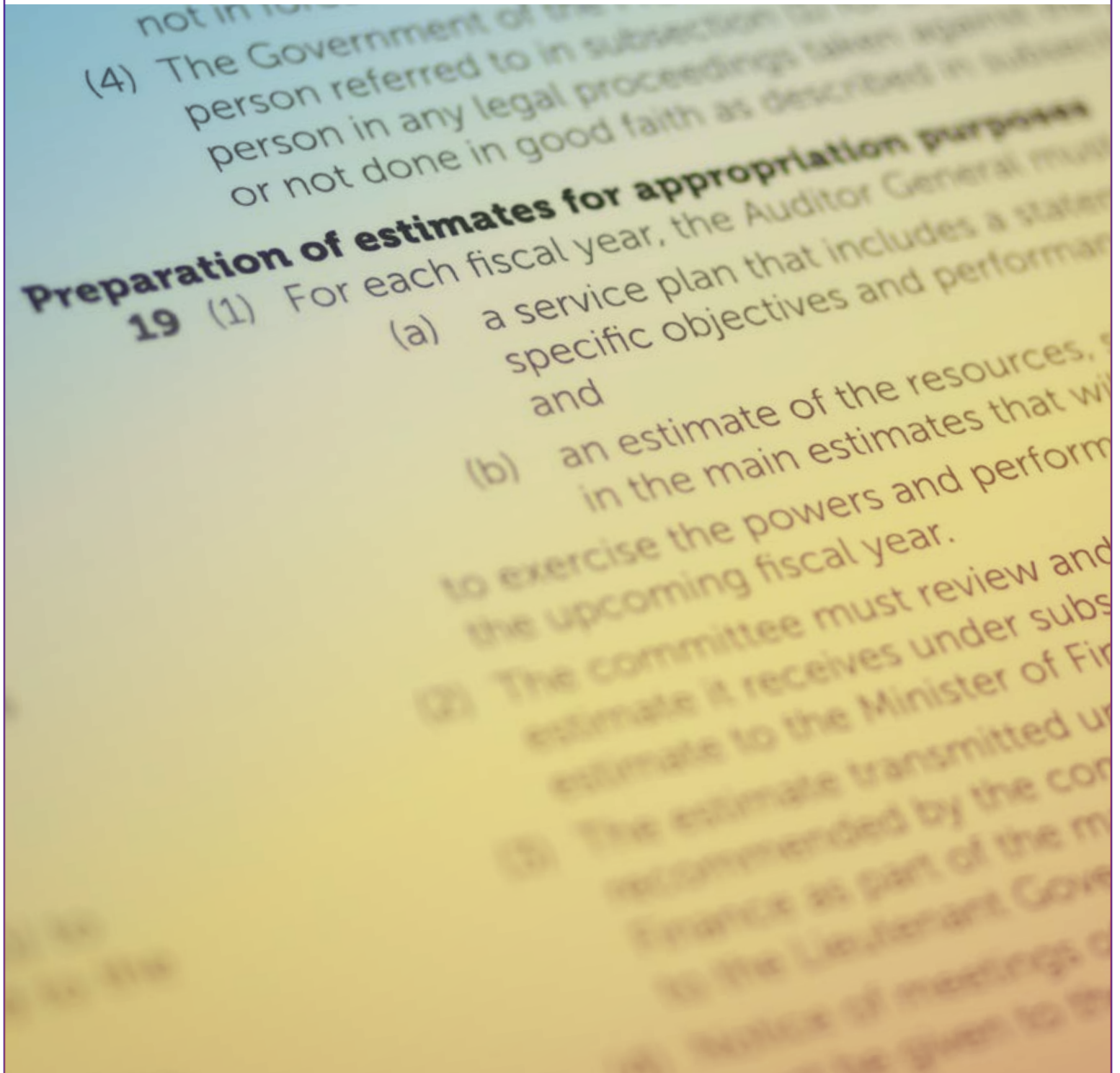




Service Plan 2026/27–2028/29





Office of the
Auditor General
of British Columbia

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Select Standing Committee on Finance and Government Services
Province of British Columbia
Parliament Buildings
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Dear members:

I have the pleasure of submitting the Office of the Auditor General's *Service Plan 2026/27–2028/29*, as required under section 19 (1) (a) of the *Auditor General Act*.

