspects of PGT work, identify key areas of performance and point to certain desired results in achieving the goals.

The performance measures reflect PGT best efforts to identify aspects of its performance that are most directly related to achieving stated goals and are capable of being measured and validated to an audit standard. Selecting objectives and performance measures is particularly challenging because in most instances the PGT contribution to client outcomes is difficult to isolate.

Performance Measures

The PGT selects goals, objectives, performance measures and targets in accordance with underlying assumptions from its corporate values. PGT clients are often particularly vulnerable and the PGT contributes to their wellbeing through activities that are significant to clients, their family, friends, caregivers or intestate successors. Factors such as accessibility, timeliness, accuracy and empowerment are important to client wellbeing. Other factors include the need for client, service partner, stakeholder and public confidence in PGT expertise.

Many targets are driven by external considerations such as meeting legal requirements (fiduciary obligations), benchmarking against private sector standards (investment returns), responding to safety issues (investigations of high risk situations) or may reflect a balance between determining the acceptable level of performance in a specific period with consideration for resources and constraints. In addition, the PGT must be able to substantiate its reported performance results to an audit standard.

Due to the planning and reporting cycle, targets for the first year of the plan reflect the PGT assessment of appropriate and attainable service levels based on its best judgment at the time the targets were established. Results are continually assessed to determine if measures should be continued, targets should be adjusted or if resources could be reassigned to other service areas. Performance measures and related current and future year targets appear in this report as they were approved in the 2015–2018 PGT Service Delivery Plan.



CONTEXT FOR 2015–2016 PERFORMANCE RESULTS

The PGT is mindful of its statutory obligation to report on all program areas. This 2015–2016 performance report includes 20 performance measures, one less than the previous year. A measure regarding legal service was discontinued as performance in that service area was already being accounted for under other measures.

In 2015–2016, the target remained the same for all measures.

The PGT makes it a priority to meet its performance targets and monitors performance during the year. When targets are at risk, available resources are allocated in year to the program area.

The performance measures are set out in the 2015–2018 PGT Performance Measurement Framework (pages 44-46).

ROLE OF THE PGT MANDATE, VISION AND VALUES

The PGT mandate, vision and values are reflected in all aspects of its service delivery. They are expressed in the philosophy that PGT staff apply to their work such as helping ensure that adult clients participate in decision making about their lives to the greatest extent possible and are supported in formal policies and structure.

Much of the PGT mandate is to serve clients who do not have family or friends able to assist them. The PGT also has a statutory role to fulfill with respect to other clients. In other instances, PGT clients have chosen to seek service from the PGT.

PGT activities have a cumulative and contributory impact on improving the quality of life for clients according to the specific client group and nature of the activity. Children and youth benefit when the PGT acts to maximize their funds held in trust while still allowing appropriate disbursements. Child and youth property guardianship clients benefit when the PGT initiates legal actions on their behalf when they have suffered harm or injury. Intestate successors and beneficiaries of estates of deceased persons that are administered by the PGT benefit when they receive their share of the estate upon distribution.

Adult clients benefit when the PGT makes substitute decisions for clients who cannot manage their affairs independently and encourages client participation in decisions to the extent possible. Adult clients benefit from substitute health care decisions when the PGT arranges for legal consent to treatment on behalf of a client.

In addition to its direct impact on clients, the PGT contributes to the ability of the social services, health, legal and court systems to meet their objectives by providing timely substitute decision making, facilitating care, providing experienced objective legal reviews and taking protective measures on behalf of clients.

RISK MANAGEMENT

The PGT acts in a broad range of fiduciary, statutory and court ordered roles and maintains an extensive internal control environment to respond to the legal, financial and other associated risks. Under its Enterprise Risk Management Framework, the PGT regularly reviews and updates risks, potential impacts and mitigation strategies to help ensure they remain current and appropriate.

Strategies are implemented to manage and mitigate the potential for risks to impact the organization. These include planning and implementing internal controls and other risk management activities determined to be appropriate based on the assessed level of risk, due consideration to resource constraints and risk tolerance levels commensurate with the PGT duty as a fiduciary.

ROLE OF THE PGT MANDATE, VISION AND VALUES

The PGT Executive Committee reviewed and updated the PGT risk management framework in November 2015. While major themes remain largely consistent with those of previous years, this year there was a significant change to the major risk to the organization. Previously, the biggest risk to the organization was the outdated trust accounting system (COMET). The PGT received capital funding to replace the system and work in that regard is underway with implementation of the new trust accounting system scheduled for May 2017. In the circumstances, the risk rating has been reduced. The major risk the organization now faces is records management. The PGT will continue developing an information technology plan and other strategies to manage this risk. PGT risk factors fall into the following three broad categories:

Legislative framework reflecting the impact of changes in government policy, legislation and regulation which could significantly impact service delivery requirements, availability of resources and the PGT revenue and cost model.

Demand side factors reflecting the impact of increasing demands and complexity without additional funding such as legislative reform and changes in client expectations, awareness of PGT services and demographics that will significantly impact the demand for services from the PGT.

Supply side factors reflecting the impact of significant resource limitations to meet current strategic and operational objectives such as the impacts of legislative reform and increasing demand for services from the PGT.

The following summarizes the most significant specific risks facing the PGT as identified and assessed through the Enterprise Risk Management process in November 2015 and outlines some of the major mitigation strategies. This summary of specific key risks does not describe all potential risks facing the PGT nor all of the related controls and mitigation strategies.

Records Management

Reliable access to current and past client information is necessary to carry out PGT duties and could be at risk from ineffective document management and retention governance.

The PGT strives to mitigate this risk through staff training based on clearly documented policies and procedures. The PGT is seeking provincial funding to implement a document management system in the near future as an integrated part of its information technology infrastructure. Operational records schedules were updated in 2015-2016 and are awaiting formal approval by government.

ROLE OF THE PGT MANDATE, VISION AND VALUES

Sufficiency of Human Resources

The PGT requires specialized skills to perform its duties and would be at risk without adequate staffing and/or staff with appropriate skills and experience. This could occur due to attraction and recruitment limitations and/or the departure of experienced staff. Constraints imposed by the provincial government also impact the ability of the PGT to maintain sufficient staffing levels.

The PGT strives to mitigate this risk through an ongoing commitment to improving employee engagement, leveraging staff expertise by improving business processes and initiating a wide range of other human resources initiatives.

Training

The PGT would be at risk if its employees were not sufficiently trained to adequately perform their duties. This could occur because of the need to implement new legislation which impacts PGT services and roles or because of inconsistent core training programs coupled with staff turnover.

The PGT strives to mitigate this risk by implementing a comprehensive training framework that includes a corporate training committee, a learning management system and both in person and eLearning courses that address core training requirements.

Funding Sufficiency

The PGT would be at risk if provincial administrative controls limited its spending authority so that it was unable to expend its revenue in providing services to clients. The PGT obtains the majority of its funding for expenses through client fees. Unspent revenue at year end is retained in a statutory special account that is not accessible for client service. The PGT strives to mitigate this risk through accurate budgeting and by seeking relief from limits on its spending authority by clarifying its fiduciary role and the nature of its self funding model.

External Understanding of PGT Mandate, Role and Responsibilities

There is a risk that the public, service partners and stakeholders may not fully understand or accept PGT roles and responsibilities.

The PGT strives to mitigate this risk through public information materials and public education activities.

ROLE OF THE PGT MANDATE, VISION AND VALUES

Information Technology Impacting Service Delivery

Adequate, reliable information technology infrastructure and systems are essential to meet PGT business needs. This is currently at significant risk due to an obsolete financial system that does not meet modern trust accounting standards and for which qualified technical staff are no longer routinely available.

The PGT strives to mitigate this risk to client assets by moving aggressively to replace obsolete systems. In 2015-2016, the PGT selected a new trust accounting solution and is moving forward with implementing the new system which is targeted to become operational in 2017-2018, subject to successful testing and implementation.

Privacy and Freedom of Information

The PGT would be at risk if it were unable to adequately protect client privacy or assure service partners that it is a reliable information sharing partner.

The PGT strives to mitigate this risk by applying an information management framework that guides its management of privacy and access issues. This includes privacy impact assessments and information sharing agreements as well as continued effort to strengthen PGT records management activities.

Compliance with PGT Policies and Procedures

There would be a risk if employees were not following PGT policies and procedures.

The PGT seeks to mitigate this risk by providing training on policies and ensuring procedures are updated regularly.

Priority Setting and Capacity Planning

The PGT has extensive duties in several program areas and has limited organizational capacity to plan and/or implement new or changing priorities. These may include the need to implement new legislation and other externally determined initiatives and timelines. The PGT would be at risk if it were unable to respond appropriately.

The PGT strives to mitigate this risk through a project management office that coordinates planning and project activity within both organizational capacity and overall PGT strategic priorities.



2015–2016 PERFORMANCE RESULTS

In 2015–2016, the PGT met or exceeded its targets for all 20 (100%) of the performance measures on which it is reporting. Specific performance details related to each measure are provided in the following performance details section. The Performance Measurement Framework appears on pages 44-46.

Source Data

Data for this performance report has been drawn primarily from internal information management systems. The primary systems are COMET (financial), CASE (case management) and FSS (field services). Financial data is derived largely from the audited financial statements and is rounded.

The PGT maintains clear documentation of the process for collecting and reporting on data supporting its performance results to help ensure consistency and reliability in reported results. Unless otherwise stated, results for specific performance measures are comparable with previous years. The PGT applies a broad range of quality assurance processes and reviews its performance on a quarterly basis. In reporting on performance results, the PGT usually rounds to the nearest whole number.

Unless otherwise specified, client counts reflect varying program workloads as measured by the number of individual clients served throughout the fiscal year. In some instances, the counts will reflect the number of individual clients served and in others, the counts will reflect the number of specific legal authorities under which clients were served with consideration for the fact that one client may be served under multiple authorities.

For the past several years, the PGT has been enhancing its capacity to draw performance reporting results from its information technology systems. Most reports on individual performance measures are now drawn from PGT systems and work continues to make this comprehensive.

In accordance with the *Public Guardian and Trustee Act*, this PGT annual performance report is subject to an independent audit to provide third party assurance on the reported results. Financial statements for the PGT Operating Account and Estates and Trusts Administered are also subject to an annual independent audit to provide third party assurance.

Comparative Information

The PGT is a unique organization largely without private sector comparators and with limited comparability to public bodies in BC and other jurisdictions. Because of its responsibilities, mix of services and unique legal status, PGT access to generally accepted service standards is limited. Public guardian and public trustee agencies in other provinces and territories each have some responsibilities and services or elements of them in common with the PGT but none have the same authorities.

For 2015–2016, the PGT is able to make comparisons from its own performance using information reported in its previous annual reports. While some measures have been changed, eliminated or newly introduced over time, the available comparative data has become more substantial each year and has been used in several instances for changing measures and/or modifying performance targets.

2015–2016 PGT PERFORMANCE MEASUREMENT FRAMEWORK

GOAL 1

GOAL 1 Property and financial interests of PGT clients will be well managed

Objectives	Performance Measures
1.1 Disbursements from children's trusts will be made in a timely manner	1.1.1 Percentage of disbursements from children's trusts that are completed within 15 calendar days of request by the guardian or client
1.2 Legal, financial and property interests and assets of clients will be identified, secured and managed in a timely and prudent manner	1.2.1 Percentage of critical incident reports in respect of children in continuing care that are reviewed and have action initiated by the PGT within 45 calendar days of receipt
	1.2.2 Percentage of personalized case plans (covering property, effects, legal issues and living arrangements) that are developed and implemented for new adult clients within six months of PGT appointment as committee of estate
	1.2.3 Percentage of adult client trust receipts processed within five business days
	1.2.4 Percentage of adult client disbursements processed within 15 business days
1.3 Assets of client estates will be identified, secured and administered in a timely manner	1.3.1 Physical assets of new deceased estates secured within 15 calendar days of notification of death
	1.3.2 Assets will be entered into the trust accounting system within five business days of receipt of the work order
1.4 Estate distributions will be made to intestate successors and beneficiaries	1.4.1 Percentage of deceased estate funds that are distributed to intestate successors and beneficiaries rather than transferred to the BC Unclaimed Property Society
1.5 Client investments will be handled prudently	1.5.1 Investment returns for all three pooled funds match or exceed established benchmarks
	1.5.2 Percentage of investment plans subject to review that are completed within the year

2015–2016 PGT PERFORMANCE MEASUREMENT FRAMEWORK

GOAL 2 Personal interests of PGT clients will be protected

GOAL 2

Objectives	Performance Measures
2.1 The personal needs of child and youth clients will be protected	2.1.1 For children and youth where ongoing assistance with day to day maintenance has been approved, personalized expenditure plans will be developed and implemented within 20 calendar days of receiving all decision making information and then annually reviewed
2.2 The personal interests and health care needs of adult clients will be addressed	2.2.1 Percentage of committee of person adult clients who are annually visited by PGT staff 2.2.2 Percentage of major health care substitute decisions for adults made within three business days of all relevant information being received

GOAL 3 Statutory protective and monitoring services will be delivered in an appropriate, timely and fair manner

GOAL 3

Objectives	Performance Measures
3.1 Settlement reviews of legal claims of children and youth will be carried out in a timely manner	3.1.1 Percentage of proposed minors' settlements \$5,000 and over that are reviewed and the parties advised of the PGT position within 60 calendar days once all relevant information has been received 3.1.2 For minors' settlements under \$5,000, the average number of calendar days to review and advise of the PGT position regarding proposed settlements once all relevant information has been received
3.2 The PGT will act to protect the assets of adults at risk for abuse, neglect and self neglect	3.2.1 Percentage of cases where, on confirming that the assets of an apparently abused or neglected adult unable to seek support and assistance are at significant risk and in need of immediate protection, protective steps are taken within one business day under section 19 of the <i>Public Guardian and Trustee Act</i> 3.2.2 Private committee accounts reviewed within six months of receipt

2015–2016 PGT PERFORMANCE MEASUREMENT FRAMEWORK

GOAL 4

GOAL 4 The PGT will contribute to public awareness, policy development and law reform initiatives to promote the interests of PGT clients

