

POLITICAL PUBLIC SERVICE

Minister of National Revenue 2013-2015

Accountable to Parliament for all activities of the Canada Revenue Agency, an economic portfolio that touches all Canadian taxpayers. I dealt with a wide range of issues & public policy decisions unilaterally & in collaboration with Finance Canada. Ensuring fairness & integrity was uppermost with:

- 43,000 employees &
- 51 Tax Services Offices
- \$4.3 Billion annual budget,
- \$500 Billion annual revenues,
- 27 million individual tax & benefit returns
- 2.1 million corporate tax returns,
- 35 million annual payments processed a
- 125 million annual pieces of correspondence
- 53 Statutes/Regulations enacted by Parliament including the Canada Pension Plan, Charities Registration (Security Information) Act, Customs Act, Excise Act, Employment Insurance Act, Income Tax Act, Softwood Lumber Products Export Charge Act, Universal Child Care Benefit Act, & the Income Tax Conventions Interpretation Act
- 94 Tax Conventions & Tax Treaties, including 6 that are under negotiation to update

As Minister, my responsibilities included oversight of:

- Canada's active & leading membership in the Organization for Economic Cooperation & Development (OECD)
- 15 member Board of Management mandated to oversee CRA's organization, the development of the Corporate Business Plan, & policies related to resources, services, property & personnel
- CRA Ombudsman Office that independently implements the Taxpayers Bill of Rights & liaises between taxpayers & CRA through impartial reviews of service complaints & systemic issues
- TSOs in every province & territory, that I prioritized to motivate & show appreciation
- Weekly bi-laterals (minimum) that I initiated with the Commissioner & senior officials to ensure timely briefings and issues management
- Weekly bi-laterals (minimum) with Associate Commissioners representing many departments including Compliance, Collections, IT, Charities Directorate, RAD (Research & Development), Communications, Information & Privacy, Rulings, & Legal
- Repeal of portions of the Excise Act easing inter-provincial transportation of beer & spirits,
- Building on earlier repeal of excise tax on Canadian content, cut red tape further for our wine & ice wine producers boosting the industry's reputation and profitability

As one of only two senior BC Ministers, I also served as member & alternate Chair on Treasury Board, responsible for government accountability & ethics, financial, personnel & administrative management, comptrollership, approving regulations & most Orders-in-Council.

As an Economic Prosperity Committee member we managed Cabinet consideration of economic policy decisions on Natural Resources, Industry, Infrastructure, Fisheries, Transport, Agriculture, Science & Technology, Trade, Labour, & regional economic development.

With my legal background In addition, I had direct input in First Nations national policy issues & the judicial appointments process in BC.

Key accomplishments:

- Championed Underground Economy (2.3% of GDP) enhanced strategy tabled in HOC & 2015 Budget allocation of \$118 million allocation to support these efforts
- Oversaw CRA response to the Red Tape Reduction Commission's Recommendations Report
- Targeted Small & Medium Enterprises (SMEs) through initiatives such as launching online mail service & expanding My Business Account online enquiries service
- Improved accountability through Agent ID for CRA Business enquiries telephone service
- Increased availability of online forms & oversaw revamping of outdated forms
- Introduced secure electronic communications methods (e-delivery & e-documents)
- Expanded My Account e-services to benefit individuals
- Launched Offshore Tax Informant Program (OTIP) to crack down on international tax evasion
- Introduced new Electronic Suppression of Software (ESS or Zapper) penalties
- Created new 3-point approach to SME compliance: Liaison Officer Initiative; risk-based targeted audits; & Registration of Tax Preparers Program (RTPP)
- Introduced Plain Language initiative to simplify CRA generated correspondence (2016 roll out)
- Introduced behavioural social science expertise to inform correspondence style & tone, & tackle social acceptability of the Underground Economy
- Introduced 2 new apps to diarize tax commitments & enhance access to personal taxpayer & corporate tax documents & information
- Introduced several measures to improve confidentiality procedures, online processes, ATIP integrity, & inter-governmental information transfer protocols
- Expanded the Voluntary Taxpayers Assistance Program aiding thousands of low income & new Canadian taxpayers, & assisting the national 16,000+ volunteer base with a dedicated phone line & explanatory written materials in Canada's 10 most spoken languages
- Increased consultations with CRA stakeholders:
 - launched & chaired first ever Ministerial Advisory Committee on the UE with industry
 - personally conducted numerous cross-country roundtables with accountants, tax preparers, small business owners to listen to, & address their concerns
 - institutionalized CRA senior officials regular engagement with stakeholder groups
 - introduced attitudinal shift from enforcement to “partnering toward compliance”
 - introduced new partnership with CPA Canada creating 7 bi-lateral committees
 - introduced new partnership with CFIB creating 2 bi-lateral committees for agile dialogue
 - met regularly & keynotes with industry leaders in business, accounting, law & stakeholder groups such as the Canadian Home Builders Association, MITACS, Canadian Payroll Association, CD Howe Institute, Canadian Chamber of