Sheila Dodds, CPA, CA, CIA
Acting Auditor General of British Columbia
Victoria, B.C.

October 2025

Copy: Jennifer Arril
Clerk of Committees
Legislative Assembly of British Columbia



Contents

From the acting auditor general	4
Accountability statement	5
Our organization	5
Our mandate	6
Who we are	7
Our vision	7
Our mission	7
Our values and guiding principles	7
Our goals	8
Our objectives	8
2026/27 strategies	15
2026/27 audits and related work	17
Reflections and looking ahead	19



Source: OAGBC

From the acting auditor general



The Office of the Auditor General's *Service Plan 2026/27–2028/29* spans a period that will coincide with two significant milestones for our organization.

First, our service plan is likely to take effect under the leadership of a new auditor general. The Legislative Assembly's special committee to appoint statutory officers was conducting its selection and recommendation process for B.C.'s next auditor general as this plan was produced.

The second milestone comes in 2027, the year that will mark 50 years since Erma Morrison was appointed as B.C.'s first auditor general under the 1976 *Auditor General Act*. Our service plan builds on the proud history of our non-partisan organization and the integrity that our team and predecessors have earned through the years.

This plan is built on continuing to improve the ways we manage our work, fostering an engaged and sustainable workforce, and maintaining the quality of our audits while demonstrating their impact. All of our objectives are tailored to enhancing the work we do and how it contributes to financial transparency and accountability, and to improvements in public sector programs and services.

I am pleased to note that our service plan also underscores the strengthening level of employee engagement, as borne out in annual staff surveys. Some of the key results are detailed in the service plan. Our growth-based compensation framework and performance development and management processes, now fully implemented, are key drivers behind the solid results we're seeing in staff engagement.

In terms of process, the Office of the Auditor General's service plan aligns with the *Auditor General Act*, the *Budget Transparency and Accountability Act*, and the *Performance Reporting Principles for the B.C. Public Sector*. The timing of the service plan coincides with the delivery of our budget submission.

It's my honour to serve as acting auditor general. The fulfillment of my duties has been helped greatly by the support of members of Legislative Assembly and by the many dedicated team members from across our organization.

I'm excited about how the auditor general's office will perform and what we will achieve in the three years that lie ahead. Our service plan demonstrates how we will get there.

Sheila Dodds, CPA, CA, CIA
Acting Auditor General of British Columbia
Victoria, British Columbia