Objectives	Performance Measures
4.1 The PGT will make relevant, useful and affordable recommendations to government for law reform affecting clients	4.1.1 Make a submission to the Attorney General and Minister of Justice with recommendations for review and potential implementation of the outstanding provisions of the <i>Adult Guardianship and Planning Statutes Amendment Act, 2007</i>
4.2 The PGT will promote an understanding of its role among clients, service partners, stakeholders and the public	4.2.1 PGT role explained by PGT representatives at stakeholder and service partner conferences, events and other public education forums

GOAL 5

GOAL 5 The PGT will deliver high quality client centred services

Objectives	Performance Measures
5.1 The PGT will meet client expectations for quality, equitable and accessible services	5.1.1 Percentage of intestate successors and beneficiaries responding to survey who rated administration services for deceased estates as good or very good

REPORTS ON INDIVIDUAL PERFORMANCE MEASURES

Property and financial interests of PGT clients will be well managed

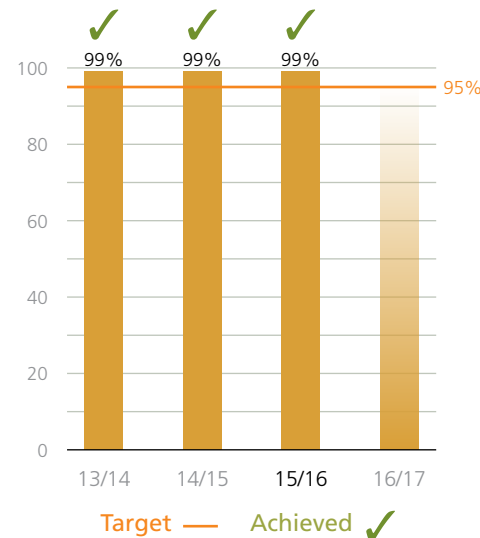
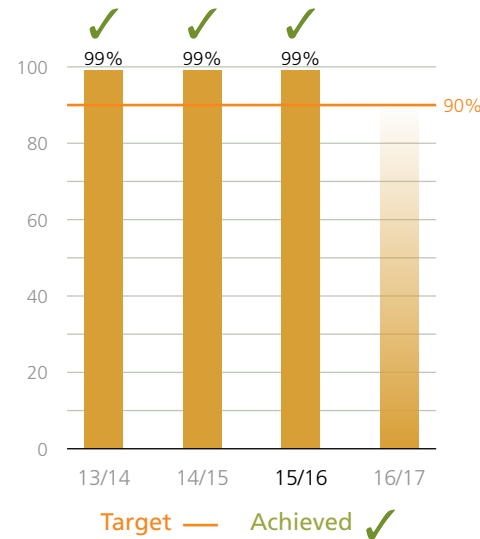
Administering trusts for which a child or youth is the beneficiary is a major responsibility of PGT Child and Youth Services. Unlike a bank account, funds held in trust are subject to a number of restrictions designed to protect the child. Guardianship and trust officers consider client requests to spend from the individual's trust fund and must determine whether the request falls within or outside of the trust restrictions while providing a timely response. This activity benefits children and youth by allowing appropriate disbursements in a timely manner while applying necessary constraints to satisfy fiduciary responsibilities to be prudent and to maximize funds for their future.

It is reasonable in most cases to expect a request to be decided within 15 calendar days. In 2015–2016, out of 2,913 decisions to issue funds, 2,896 (99%) were completed and a payment was issued within 15 calendar days of request by the guardian or client.

The PGT is coguardian with MCFD and DAAs for children in continuing care of the province. Designated officials of MCFD and the DAAs are personal guardians for children in continuing care and the PGT is property guardian. As property guardian, the PGT identifies financial entitlements or legal claims and brings forward appropriate legal action on behalf of the children and youth. This includes legal claims for damages such as personal injury arising from abuse, assault or motor vehicle accidents as well as for statutory benefits such as from the death of a parent.

The PGT receives automated reporting from MCFD and the DAAs of incidents involving children in continuing care and must review these reports to determine whether to commence civil legal proceedings on behalf of the child. This activity satisfies PGT legal obligations as fiduciary and improves the wellbeing of children and youth in continuing care of the province by protecting their legal rights and financial interests.

In 2015–2016, of 737 critical incident reports received directly from MCFD and DAAs, 734 (99%) were reviewed and action was initiated by the PGT within 45 calendar days of receipt of the report.



GOAL 1

Objective 1.1
Disbursements from children's trusts will be made in a timely manner

1.1.1 Percentage of disbursements from children's trusts that are completed within 15 calendar days of request by the guardian or client

Objective 1.2
Legal, financial and property interests and assets of clients will be identified, secured and managed in a timely and prudent manner

1.2.1 Percentage of critical incident reports in respect of children in continuing care that are reviewed and have action initiated by the PGT within 45 calendar days of receipt

GOAL 1

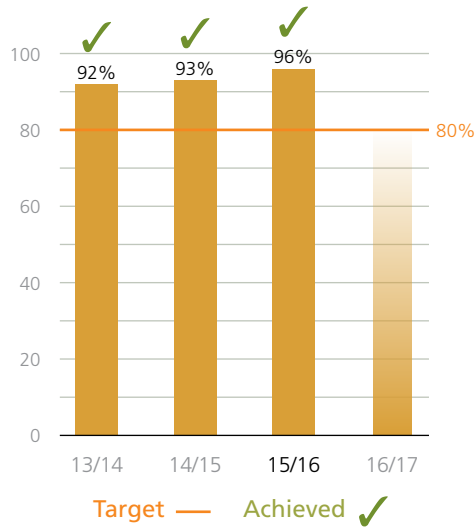
Objective 1.2
 Legal, financial and property interests and assets of clients will be identified, secured and managed in a timely and prudent manner

1.2.2 Percentage of personalized case plans (covering property, effects, legal issues and living arrangements) that are developed and implemented for new adult clients within six months of PGT appointment as committee of estate

1.2.3 Percentage of adult client trust receipts processed within five business days

REPORTS ON INDIVIDUAL PERFORMANCE MEASURES

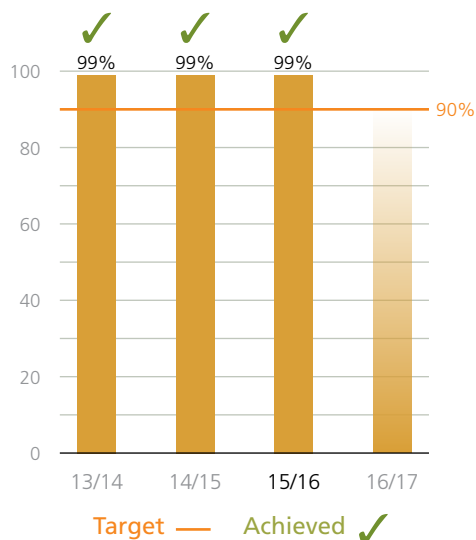
Property and financial interests of PGT clients will be well managed



The PGT may become committee of estate under the *Patients Property Act* for adults who are unable to manage their financial and legal affairs. Completion of a personalized case plan for a new committee of estate client demonstrates that the PGT has taken the steps necessary to identify and secure the client’s property and financial interests and provides for their ongoing protection. Time taken to develop and implement the plan will vary according to complexity of the client’s property and financial interests.

This activity improves quality of life for incapable adults by making arrangements that respect client wishes to the extent possible and by developing plans to maximize resources available for their care. For most new committee of estate clients, six months is a reasonable expectation in which to complete the plan as normally several months are required to collect all relevant information about the client.

During 2015–2016, 206 new clients required these plans and the PGT developed personalized case plans for 197 (96%) of them within the six month time frame.



The efficient management of client financial affairs is of paramount importance to the PGT. This includes the timely processing of income and receipts. By promptly depositing income and other funds into an adult client’s trust fund, flexibility in managing a client’s affairs increases as does the client’s potential to earn investment income. This activity improves quality of life for incapable adults by maximizing resources available for their use.

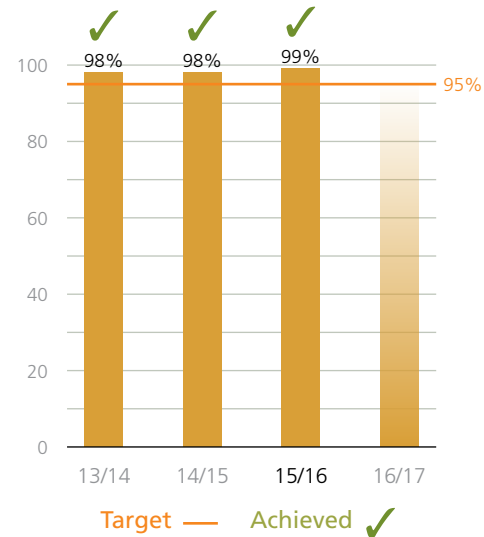
This performance measure tracks trust receipts received by PGT adult clients. In 2015–2016, of the 23,356 receipts of income or capital, 23,259 (99%) were processed within the five day timeline.

REPORTS ON INDIVIDUAL PERFORMANCE MEASURES

Property and financial interests of PGT clients will be well managed

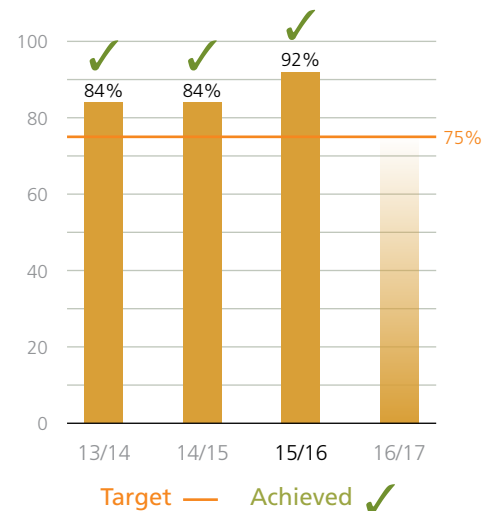
Ensuring that amounts owed by PGT clients are paid in a timely manner is an important aspect of managing the affairs of adult clients. This activity improves quality of life for incapable adults by ensuring timely bill payments on their behalf.

In 2015–2016, of 146,847 adult client disbursements, 144,788 (99%) were processed within 15 business days.



Securing the physical assets of a deceased person’s estate is a critical step in reducing risk of damage and preventing loss to the value of the estate. The result for creditors and beneficiaries of the estate improves according to the speed with which physical assets are secured. This activity secures assets and maximizes funds available to estates of deceased persons.

In 2015–2016, the PGT was notified of 61 new deceased estates that required this service. Of these, the physical assets for 56 (92%) were secured within 15 calendar days.



GOAL 1

Objective 1.2
Legal, financial and property interests and assets of clients will be identified, secured and managed in a timely and prudent manner

1.2.4 Percentage of adult client disbursements processed within 15 business days

Objective 1.3
Assets of client estates will be identified, secured and administered in a timely manner

1.3.1 Physical assets of new deceased estates secured within 15 calendar days of notification of death

GOAL 1

Objective 1.3
Assets of client estates will be identified, secured and administered in a timely manner

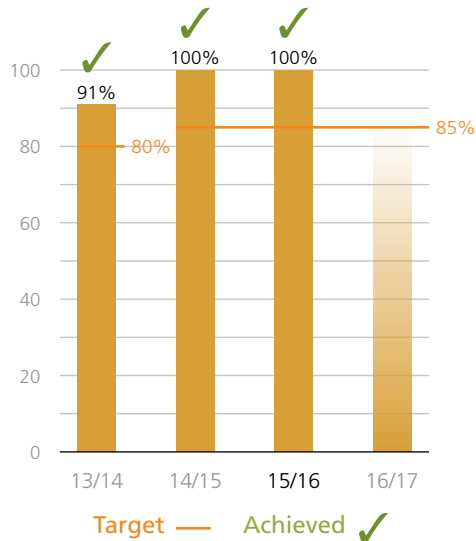
1.3.2 Assets will be entered into the trust accounting system within five business days of receipt of the work order

Objective 1.4
Estate distributions will be made to intestate successors and beneficiaries

1.4.1 Percentage of deceased estate funds that are distributed to intestate successors and beneficiaries rather than transferred to the BC Unclaimed Property Society

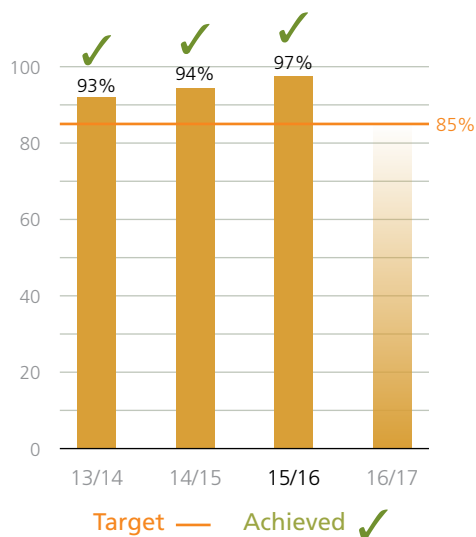
REPORTS ON INDIVIDUAL PERFORMANCE MEASURES

Property and financial interests of PGT clients will be well managed



PGT Field Services secures client physical assets, taking custody of them and providing for their security. Timely recording of the assets in the PGT field services and trust accounting system are key elements in securing them.

In 2015–2016, of 627 client inventory reports, 627 (100%) were recorded within five business days.



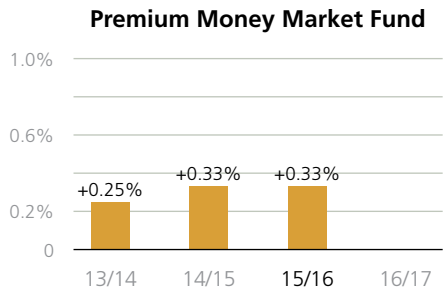
The PGT administers estates for which the executor, intestate successor, beneficiary or other eligible person is not able or willing to do so. If the PGT is unable to determine the lawful intestate successors of an estate after conducting a search, the balance of the estate after payment of creditors, administrator fees and expenses, is transferred to the BC Unclaimed Property Society.

