

# Ministry of Municipal Affairs and Housing Transition Binder 2020

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## MINISTRY PROFILE

### Ministry:

The Ministry of Municipal Affairs and Housing helps make B.C.'s diverse communities resilient, thriving and inclusive places to live. Through collaboration with local governments, First Nations, and community and sector partners the Ministry helps enable strong, sustainable, livable communities by providing leadership in meeting the housing needs of all British Columbians and promoting the development of robust and healthy communities.

### Ministry Mandate:

The Ministry of Municipal Affairs and Housing takes leadership in supporting local governments, not-for-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient, and socially and environmentally responsible; and provides British Columbians with access to more affordable, safe and appropriate housing through policy and programs, technical codes and standards, supports for residential tenants, landlords, and homeowners, and enabling a range of market and non-market housing choices.

### Budget:

Core Business Area	2019/20 Restated Budget <sup>1</sup>	2020/21 Estimate	2021/22 Plan	2022/23 Plan
<b>Operating Expenses (\$000)</b>				
Local Government <sup>2</sup>	308,258	110,263	253,472	192,512
Community and Legislative Services <sup>3</sup>	3,171	3,203	3,245	3,245
Executive and Support Services	7,393	7,512	7,633	7,633
Housing	486,102	505,858	553,716	585,003
Housing Endowment Fund	12,884	12,884	12,884	12,884
University Endowment Lands Administration Account	10,495	10,593	10,690	10,693
<b>Total</b>	<b>828,303</b>	<b>650,313</b>	<b>841,640</b>	<b>811,970</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services	402	361	2	2
University Endowment Lands Administration Account	0	3,900	100	0
<b>Total</b>	<b>402</b>	<b>4,261</b>	<b>102</b>	<b>2</b>
<b>Capital Plan (\$000)</b>				
Housing	247,002	395,819	362,730	314,657

Core Business Area	2019/20 Restated Budget <sup>1</sup>	2020/21 Estimate	2021/22 Plan	2022/23 Plan
<b>Total</b>	<b>247,002</b>	<b>395,819</b>	<b>362,730</b>	<b>314,657</b>

<sup>1</sup> For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

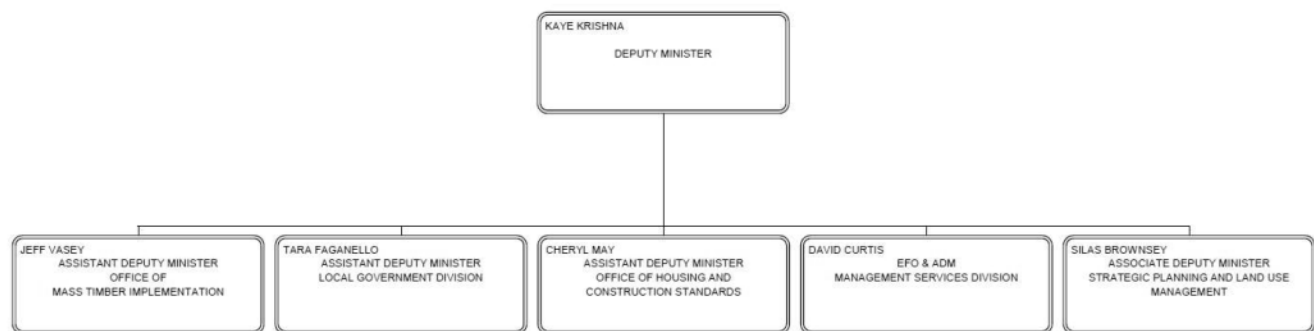
<sup>2</sup> Local Government includes University Endowment Lands (UEL)

<sup>3</sup> Community and Legislative Services includes Assessment Services, Assessment Policy and Support and Community Gaming Grants

\* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

**Full Time Equivalents (FTEs): 409**

**Executive Organizational Chart:**



## EXECUTIVE MEMBER BIOGRAPHY



**KAYE KRISHNA**  
**DEPUTY MINISTER**

Kaye was appointed to the position of Deputy Minister, Ministry of Municipal Affairs and Housing in March 2019. Previously, Kaye led the City of Vancouver's Department of Development, Buildings and Licensing (DBL), which enabled the development of vibrant communities, ensured the quality and safety of buildings, and strategically leveraged the use of permits, licenses, and enforcement to advance Council priorities. She directed the city's efforts to transform development and licensing and she steered key policy issues, including short term rentals, taxis/ride hailing, and cannabis legalization.

Kaye is a former chief of staff and deputy commissioner for New York City's Department of Housing, where she led priority efforts, including the creation of the City's 10-year housing strategy, a micro-unit pilot, greening the affordable housing pipeline, and coordinating Hurricane Sandy response and recovery. She was also a Principal at HR&A Advisors, a US-based economic development, real estate, and planning firm, where she worked with cities and states across the country to develop integrated strategies to build physical, economic, and social resilience.