Commerce, Restaurants Canada, Retail Council of Canada, & the Tax Executives Association

Associate Minister of National Defence 2013

Created as a division of labour position in the complex National Defence portfolio, & treated as a senior cabinet post with specific mandates. I acted on defence & national security policy & legal issues, contract negotiations & as a conduit between government, bureaucracy, military command & the defence industry.

Directly responsible for oversight of military procurement in collaboration with the Ministry of Public Works, I sat on the Foreign Affairs & Security Cabinet Committee, the National Shipbuilding Procurement Strategy (NSPS) Ministerial Committee, & a Prime Ministerial mandated 3 Ministers Committee to oversee delivery challenges & pilot testing of the CH-148 Cyclone multi-role helicopter.

With a \$35 Billion budget, I shepherded procurement challenges through various process stages from contractual & tender issues, design choices, time lines, production pipelines, avionics & electronics obsolescence, to CAF testing. Mine was a collaborative role, tasked with bringing together the Ministers of Public Works, Industry, & International Trade, with the Department of National Defence to deliver required military equipment and promote the Canada brand in international markets.

I participated in hundreds of awards of industrial regional benefits contracts (IRBs) to Canadian aerospace, global communications, & military supply companies worth hundreds of millions of dollars, such as the \$15 million contract to Kelowna Flightcraft for heavy airframe maintenance on the CC-138 Twin Otter & CC-115 Buffalo aircraft.

Key accomplishments:

- Championed expanded world role for Canada's military attaches supporting Canadian exports
- Oversaw delivery of LAVIIIIs & the Boeing CH-147F Chinook helicopter
- Keynotes & dialogue with Defence Industry: CADSI (The Canadian Association of Defence and Security Industries) & WCDIA (Western Canadian Defence Industries Association)
- Opened new CAF Base Firehall at CFB Esquimalt, BC
- Collaborated on promotion of industry exports & industrial regional benefits (IRB) strategies
- Implemented the Emmerson Report & Jenkins Report with Canadian Space Agency, National Research Council, industry & DND

- Toured CAF bases (Army, Navy, Air Force, Special Operations, & NORAD HQ) from Vancouver Island to Halifax & in Canada's North, to oversee operational priorities & dialogue with CAF personnel & use the military equipment I was charged with procuring
- Took National Security briefings on Canada's role within NATO & NORAD, international shipping, anti-terrorism, high seas drug trafficking, & interaction with our Five Eyes partners & other allies
- Proudly welcomed home 225 sailors aboard HMCS Regina to DFB Esquimalt following counter-terrorism operations in the Arabian Sea
- Oversaw the Halifax-class Modernization (HCM) / Frigate Equipment Life Extension (FELEX) & a mid-life refit of Royal Canadian Navy frigates
- Interactions and briefings with Irving Shipyards and Vancouver Shipyards (Seaspan) re: NSPS
- Represented Canada in discussions with U.S.A. counterparts leading up to 2013 Exercise Trident Fury and RIMPAC joint exercises
- Represented Canada aboard the French Aquitaine frigate and USS Pacific fleet

Parliamentary Secretary to the Minister of Justice 2011-2013

As Parliamentary Secretary, I championed victims' rights & increased offenders accountability for violent crime, terrorism & elder abuse, through introduction of legislation in Parliament, participation in numerous media platforms, on camera & on air panel discussions, & addressing numerous public forums on justice & victims issues.

During this time, I was Chair of the Justice & Human Rights Caucus Advisory Committee, & the Chair of the Government Caucus on the HOC Standing Committee on Justice & Human Rights. In 2012, I was appointed to the Selection Panel to advise Governor in Council on the Supreme Court of Canada Quebec vacancy arising from the retirement of Hon. Madam Justice Marie Deschamps.