This activity helps ensure that succession laws and wishes of persons making wills are respected and that efforts are made to locate and distribute their entitlements to intestate successors and beneficiaries.

In 2015–2016, PGT Estate and Personal Trust Services distributed \$41,054,994.77 of which \$39,999,040.23 (97%) was transferred to intestate successors and beneficiaries.

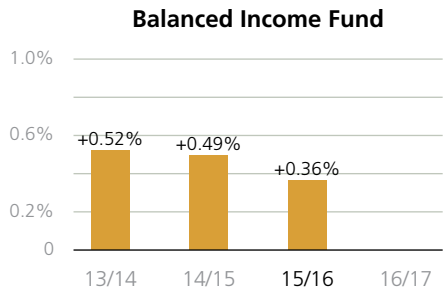
REPORTS ON INDIVIDUAL PERFORMANCE MEASURES

Property and financial interests of PGT clients will be well managed

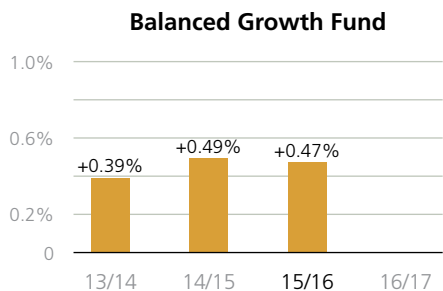


PGT client funds are invested to maximize returns in a manner appropriate to individual client circumstances. This measure is a means of comparing performance by investment managers retained by the PGT against established industry benchmarks. The PGT has three pooled common funds: the Premium Money Market Fund, the Balanced Income Fund, and the Balanced Growth Fund. The majority of client funds are held in the Premium Money Market Fund.

Investment returns are calculated using the investment industry standard of four year rolling averages with information on returns provided by third party professional measurement services. RBC Investor and Treasury Services measures the Balanced Income Fund and the Balanced Growth Fund and the BC Investment Management Corporation measures the Premium Money Market Fund.



Professional investment management improves quality of life for clients by prudently managing their financial resources to ensure their resources are maximized to meet their needs. In 2015–2016, investment returns for all three pooled funds exceeded the established benchmarks. Details are recorded in the accompanying tables.

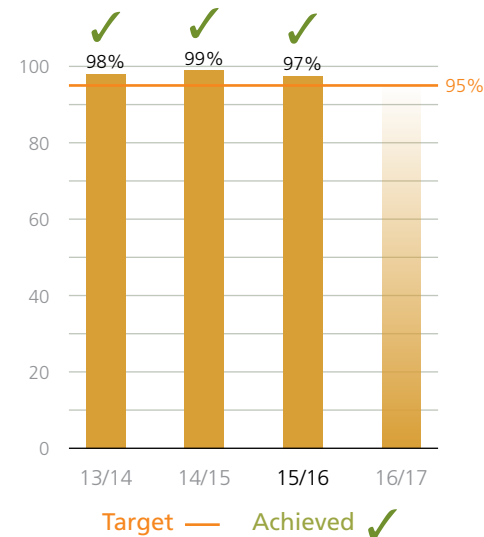


Individual client circumstances, such as increased or decreased needs for cash funds, are considered when developing and reviewing investment plans. Reviewing existing client investment plans is important because client needs and risk tolerance change over time. Frequency of reviews is also related to the asset mix in the client investment plan. The PGT reviews client investment plans on a rotating basis according to the assessed level of risk associated with the client investment portfolio.

This activity improves quality of life for clients by helping ensure that financial planning remains current to maximize resources available for their needs. At March 31, 2015, 1,093 client investment plans were scheduled for review during 2015–2016 and of those, 142 clients left PGT authority during the year. Of the remaining 951 clients, 927 (97%) of the scheduled account reviews were completed.

Target: Match or exceed established benchmarks

Achieved ✓



GOAL 1

Objective 1.5 Client investments will be handled prudently

1.5.1 Investment returns for all three pooled funds match or exceed established benchmarks

1.5.2 Percentage of investment plans subject to review that are completed within the year

GOAL 2

Objective 2.1

The personal needs of child and youth clients will be protected

2.1.1 For children and youth where ongoing assistance with day to day maintenance has been approved, personalized expenditure plans will be developed and implemented within 20 calendar days of receiving all decision making information and then annually reviewed

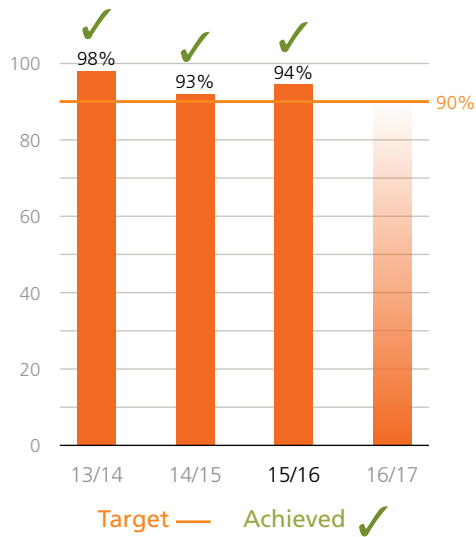
Objective 2.2

The personal interests and health care needs of adult clients will be addressed

2.2.1 Percentage of committee of person adult clients who are annually visited by PGT staff

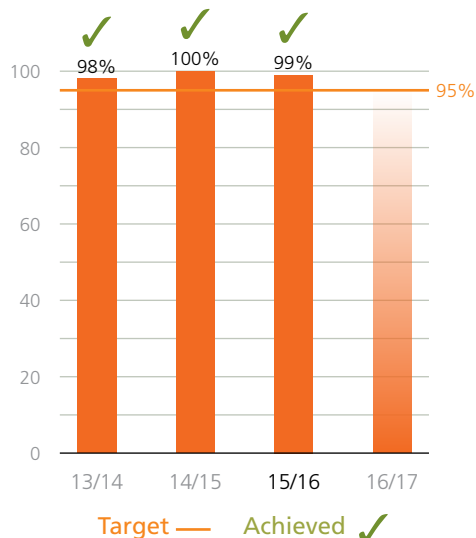
REPORTS ON INDIVIDUAL PERFORMANCE MEASURES

Personal interests of PGT clients will be protected



The PGT implements and maintains personalized case plans on behalf of child and youth clients where ongoing assistance with day to day maintenance has been approved. Maintenance includes a broad range of payments to the caregiver for day to day costs of the child's needs. This activity improves the quality of life for minors by providing timely decisions regarding sustainable management of their resources to meet current and future financial needs.

In 2015–2016, personalized case plans were developed and implemented or reviewed within the target timelines for 102 of 108 (94%) minor clients for whom ongoing maintenance has been approved.



There are a small number of adult clients for whom the PGT acts as a court appointed committee of person and is responsible for their personal care interests. The PGT attempts to visit these clients at least once every year. For the PGT, the visit is an opportunity to review the client's personal situation and assess whether changes are required to help ensure protection of their ongoing personal and health care interests. For the adult, the visit is an opportunity to convey information directly to the PGT without an intermediary such as a caregiver or care facility administrator.

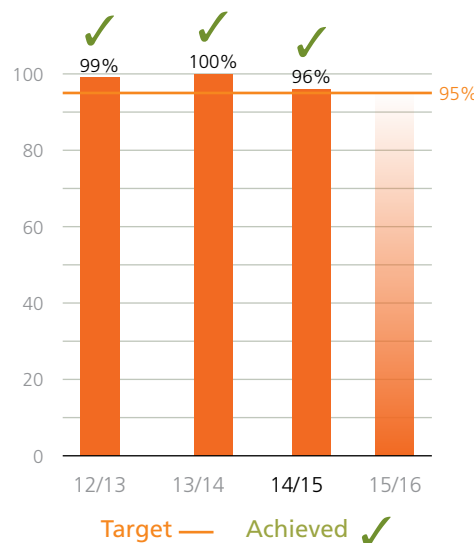
This performance measure focuses on clients for whom the PGT has the greatest responsibility. Client visits improve quality of life for clients through direct contact with PGT staff and provide for their maximum empowerment. In 2015–2016, visits were made to 93 of 94 (99%) adult clients for whom the PGT acts as committee of person.

REPORTS ON INDIVIDUAL PERFORMANCE MEASURES

Personal interests of PGT clients will be protected

The PGT protects the personal interests of adults incapable of giving health care consent by making these decisions on their behalf as temporary substitute decision maker (TSDM) under the *Health Care (Consent) and Care Facility (Admission) Act*. The timeliness of PGT substitute health care decisions as TSDM is important to the wellbeing and rights protection of the individual for whom treatment has been proposed by a health care provider.

This performance measure focuses on the most serious decisions which are classified as "major" under the *Health Care (Consent) and Care Facility (Admission) Act*. Timeliness of decision making is important because it facilitates clients receiving health care in a timely manner if that treatment is consented to by the TSDM. In 2015–2016, of 81 major health care decisions, 78 (96%) were made within the three business day time frame.



GOAL 2

Objective 2.2
The personal interests and health care needs of adult clients will be addressed

2.2.2 Percentage of major health care substitute decisions for adults made within three business days of all relevant information being received

GOAL 3

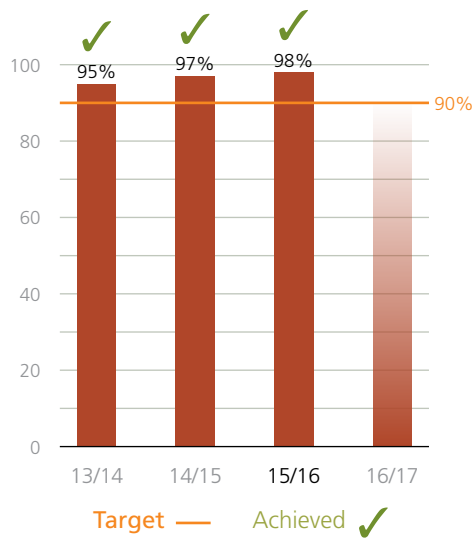
Objective 3.1
Settlement reviews of legal claims of children and youth will be carried out in a timely manner

3.1.1 Percentage of proposed minors' settlements \$5,000 and over that are reviewed and the parties advised of the PGT position within 60 calendar days once all relevant information has been received

3.1.2 For minors' settlements under \$5,000, the average number of calendar days to review and advise of the PGT position regarding proposed settlements once all relevant information has been received

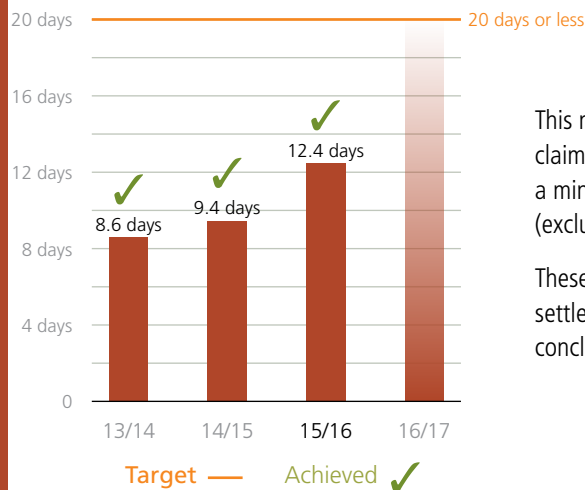
REPORTS ON INDIVIDUAL PERFORMANCE MEASURES

Statutory protective and monitoring services will be delivered in an appropriate, timely and fair manner



Under the *Infants Act*, the PGT must review all proposals to settle a variety of claims on behalf of a minor for unliquidated damages such as personal injury arising from motor vehicle accidents, medical malpractice, wrongful death of a parent and other claims. The PGT has jurisdiction to approve infant settlements of \$50,000 or less (exclusive of interest and costs) outside the court process. The PGT also provides written comments to the court for amounts greater than \$50,000 or when the PGT has refused to approve a settlement for less than \$50,000 and the parties have chosen to proceed to court to seek approval.

This statutory service protects the property rights of minors in obtaining fair and reasonable compensation from negligent parties or their insurers. It also contributes to increasing the efficiency of the court system by providing experienced, objective reviews in a timely manner. Within this time frame, the PGT works as quickly as possible as PGT review is usually the final step in what may already have been a very long process for the child and parent or guardian. In 2015–2016, in 383 of 392 cases (98%), the PGT reviewed the proposed settlements and advised the parties of the PGT position within 60 calendar days of all relevant information being received.



This measure is related to the previous measure (3.1.1) and focuses on proposed settlements of minors' claims for unliquidated damages under \$5,000. The PGT must review all proposals to settle a claim by a minor for unliquidated damages and has jurisdiction to approve infant settlements of \$50,000 or less (exclusive of interest and costs) outside the court process.

These smaller settlements are reported separately because they are usually less complex than larger settlements and it is possible for them to be reviewed more quickly. In 2015–2016, the PGT reviewed and concluded 83 proposed settlements under \$5,000 in an average of 12.4 elapsed days per settlement.

REPORTS ON INDIVIDUAL PERFORMANCE MEASURES

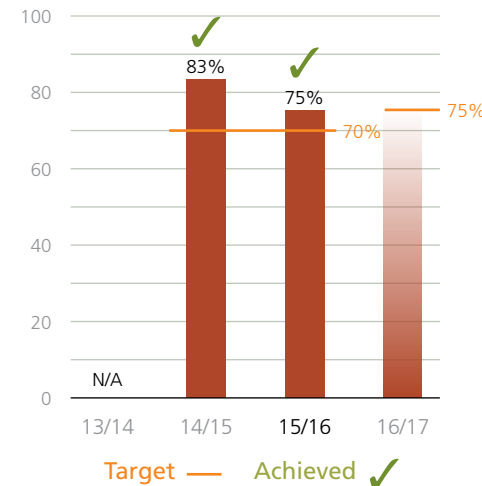
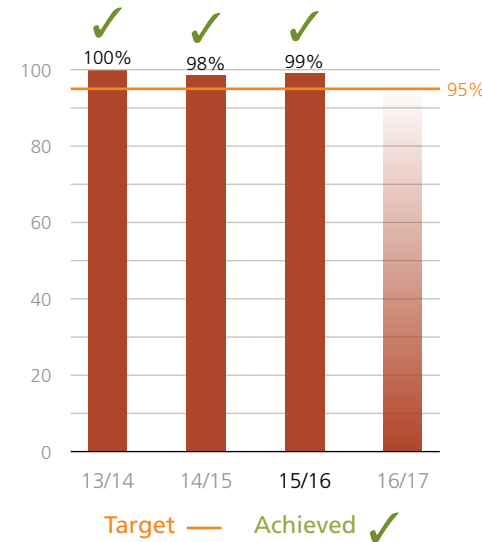
Statutory protective and monitoring services will be delivered in an appropriate, timely and fair manner

The PGT is mandated under the *Public Guardian and Trustee Act* to protect incapable adults at risk for abuse, neglect and self neglect. One way it does this is to safeguard their assets so that persons seeking to take financial advantage of the adults will be unable to do so. Under section 19, the PGT orders financial institutions and others to restrict access to the assets of an individual while the PGT investigates the situation.