In 2014 Kaye was included in Urban Land Institute's 40 Under 40 inaugural class, which recognizes high achievers in the land use professions. Prior to obtaining her master's degree in urban planning, Kaye worked for a decade as a management consultant for major companies across the United States and Canada.

## EXECUTIVE MEMBER BIOGRAPHY



**SILAS BROWNSEY**  
**ASSOCIATE DEPUTY MINISTER**  
**STRATEGIC PLANNING AND LAND USE**

As the Associate Deputy Minister of Strategic Planning and Land Use, Silas is responsible for property assessment and the crown relationship with BC Assessment, development and land use management (including the local government land use framework), strategic planning, and TransLink legislation and governance.

Prior to this role he was the Associate Deputy Minister for Investment, Innovation and Technology Division with the Ministry of Jobs, Economic Development and Competitiveness and held responsibility for major investment, technology and innovation and programs and services to support local and regional economic development.

His previous experience includes being the Assistant Deputy Minister for the Partnerships Division with the Ministry of Transportation and Infrastructure, where he was responsible for transit policy and programs, properties and lands management and the Pacific Gateway portfolio. He was also the Executive Director of the Transit and Crown Agency Programs Branch, which had responsibility for public transit and three crown agencies.

Before joining the Ministry of Transportation in 2016, Silas held a number of Executive Director positions in the Ministry of Health, with portfolios that included mental health and substance use, and population and public health. During his time with the Provincial Government, Silas has held a number of senior management positions with the Ministry of Health, the Ministry of Healthy Living and Sport and the Ministry of Community Services. Silas started his career with the Federal Government, working in Indian and Northern Affairs Canada.

## EXECUTIVE MEMBER BIOGRAPHY



**DAVID CURTIS**  
**ASSISTANT DEPUTY MINISTER**  
**MANAGEMENT SERVICES DIVISION**

David is responsible for the Management Services functions that support both the Ministry of Municipal Affairs and Housing and the Ministry of Tourism, Arts and Culture. Prior to this David was the ADM of the Corporate Information and Records Management Office, and Chief Records Officer, and was responsible for leading the development of a new information management organization encompassing corporate information access, records management, privacy and elements of information security.

David began his career with the BC Public Service in 1994 as a member of the Ministry of Forests Wildfire Management Branch's Unit Crew and Parattack programs and has taken on a range of progressively more senior roles in multiple ministries with a focus on financial management, strategic planning, project management, policy, stakeholder engagement and program delivery. He holds Master of Public Administration and Master of History degrees from the University of Victoria.

Personal Information

## EXECUTIVE MEMBER BIOGRAPHY



***TARA FAGANELLO***

***ASSISTANT DEPUTY MINISTER***

***LOCAL GOVERNMENT DIVISION AND INSPECTOR OF MUNICIPALITIES***

Tara is a highly engaged and committed leader with strong communication skills. She was appointed Assistant Deputy Minister of the Local Government Division in July 2015. In her role, Tara provides the leadership to support local governments in delivering programs and services which are key to vibrant, healthy, well governed communities.

Prior to this position, Tara was Assistant Deputy Minister and Executive Financial Officer serving the Ministries of Justice, Finance, Labour and Citizens' Services, Office of the Premier, Public Service Agency and various other entities. Her collaborative, results-oriented style and ability to facilitate solutions to complex challenges is complemented by her comfort in managing difficult decisions and discussions.

Tara has dedicated these qualities to the public service for 20 years. Her commitment to building strong stakeholder relationships and appreciation for her team's skill sets inspire those around her and demonstrate her commitment to the needs of British Columbians.

She started her public service career in Internal Audit and Advisory Services. She has also assisted other government organizations including Finance, Health, Transportation, Agriculture and Lands as well as the Province of Nova Scotia.

Tara is a CPA, CGA, and holds a Bachelor's Degree in Economics. <sup>Personal Information</sup>  
Personal Information



## EXECUTIVE MEMBER BIOGRAPHY



***CHERYL MAY***  
***ASSISTANT DEPUTY MINISTER***  
***OFFICE OF HOUSING AND CONSTRUCTION STANDARDS***

Cheryl is the Assistant Deputy Minister of the Office of Housing and Construction Standards where she is responsible for the development and implementation of provincial housing policy, BC's building code and safe technical systems. She also oversees the Residential Tenancy Branch which provides information and dispute resolution services to landlords and tenants.

Prior to this role Cheryl was an Assistant Deputy Minister in the Ministry of Child and Family Development where she led the Ministry's legislative, policy and research teams in the areas of child and youth mental health, child welfare, adoption and reconciliation with Indigenous Peoples.