October 2025

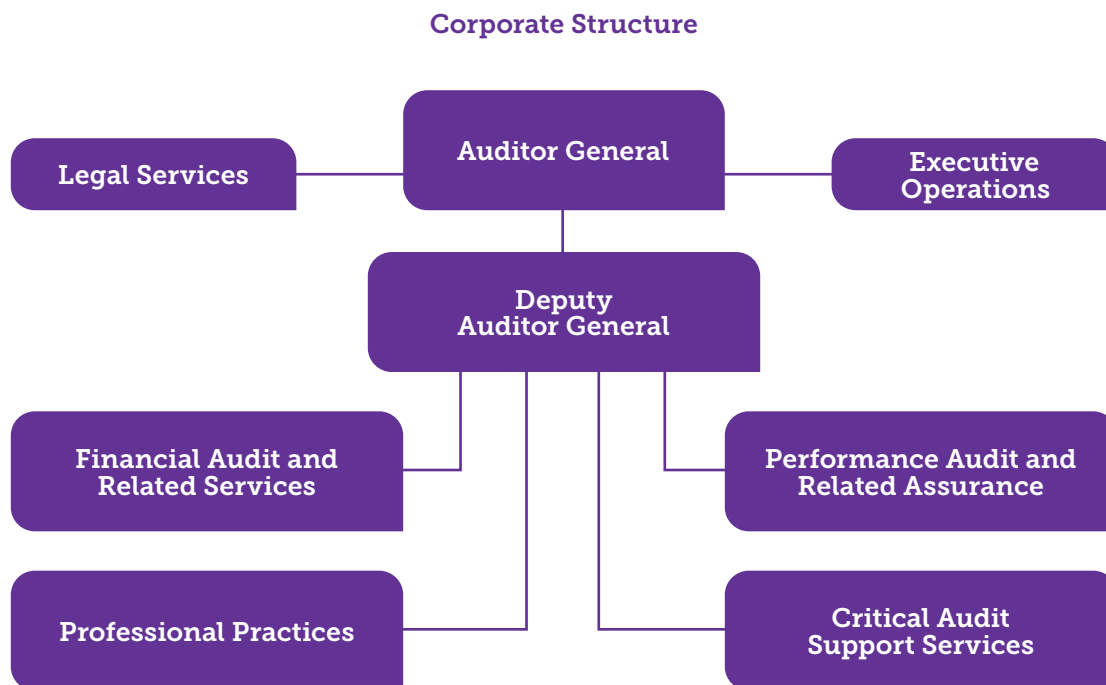


Accountability statement

This report was prepared in accordance with the *Auditor General Act* and the Performance Reporting Principles for the British Columbia Public Sector. I am accountable for the results achieved and for the selection and tracking of the performance measures.

Sheila Dodds, CPA, CA, CIA
Acting Auditor General of British Columbia
Victoria, British Columbia
October 2025

Our organization



Our mandate

Non-partisan and independent of government, the auditor general reports to the Legislative Assembly of B.C. and provides assurance about government's financial reporting and program performance. The auditor general is appointed to an eight-year term, as mandated by the *Auditor General Act*.

The auditor general's financial audits, performance audits, and other reports provide accurate, objective, and trusted information that supports confidence and improvements in public sector reporting, programs, and services.

The Auditor General's Office is empowered to audit any program, service, or organization in the government reporting entity (GRE). The GRE includes organizations that are controlled by the provincial government. They include ministries, Crown corporations, universities, colleges, school districts, and health authorities. The Office is required to audit the government's Summary Financial Statements (which consolidate the financial results of central government and the 138 organizations that make up the GRE) and is empowered to conduct a performance audit of any program or service in any entity in the GRE. Performance audits typically assess whether a program or service is operating economically, efficiently, and/or effectively.

Each year, we publish a financial audit coverage plan that identifies which government organizations' financial statements will be audited by the auditor general and which organizations will be audited by accounting firms, with oversight by the auditor general.

The auditor general focusses performance audit work on areas of significance to the province, while considering issues and concerns identified by Members of the Legislative Assembly (MLAs) and the people of B.C.

The auditor general communicates the work of the office through public reports issued to the Legislative Assembly. Audit reports tabled with the Legislative Assembly are referred to the Select Standing Committee on Public Accounts (Public Accounts Committee) for review and follow-up.



Who we are

Our vision

Engaged people making a difference for the people in B.C.

Our mission

We provide independent assurance and trusted information to assist the Legislative Assembly in holding government accountable. Our work contributes to improved financial reporting, programs, and services for the benefit of the people in B.C.

Our values and guiding principles

We believe in supporting each other to learn and develop. Therefore, we will:

- Give people a chance to try new things.
- Delegate responsibilities and support one another in achieving success.
- Be compassionate when things don't go as planned and coach for success.

We believe in supporting everyone to do their best work. Therefore, we will:

- Recognize everyone's contribution and celebrate each other's successes.
- Cultivate an energetic and positive work environment.

We believe in working together as a high performing team. Therefore, we will:

- Collaborate to achieve success.
- Respect people's position, knowledge, and experience.
- Recognize and value each other's strengths and interests.

We believe in acting with integrity. Therefore, we will:

- Do what we know is right even when it's difficult.
- Be kind, straightforward, transparent, and honest in our dealings with others.
- Uphold our high ethical standards.