The speed of PGT action can be a major determinant of whether client assets are protected. Taking protective measures in a timely manner increases safety for abused, neglected and self neglecting incapable adults. In 2015–2016, the PGT took protective measures in 167 cases. In 165 (99%) of these, protective measures were taken within one working day.

The court may order that a family member or other person may become committee of a mentally incapable adult. The PGT reviews their accounts according to a defined schedule to ensure the committee is applying the adult's funds appropriately. This performance measure will increase in 2016-2017.

In 2015–2016, of 537 accounts submitted for review to the PGT, 405 (75%) were reviewed within six months of receipt.



GOAL 3

Objective 3.2
The PGT will act to protect the assets of adults at risk for abuse, neglect and self neglect

3.2.1 Percentage of cases where, on confirming that the assets of an apparently abused or neglected adult unable to seek support and assistance are at significant risk and in need of immediate protection, protective steps are taken within one business day under section 19 of the *Public Guardian and Trustee Act*

3.2.2 Private committee accounts reviewed within six months of receipt

GOAL 4

Objective 4.1
The PGT will make relevant, useful and affordable recommendations to government for law reform affecting clients

4.1.1 Make a submission to the Attorney General and Minister of Justice with recommendations for review and potential implementation of the outstanding provisions of the *Adult Guardianship and Planning Statutes Amendment Act, 2007*

Objective 4.2
The PGT will promote an understanding of its role among clients, service partners, stakeholders and the public

4.2.1 PGT role explained by PGT representatives at stakeholder and service partner conferences, events and other public education forums

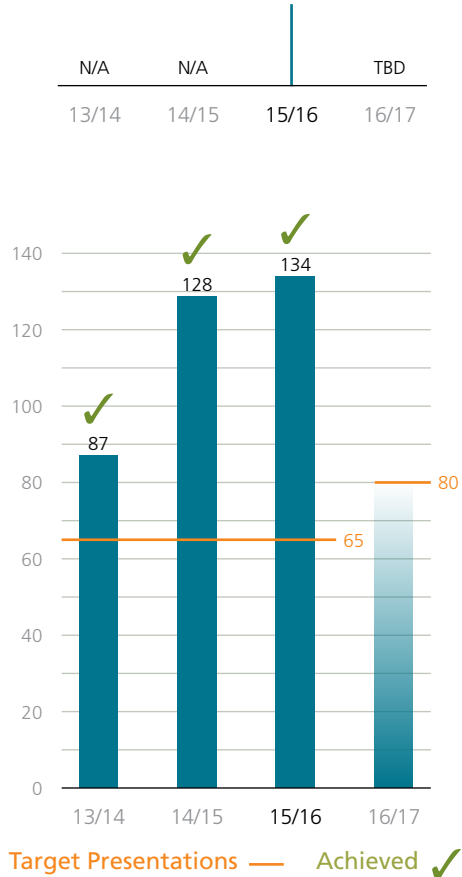
REPORTS ON INDIVIDUAL PERFORMANCE MEASURES

The PGT will contribute to public awareness, policy development and law reform initiatives to promote the interests of PGT clients

✓
TARGET:
Submission made to the Attorney General and Minister of Justice by March 31, 2016
ACHIEVED:
Submission made to the Attorney General and Minister of Justice on March 29, 2016

The PGT comments on issues affecting the statutory mandate of the PGT and the interests of PGT clients. In 2015–2016, the PGT made a submission to the Attorney General and Minister of Justice with recommendations regarding implementing outstanding provisions of adult guardianship legislation. The legislation would impact court provisions relating to the court ordered process for appointing guardians of incapable adults. This process is currently governed by the outdated *Patients Property Act*.

Submission was made to the Attorney General and Minister of Justice on March 29, 2016.



The public, service partners and stakeholders continue to request the PGT to make presentations about PGT roles and areas of responsibility. Over the last few years, the PGT has been involved with implementing new legislation and the related requirement for public education activities is great. The PGT strives to meet the demand for public education activities which must be balanced against other service requirements.

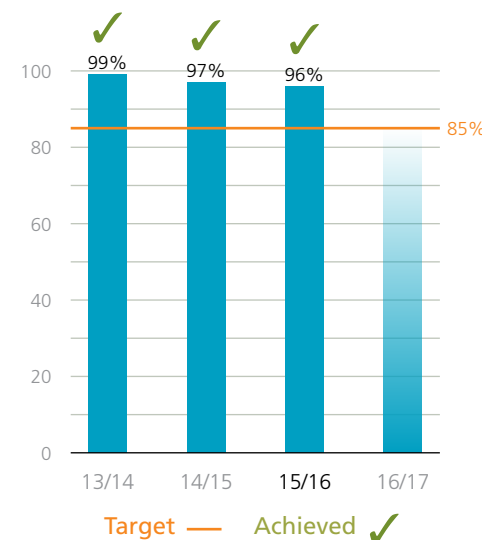
Better understanding of the PGT role promotes appropriate uptake of PGT services and is an important element in a PGT demand management strategy. In 2015–2016, the PGT made 134 public presentations. Due to demand for this service continuing to rise, the target for this measure will be increased in 2016-2017.

REPORTS ON INDIVIDUAL PERFORMANCE MEASURES

The PGT will deliver high quality client centred services

The PGT administers estates of deceased persons. The EPTS division conducts a client satisfaction survey with intestate successors and beneficiaries who receive funds when administration of an estate is completed. This activity measures client satisfaction and gives intestate successors and beneficiaries the opportunity to comment on what is important to them regarding services. This activity also improves service delivery by highlighting areas needing improvement.

In 2015–2016, there were 303 completed surveys. Of these, 271 of the 282 (96%) beneficiaries who responded to the survey question rating estate administration services rated them as good or very good.



GOAL 5

Objective 5.1
The PGT will meet client expectations for quality, equitable and accessible services

5.1.1 Percentage of intestate successors and beneficiaries responding to survey who rated administration services for deceased estates as good or very good

LINKING RESOURCES TO PERFORMANCE

LINKING RESOURCES, STRATEGIES AND RESULTS

Background

The PGT is responsible by law for delivering a broad range of services to clients and is self funded for a large percentage of its expenditure budget. In developing its annual budget, the PGT provides for meeting its statutory and fiduciary obligations to its clients. The PGT establishes strategic goals and determines performance measures and targets within the budgeted resources and constraints of a given year in the context of its three year service plan.

The PGT delivers client services through a combination of activities that are specific to an operational division, integrated between divisions, across divisions or are delivered in conjunction with service partners:

- *Operational divisions* focus on broad client groups such as children and youth, adults and estates of deceased persons. Costs are assigned directly to the divisions.
- Activities of operational divisions are supported by *integrated services* such as legal, investments, information systems, securing of client assets, warehousing, budgeting, facilities and executive support services. Costs for these integrated services are assigned across operational divisions using an allocation model developed to reflect approximate usage.
- Some services, such as quality assurance and risk management, are delivered in a *cross divisional* manner. Costs of cross divisional services are assigned directly

through operational division budgets and indirectly through costs assigned through an allocation model.

- Services such as maintaining client real property are *delivered in conjunction with service partners* and are charged directly to clients.

See pages 66 and 67 for the Allocation of Recoveries and Expenses by Program – Budget and Actual (unaudited) for the year ended March 31, 2016.

Delivery of services and allocation of costs are reflected in Table 1: Areas of Expenditures and PGT Strategic Goals (unaudited) on pages 60 and 61, describing which PGT goals apply to which area of expenditure. The table provides a context to put PGT areas of expenditure into perspective. The distribution also reflects the integrated and cross divisional nature of PGT operations.

Linkages

Client services fall into one of two broad service areas:

- *Estate and trust services* are fiduciary in nature with the greatest impact from the service on the management of individual client assets which is reflected in the total or high level of cost recovery.
- *Public services* are regulatory in nature with the greatest impact from the service on monitoring or oversight and the limited or non-existent cost recovery reflects the public nature of these services.

LINKING RESOURCES TO PERFORMANCE

Table 1 (unaudited) demonstrates that most PGT goals apply broadly to most areas of expenditure and may involve both a number of programs and expenditures and a number of divisions.

Challenges

The challenge of segmenting expenditures is greatest at the broad goal level. It is a lesser challenge in the case of specific performance measures within each goal as these are more likely to apply to a single area of expenditure. However, the PGT considers that elaboration of budget particulars at the individual measure level is not possible as the work is too interrelated and spread throughout PGT activities.

For example, integrating a new adult client requires more than preparation of a new case plan. Assets must be secured, legal interests must be considered, real property may have to be sold, an investment plan may have to be developed and overdue taxes may have to be made current.

These complex linkages mean that although the areas of expenditure are linked with groups of strategic goals, the relationship between performance and outcomes and changes in costs may not be direct or immediate.

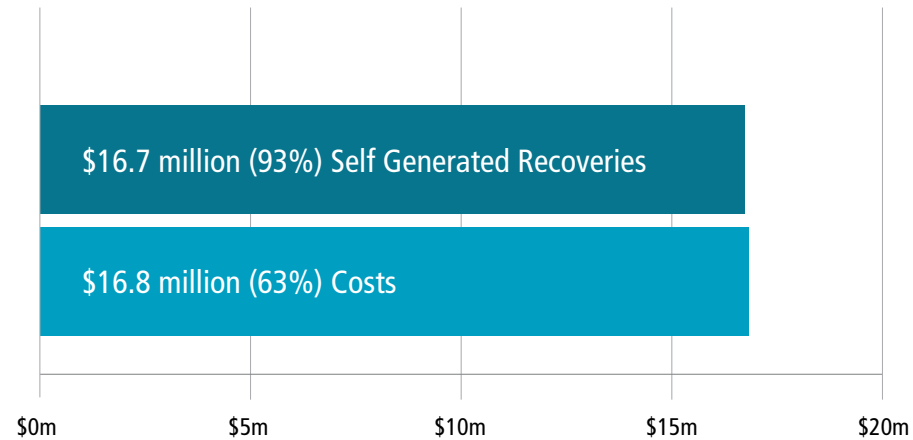
TABLE 1

Estate and Trust Services

Goals 1, 2, 4 and 5 most directly affected

*All PGT expenditures are allocated into one of two categories according to the nature of the work, i.e., estate and trust services or public services. Goals may apply in both categories. Individual performance measures within a goal may relate more specifically to one area of expenditure than another.

AREAS OF EXPENDITURE AND PGT STRATEGIC GOALS (UNAUDITED)*



ESTATE AND TRUST SERVICES

Estate and trust services are the primary PGT responsibility and in 2015–2016 accounted for \$16.8 million or 63% of total costs and produced \$16.7 million or 93% of total self generated recoveries from fees.

Estate and trust services include the following:

- Child trust services
- Adult trust services
- Estate and personal trust services

Context

- PGT Estate and Personal Trust Services division achieved cost recovery. The rate of recovery was 142% in 2015–2016 (117% in 2014–2015).
- The PGT acts as a prudent investor in managing all client invested funds. These investment activities support Goal 1 by managing client property and financial interests. At March 31, 2016, the average cost per client for salaries and benefits within the PGT investment services section was \$26.77 (\$28.28 at March 31, 2015).

AREAS OF EXPENDITURE AND PGT STRATEGIC GOALS (UNAUDITED)*

PUBLIC SERVICES

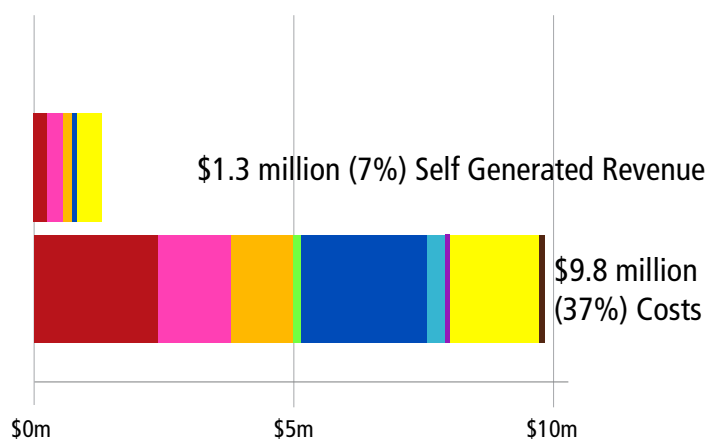
Public services accounted for \$9.8 million or 37% of total costs in 2015–2016 and produced \$1.3 million or 7% of total self generated recoveries from fees.

Public services include the following:

Program Areas	Costs	Self Generated Revenue
Child and Youth Services		
Property guardian	\$2.37 million	\$0.27 million
Infant settlement and other legal reviews	\$1.42 million	\$0.30 million
Grant application reviews	\$1.18 million	\$0.16 million
Litigation guardian	\$0.15 million	\$0.00 million
Services to Adults		
Assessment and investigation	\$2.43 million	\$0.09 million
Temporary substitute decision making	\$0.34 million	\$0.00million
Committee of person	\$0.09 million	\$0.00 million
Private committee services	\$1.72 million	\$0.47 million
Other adult legal services	\$0.06 million	\$0.00 million
TOTAL	\$9.75 million	\$1.29 million

Context

Under the *Health Care (Consent) and Care Facility (Admission) Act*, PGT staff make substitute health care treatment decisions or appoint other suitable decision makers. This health care decision making activity supports Goal 2 by protecting personal interests of PGT clients. In 2015–2016, average unit cost was \$998 (\$1,272 in 2014–2015).