Cheryl has held numerous roles with the provincial government, working on a range of issues including administrative justice, family justice, landlord and tenant relations, social housing, homelessness, strata properties, real estate regulation, literacy, and human resources.

Prior to her career with government, Cheryl spent a decade as a social worker. She worked as an advocate for women fleeing violence and managed a residence for youth. Cheryl holds a Bachelor's degree in Social Work from the University of Calgary and a Master's degree in Public Administration from the University of Victoria.

## EXECUTIVE MEMBER BIOGRAPHY



**JEFF VASEY**

**ASSISTANT DEPUTY MINISTER**

**MASS TIMBER IMPLEMENTATION**

Jeff joined the provincial government in 1994 after a career in architecture. He received his Bachelor of Architecture from the University of Waterloo, and worked as an instructor of architectural design at both the University of Waterloo and the University of British Columbia.

He has been working for 26 years with the BC Public Service, the first 5 years as the Provincial Accessibility Advisor to make the built environment more accessible for people with disabilities.

In May 2020 Jeff was appointed as Assistant Deputy Minister (ADM) of the Office of Mass Timber Implementation at the Ministry of Municipal Affairs and Housing.

For the previous 4 ½ years, Jeff was the ADM of Post-Secondary Policy and Programs and Division responsible for Learner Supports at the Ministry of Advanced Education, Skills and Training. The division is the primary liaison for the province's 25 public post-secondary institutions (PSI) and supports learner success by building partnerships between various ministries, the PSIs and First Nations communities.

For the six years prior, he was the ADM of the Office of Housing and Construction Standards (OHCS), the area of government responsible for: ensuring British Columbians have safe and affordable housing; that landlords and tenants are supported; and that the built environment is safe, sustainable and built on innovation.

For the decade prior Jeff was the Executive Director of Building and Safety Standards focusing on: Greening the Building Code; improving the use of wood in construction; and modernizing the building regulatory system through a new Building Act.

Drawing on his background in architecture Jeff has led several cross-government initiatives where creative and collaborative problem solving is required to respond to complex public policy issues.

Personal Information

**Ministry of  
Municipal Affairs  
and Housing**

**2020/21 – 2022/23  
SERVICE PLAN**

**February 2020**



## Minister Accountability Statement



The *Ministry of Municipal Affairs and Housing 2020/21 - 2022/23 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

A handwritten signature in black ink, appearing to read 'S. Robinson', written over a faint rectangular stamp.

Honourable Selina Robinson  
Minister of Municipal Affairs and Housing  
February 7, 2020

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## Purpose of the Ministry

The Ministry of Municipal Affairs and Housing helps make B.C. communities great places to live by providing British Columbians with access to more affordable, safe and functional housing and taking leadership in supporting local governments, not-for-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient and socially and environmentally responsible.

The Ministry oversees two Crown Agencies; the BC Assessment Authority, and the BC Housing Management Commission. The Ministry also oversees the University Endowment Lands and administers the annual Property Assessment Review Panel process and supports the Audit Council for the Auditor General for Local Government. The Ministry partners with Technical Safety BC, and the Building Officials Association of BC as delegated authorities to deliver services for British Columbians. The Ministry is also responsible for TransLink legislation and governance.

The effective delivery of the Ministry's mandate relies on key legislation, including: the *Assessment Act* and *Assessment Authority Act*, the *Auditor General for Local Government Act*, the *Community Charter*, the *Vancouver Charter*, the *Local Government Act*, the *Commercial Tenancies Act*, the *Ministry of Lands, Parks and Housing Act*, the *Municipal Aid Act*, the *Municipal Finance Authority Act*, part six of the *Gaming Control Act*, the *Islands Trust Act*, the *South Coast British Columbia Transportation Authority Act*, the *Strata Property Act*, the *Assistance to Shelter Act*, the *Manufactured Home Tax Act*, *Manufactured Home Park Tenancy Act*, the *Residential Tenancy Act*, the *Building Act*, the *Building Officials' Association Act*, the *Homeowner Protection Act*, the *Safety Authority Act*, the *Safety Standards Act* and the BC Building, Plumbing and Fire Codes.

## Strategic Direction

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Ministries are actively working to provide quality, cost-effective services to British Columbia's families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Business and Economic Implications Framework to budgeting and policy development, Ministries will ensure that equity is reflected in budgets, policies and programs.

Additional key initiatives underpinning lasting prosperity in 2020/21 and beyond are the implementation of:

- *A Framework for Improving British Columbians' Standard of Living* which will provide the foundation for quality economic growth in our province and a pathway to a more inclusive and prosperous society,
- The *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation, and
- The CleanBC plan, putting B.C. on the path to a cleaner, better future – with a low carbon economy that creates opportunities while protecting our clean air, land and water.

