

***TERMS OF REFERENCE***

***FOR***

***YUKON FINANCIAL ADVISORY PANEL***

***TO***

***GOVERNMENT OF YUKON***

***JUNE 1, 2017***

## TABLE OF CONTENTS

1.0	Introduction .....	3
2.0	Context.....	3
3.0	Mandate.....	3
4.0	Guiding Principles .....	4
5.0	Panel Structure .....	4
5.1	Panel Membership.....	4
5.2	Panel Chair .....	5
5.3	Selection of Replacement of member .....	5
5.4	Term .....	5
6.0	Panel Process .....	5
6.1	Deliverables.....	5
6.2	Panel Activities.....	5
6.3	Work Plan.....	6
6.4	Confidentiality.....	6
6.5	Declaration of Interests .....	6
6.6	Resources.....	6
7.0	Funding and Administrative Support .....	7
8.0	Access to information and protection of privacy.....	7

## 1.0 INTRODUCTION

The Government of Yukon is establishing an independent Yukon Financial Advisory Panel (YFAP) to provide independent and expert advice on how to improve the Yukon government's financial outlook.

The Panel will be guided by broad engagement with citizens, key stakeholder organizations and Yukon First Nation and Municipal governments.

## 2.0 CONTEXT

The Yukon government is facing financial challenges. Current projections indicate that following a small surplus in 2017/18 the government will face significant deficits over the next three years based on anticipated revenue and spending levels. In addition, the government's net financial assets are forecast to become negative in 2018/19, and are projected to reach net debt of \$216 million by 2020/21.

This negative outlook is based on growing pressures and demands on government spending.

Challenges include:

- Increasing operations and maintenance costs of public capital assets such as schools and extended care facilities. In the past long term plans have not fully accounted for these costs. This was the case with projects such as the Whistle Bend continuing care facility and the new French-Language high school.
- Infrastructure. Municipalities need new infrastructure because much of what they have is ageing. Municipalities also need infrastructure that is more efficient and environmentally friendly.
- An ageing population. In 2016 people who were 66 and older made up to 10.3% of our population. By 2030 it will be 15.3%. We need to plan for the services we need in order to support seniors to live full and engaged lives.
- A volatile global economy and mineral resource prices, and competition for mining and tourism dollars.
- An annual financial transfer from Canada that does not keep pace with the territory's financial liabilities and ongoing costs.

## 3.0 MANDATE

The mandate of YFAP is to develop options on how the Yukon government can deliver on its priorities while meeting the fundamental needs of Yukoners and returning to a healthy financial position.

In formulating its options and advice the Panel will meaningfully consider the thoughts and opinions of Yukon residents, governments, organizations and other stakeholders as expressed through public engagement.

## 4.0 GUIDING PRINCIPLES

- In so far as it operates within this Terms of Reference the panel shall operate independently of the Yukon government.
- Options and advice to the Minister will be practical and feasible, with the aim of making a positive difference in the sustainability and economic health of the Yukon government and the territory.
- Individuals on the Panel will be expected to work together in a respectful manner with a willingness to listen to all perspectives/opinions brought to bear on how to address relevant issues.
- Panel members are expected to respect the purpose of all meetings and not use the meetings as opportunities to advance discussion on other matters.
- Decisions will be made based on consensus among YFAP members. Where consensus cannot be reached, the majority view on a recommendation as well as the minority views of dissenting members will be presented to the Minister for consideration.
- The opinions of all Yukoners who participate in the public engagement process will be considered.
- Face to face meetings will be planned as far in advance as possible to accommodate schedules and to ensure maximum participation. Online technologies, teleconferencing and videoconferencing will be used when possible to facilitate participation and to decrease travel.
- The mandate and process of YFAP will be guided by a public engagement process that will be led by external consultants. All efforts will be made to align the public engagement process with YFAP's activities through proactive and ongoing commitment. The public engagement process and consultants are accountable to the Deputy Minister of Finance.

## 5.0 PANEL STRUCTURE

### 5.1 PANEL MEMBERSHIP

The Panel will be made up of the following people:

- Norm McIntyre, Yukon

- Grace Southwick, Yukon
- Tim O’Neill, PEI
- Ron Kneebone, AB
- Trevor Tombe, AB

## 5.2 PANEL CHAIR

The Panel will be chaired by Norm McIntyre. The Panel may choose one of its members to serve as Alternate Chair should the Chair not be available for a meeting.