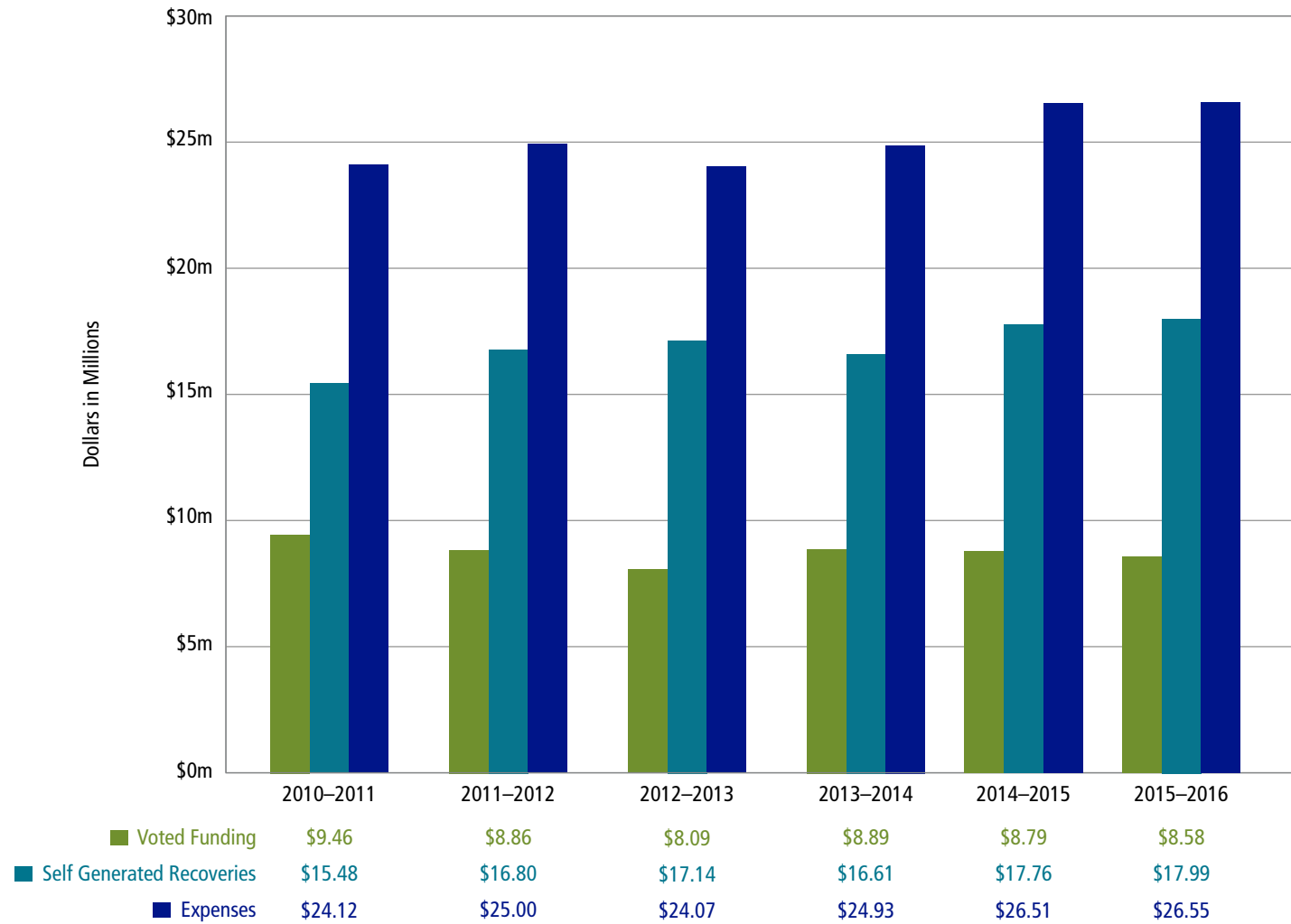
The *Wills, Estates and Succession Act* requires that the PGT be notified before a court application for a grant involving interests of a child or incapable adult. These grant application reviews support Goal 3 by delivering statutory protective services in a timely manner. In 2015–2016, cost per review was \$2,173 (\$868 in 2014–2015) and the *Public Guardian and Trustee Fees Regulation* allows a fee of \$300 per notice for this review.

Public Services

Goals 1, 2, 3, 4 and 5 most directly affected

TABLE 2

PGT VOTED FUNDING, RECOVERIES AND EXPENSES 2010–2011 TO 2015–2016



RECOVERIES AND PROGRAM COSTS 2015–2016

Introduction

The PGT cost allocation model was developed to show recoveries from fees and costs in a meaningful way by linking resources to the costs of providing service. Budgeted figures have been provided from the Estimates approved by the Legislative Assembly of British Columbia on February 17, 2015. Actual results are provided from the audited financial statements of the Public Guardian and Trustee Operating Account. The amounts may differ from the Public Accounts due to timing differences resulting from accruals and adjustments below the materiality threshold of the Province of British Columbia.

Recovery Sources and Variances

Recoveries are comprised of fees charged in accordance with the *Public Guardian and Trustee Fees Regulation* and funding received from the Province of British Columbia.

RECOVERIES AND VARIANCES (UNAUDITED)

Recoveries Variances (Unaudited) for the Year Ended March 31, 2016 (expressed in thousands of dollars)					
	Budget	Actual	\$ Variance*	% Variance*	Note
Self generated recoveries					
Commissions	\$ 8,842	\$ 10,188	\$ 1,346	15%	1
Asset management fees	5,760	5,826	66	1%	
Estate liaison administration fees	528	566	38	7%	
Heir tracing fees	112	99	(13)	(12%)	
Fees for investigations, monitoring and legal services	1,163	1,009	(154)	(13%)	2
Other	-	301	301	100%	3
Total self generated recoveries	16,405	17,989	1,584	10%	
Voted funding from the Province of British Columbia	8,577	8,577	-	0%	
Total recoveries	\$ 24,982	\$ 26,566	\$ 1,584	6%	

*Brackets in variance column indicate budget revenues in excess of actual

Explanatory Notes on Recoveries Variances

1. Lower investment returns due to poor market performance in latter half of 2015–2016. Some large commissions resulted from the sale of real properties and investments as well as a large settlement. Impact of these activities exceeded the net decrease in commissions related to August 1, 2014 commission rate reduction for certain client groups.
2. Decrease in grant application reviews.
3. Includes recognition of deferred recoveries of \$85k to recover costs pursuant to the claims protocol agreement related to a class action settlement, and \$159k of higher than expected minimum administration fees (new fee introduced on August 1, 2014 and applicable to certain adult trust clients).

EXPENSES AND VARIANCES (UNAUDITED)

Expense Variances (Unaudited) for the Year Ended March 31, 2016 (expressed in thousands of dollars)					
	Budget	Actual	\$ Variance*	% Variance*	Note
Expenses					
Salaries and benefits	\$ 20,425	\$ 20,900	\$ 475	2%	
Computer systems and support	1,366	2,328	962	70%	1
Other operating and administrative costs	941	974	34	4%	2
Professional services	509	842	334	65%	1
Building occupancy	-	264	264	(100%)	3
Client expenditures	594	587	(7)	(1%)	
Legal services	522	266	(256)	(49%)	4
Amortization	625	390	(235)	(38%)	5
Total expenses	\$ 24,982	\$ 26,551	\$ 1,569	6%	

*Brackets in variance column indicate budget expenses in excess of actual

Explanatory Notes on Expenses Variances

1. Contracted support for Trust Accounting System replacement project.
2. \$222K increase in expenses to support the Trust Accounting System replacement project; approval for capital funding and thus need for additional expenses was received after the Estimates Budget was approved. \$189K decrease in allowance for doubtful accounts due to a change in accounting policy to record the net recoverable client overdrafts, legal and other client expenses paid on behalf of clients as receivables. A corresponding allowance for doubtful accounts was assessed after year end and recorded as bad debt expense.
3. Prior year PGT budget for Building Occupancy was shifted to Shared Services BC (SSBC) for 2015–2016; SSBC will absorb this portion of costs going forward.
4. There was a change in accounting policy in 2015–2016 to record net recoverable legal expenses paid on behalf of clients and amounts recovered from clients as receivables. Budget was set before the change. Non recoverable legal expenses increased from \$178k to \$266k from 2014–2015.
5. Some asset costs fully amortized in 2014–2015 and during 2015–2016 with minor additions only which resulted in lower amortization costs in 2015–2016.

Public Guardian and Trustee of British Columbia
Allocation of Recoveries and Expenses by Program – Budget (Unaudited)
Fiscal year ended March 31, 2016

(Expressed in thousands of dollars)

	ESTATE AND TRUST SERVICES				PUBLIC SERVICES			Totals
	Adult Trust Services	Estate and Personal Trust Services	Child Trust Services	Subtotal	Adult Services	Child Services	Subtotal	
Self generated recoveries								
Commissions	4,827	3,186	586	8,599	-	243	243	8,842
Asset management fees	3,257	1,377	1,092	5,726	-	34	34	5,760
Estate liaison administration fees	528	-	-	528	-	-	-	528
Heir tracing fees	-	112	-	112	-	-	-	112
Other	57	-	-	57	511	595	1,106	1,163
Total self generated recoveries	8,669	4,675	1,678	15,022	511	872	1,383	16,405
Expenses								
Salaries and benefits	8,760	3,217	1,242	13,219	3,633	3,573	7,206	20,425
Computer systems and support	369	163	250	782	268	316	584	1,366
Other operating and administrative costs	380	122	69	571	167	203	370	941
Professional services	213	89	45	347	77	85	162	509
Building occupancy	-	-	-	-	-	-	-	-
Client expenditures	336	139	12	487	74	33	107	594
Legal services	(153)	(4)	11	(146)	2	666	668	522
Amortization	172	75	112	359	123	143	266	625
Total expenses	10,077	3,801	1,741	15,619	4,344	5,019	9,363	24,982
Excess (deficiency) of self generated recoveries over expenses *	(1,408)	874	(63)	(597)	(3,833)	(4,147)	(7,980)	(8,577)
Other revenue								
Voted funding from the Province of British Columbia								8,577
Balance								-

*Does not include centralized overhead costs paid and expensed by other government entities for PGT operating costs including certain financial and administrative services, post employment benefits, and office and warehouse facilities.

Public Guardian and Trustee of British Columbia
Allocation of Recoveries and Expenses by Program – Actual (unaudited)
Fiscal year ended March 31, 2016

(Expressed in thousands of dollars)

	ESTATE AND TRUST SERVICES				PUBLIC SERVICES			Totals
	Adult Trust Services	Estate and Personal Trust Services	Child Trust Services	Subtotal	Adult Services	Child Services	Subtotal	
Self generated recoveries								
Commissions	5,232	4,151	569	9,952	-	236	236	10,188
Asset management fees	3,307	1,359	1,124	5,790	-	36	36	5,826
Estate liaison administration fees	566	-	-	566	-	-	-	566
Heir tracing fees	-	99	-	99	-	-	-	99
Other	258	32	-	290	560	460	1,020	1,310
Total self generated recoveries	9,363	5,641	1,693	16,697	560	732	1,292	17,989
Expenses								
Salaries and benefits	8,987	3,284	1,271	13,542	3,619	3,739	7,358	20,900
Computer systems and support	604	272	444	1,320	465	543	1,008	2,328
Other operating and administrative costs	317	115	(64)	368	235	371	606	974
Professional services	302	128	106	536	144	162	306	842
Building occupancy	72	32	47	151	52	61	113	264
Client expenditures	461	69	8	538	23	26	49	587
Legal services	80	26	11	117	29	120	149	266
Amortization	107	47	70	224	76	90	166	390
Total expenses	10,930	3,973	1,893	16,796	4,643	5,112	9,755	26,551
Excess (deficiency) of self generated recoveries over expenses *	(1,567)	1,668	(200)	(99)	(4,083)	(4,380)	(8,463)	(8,562)
Other revenue								
Voted funding from the Province of British Columbia								8,577
Excess of total recoveries over expenses								15

*Does not include centralized overhead costs paid and expensed by other government entities for PGT operating costs including certain financial and administrative services, post employment benefits, and office and warehouse facilities.

A photograph of a person in a grey cardigan and white shirt working on a laptop at a desk. A white coffee cup is on the left, and a pair of glasses and a pen are on the desk in front of the laptop. The scene is lit with natural light from a window in the background. A large blue diamond shape is overlaid on the center of the image, containing the text.

**AUDITED FINANCIAL
STATEMENTS
2015-2016**

OPERATING ACCOUNT

Financial Statements of

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Operating Account

Year ended March 31, 2016



700 – 808 West Hastings Street, Vancouver, BC V6C 3L3 • Phone: (604) 660-4444 • Fax: (604) 660-0374
www.trustee.bc.ca

MANAGEMENT'S STATEMENT OF RESPONSIBILITIES FOR THE OPERATING ACCOUNT FINANCIAL STATEMENTS OF THE PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Management is responsible for preparing the accompanying financial statements and is responsible for their integrity and objectivity. The financial statements are prepared in conformity with Canadian public sector accounting standards and include amounts based on informed judgments and estimates of the expected effects of current events and transactions.

Management is also responsible for maintaining systems of internal control that provide reasonable assurance that financial information is reliable, that all financial transactions are properly authorized, that assets are safeguarded, and that the Public Guardian and Trustee of British Columbia adheres to legislation and regulatory requirements. These systems include the communication of policies and the Public Guardian and Trustee of British Columbia's code of ethics and business conduct throughout the organization. Management continually monitors the systems of internal controls for compliance.

KPMG LLP has been appointed by the Public Guardian and Trustee of British Columbia as independent auditors to examine and report on the financial statements and their report follows.