This 2020/21 service plan outlines how the Ministry of Municipal Affairs and Housing will support the government's priorities, including selected action items identified in the July 2017 Minister's Mandate Letter. Over the previous fiscal year, the Ministry of Municipal Affairs and Housing made progress on these priorities by:

- Making significant headway on ***Homes for B.C.: A 30 Point Plan for Housing Affordability in British Columbia***, which represents a \$7B investment in housing over 10 years. Of the total target of 114,000 units, 39,100 units of affordable housing have been planned, of which BC Housing is directly responsible for 29,100. As of December 31, 2019, nearly 23,000 are under construction or have been initiated.
- Supporting BC Housing to complete 2,135 units of supportive housing for people across B.C. who are homeless or at risk of homelessness with an additional 937 units initiated or under construction, through the Rapid Response to Homelessness program, the Supportive Housing Fund and funds committed under the actions on homelessness as part of B. C's Poverty Reduction Strategy.
- Working with local governments to implement policies and strategies to increase housing density and affordable market housing.
- Launching an action plan to further analyze and implement recommendations of the ***Rental Housing Task Force*** endorsed by government. Further, MAH helped support a private members' bill introduced by the B.C. Green Party to help renters escape household violence by providing the ability to end fixed-term leases if staying in the rental unit poses a risk to safety or security (these provisions will come into force by regulation or on May 30, 2020, whichever is earlier).
- Working closely with partners in the Lower Mainland to identify opportunities to strategically link transit, housing and land use planning. For example, the City of Vancouver, the City of Surrey, Metro Vancouver and TransLink established ***Supportive Policies Agreements*** to include increased density and affordable housing measures in the Broadway Subway Project and the first phase of the Surrey to Langley SkyTrain Project.
- Leading a province-wide multi-stakeholder consultation and releasing a final report in September 2019 summarizing the challenges with the local government development approvals process and a wide range of opportunities for their resolution. MAH will be working with Local Governments to review and implement recommendations over the course of the next fiscal plan.
- Significantly advancing the ***Investing in Canada Infrastructure Plan*** by launching the Community Culture and Recreation (CCR), the Rural and Northern Communities (RNC) & the CleanBC Communities Fund (CCF) programs with a combined funding allocation of \$292.7M (\$166.9M federal, \$125.8M provincial). Also, approving 14 projects with over \$242 million in combined federal and provincial funding (\$134.7 million federal and \$107.8 million provincial) as part of the Environmental Quality Fund, where projects go a long way to helping communities protect both public and environmental health.
- Providing 5,099 grants through the ***Community Gaming Grants*** program totalling almost \$140 million and supporting over 7,400 programs delivered by not-for-profit organizations in over 260 communities. Of this total, the Capital Project Sector Program provided \$8.2 million to support 88 capital projects undertaken by not-for-profit organizations. These grants were leveraged with \$10.7 million in funds raised by the organizations, for a total investment of \$18.9 million in major capital projects. Community Gaming Grants fund community-based programs that are delivered with the support and leadership of more than 30,000 volunteer board members and 1 million voting members.
- Helping advance innovation in wood buildings through partnerships with industry and introducing new regulations that allow the safe construction of taller (i.e., 12-storey) wood buildings, helping to expedite the supply of housing with faster construction times than



conventional buildings, while supporting wood-products jobs and acting on climate change. Thirteen communities representing 35% of annual residential building numbers have signed on to be early adopters of these tall wood buildings.

- Working closely with BC Assessment to ensure the new iasWorld data information system will be fully implemented for 2020, which will improve the collection, development and distribution of assessment information. This new system will also provide improved data and analysis capabilities to support provincial government priorities and policy development.
- Planning to introduce legislation that will give municipalities the ability to provide property tax relief to small businesses and organizations that they identify as paying high property taxes. These taxes are a result of the combination of years of increasing real estate values and commercial triple-net leases.

The following performance plan outlines how the Ministry of Municipal Affairs and Housing will continue to track progress on key mandate letter commitments and other emerging government priorities.

## Performance Planning

### Goal 1: Safe, Affordable and Functional Housing

Ensuring British Columbians have access to safe, affordable and functional housing is a key priority for the Ministry and addresses the commitment to deliver through partnerships 114,000 units of housing over the next 10 years.

### Objective 1.1: Increase supply of affordable market rental, non-profit, co-op, student and supported housing

#### Key Strategies:

- Work with BC Housing to support affordability through government-funded investments in new housing units.
- Facilitate new community partnerships to leverage investments in affordable housing through BC Housing's HousingHub.
- Increase affordable housing options for vulnerable people and people experiencing or at-risk of homelessness through effective, co-ordinated provincial programs and services, including rental assistance in the private market.
- Work with the Ministry of Advanced Education, Skills, and Training to create new affordable student housing (currently 8,000-unit target).
- Support the work of the Ministry of Social Development and Poverty Reduction (SDPR) in leading the prevention and response to homelessness, and work in partnership to support service integration across ministries and build partnerships between sectors to improve housing outcomes for people with distinct needs.
- Leverage our investments in transit to increase housing density and transit oriented affordable housing.
- Explore opportunities to streamline the municipal development approval process through the Development Approval Process Review.
- Permit municipalities to implement rental only zoning through changes to the Local Government Act.
- Expand the use of municipal and regional district tax revenues for affordable housing.