Key Accomplishments:

- Spearheaded passage of justice reform bills through the Standing Committee & Parliament:
 - Bill C-10, The Safe Streets and Communities Act
 - C-26, Citizens' Arrest and Self-Defence Act
 - C-32, Civil Marriage of Non-residents Act
 - C-36, Protecting Canada's Seniors Act
 - C-37, Increasing Offenders' Accountability for Victims Act
 - C-53, Succession to the Throne Act, 2013
 - C-54, Not Criminally Responsible Reform Act
 - C-55, Response to the Supreme Court of Canada Decision in R v. Tse Act
 - S-7, Combating Terrorism Act
 - S-9, Nuclear Terrorism Act
 - C-217, An Act to amend the Criminal Code (mischief relating to war memorials)
 - C-279, An Act to amend the Canadian Human Rights & the Criminal Code (gender identity)
 - C-290, An Act to amend the Criminal Code (sports betting)
 - C-299, An Act to amend the Criminal Code (kidnapping of young person)

- C-304, An Act to amend the Canadian Human Rights Act (protecting freedom)
- C-309, An Act to amend the Criminal Code (concealment of identity)
- C-310, An Act to amend the Criminal Code (trafficking in persons)
- S-209, An Act to amend the Criminal Code (prize fighting)
- Funding & support for the development of Vancouver's first Child Advocacy Centre, to better serve child & youth victims & witnesses to crime
- Keynote in Vancouver for the 7th annual Victims of Crime Awareness Week (NVCWA)
- Funding & support for the BC Bereavement Helpline for survivors of homicide victims
- Funding & support for Vancouver Drug Treatment Court Program initiatives to rehabilitate offenders with substance abuse problems that led to their criminality
- Keynote, funding & support to the McCreary Centre Society for the development of effective substance abuse treatment program for young offenders with Fetal Alcohol Spectrum Disorder & associated cognitive impairments

Member of Parliament, Delta-Richmond East 2011-2015

- Advocacy for individual constituents, business owners, farmers (cranberries in particular) & fishers
- Worked closely with City Mayors & Councils of Richmond & Delta
- Worked closely on economic development & supporting infrastructure projects with Chiefs Baird & Williams & Councils of Tsawwassen First Nation (TFN)
- Intergovernmental advocacy with the Province of BC & Provincial Ministers
- Delivered many Asia-Pacific Gateway major infrastructure projects in collaboration with Cabinet colleagues, Port Metro Vancouver (Delta Port), Fraser Surrey Docks, Global Container Terminals (GCT Canada), Westshore Terminals, Province of BC, & TFN
- Fraser River secondary channel dredging
- Asia-Pacific Gateway overpasses
- Tsawwassen/Point Roberts port of entry upgrade
- South Fraser Perimeter Road Asia-Pacific Gateway corridor
- TFN container inspection facility and waste water management facilities
- Improved public access to wildlife areas such as Alaksen & championed RAMSAR international designation for wetlands of international importance (Burns Bog & Fraser River estuary)
- Millions of dollars in contracts for companies in industries as diverse as aerospace, satellites, Coast Guard Zodiac vessels, technology, education & vocational training
- Delivered above, community improvements & heritage projects in Delta & Richmond (\$430m+)

PUBLIC SERVICE (CONT'D)

Administrative Law Judge 2006-2011

Canadian Human Rights Tribunal

Appointed by Order-in-Council part-time for 5 years, I applied the Canadian Human Rights Act (CHRA) & Employment Equity Act to the determination of discrimination cases:

- Tribunal jurisdiction covers federal government departments, agencies, crown corporations, banks, airlines & other federally regulated employers, & providers of goods, services, facilities & accommodation
- Acted as Mediator & presided at administrative law hearings, delivering written judgments
- My landmark human rights decision, ***Johnstone v. Canada Border Services Agency***, [2010 CHRT 20], was upheld by the Federal Court Trial & Appeal Divisions [2014 FCA 110]
- Found CBSA had discriminated against Ms. Johnstone on the CHRA ground of “family status”, rejecting CBSA interpretation & 2004 “*Campbell River* approach” set out by B.C. Court of Appeal
- Widely reported, I found on the evidence that the CHRA protection under “family status” may include child care & similar family obligations