Catherine M. Romanko
Public Guardian and Trustee

July 5, 2016



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Chartered Professional Accountants
PO Box 10426 777 Dunsmuir Street
Vancouver BC V7Y 1K3
Canada

Telephone (604) 691-3000
Fax (604) 691-3031
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INDEPENDENT AUDITORS' REPORT

To the Public Guardian and Trustee of British Columbia

We have audited the accompanying financial statements of the Operating Account of the Public Guardian and Trustee of British Columbia, which comprise the statement of financial position as at March 31, 2016, the statements of operations and accumulated surplus, changes in net financial assets, and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of an entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.
KPMG Canada provides services to KPMG LLP.



Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Public Guardian and Trustee of British Columbia as at March 31, 2016, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a single horizontal line that tapers at both ends, serving as a decorative underline.

Chartered Professional Accountants

July 5, 2016
Vancouver, Canada

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Operating Account

Statement of Financial Position
(Expressed in thousands of dollars)

March 31, 2016, with comparative information for 2015

	Notes	2016	2015
Financial assets			
Cash and cash equivalents	3,4(a)	\$ 26,117	\$ 26,474
Due from Estates and Trusts Administered	5	1,718	1,250
Other financial assets		15	29
		27,850	27,753
Liabilities			
Accounts payable and accrued liabilities		1,660	1,627
Deferred revenue		207	292
		1,867	1,919
Net financial assets		25,983	25,834
Non-financial assets			
Tangible capital assets	6	877	1,011
Accumulated surplus	3	\$ 26,860	\$ 26,845
Contingent liabilities	7		

The accompanying notes are an integral part of these financial statements.

Catherine M. Romanko
Public Guardian and Trustee

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Operating Account

Statement of Operations and Accumulated Surplus
(Expressed in thousands of dollars)

Year ended March 31, 2016, with comparative information for 2015

	Notes	2016 Budget (note 8)	2016	2015
External recoveries from fees		\$ 16,405	\$ 17,989	\$ 17,760
Funding from the Province of British Columbia	4(b)	8,577	8,577	8,793
		24,982	26,566	26,553
Expenses:	4(c)			
Salaries and benefits	9	20,425	20,900	19,797
Computer systems and support		1,366	2,328	1,894
Other operating and administrative costs		941	974	1,444
Professional services		509	842	967
Client expenditures		594	587	607
Amortization		625	390	435
Legal services		522	266	520
Building occupancy	4(d)	-	264	846
		24,982	26,551	26,510
Annual surplus	3	-	15	43
Accumulated surplus, beginning of year		26,845	26,845	26,802
Accumulated surplus, end of year		\$ 26,845	\$ 26,860	\$ 26,845

The accompanying notes are an integral part of these financial statements.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Operating Account

Statement of Changes in Net Financial Assets
(Expressed in thousands of dollars)

Year ended March 31, 2016, with comparative information for 2015

	2016 Budget (note 8)	2016	2015
Annual surplus	\$ -	\$ 15	\$ 43
Acquisition of tangible capital assets	(363)	(256)	(291)
Amortization of tangible capital assets	625	390	435
Increase in net financial assets	262	149	187
Net financial assets, beginning of the year	25,834	25,834	25,647
Net financial assets, end of the year	\$ 26,096	\$ 25,983	\$ 25,834

The accompanying notes are an integral part of these financial statements.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Operating Account

Statement of Cash Flows
(Expressed in thousands of dollars)

Year ended March 31, 2016, with comparative information for 2015

	Notes	2016	2015
Cash and cash equivalents provided by (used in):			
Operating activities:			
Annual surplus		\$ 15	\$ 43
Non-cash item included in surplus:			
Amortization of tangible capital assets		390	435
Change in due from Estates and Trust Administered		(468)	(248)
Change in other financial assets		14	28
Change in accounts payable and accrued liabilities		33	(28)
Change in deferred revenue		(85)	(70)
		(101)	160
Capital activities:			
Acquisition of tangible capital assets		(256)	(291)
Decrease in cash and cash equivalents		(357)	(131)
Cash and cash equivalents, beginning of year		26,474	26,605
Cash and cash equivalents, end of year		\$ 26,117	\$ 26,474
Cash and cash equivalents are made up of:			
Due from the Province of British Columbia	4(a)	\$ 24,492	\$ 24,900
Cash held directly		1,625	1,574
		\$ 26,117	\$ 26,474

The accompanying notes are an integral part of these financial statements.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Operating Account

Notes to Financial Statements
(Expressed in thousands of dollars)

Year ended March 31, 2016

1. Reporting entity:

The Public Guardian and Trustee of British Columbia (the “PGT”) Operating Account (“Operating Account”) operates under the authority of the Public Guardian and Trustee Act (the “Act”). The Operating Account is not liable for taxation, except insofar as the government is liable. The Operating Account was established as a Special Account in the General Fund of the Consolidated Revenue Fund of the Province of British Columbia.

The Operating Account reports the recoveries earned from the services provided to clients of the PGT and the operating and capital expenditures relating to the provision of these services. Clients are adults who are not capable of managing their own affairs, deceased persons’ estates which have no other person willing and able to act for them, estates of missing persons, and children in receipt of settlement funds, insurance policy proceeds or money from estates.

Separate financial information has been prepared as at March 31, 2016 for client trust accounts, which include \$863 million (2015 - \$842 million) of net assets held in trust.

2. Significant accounting policies:

(a) Basis of accounting:

Management has prepared these financial statements in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board of CPA Canada.

(b) Due from Estates and Trusts Administered and allowance for doubtful accounts:

Due from the Estates and Trusts Administered includes amounts owing from clients of the PGT for fees, cost recoveries and short-term loans. The PGT maintains an allowance for doubtful accounts that reflects management’s best estimate of uncollectible amounts owing. Amounts deemed uncollectible are charged to client expenditures in the statement of operations in the period in which they are deemed uncollectible.

(c) Tangible capital assets:

Tangible capital assets are recorded at cost and are amortized on a straight-line basis over their estimated useful lives. Computer hardware and software purchases less than \$10,000 are amortized over 3 years. All remaining assets are amortized over 5 years.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Operating Account

Notes to Financial Statements
(Expressed in thousands of dollars)

Year ended March 31, 2016

2. Significant accounting policies (continued):

(d) Revenue recognition:

External recoveries from fees consists of fees paid by clients in accordance with the *Public Guardian and Trustee Fees Regulation*, as provided for under the Act. Fees are recognized in the period in which the service is provided or at the point in time directed by regulation, court order, co-trustees or beneficiaries. Funding from the Province of British Columbia is recognized as revenue when authorized and eligibility criteria, if any, have been met, unless the funding contains stipulations on how it is to be expended by the PGT, in which case the funding is recorded as deferred revenue. Once the stipulations have been met, the funding is subsequently recognized as revenue.

(e) Employee benefit plans:

All eligible employees participate in a multi-employer defined benefit pension plan. All contributions to this Plan are expensed as incurred.

(f) Client expenditures:

Client expenditures represent amounts paid for clients' property management, provision for doubtful accounts on amounts owing from clients for fees and cost recoveries, and other miscellaneous expenditures made on behalf of clients. Legal expenditures paid on behalf of clients are reported under legal services.

(g) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions in determining reported amounts. The only significant area requiring the use of management estimates, is the estimation of the collectability of accounts receivable. Actual results could differ from these estimates.

(h) Segmented information and expense presentation:

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information. As the Operating Account's sole activity is the managing of services provided to clients of the PGT, additional segmented disclosure is not required and expenses are presented by category on the Statement of Operations and Accumulated Surplus.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Operating Account

Notes to Financial Statements
(Expressed in thousands of dollars)

Year ended March 31, 2016

3. Cash accounts and Accumulated Surplus:

Spending from revenue in excess of the budget approved by the Province of British Columbia is permitted to the extent it does not reduce the Accumulated Surplus carried forward from the previous year. Spending from the Accumulated Surplus requires Treasury Board approval.

4. Related party transactions:

The PGT is a corporation sole. All transactions with related parties, including the Province of British Columbia ministries, agencies and Crown corporations occurred in the normal course of operations and are valued at the exchange amount, which reflects fair value unless otherwise disclosed in these notes.

- (a) The PGT uses the Province of British Columbia's financial and banking systems to process and record most of its transactions. Transactions related to PGT fees and other amounts collected from clients are processed and recorded first in the PGT's own financial and banking system, and subsequently recorded on a monthly aggregate basis in the Province of British Columbia's systems.
- (b) A transfer of \$8,577 (2015 - \$8,793) from a sub-vote of the Ministry of Justice and Attorney General has been provided for services to incapable adults, children and youth and for other expenditures of the PGT.
- (c) Certain financial and administrative services, post-employment benefits, and office and warehouse facilities are provided centrally by various ministries and agencies of the government of the Province of British Columbia. The costs of these services are not charged to the Operating Account and are, therefore, not included in the statement of operations.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Operating Account

Notes to Financial Statements
(Expressed in thousands of dollars)

Year ended March 31, 2016

4. Related party transactions (continued):

(d) Office and warehouse facilities are provided by Shared Services British Columbia ("SSBC") within the Ministry of Technology Innovation and Citizens' Services. The cost of buildings occupied by the PGT, including charges from SSBC, and the net building occupancy expense of the PGT is as follows:

	2016	2015
Building costs incurred by SSBC for facilities occupied by the PGT Portion not charged to the PGT	\$ 2,745 (2,496)	\$ 2,819 (2,070)
Building costs paid by the PGT to SSBC	249	749
Building costs paid by the PGT to unrelated parties	15	97
Building occupancy expense, as reported on the statement of operations	\$ 264	\$ 846

5. Due from Estates and Trusts Administered:

	2016	2015
Gross amount due from Estates and Trusts Administered	\$ 2,716	\$ 2,597
Allowance for doubtful accounts	(998)	(1,347)
Net amount due from Estates and Trusts Administered	\$ 1,718	\$ 1,250

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Operating Account

Notes to Financial Statements
(Expressed in thousands of dollars)

Year ended March 31, 2016

6. Tangible capital assets:

	2016									
	Cost, beginning of year	Additions	Disposals	Cost, end of year	Accumulated amortization, beginning of year	Disposals	Amortization expense	Accumulated amortization, end of year	Net book value, beginning of year	Net book value, end of year
Operating equipment	\$ 21	\$ -	\$ -	\$ 21	\$ (16)	\$ -	\$ (2)	\$ (18)	\$ 5	\$ 3
Furniture and equipment	467	21	-	488	(352)	-	(44)	(396)	115	92
Personal computer software	107	4	-	111	(89)	-	(14)	(103)	18	8
Computer hardware - less than \$10,000	429	34	(25)	438	(403)	25	(22)	(400)	26	38
Server computer software	3,039	197	-	3,236	(2,196)	-	(304)	(2,500)	843	736
Computer hardware - greater than \$10,000	62	-	-	62	(58)	-	(4)	(62)	4	-
Tenant improvement	704	-	-	704	(704)	-	-	(704)	-	-
Total	\$ 4,829	\$ 256	\$ (25)	\$ 5,060	\$ (3,818)	\$ 25	\$ (390)	\$ (4,183)	\$ 1,011	\$ 877

	2015									
	Cost, beginning of year	Additions	Disposals	Cost, end of year	Accumulated amortization, beginning of year	Disposals	Amortization expense	Accumulated amortization, end of year	Net book value, beginning of year	Net book value, end of year
Operating equipment	\$ 19	\$ 2	\$ -	\$ 21	\$ (13)	\$ -	\$ (3)	\$ (16)	\$ 6	\$ 5
Furniture and equipment	452	15	-	467	(285)	-	(67)	(352)	167	115
Personal computer software	100	7	-	107	(69)	-	(20)	(89)	31	18
Computer hardware - less than \$10,000	419	10	-	429	(357)	-	(46)	(403)	62	26
Server computer software	2,782	257	-	3,039	(1,907)	-	(289)	(2,196)	875	843
Computer hardware - greater than \$10,000	62	-	-	62	(48)	-	(10)	(58)	14	4
Tenant improvement	704	-	-	704	(704)	-	-	(704)	-	-
Total	\$ 4,538	\$ 291	\$ -	\$ 4,829	\$ (3,383)	\$ -	\$ (435)	\$ (3,818)	\$ 1,155	\$ 1,011

Cost includes fully amortized assets that are still in use of \$2,794 (2015 - \$2,814).

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Operating Account

Notes to Financial Statements
(Expressed in thousands of dollars)

Year ended March 31, 2016

7. Contingent liabilities:

From time to time, the Public Guardian and Trustee is a defendant in legal actions in carrying out its duties. Under Section 21 of the Act, monies required to discharge any liability or claim against the PGT must be paid out of the consolidated revenue fund of the Province of British Columbia.

8. Budgeted figures:

Budgeted figures have been provided for comparative purposes from the estimates approved by the Legislative Assembly of British Columbia on February 17, 2015.

9. Employee benefit plans:

The PGT and all eligible employees contribute to the Public Service Pension Plan in accordance with the *Public Sector Pension Plans Act*. The British Columbia Pension Corporation administers the Plan, including payments of pension benefits to eligible employees. A Board of Trustees, representing Plan members and employers, is responsible for overseeing the management of the Plan, including investment of assets and administration of benefits.

The Public Service Pension Plan is a multi-employer, defined benefit plan. Under joint trusteeship, the risks and rewards associated with the Plan's unfunded liability or surplus are shared between the employers and the plan members and will be reflected in their future contributions. Every three years an actuarial valuation is performed to assess the financial position of the plan and the adequacy of the funding. The last actuarial valuation was as at March 31, 2014, and showed that the Plan was at 101% funded. The next valuation date is to be completed no later than March 31, 2017.

During the year ended March 31, 2016, the PGT contributed \$1,508 (2015 - \$1,422) to the Plan. These contributions are included in salaries and benefits expense. No pension liability for this plan is included in the financial statements.

10. Fair value:

The fair value of the Operating Account's financial instruments, which include cash and cash equivalents, due from Estates and Trusts Administered, other financial assets, and accounts payable and accrued liabilities are not materially different from their carrying value due to their short-term nature.



ESTATES AND TRUSTS ADMINISTERED

Financial Information of the
Estates and Trusts Administered by the

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Year ended March 31, 2016



700 – 808 West Hastings Street, Vancouver, BC V6C 3L3 • Phone: (604) 660-4444 • Fax: (604) 660-0374
www.trustee.bc.ca

MANAGEMENT'S STATEMENT OF RESPONSIBILITIES FOR THE FINANCIAL INFORMATION OF ESTATES AND TRUSTS ADMINISTERED BY THE PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Management is responsible for preparing the accompanying financial information and is responsible for its integrity and objectivity. The financial information is prepared in conformity with International Financial Reporting Standards and includes amounts based on informed judgments and estimates of the expected effects of current events and transactions.