Performance Measure	2018/19 Actual	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.1 Number of affordable and supportive housing units completed by BC Housing including affordable rental and social housing. <sup>1 2 3</sup>	4,180	3,035	3,500	2,800	2,300

<sup>1</sup> Data Source: BC Housing.

<sup>2</sup> The 36,700 units target referenced in the 2019/20-2021/22 service plan were comprised of 28,700 Building BC units that are the responsibility of BC Housing plus 8,000 student housing units that are the responsibility of the Ministry of Advanced Education, Skills and Training (AEST). Progress towards building the 8,000 student housing units can be found in the AEST Service Plan. This updated total includes a further 2,000 units through the Regional Housing First Partnership with the CRD. Note that *Budget 2019* and *Budget 2020* also added 400 additional supportive housing units to BC Housing's target, resulting in a 29,100 unit target. Completed units include legacy programs in addition to those under Building BC.

<sup>3</sup> Performance measure 1.1 has been changed since last year's Service Plan. Please see the discussion section below for an explanation of the change

**Linking Performance Measure to Objective:**

Creating more affordable housing increases housing options for British Columbians who need it most. The targets for completed units are the funded units that represent incremental progress toward building affordable housing under the Building BC program. These units are a subset of the total new supply of affordable housing. The intermittent nature of construction projects results in variable targets between 2019/20 – 2021/22. It should be noted that the 29,100 funded units represent a ten-year commitment. Note the amounts in the table are annual targeted completions, for a cumulative five-year total of 15,815 units by BC Housing by 2022/23.

**Discussion:**

This indicator has been enhanced as compared to what was reported in the 2019/20 Service Plan. Last year, the new Building BC housing programs that were announced in *Budget 2018* had only existed for one year and therefore the targets by necessity were more aspirational and consisted largely of planned units of construction. However, now that these funding streams have a track record of just over two years, it is more appropriate to focus on the actual “on-the-ground” accomplishments, i.e., units completed under both the Building BC and other funding streams in BC Housing’s base budget. As shown in the table, significant progress has been made and the out-year targets are reflective of continued strong construction activity for BC Housing’s programs.

We have integrated the Key Strategies that fell under Objective 1.2 in the 2019/2020-2021/22 Service Plan into this objective to reflect the importance of our responses to homelessness, and cross-government collaboration to meet the needs of vulnerable populations to the success of the entire housing continuum.

**Objective 1.2: Enhance safety, occupant health and accessibility, and sustainability of the built environment****Key Strategies:**

- Establish safety standards for technical systems under the *Safety Standards Act*.
- Establish building standards under the *Building Act*, including the BC Building, Plumbing and Fire Codes.
- Support CleanBC by developing a regulatory framework for existing buildings and transitioning the voluntary BC Energy Step Code to a regulated code requirement by 2022.
- Collaborate with partners to establish and support effective governance for buildings and technical systems.
- Enable innovation in technical codes and standards while maintaining public confidence in the health and safety of newly constructed buildings.

Performance Measure <sup>1</sup>		2018/19 Actual <sup>3</sup>	2019/20 Actual <sup>3</sup>	2020/21 Target <sup>3 &amp; 4</sup>	2021/22 Target <sup>3 &amp; 4</sup>	2022/23 Target
1.2a	CleanBC: Number of local governments referencing the Energy Step Code in bylaws and policies <sup>2</sup>	22	38	59	59	To be reset following 2022 BC Building Code <sup>2</sup>
1.2b	New housing starts in communities referencing the Energy Step Code <sup>5</sup>	44%	61%	69%	69%	To be reset following 2022 BC Building Code <sup>2</sup>

<sup>1</sup> Data Source: Ministry of Municipal Affairs and Housing in cooperation with the Energy Step Code Council and member local governments representing the Union of BC Municipalities and the Planning Institute of British Columbia.

<sup>2</sup> In 2022, the British Columbia Building Code will require higher levels of energy efficiency for all new buildings, matching or exceeding local government requirements under the Energy Step Code and changing the number of local governments voluntarily adopting standards more stringent than the BC Building Code.

<sup>3</sup> Excludes City of Vancouver, as it is not regulated under the *Building Act*.

<sup>4</sup> Forecast assumes that communities that have committed to consulting on the Energy Step Code (ESC) will later reference the ESC in policy, bylaw or through an incentive program.