We believe in being visionary. Therefore, we will:

- Question the status quo and embrace continuous improvement.
- Consult broadly to include diverse perspectives.
- Bravely support new and innovative approaches.

We are committed to creating and reinforcing diversity, inclusion, and safety. Therefore, we will:

- Build a safe environment where everyone feels they belong and is encouraged to bring their whole selves to work.
- Manage our biases and challenge our assumptions around differences.
- Address behavior that discriminates, excludes or makes someone feel unsafe.
- Make space for all voices.



Our goals

Support each other to do our best work within an inclusive and engaged workplace culture.

Live our values and work through difficult issues while treating people respectfully.

Deliver audits and trusted information that demonstrate value from the resources that are entrusted to us.

Our objectives

Objective 1

Improve clarity and consistency of processes and information used for corporate governance, planning and reporting

Our work requires us to examine how other organizations engage in their planning, reporting, and management. It's imperative that we lead and set examples on those fronts. Our success in doing so depends on our people and leadership.

To continually improve, we look to strengthen and enhance our processes, policies, strategies, and structures. Last year we expanded our Executive Committee and created a new Leadership Committee. These corporate governance changes are having a positive impact. They're helping to set clear direction, strengthen connections across the organization, and achieve our strategic priorities with greater agility.

In late 2024, we developed a corporate strategic plan for 2024 to 2026 that charts a clear course as we get ready to welcome our next auditor general. The multi-year plan builds on our successes and sets expectations for continual improvement in every aspect of our mandate. It's designed to support continuity and build momentum over time. It continues to be at the core of the directions and strategies outlined in this service plan. We envision creating a new corporate strategic plan to guide future directions, priorities, and service plans after our new auditor general is appointed.

Objective 1 is supported by the following strategies, described more fully in [2026/27 strategies on page 15](#):

- Continue to enhance the quality and efficiency of our audits and related support functions.
- Sustain and refine growth-based employee performance development and management processes that align with the strategic needs of the office and are supported by our compensation framework.



Measuring our performance on Objective 1

Key performance indicator: Work Environment Survey – executive-level management driver

	2022/23 Results	2023/24 Results	2024/25 Results	2025/26 Target	2026/27 Target	2027/28 Target (Projected)	2028/29 Target (Projected)
Executive-level management score	62	67	70	67	68	69	70

The executive-level management driver from the Employee Engagement Survey (EES, formerly known as the Work Environment Survey) serves as our key performance indicator for assessing and improving the clarity and consistency of processes and information used for corporate governance, planning, and reporting. We're pleased by the positive increases achieved each year since introducing this measure. After significantly exceeding our target in 2024/25, we remain committed to previously stated targets, anticipating that we will enter a period of transition with the new auditor general.

We will continue to collect and report results for secondary EES indicators that relate to our mission, vision, and values, as well as organization satisfaction and commitment.

Objective 2

Foster an engaged workplace where all employees are safe, supported and respected

We continue to foster an engaged workplace for all employees to be safe, supported, and respected. Having developed and acted on an Equity, Diversity, and Inclusion Strategy and an Accessibility Plan for our office, we now are working to expand this work to support reconciliation with Indigenous Peoples. A new READI (reconciliation, equity, accessibility, diversity and inclusion) committee will guide and coordinate this important work.

As well, we have successfully implemented a compensation framework that is fair, transparent, and supports and recognizes employee growth and success. Staff and leaders are seeing the benefits of increased clarity in job responsibilities and expectations, including an auditor progression framework that outlines the important roles auditors play at each stage of their careers with us. We will continue to review and refine the framework to support employee success and help us meet our mandate, goals, and objectives.

We will also continue to support the implementation and continual improvement of related activities: growth-based staff performance discussions that link job responsibilities, professional goals and growth, and the broader needs and priorities of the office; and an enhanced focus on employee training and development.

Objective 2 is supported by the following strategies:

- Sustain and refine growth-based employee performance development and management processes that align with the strategic needs of the office and are supported by our compensation framework.
- Continue to prioritize and implement elements of our employee training and development framework.