Management is also responsible for maintaining systems of internal control that provide reasonable assurance that financial information is reliable, that all financial transactions are properly authorized, that assets are safeguarded, and that the Public Guardian and Trustee of British Columbia adheres to legislation and regulatory requirements. These systems include the communication of policies and the Public Guardian and Trustee of British Columbia's code of ethics and business conduct throughout the organization. Management continually monitors the systems of internal controls for compliance.

KPMG LLP has been appointed by the Public Guardian and Trustee of British Columbia as independent auditors to examine and report on the financial information and their report follows.

Catherine M. Romanko
Public Guardian and Trustee

July 5, 2016



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Canada

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INDEPENDENT AUDITORS' REPORT

To the Public Guardian and Trustee of British Columbia

We have audited the accompanying financial information of the Estates and Trusts Administered by the Public Guardian and Trustee of British Columbia, which comprise the statement of net assets as at March 31, 2016 and the statements of income and expenses, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Information

Management is responsible for the preparation and fair presentation of this financial information in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial information that is free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on this financial information based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial information is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial information. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to an entity's preparation and fair presentation of the financial information in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of an entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial information.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.



Opinion

In our opinion, the financial information presents fairly, in all material respects, the net assets of the Estates and Trusts Administered by the Public Guardian and Trustee of British Columbia as at March 31, 2016 and their income and expenses, changes in net assets and cash flows for the year then ended in accordance with International Financial Reporting Standards.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants

July 5, 2016
Vancouver, Canada

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Statement of Net Assets of Estates and Trusts Administered
(Expressed in thousands of dollars)

March 31, 2016, with comparative information for 2015

	Notes	2016	2015
Assets			
Premium Money Market Fund	5	\$ 449,298	\$ 461,496
Balanced Income Fund	6	37,249	35,337
Balanced Growth Fund	7	103,028	103,620
Other investments and securities	8	149,424	129,466
Other financial assets	9	10,458	7,990
Real property	10	139,713	131,546
Other assets		8,145	7,809
		897,315	877,264
Liabilities			
Accounts payable		6,158	5,016
Mortgages and loans payable		25,508	28,012
Payable to the Public Guardian and Trustee Operating Account	11(b)	2,652	2,597
		34,318	35,625
Net Assets of Estates and Trusts Administered		\$ 862,997	\$ 841,639

The accompanying notes are an integral part of this financial information.

Catherine M. Romanko
Public Guardian and Trustee

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Statement of Income and Expenses of Estates and Trusts Administered
(Expressed in thousands of dollars)

Year ended March 31, 2016, with comparative information for 2015

	Notes	Premium Money Market Fund	Balanced Income Fund	Balanced Growth Fund	Other investments and securities	Real property	2016	2015
Income:								
Pensions, benefits and settlements		\$ 83,017	\$ -	\$ -	\$ -	\$ -	\$ 83,017	\$ 83,085
Interest and dividends		5,197	851	2,650	2,140	-	10,838	12,884
		88,214	851	2,650	2,140	-	93,855	95,969
Expenses:								
Payments for client care maintenance	11(a)	55,636	-	-	-	-	55,636	57,655
Fees paid to the Public Guardian and Trustee Operating Account	11(b)	17,136	300	811	-	-	18,247	17,347
Professional services	11(c)	6,693	62	160	236	-	7,151	8,608
Income taxes paid from Estates and Trusts Administered		2,308	-	-	27	-	2,335	4,299
		81,773	362	971	263	-	83,369	87,909
Net income before realized and unrealized gains/losses		6,441	489	1,679	1,877	-	10,486	8,060
Realized and unrealized gains/losses:								
Net realized gains on assets sold or released		-	621	2,374	5,471	5,738	14,203	16,113
Change in unrealized gains/losses		(756)	(1,538)	(6,122)	(5,781)	7,785	(6,411)	13,693
		(756)	(917)	(3,748)	(310)	13,523	7,792	29,806
Net income (loss), representing total comprehensive income (loss) - 2016		\$ 5,685	\$ (428)	\$ (2,069)	\$ 1,567	\$ 13,523	\$ 18,278	
Net income (loss), representing total comprehensive income (loss) - 2015		\$ 5,497	\$ 3,322	\$ 11,755	\$ 13,107	\$ 4,185		\$ 37,866

The accompanying notes are an integral part of this financial information.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Statement of Changes in Net Assets of Estates and Trusts Administered
(Expressed in thousands of dollars)

Year ended March 31, 2016, with comparative information for 2015

	Notes	Premium Money Market Fund	Balanced Income Fund	Balanced Growth Fund	Other investments and securities	Other financial assets	Real property	Other assets less liabilities	Total
Balance at March 31, 2014		\$ 465,982	\$ 31,145	\$ 90,528	\$ 116,820	\$ 12,441	\$ 162,942	\$ (29,951)	\$ 849,907
Net income representing comprehensive income for the year		5,497	3,322	11,755	13,107	-	4,185	-	37,866
Other changes in net assets of Estates and Trusts Administered:									
Assets acquired		-	-	-	25,903	23,650	45,326	-	94,879
Assets purchased from Estates and Trusts Administered		(1,157)	-	-	-	-	244	-	(913)
Assets sold or collected		84,760	-	-	(14,424)	(25,570)	(52,851)	-	(8,085)
Transfers between assets		(1,475)	870	1,337	(732)	-	-	-	-
Assets released to clients, beneficiaries and heirs		-	-	-	(11,208)	(2,531)	(28,300)	-	(42,039)
Cash distributions to clients, beneficiaries and heirs		(89,971)	-	-	-	-	-	-	(89,971)
Unclaimed assets transferred to the British Columbia Unclaimed Property Society	12	(2,140)	-	-	-	-	-	-	(2,140)
Movement in other assets less liabilities		-	-	-	-	-	-	2,135	2,135
Total changes in net assets of Estates and Trusts Administered		(4,486)	4,192	13,092	12,646	(4,451)	(31,396)	2,135	(8,268)
Balance at March 31, 2015		461,496	35,337	103,620	129,466	7,990	131,546	(27,816)	841,639
Net income (loss) representing comprehensive income (loss) for the year		5,685	(428)	(2,069)	1,567	-	13,523	-	18,278
Other changes in net assets of Estates and Trusts Administered:									
Assets acquired		-	-	-	46,417	29,866	62,191	-	138,474
Assets purchased from Estates and Trusts Administered		(636)	-	-	-	-	478	-	(158)
Assets sold or collected		98,655	-	-	(22,186)	(25,982)	(49,690)	-	797
Transfers between assets		(8,941)	2,340	1,477	5,124	-	-	-	-
Assets released to clients, beneficiaries and heirs		-	-	-	(10,964)	(1,416)	(18,335)	-	(30,715)
Cash distributions to clients, beneficiaries and heirs		(104,662)	-	-	-	-	-	-	(104,662)
Unclaimed assets transferred to the British Columbia Unclaimed Property Society	12	(2,299)	-	-	-	-	-	-	(2,299)
Movement in other assets less liabilities		-	-	-	-	-	-	1,643	1,643
Total changes in net assets of Estates and Trusts Administered		(12,198)	1,912	(592)	19,958	2,468	8,167	1,643	21,358
Balance at March 31, 2016		\$ 449,298	\$ 37,249	\$ 103,028	\$ 149,424	\$ 10,458	\$ 139,713	\$ (26,173)	\$ 862,997

The accompanying notes are an integral part of this financial information.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Statement of Cash Flows of Estates and Trusts Administered
(Expressed in thousands of dollars)

Year ended March 31, 2016, with comparative information for 2015

	2016	2015
Cash provided by (used in):		
Operating activities:		
Income:		
Pensions, benefits and settlements	\$ 83,017	\$ 83,085
Interest and dividends	5,546	7,590
Expenses:		
Client care and maintenance	(55,636)	(57,655)
Fees paid to the Public Guardian and Trustee Operating Account	(17,136)	(15,851)
Professional services	(6,693)	(8,145)
Income taxes paid from Estates and Trusts Administered	(2,308)	(4,268)
	6,790	4,756
Investing activities:		
Contributions to Balanced Income Fund	(8,628)	(4,965)
Withdrawals from Balanced Income Fund	6,289	4,095
Contributions to Balanced Growth Fund	(12,387)	(8,428)
Withdrawals from Balanced Growth Fund	10,910	7,091
Contributions to other investments and securities	(14,993)	(5,986)
Withdrawals from other investments and securities	9,519	6,470
Purchases of real property	(480)	(244)
Purchases of other assets	(156)	(913)
Net proceeds from sale of assets	72,673	59,190
	62,747	56,310
Financing activities:		
Proceeds from collection of assets	25,982	25,570
Distributions to clients, beneficiaries and heirs	(104,662)	(89,971)
Transfers of unclaimed assets	(2,299)	(2,140)
	(80,979)	(66,541)
Decrease in cash and cash equivalents	(11,442)	(5,475)
Increase (decrease) in unrealized gain on Premium Money Market Fund	(756)	989
Premium Money Market Fund, representing cash and cash equivalents, beginning of year	461,496	465,982
Premium Money Market Fund, representing cash and cash equivalents, end of year	\$ 449,298	\$ 461,496

The accompanying notes are an integral part of these financial statements.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Notes to Financial Information of Estates and Trusts Administered
(Tabular amounts, except percentages, expressed in thousands of dollars)

Year ended March 31, 2016

1. Reporting entity:

The Public Guardian and Trustee of British Columbia (the “PGT”) operates under the *Public Guardian and Trustee Act* (the “Act”) and other provincial statutes to uphold the legal rights and safeguard the financial interests of adults who are not capable of managing their own affairs, deceased persons’ estates which have no other person willing and able to act for them, estates of missing persons and children in receipt of settlement funds, insurance policy proceeds or money from estates.

The PGT’s principal office is located at 700 - 808 West Hastings Street, Vancouver, British Columbia V6C 3L3.

This set of financial information reflects the net assets held in trust and activity for the estates and trusts administered by the PGT. Separate financial statements have been prepared for the PGT Operating Account, which report the revenues, expenses and capital expenditures of the PGT.

2. Basis of preparation:

(a) Statement of compliance:

This financial information has been prepared in accordance with the principles of International Financial Reporting Standards (“IFRS”).

This financial information meets the requirements of Section 25 of the Act.

These financial statements have been authorized for issue by the Public Guardian and Trustee on June 22, 2016.

(b) Basis of measurement:

The financial information has been prepared on the historical cost basis except for the Premium Money Market Fund, Balanced Income Fund, Balanced Growth Fund, other investments and securities and real property, which are carried at fair value.

(c) Functional and presentational currency:

The financial information is presented in Canadian dollars, which is the functional currency for the PGT.

(d) Use of estimates and judgments:

The preparation of this financial information in conformity with IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reporting amounts of assets, liabilities, income and expenses. Actual values ultimately realized may differ from these estimates and are recognized in the period in which the estimates are revised and in any future periods affected.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Notes to Financial Information of Estates and Trusts Administered
(Tabular amounts, except percentages, expressed in thousands of dollars)

Year ended March 31, 2016

3. Summary of significant accounting policies:

The accounting policies set out below have been applied consistently to all periods presented in this financial information.

(a) Recognition and measurement of financial assets and liabilities:

On initial recognition, assets and liabilities are recorded at fair value on the effective date the PGT commences administration of the asset or liability, which is the date of death for estate administration, the date of PGT appointment for trust administration or the date that the estate or trust assumed beneficial ownership for assets and liabilities acquired after PGT appointment.

The Premium Money Market Fund ("PMMF"), Balanced Income Fund ("BIF"), Balanced Growth Fund ("BGF") and other investments and securities are carried at fair value as determined from valuation data provided by investment service providers.

Amounts receivable included in other financial assets are carried at amortized cost.

Other assets include jewelry, collectibles, intangibles, vehicles and effects and are carried at cost, which represents the estimated fair value of the asset on the effective date that the PGT commenced administration of the asset.

All financial liabilities are carried at amortized cost.

(b) Cash and cash equivalents:

The PMMF is used for day-to-day receipts and disbursements for all clients. Investments held by the PMMF are highly liquid and may be easily drawn upon by the PGT in administering the estates and trusts. Cash held in individual external client bank accounts, included in other financial assets (note 9), is not classified as cash and cash equivalents.

(c) Measurement of real property:

IFRS requires that, in the absence of an IFRS that can be specifically applied to a situation, management should use judgment in developing and applying an accounting policy to provide relevant, reliable and prudent information. In these instances, it is suggested that IFRS requirements in dealing with similar issues are applied, as well as measurement concepts included within the IFRS Framework.

Real property included within the statement of net assets primarily represents the value of residential properties, currently occupied by the clients of the PGT. This property does not meet the definition of property, plant and equipment, nor investment property, although the acceptable measurement bases for such assets include both cost and fair value.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Notes to Financial Information of Estates and Trusts Administered
(Tabular amounts, except percentages, expressed in thousands of dollars)

Year ended March 31, 2016

3. Summary of significant accounting policies (continued):

(c) Measurement of real property (continued):

Accordingly, real property is carried at fair value in the statement of net assets as determined by professional appraisals or, where an appraisal is not available or is not current, as determined from the most recent British Columbia Assessment Authority property assessment or other relevant valuation data.

(d) Revenue recognition:

Income from pensions, benefits and settlements, as well as interest and dividends is recognized on an accrual basis.

Gains and losses on assets represent the appreciation or depreciation in the value of assets administered by the PGT from the value assigned on the date of appointment of the client (if acquired on appointment) or date of purchase (if purchased for clients after appointment). Such gains and losses become realized on the date the assets are sold or released to clients, beneficiaries and heirs. Both realized gains/losses and changes in unrealized gains/losses are reported in the statement of income and expenses.