<sup>5</sup> New housing starts based on available 2018 data, excluding City of Vancouver.

### Linking Performance Measure to Objective:

This performance measure expands on the measure found in the previous service plan. The combination of this year's measures better reflects the actual impact of the Energy Step Code on new construction. Larger communities that have adopted the Energy Step Code have a greater impact on the number of new buildings that are built at a higher level of energy efficiency than smaller communities. The construction of more energy efficient buildings in communities help meet climate action commitments and enhance sustainability of the built environment.

## Goal 2: A Fair Residential Tenancy Framework

By implementing a fair residential tenancy framework, the Ministry is providing stronger protections for renters and improved security for renters and landlords.

### Objective 2.1: Enhance tenancy policies and programs to support stability and fairness for renters and landlords in BC

#### Key Strategies:

- Implement the Rental Housing Task Force recommendations including changes to the *Residential Tenancy Act*.
- Take further steps to assist both landlords and tenants to better understand their rights and responsibilities under B.C.'s tenancy legislation.

Performance Measure		2019/20 Baseline	2020/21 Target	2021/22 Target	2022/23 Target
2.1	Number of RHTF recommendations addressed	6	15	20	25

### Linking Performance Measure to Objective:

The Rental Housing Task Force made 25 recommendations to improve the tenancy framework in BC. Implementation of those recommendations will promote stability and fairness in the system.

One of the key recommendations of the Task Force related to public education and ensuring that both landlords and tenants know where to go for help. The Branch has a comprehensive website, provides information via phone and provides presentations/information in communities. Ensuring that both landlords and tenants understand the rules and know where to access assistance supports the system and helps promote fairness and stability. The ministry developed this new performance measure to report on progress toward modernizing tenancy laws, which is separate from the operational services to landlords and tenants that the ministry provides. Currently we are reviewing potential service plan measures related to access to services, which may be incorporated as a future service plan measure.

### Objective 2.2: Create modern, affordable and accessible services for renters and landlords

#### Key Strategies:

- Continue to transform Residential Tenancy Branch (RTB) processes to enhance services and meet increased and evolving demand.
- Continue focus on the RTB's enforcement role and make greater use of its authority to investigate and levy administrative penalties.

Performance Measure		2018/19 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.2a	Average wait times: Emergency disputes	7.7 weeks	7 weeks	5 weeks	4 weeks	4 weeks
2.2b	Average wait times: Urgent disputes	9.3 weeks	10 weeks	8 weeks	6 weeks	6 weeks
2.2c	Average wait times: Monetary disputes	24.8 weeks	22 weeks	18 weeks	12 weeks	12 weeks

<sup>1</sup> Data Source: RTB Case Management System.

<sup>2</sup> Performance measure 2.1 has been changed since last year's service plan. Please see the discussion section below for an explanation of the change.

### Linking Performance Measure to Objective:

Reducing hearing wait times will promote housing stability for landlords and tenants by ensuring tenancy disputes are resolved in a timely, efficient manner, and will boost public confidence in the dispute resolution process.

Service standards include:

- Four weeks to hear emergency disputes
- Six weeks to hear urgent disputes
- Twelve weeks to hear monetary disputes

### Discussion:

This service plan has shifted the performance measure of wait times for dispute resolution hearings from the proportion that fall within the service standard to the average hearing wait times. Average hearing wait times provide a more accurate portrayal of service delivery effectiveness. Prior to the

branch receiving additional resources in 2017, average wait times were as high as 28 weeks for monetary disputes, 10 weeks for urgent disputes and 9 weeks for emergency disputes.

For emergency hearings, rules of procedure prevented hearings from being scheduled in less than 22 days, therefore making it very unlikely for the majority of hearings to be within four weeks. Changes to the rules and process have now been made to address this problem.

### **Goal 3: Strong, Sustainable and Well Governed Communities**

By cultivating strong partnerships and delivering services that support sustainable and well governed communities, the Ministry establishes a platform to support improved affordability, accessibility and community infrastructure that benefits all British Columbians.

#### **Objective 3.1: Further a governance system that considers local government and provincial interests and builds strong relationships for the benefit of all people**

##### **Key Strategies:**

- Work to ensure the annual Union of British Columbia Municipalities Convention provides a comprehensive exchange of ideas and optimizes cooperation and collaboration among the Province, UBCM, individual local governments, and UBCM First Nations members.
- Consistent with government's *Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples*, support local governments in reconciling with First Nations and building respectful relationships.
- Review and enhance the policy, legislative and education framework for local governments where needed, including working with key partners to implement lessons learned from the 2018 local government elections and on furthering responsible conduct among locally elected officials.
- Provide advice, resolve problems and give targeted support and oversight on a range of local and regional governance matters of local government and provincial interest, both directly and in partnership with others.