Measuring our performance on Objective 2

Key performance indicator: Employee Engagement Survey – engagement score

	2022/23 Results	2023/24 Results	2024/25 Results	2025/26 Target	2026/27 Target	2027/28 Target (Projected)	2028/29 Target (Projected)
Engagement score	72	75	76	76	76	76	76

The EES engagement score is our key performance indicator to assess employee engagement, which considers factors such as job satisfaction, organization satisfaction, and organization commitment. We are pleased to see consistent and significant increases in our engagement scores over the last four years, achieving a high score of 76 last year – up 10 points from our initial baseline score of 66 in 2021/22. We are pleased with these results and have set targets to maintain this high level of staff engagement.

We will continue to report results on secondary indicators from the EES, including respectful work environment, organization satisfaction, teamwork, and empowerment. This will help us further inform and monitor the impact of efforts to foster an engaged workplace where all employees are safe, supported, and respected.

Objective 3

Implement a sustainable workforce plan to build organizational capacity and limit operational risk

In past years, we've faced challenges in building organizational capacity and maintaining our workforce. This continues to be an important consideration in our planning and improvement efforts.

Our need for certified professionals with unique skills and experience puts us in direct competition with the private sector and government organizations that need people with similar abilities. We have responded by offering a fair and competitive compensation and benefits package that works within existing B.C. public service frameworks, a flexible and modern work environment, and an increased focus on professional growth, training and development, and succession planning.

Along with offering important, interesting, and diverse work opportunities, we have taken steps to develop and grow our staff and attract high quality candidates.

We continue to focus on building organizational capacity and limiting operational risk. We seek to improve and enhance the quality and efficiency of our audits and related support functions by utilizing the skills and capacity of staff from all portfolios more effectively throughout the year. We also support strategic upskilling of our staff to build capacity throughout the office.



Objective 3 will be supported by the following strategies:

- Continue to enhance the quality and efficiency of our audits and related support functions.
- Continue to increase capacity to examine areas of growing importance to MLAs and to people in B.C.
- Sustain and refine growth-based employee performance development and management processes that align with the strategic needs of the office and are supported by our compensation framework.
- Continue to prioritize and implement elements of our employee training and development framework.

Measuring our performance on Objective 3

Key performance indicator: Employee turnover rate

	2022/23 Results	2023/24 Results	2024/25 Results	2025/26 Target	2026/27 Target	2027/28 Target (Projected)	2028/29 Target (Projected)
Turnover rate	17	13	17	12	12	12	12

The employee turnover rate is our key performance indicator for assessing sustainable workforce planning, building organizational capacity, and limiting operational risk.

Last year, organizational restructuring contributed to an increased turnover rate of 17 per cent. Excluding retirements and involuntary exits, turnover for permanent staff was 10 per cent. Collectively, these actions and results demonstrate our objective of sustaining a workforce capable of meeting organizational capacity needs.

For 2026/27, we will continue to aim to meet and maintain the targets of 12 percent turnover outlined in Service Plan 2025/26.

For further insights, we will also continue to report the turnover rate for permanent employees that excludes retirements and involuntary exits.

Objective 4

Maintain and demonstrate the quality of our audits

Our office performs financial audits, performance audits, and issues other related reports, including an annual follow-up report on performance audit recommendations. Our reports contribute to confidence and improvements in public sector financial reporting, and in program and service delivery. It's critical that we maintain and demonstrate the quality of our audits.

Our audit work receives considerable scrutiny within our office to ensure it meets high professional standards. Our Professional Practices team oversees the quality of our audits by designing and applying our system of quality management, monitoring for compliance with Canadian audit and assurance standards, and carrying out inspections and file reviews. Such practices maintain our focus on quality and efficiency while staying current with professional standards.



The results of our financial audits are communicated through independent auditor's reports that are provided to the entities that we audit. They may be made public by government organizations along with the financial statements we audited. For example, the auditor general's independent auditor's report on government's Summary Financial Statements is included in the Public Accounts.