4. Financial risk management:

As a fiduciary, the PGT is responsible for managing the assets owned by each estate and trust under its authority. The PGT must exercise the care, skill, diligence and judgment of a prudent investor for its clients.

Under Section 12 of the Act, the PGT is permitted to create common funds within the trust fund account. The PGT has established three common funds called the PMMF, the BIF and the BGF. The PMMF holds short and medium term fixed income investments and is used for day to day receipts and disbursements of all clients. The BIF and the BGF hold investments which are appropriate for clients with longer term investment horizons.

Under Section 13(1) of the Act, the PGT is permitted to make separate investments for clients if the money is subject to an express trust or direction for investment or it is, for any other reason, in the best interests of the client to do so. Other investments and securities include separate investment portfolios and registered plans which are established or maintained for clients according to their investment profile.

The three common funds are managed by British Columbia Investment Management Corporation ("bcIMC"). Other investments are managed by private investment management firms.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Notes to Financial Information of Estates and Trusts Administered
(Tabular amounts, except percentages, expressed in thousands of dollars)

Year ended March 31, 2016

4. Financial risk management (continued):

The PGT maintains a risk management practice that includes quarterly monitoring of the returns and investment strategy of the three common funds and annual monitoring for other client investment portfolios. PGT corporate investment policies assign the investment asset mix strategies for client trusts based on the PGT's assessment of appropriate investment strategy for the client.

Four investment portfolio asset mix models are used and client investment portfolios are allocated amongst the three common funds as follows:

Asset Mix	Fixed Income	Equity	Investment portfolio allocation
Model A	40%	60%	Balanced Growth Fund
Model B	60%	40%	Balanced Income Fund
Model C	80%	20%	Blend of Balanced Income Fund and Premium Money Market Fund
Model D	100%	nil	Premium Money Market Fund

Assets in "other investments and securities" represent individual client accounts and each is managed in accordance with the above target asset mix policies.

PGT client investments are exposed to a variety of financial risks: credit risk, liquidity risk, and market risk (comprised of interest rate risk, currency risk and other price risk). The fair value of investments can fluctuate on a daily basis as a result of these risk exposures.

Credit risk:

Credit risk is the risk that a counterparty to a financial instrument will fail to discharge an obligation or commitment it has entered into, resulting in a financial loss. The investment policy established by the PGT limits credit risk by limiting the maximum exposure to one single issuer and by investing only in debt securities from governments and corporations with a minimum rating of at least "BBB" or "R-1" as defined by Moody's, Standard & Poor's or Dominion Bond Rating Service. The funds' compliance with policy asset mix and investment guidelines is reviewed quarterly by management and the PGT Investment Advisory Committee.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Notes to Financial Information of Estates and Trusts Administered
(Tabular amounts, except percentages, expressed in thousands of dollars)

Year ended March 31, 2016

4. Financial risk management (continued):

Liquidity risk:

Liquidity risk is the risk that a client account is unable to meet its financial obligations as they come due. PGT minimizes this risk by ensuring that client accounts hold sufficient cash funds to meet current liabilities and expenses and considers liquidity risk at March 31, 2016 and March 31, 2015 to be insignificant.

Interest rate risk:

Interest rate risk is the risk that the fair value or cash flows of interest bearing investments will fluctuate due to changes in market interest rates. Interest rate risk is managed by PGT through established asset mix policies.

Currency risk:

Currency risk is the risk that the fair value of investments will change due to changes in foreign exchange rates. Currency risk is managed by PGT through established asset mix policies.

Other price risk:

Other price risk is the risk that the fair value of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. Other price risk is managed by PGT through established asset mix policies.

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA

Notes to Financial Information of Estates and Trusts Administered
(Tabular amounts, except percentages, expressed in thousands of dollars)

Year ended March 31, 2016

5. Premium Money Market Fund:

The strategic investment policy for the PMMF requires that the bond securities held must be "A low" rated or better and all short-term money market instruments held must be "R-1" rated or better. The target asset mix for the PMMF is 35% Canadian government guaranteed bonds with a maximum term to maturity of 5 years and 65% government and corporate money market securities with a maximum term of 15 months.

Credit risk:

The amount recorded for the PMMF on the statement of net assets held in trust represents the maximum credit risk associated with the PMMF. The PMMF is comprised of cash and debt instruments with credit ratings as follows:

	2016		2015	
	Amount	%	Amount	%
Segregated bonds:				
AAA	\$ 37,323	8	\$ 37,872	8
AA	20,085	5	59,046	12
A	103,558	23	65,434	14
	160,966	36	162,352	34
Money market:				
R-1 or better	289,540	64	301,355	66
Cash (overdraft)	(1,208)	-	(2,211)	-
	\$ 449,298	100	\$ 461,496	100

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Year ended March 31, 2016

5. Premium Money Market Fund (continued):

Interest rate risk:

Debt instruments held within the PMMF mature on the following basis:

	2016	2015
Cash (overdraft)	\$ (1,208)	\$ (2,211)
Debt instruments:		
Less than one year	299,698	344,086
One to three years	83,647	62,295
Three years to five years	67,161	57,326
	\$ 449,298	\$ 461,496

As at March 31, 2016, if interest rates were to increase or decrease by 1%, with other variables held constant, the fair value of the PMMF, and accordingly, net assets, would have increased or decreased, respectively, by approximately \$6.0 million (2015 - \$4.8 million).

Currency risk:

As at March 31, 2016 and 2015, the PMMF is not exposed to currency risk as all PMMF securities are denominated in Canadian dollars.

Other price risk:

As at March 31, 2016 and 2015, the PMMF is not exposed to other price risk as all PMMF securities are fixed income instruments.

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6. Balanced Income Fund:

The BIF is a unitized fund of funds pool of investments. The investment objective is to enhance returns for investors with a low to moderate level of risk by investing in a well-diversified portfolio. The investment policy target asset mix is 60% fixed income securities, rated “BBB” or better for bonds or “R-1” or better for money market securities, and 40% domestic and international equities, invested through indexed pooled funds.

Credit risk:

The BIF’s maximum exposure to credit risk as at March 31, 2016 is \$23.0 million (2015 - \$21.6 million), representing the amount of debt instruments within the BIF at March 31, 2016. The BIF’s investment policy guidelines require that debt instruments are rated BBB or R-1 or better and have a duration that is within 20% of the DEX Universe Bond Index.

Interest rate risk:

The BIF is exposed to interest rate risk on that portion of its portfolio invested in fixed income securities. As at March 31, 2016, if interest rates were to increase or decrease by 1%, with all other variables held constant, the fair value of the BIF, and accordingly net assets, would have increased or decreased, respectively, by approximately \$1.2 million (2015 - \$1.1 million).

Currency risk:

The BIF’s maximum exposure to currency risk at March 31, 2016 is \$11.6 million (2015 - \$10 million), representing the amount of international equity investments within the BIF at March 31, 2016, of which \$7.1 million (2015 - \$6 million), is exposed to US dollars and \$4.5 million (2015 - \$4 million) is exposed to other international currencies.

As at March 31, 2016, if the Canadian dollar had strengthened or weakened by 2% in relation to all currencies, with all other variables held constant, the fair value of the BIF, and accordingly net assets held in trust, would have decreased or increased, respectively, by approximately \$0.2 million (2015 - \$0.2 million).

Other price risk:

The BIF’s maximum exposure to other price risk as at March 31, 2016 is \$16.1 million (2015 - \$14.2 million), representing the amount of equity instruments within the BIF at March 31, 2016. As the BIF uses an indexed pooled and portfolio strategy, the BIF’s net asset values will vary based on changes in the related market index benchmarks. The impact on the BIF due to a 10% change in benchmark, using historical correlation between the return of the BIF units as compared to the BIF’s benchmark, as at March 31, 2016, with all other variables held constant, would be an increase or decrease to the fair value of the BIF, and accordingly net assets, of \$1.6 million (2015 - \$1.4 million).

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7. **Balanced Growth Fund:**

The BGF is a unitized fund of funds pool of investments. The investment objective is to enhance long-term returns for investors with a moderate to high level of risk by investing in a well-diversified portfolio. The investment policy target asset mix is 40% fixed income securities, rated “BBB” or better for bonds or “R-1” or better for money market securities and 60% domestic and international equities, invested through indexed pooled funds.

Credit risk and interest rate risk:

The BGF’s maximum exposure to credit risk as at March 31, 2016 is \$41.3 million (2015 - \$41.1 million), representing the amount of debt instruments within the BGF at March 31, 2016. The BGF’s investment policy guidelines require that debt instruments are rated BBB or R-1 or better and have a duration that is within 20% of the DEX Universe Bond Index.

The BGF is exposed to interest rate risk on that portion of its portfolio invested in fixed income securities. As at March 31, 2016, if the interest rates were to increase or decrease by 1%, with all other variables held constant, the fair value of the BGF, and accordingly net assets, would have increased or decreased by approximately \$2.8 million (2015 - \$2.7 million).

Currency risk:

The BGF’s maximum exposure to currency risk at March 31, 2016 is \$42.4 million (2015 - \$42.9 million), representing the amount of international equity investments within the BGF at March 31, 2016, of which \$26.1 million (2015 - \$25.6 million) is exposed to US dollars and \$16.3 million (2015 - \$17.3 million) is exposed to other international currencies.

As at March 31, 2016, if the Canadian dollar had strengthened or weakened by 2% in relation to all currencies, with all other variables held constant, the fair value of the BGF, and accordingly net assets, would have decreased or increased, respectively, by approximately \$0.8 million (2015 - \$0.9 million).

Other price risk:

The BGF’s maximum exposure to other price risk as at March 31, 2016 is \$63.0 million (2015 - \$62.9 million), representing the amount of equity instruments within the BGF at March 31, 2016. As the BGF uses an indexed pooled fund portfolio strategy, the BGF’s net asset values will vary based on changes in the related market index benchmarks. The impact on the BGF due to a 10% change in benchmark, using historical correlation between the return of the BGF units as compared to the BGF’s benchmark, as at March 31, 2016, with all other variables held constant, would be an increase or decrease to the fair value of the BGF, and accordingly net assets, of \$6.3 million (2015 - \$6.3 million).

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8. Other investments and securities:

Other investments and securities are comprised of the following:

	2016	2015
Investment portfolios	\$ 74,641	\$ 75,039
Registered plans	35,518	33,123
Other	39,265	21,304
	\$ 149,424	\$ 129,466

The balance of other investments and securities is comprised of numerous individual client accounts, each managed in accordance with specific target asset mix policies. Each individual client account is exposed to credit, interest rate, currency and other price risks based on individual asset mix and holdings. In management's opinion, aggregation and presentation of these individual risk exposures and fair value hierarchy measurements (note 13) would not provide additional meaningful information.

9. Other financial assets:

Other financial assets are comprised of the following:

	2016	2015
Cash in external client bank accounts	\$ 5,325	\$ 3,617
Amounts receivable	5,133	4,373
	\$ 10,458	\$ 7,990

External client bank accounts are bank accounts in the name of individual clients that were held at the time that the PGT commenced administration of the assets and that remain open as at the financial reporting date. The collection of cash from these external client bank accounts to the PMMF is classified as proceeds from collection of assets on the statement of cash flows.

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10. Real property:

Real property includes land, buildings and manufactured homes. As at March 31, 2016, approximately 99% (2015 - 96%) of the fair value of real properties represents properties located in British Columbia.

11. Expenses:

(a) Client care and maintenance:

Client care and maintenance represents goods and services purchased for clients and for personal living expenses, including payments to care facilities.

(b) Commissions and fees paid to the Public Guardian Trustee Operating Account:

Commissions and fees are paid on behalf of clients, for services provided by the PGT in accordance with the Public Guardian and Trustee Fees Regulation as provided for under the Act. When the PGT manages client funds, most of the applicable commissions and fees are calculated and taken or reserved automatically by the trust accounting system. For the year ended March 31, 2016, commissions and fees paid on behalf of clients, to the PGT was \$18,247 (2015 - \$17,347).

Amounts payable to the PGT Operating Account also include the recovery of various expenses that were advanced by the PGT and later charged back to client trust accounts. Normally on the second business day each month, the prior period's total commissions, fees and recovered expenses are remitted to the PGT Operating Account by means of disbursement transactions from PGT corporate clearing accounts.

(c) Professional fees:

Professional fees are payments on behalf of clients for services such as accounting, legal, investment management, custodial, funeral and property management.

12. Unclaimed assets transferred to the British Columbia Unclaimed Property Society:

Unclaimed assets are transferred quarterly to the British Columbia Unclaimed Property Society when they are deemed inactive by the PGT under Section 27.1 of the Act.

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Notes to Financial Information of Estates and Trusts Administered
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13. Fair values:

The PMMF, BIF, BGF, other investments and securities and real property are reflected in the statement of net assets at fair value. In management's opinion, the fair values of other financial assets and accounts payable, mortgages and loans payable, and amounts payable to the PGT Operating Account are not materially different from the carrying value.

Fair Value Hierarchy:

The three levels of the fair value hierarchy are as follows:

Level 1 - Unadjusted prices in active markets for identical assets or liabilities.

Level 2 - Observable inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities, quoted prices in markets with insufficient volume or infrequent transactions (less active markets), or model-derived valuations in which all significant inputs are observable or can be derived principally from or corroborated with observable market data for substantially the full term of the assets or liabilities.

Level 3 - Inputs that are unobservable: there is little, if any, market activity. Inputs into the determination of fair value require significant management judgment or estimation.

As at March 31, 2016 and 2015, the PMMF investments were fair valued using Level 1 inputs, based on the daily closing net asset value of the underlying fund.

As at March 31, 2016 and 2015, the BIF and BGF investments were fair valued using Level 2 inputs, based on the respective net asset value of each of the underlying funds.

As at March 31, 2016 and 2015, Real Property was fair valued using Level 2 inputs, based on the most recent appraisal carried out by a qualified independent appraiser contracted by the PGT.

Fair value information has not been provided for other investments and securities as management believes it would not provide additional meaningful information. The fair values of other financial assets and liabilities, which are carried at amortized cost in the financial statements, are also based on Level 2 inputs as while price quotations are available, the instruments are not traded in an active market. For each of the years ended March 31, 2016, and 2015, there were no significant transfers between the levels in the hierarchy.



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