Performance Measure		2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.1	<p>Actively engage with UBCM local governments and UBCM First Nations members with ongoing meetings between elected officials and staff, including:</p> <ul style="list-style-type: none"> <li>• number of formal meetings held annually between UBCM Executives and the Minister of Municipal Affairs and Housing; and</li> <li>• number of meetings held annually between the Ministry, UBCM, individual local governments and UBCM First Nations members during UBCM Convention and throughout the year</li> </ul>	<p>4+</p> <p>100+</p>	<p>4+</p> <p>100+</p>	<p>4+</p> <p>100+</p>	<p>4+</p> <p>100+</p>

<sup>1</sup> Data Source: Meeting schedules (calendar meeting invites) and agendas for Senior staff and Minister's meeting. Informal meetings with staff are not counted.

### Linking Performance Measure to Objective:

The number of formal interactions between the Minister and UBCM Executive is an important indicator that the relationship between local governments and the provincial government is being actively sustained. These meetings create a reciprocal opportunity to better understand the interests of local governments and to ensure policy and programs are meeting the needs of communities.

**Objective 3.2: Maintain local governments' financial sustainability so they can meet the service needs of their communities**

### Key Strategies:

- Provide advice and statutory approvals on local government finance (revenues and expenditures) to support sound local government financial management practices and stewardship that ensure fiscal viability.
- Continue the ongoing review of the provincial property assessment system and taxation tools available to local governments and consider changes to ensure the assessment system remains fair and equitable and supports the economic viability of existing property types (e.g. retail spaces occupied by small businesses and non-profit/arts and culture organizations).
- Deliver stable, predictable and timely grant funding for professional administration to smaller and rural local governments throughout B.C. through the Small Community Grants and Regional District Grants as well as providing targeted funding to municipalities with over 5,000 people for community safety initiatives, through the Traffic Fine Revenue Sharing Program.

- Support the Municipal Finance Authority (MFA) in obtaining a high credit rating and low rates for borrowing through: overseeing the *Municipal Finance Authority Act*; setting local government borrowing limits; reviewing and approving loan authorization bylaws and setting financial reporting requirements; and ensuring local government financial data is available to the MFA and the broader public.

Performance Measure	Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.2 Municipal Finance Authority's Credit Rating	AAA	AAA	AAA	AAA	AAA

<sup>1</sup> Data Source: Municipal Finance Authority Ratings provided by the Moody's, Standard & Poor's, and Fitch rating agencies

### Linking Performance Measure to Objective:

A strong credit rating of the MFA reflects the sustainability of the local government financial system. This strong credit rating gives local governments the freedom to engage in capital projects that touch the lives of people in British Columbia every day.

## Objective 3.3: Support improvement of community and regional infrastructure and local government planning to further the environmental, economic and social health of communities

### Key Strategies:

- Work in partnership with UBCM to implement the Housing Needs Report program to assist local governments in meeting new legislative requirements to have housing needs assessments in place by Spring 2022.
- Encourage strong community planning, fiscal and asset management practices to support the development of sustainable communities.
- Support local governments to make effective, integrated and collaborative choices, through problem solving, guidance and program support for delivery of local and regional services such as water, recreation and economic development, and integrated sustainable land use, resiliency and infrastructure planning.
- Under the CleanBC Communities Fund (CCF) collaborate with the Ministry of Environment and Climate Change Strategy to support infrastructure projects in communities across the province that focus on the:
  - management of renewable energy,
  - access to clean-energy transportation,
  - improved energy efficiency of buildings, and
  - the generation of clean energy.
- Partner with the federal government to develop and implement community capital funding programs for local governments and First Nations that build and upgrade local infrastructure including drinking water, wastewater, stormwater, clean energy, connectivity networks, recreation facilities, community centres and arts and culture spaces.



- Work with Metro Vancouver Regional District to lead provincial engagement with updates to the Regional Growth Strategy and integrated regional land use planning for Metro 2050.
- Work with TransLink and the Ministry of Transportation and Infrastructure to support advancement of the Mayors' Council Ten-Year Vision for transit and transportation in Metro Vancouver, while collaborating with TransLink in the development of its 30-year Regional Transportation Strategy.
- Work with TransLink, Metro Vancouver and local governments on short and long-term regional transit strategies, including cross-ministry integrated land-use planning, to increase density and affordable housing options around transit stations and along new rapid transit corridors in Metro Vancouver.
- Collaborate with ministries and other partners to develop the Integrated Transportation and Development Strategy.

Performance Measure	2018/19 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target
3.3 Number of local governments funded under the Housing Needs Reports Program. <sup>2</sup>	N/A	120 LGs (based on 61 approved applications)	30	20

<sup>1</sup> Data Source: Housing Needs Reports Program Evaluation Committee approval of funding applications.

<sup>2</sup> A 2022/23 target has not been included for measure 3.3, because the Housing Needs Reports Program is only intended to run for three years.