## 5.3 SELECTION OF REPLACEMENT OF MEMBER

If a member of the Panel steps down the Deputy Minister will be responsible for selecting a replacement. The Deputy Minister shall use the following criteria:

- Expertise and knowledge of financial planning, economics and/or the Yukon context; and
- Perceived to be balanced in their views and approach to issues; and
- Has an understanding and appreciation for a diversity of perspectives of other constituencies.

## 5.4 TERM

- The Panel will be established in May 2017. Each member will serve a six month term.
- Once the Panel has submitted its final report to the Minister of Finance it will be disbanded.
- The Minister reserves the right to terminate the panel at any time and for any reason.

# 6.0 PANEL PROCESS

## 6.1 DELIVERABLES

1. The Panel will submit a draft report to the Government of Yukon by October 10, 2017. The report will contain advice and options as per the Panel’s mandate.
2. The Panel will submit a final report at the Panel’s conclusion, no later than October 31, 2017.

## 6.2 PANEL ACTIVITIES

In order to advance its work, the Panel could undertake a range of activities including:

- *In camera* discussions to exchange perspectives, establish a shared understanding of issues, identify key themes, and develop advice.

- Meetings with the Minister at key milestones to receive direction and exchange views on key topics for further exploration (e.g. at launch, once information gathering and public engagement are complete, and upon completion of draft report).
- Site visits across Yukon and small group meetings to explore issues and facilitate dynamic engagement with a mix of experts.
- Invite guests with experience and expertise in key areas and issues to make presentations to and engage in dialogue with the Panel.
- Prepare interim reports to the Minister on emerging findings and/or specific themes, as well as a final report with conclusions and advice in accordance with its mandate.

### 6.3 WORK PLAN

#### Work Plan

- The Panel will be responsible for developing a work plan that will enable it to present a final report to the Minister by October 31, 2017.

#### Budget

- The budget for this project shall not exceed \$250,000.

### 6.4 CONFIDENTIALITY

YFAP meeting conversations are confidential. Conversations may be repeated with permission from YFAP and the author of the comment. YFAP member views and comments will not be attributed in meeting reports or minutes and this will clearly be noted on each report.

All members are expected to protect and maintain as confidential any privileged information divulged during the work of YFAP. Members must not discuss this information with persons not on YFAP, or divulge information obtained from the work of YFAP, including presentations made to it, until such time as this information has been officially released for public distribution.

### 6.5 DECLARATION OF INTERESTS

The Chair will ask members to make a verbal statement of their relevant affiliations and interests. The level of participation of a member in conflict is determined by the Chair in consultation with the other members of YFAP. Each individual YFAP member has the responsibility to declare a conflict of interest as it arises.

### 6.6 RESOURCES

1. The Yukon government will provide the panel with the following documents to inform its activities:

- a. Government of Yukon Budget, 2017/18
  - b. Government of Yukon Fiscal Statement, 2017
  - c. Government of Yukon Public Accounts, 2015/16
  - d. Government of Yukon Economic Outlook, 2017
  - e. Yukon Government Mandate Letters, 2017
  - f. Other documents as identified or requested by the Panel.
2. If requested by the Panel the Department of Finance will consider additional resources to support the Panel's work.

## 7.0 FUNDING AND ADMINISTRATIVE SUPPORT

The Department of Finance, Government of Yukon, will provide all funding, administrative and secretariat support to the Panel to meet the requirements of this Terms of Reference.

Specifically, this will include:

- Honoraria and per diems for the Panel members.
- All travel costs associated with public engagement. Note: at the department's discretion it may provide a fleet vehicle and driver for travel to and from communities.
- Travel and meeting space arrangements.
- Secretariat services for public engagement.
- Presentation materials, if requested, and hand-outs.
- Panel meeting organization, as requested.
- Design and production of the Panel's final report.
- Other administrative support as requested.

## 8.0 ACCESS TO INFORMATION AND PROTECTION OF PRIVACY

The Panel will be subject to and agree to abide by any relevant provisions of the *Access to Information and Protection of Privacy Act*.