The auditor general communicates the findings of performance audits through public reports issued to the Legislative Assembly. These audit reports are referred to the Public Accounts Committee for review and follow-up. We value the committee's feedback on our audits and reports.

We continue to build on efforts to support our focus on quality and efficiency, including:

- assigning executive-level responsibilities for quality management;
- implementing corporate-wide strategies to enhance the quality and efficiency of audits and related support functions;
- accelerating audit staff development to increase audit quality and efficiency; and
- enhancing corporate performance metrics and reporting practices to help inform improvements.

Objective 4 is supported by the following strategies:

- Continue to enhance the quality and efficiency of our audits and related support functions.
- Continue to increase capacity to examine areas of growing importance to MLAs and to people in B.C.
- Sustain and refine growth-based employee performance development and management processes that align with the strategic needs of the office and are supported by our compensation framework.
- Continue to prioritize and implement elements of our employee training and development framework.

Measuring our performance on Objective 4

Key performance indicator: Percentage of staff meeting performance expectations

	2025/26 Baseline	2026/27 Target	2027/28 Target (Projected)	2028/29 Target (Projected)
Percentage of staff meeting performance expectations	87%	90%	92%	95%

We've identified the percentage of staff meeting performance expectations as a key performance indicator to maintain and demonstrate the quality of our audits. High-performing staff are critical to developing high quality audits, and we recognize the important role that all OAG staff play in this regard.

Our compensation and performance management framework includes important steps to clarify expectations for all positions in our office, to fairly assess the extent to which staff meet performance expectations, and to support employee growth and success. We have a solid baseline, with 87 per cent of staff meeting role and behavioural expectations in spring 2025.



For 2026/27, we have targets that: build on the baseline; recognize the shifts in responsibilities for some staff, especially auditors; and convey high expectations of performance to maintain and support the quality of our audits. We will review our targets as we collect more data over time and observe the ongoing impacts of our growth-based performance management approach.

We will continue to measure public awareness/perception of our office and audits through an annual public opinion poll conducted by a reputable polling agency. We will also report on the percentage of recommendations accepted for implementation by audited organizations.

Finally, we look forward to engaging with members of the Public Accounts Committee on further approaches to measure audit quality.

Objective 5

Deliver on our audit and other reporting commitments

Delivering on our mandate requires careful planning, resource management, and project management to ensure we deliver reliable and relevant information to the Legislative Assembly and people in B.C. Each year, we are accountable for reporting on the government's Summary Financial Statements, for delivering audits specified in our *Financial Audit Coverage Plan*, and for delivering performance audit, assurance, and information reports.

Our work plans are based on our resources and priority areas of focus (see 2026/27 audits and related work on [page 17](#) for detailed information on our audit planning). The planned number of audit, assurance, and information reports delivered to the Legislative Assembly is a target we set based on the resources we have available and the size and complexity of our planned work. In order to fulfill our mandate, we must complete our planned financial statement audits, taking into consideration Canadian Auditing Standards and our resources.

It is critical that we assign experienced staff to complex performance and financial statement audits. In any given year, complicated financial statement or performance audit issues that require additional senior staff time as well as unexpected leaves and departures of experienced auditors may create delays. There may also be external factors such as requests from the Legislative Assembly or significant shifts in government that require us to pivot or delay work in progress.

For these reasons, each year we establish targets on the completion of our requirements for financial statement audit work and an expected range of reports we plan to table with the Legislative Assembly. This conveys the scope of our audit and reporting commitments, while providing the flexibility needed to meet our mandate and deliver high quality public reports each year and over time.

Objective 5 will be supported by the following strategies:

- Continue to enhance the quality and efficiency of our audits and related support functions.
- Continue to increase capacity to examine areas of growing importance to MLAs and to people in B.C.
- Sustain and refine growth-based employee performance development and management processes that align with the strategic needs of the office and are supported by our compensation framework.
- Continue to prioritize and implement elements of our employee training and development framework.



Measuring our performance on Objective 5

Key Performance Indicators

Our key performance indicators for delivering on our audit and other reporting commitments are:

- Reporting on the government's Summary Financial Statements
- Delivering on the *Financial Audit Coverage Plan*
- Delivery of planned number of audit, related assurance, and other reports to the Legislative Assembly

	2022/23 Results	2023/24 Results	2024/25 Results	2025/26 Target	2026/27 Target	2027/28 Target (Projected)	2028/29 Target (Projected)
Number of audit, assurance, and information reports tabled with the Legislative Assembly	8	9	7	7-9	7-9	7-9	7-9

Based on our available resources and current capacity, recent planning efforts, and expected areas of focus, we intend to deliver seven to nine performance audit, assurance, and information reports to the Legislative Assembly in 2026/27. We have set a consistent range of seven to nine reports as projected targets for 2027/28 and 2028/29.



Source: OAGBC



2026/27 strategies

Our strategies set our key priorities for each fiscal year. They drive progress toward our objectives, fulfill our overall mandate, and ensure our audit commitments align with our organizational values. They are developed in our strategic planning processes and provide a common focus for the office as we work together to improve and meet our objectives and targets.

As outlined in our previous service plan, we have developed multi-year strategies that provide clear direction for the transition period between the retirement of the previous auditor general and the appointment of a new auditor general. We will continue to focus on these strategies in 2026/27, helping us to maintain continuity and build momentum across these important areas.

In 2026/27, we will focus on four corporate strategies:		Objective				
		1	2	3	4	5
1	Continue to enhance the quality and efficiency of our audits and related support functions	✓		✓	✓	✓
2	Continue to increase capacity to examine areas of growing importance to MLAs and to people in B.C.			✓	✓	✓
3	Continue to implement growth-based employee performance development and management processes that align with the strategic needs of the office and support our compensation framework	✓	✓	✓	✓	✓
4	Continue to prioritize and implement elements of our employee training and development framework		✓	✓	✓	✓

Strategy 1

Continue to enhance the quality and efficiency of our audits and related support functions

Specific actions include:

- enhancing the utilization of staff and resources to meet office needs;
- reviewing audit management practices and identifying opportunities to accelerate audit staff development to increase audit quality and efficiency; and
- enhancing corporate performance metrics and reporting to support continuous improvement.



Strategy 2

Continue to increase capacity to examine areas of growing importance to MLAs and to people in B.C.

This strategy includes:

- supporting strategic upskilling (to adapt to changing job demands) and hiring to increase capacity in areas of growing importance;
- leveraging skills, capacity, and interests of staff from all portfolios; and
- building capacity in a manner that aligns with our equity, diversity, accessibility, and reconciliation efforts.

Strategy 3

Sustain and refine growth-based employee performance development and management processes that align with the strategic needs of the office and are supported by our compensation framework

This strategy includes:

- assessing and, as needed, refining our compensation framework to recognize the growth and achievement of OAG staff and support continuous improvement; and
- continuing to develop processes and supports that help align employee goals and growth plans with the strategic needs of the office.

Strategy 4

Continue to prioritize and implement elements of our employee training and development framework

This strategy includes:

- continuing to assess and enhance the required technical, interpersonal, and leadership skills and competencies of OAG staff;
- ensuring that staff participate in training that supports our commitment to:
 - fostering an equitable, diverse, inclusive, and culturally-safe workplace; and
 - developing Indigenous relations competencies.
- prioritizing strategic upskilling of staff to address increasing audit needs; and
- refining our policies and systems to support training and development.



2026/27 audits and related work

Financial audits and related reports

The *Auditor General Act* requires us to audit the government's Summary Financial Statements every year. These statements consolidate the financial results of central government and the 138 organizations that make up the government reporting entity (GRE). The auditor general can audit the financial statements of any entity in the GRE.

Our annual *Financial Audit Coverage Plan* outlines how we determine which government organizations' financial statements to audit directly for the next three fiscal years. It also lists the additional audit and assurance work we plan to perform in ministries and public sector organizations. The current coverage plan (for the fiscal years ending in 2026, 2027, and 2028) was approved by the Public Accounts Committee on March 12, 2025.

In 2026/27, we anticipate issuing 16 independent auditor's reports for financial statement audits and 21 independent auditor's reports for other assurance engagements.

Organizations in the GRE are controlled by the provincial government. They include ministries, Crown corporations, universities, colleges, school districts, and health authorities.

Performance audits and related information reports

The *Auditor General Act* enables us to conduct a performance audit of any program or service in any entity, program or service in the GRE to assess whether it is operating economically, efficiently, and/or effectively. Our performance audits result in formal reports that are tabled in the Legislative Assembly, published on our website, and referred to the Public Accounts Committee.

Each new performance audit is announced after it has been planned and approved by the auditor general, with details posted on our website's [Reports in Progress](#) page. We also develop an announcement video that is available on social media. This is to ensure that MLAs and the public better understand the work we're doing and when they can expect the report to be released.

The number of performance audits we plan to deliver in 2026/27 are included in the target of seven to nine public reports. Information reports, our annual follow up report, and examinations are also included in this target.



Performance audit planning

The auditor general independently decides which audits to undertake. The only exception is when we are requested by the Legislative Assembly or one of its committees, under the *Auditor General Act*, to do specific audit work.

The auditor general can decide to audit any organization in the GRE. Our planning involves gathering information from a number of sources to help us choose topics that are relevant to MLAs and to people in British Columbia.

To do this, our audit selection process considers:

- the significance (financial, economic, social, health, or environmental importance) of a program or service to the people of British Columbia;
- the organizational risk (factors influencing an organization's ability to operate efficiently, effectively, and/or with due regard for economy);
- our past and current work;
- the resources available to undertake the work; and
- other factors that may impact the feasibility or timing of the audit.

Once a topic has been approved by the auditor general, we enter a formal audit planning process which involves working with the proposed audited organization to develop an audit plan.

Our follow-up process

In addition to providing MLAs with assurance on how a program or service is operating, our performance audit reports often include recommendations to address deficiencies found during the audit.

The Office's follow-up process helps MLAs to understand the progress organizations are making in implementing audit recommendations. On an annual basis, organizations prepare a report that describes the progress they have made in this regard, including confirmation as to whether the recommendation is complete. We review these reports and undertake work to determine whether they faithfully represent the status of the organization's implementation of the recommendations. We then compile these individual reports into a summary report that describes the overall recommendation completion rate of government organizations and includes all the reviewed progress reports.

This annual follow-up report, like our performance audit reports, is tabled in the Legislative Assembly, published on our website, and referred to the Public Accounts Committee. MLAs can use the report to monitor how organizations are doing in implementing the recommendations.

We anticipate that our 2026 follow-up report will look at the status of 158 recommendations from 31 performance audits published between 2019 and 2024.



Reflections and looking ahead

This is a transition period as we look forward to the Legislative Assembly's appointment of B.C.'s next auditor general.

In the interim, the Office of the Auditor General has a well-considered strategic plan and strategies, complemented by our three-year service plan.

We continue to move forward on many actions that support the growth of our people, a positive work environment, high quality audits, and continual improvement.

Led by Acting Auditor General Sheila Dodds, our team has created significant momentum and continues to find ways to enhance the quality and efficiency of our audits and related processes. Plus, with the benefit of employee training and growth-based performance development and management, we are building more capacity to do audits in areas of growing importance.

With a new auditor general arriving after the release of this service plan, there will be natural opportunities for further reflections, fresh ideas and perspectives, and growth.

We take pride in staying on top of the ever-changing landscape of audits and the organizations we audit, and we see some potential new areas of work in the years ahead. Some examples include:

- how artificial intelligence (AI) can be used to support our audits;
- how we audit organizations that are using AI tools;
- how new financial reporting standards will impact our work; and
- how sustainability disclosure standards may be implemented by government.

Our organization is ready to meet the expectations set out in our service plan. In doing so, we will continue to provide our best work on behalf of the Legislative Assembly and people in B.C.





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