### Linking Performance Measure to Objective:

Legislative requirements for local governments to complete housing needs assessments will strengthen their ability to understand and provide for the kind of housing that is most needed at a local level. The three-year, application-based \$5 million Housing Needs Reports Program will support local governments in B.C. who have not begun, or recently completed, a housing needs report. It is anticipated that the number of local governments requiring financial support will decrease over time as the initial three-year deadline to meet the legislative requirement approaches.

## Resource Summary

Core Business Area	2019/20 Restated Budget <sup>1</sup>	2020/21 Estimate	2021/22 Plan	2022/23 Plan
<b>Operating Expenses (\$000)</b>				
<b>Local Government<sup>2</sup></b>	308,258	110,263	253,472	192,512
<b>Community and Legislative Services<sup>3</sup></b>	3,171	3,203	3,245	3,245
<b>Executive and Support Services</b>	7,393	7,512	7,633	7,633
<b>Housing</b>	486,102	505,858	553,716	585,003
<b>Housing Endowment Fund</b>	12,884	12,884	12,884	12,884
<b>University Endowment Lands Administration Account</b>	10,495	10,593	10,690	10,693
<b>Total</b>	<b>828,303</b>	<b>650,313</b>	<b>841,640</b>	<b>811,970</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
<b>Executive and Support Services</b>	402	361	2	2
<b>University Endowment Lands Administration Account</b>	0	3,900	100	0
<b>Total</b>	<b>402</b>	<b>4,261</b>	<b>102</b>	<b>2</b>
<b>Capital Plan (\$000)</b>				
<b>Housing</b>	247,002	395,819	362,730	314,657
<b>Total</b>	<b>247,002</b>	<b>395,819</b>	<b>362,730</b>	<b>314,657</b>

<sup>1</sup> For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

<sup>2</sup> Local Government includes University Endowment Lands (UEL)

<sup>3</sup> Community and Legislative Services includes Assessment Services, Assessment Policy and Support and Community Gaming Grants

\* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

## **Appendix A: Agencies, Boards, Commissions Tribunals and Authorities**

Office of the Auditor General for Local Government

BC Assessment Authority

BC Housing Management Commission

Board of Examiners

British Columbia Safety Authority (Technical Safety BC)

Islands Trust Conservancy

Property Assessment Appeal Board

TransLink

Building Officials Association of British Columbia



# STRATEGIC PLAN

2020-2025

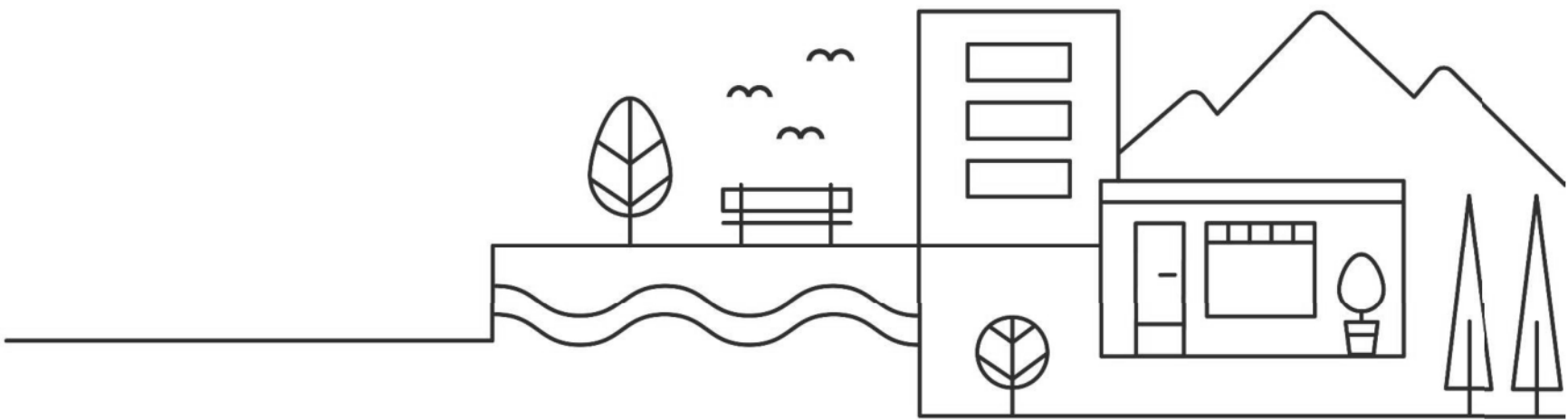


# MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

## Strategic Plan 2020-2025

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We acknowledge all Indigenous peoples on whose territories we live, learn, work and play. We honour their connection to the land and respect the importance of the diverse teachings, traditions, and practices within these territories. We also recognize with gratitude, the Lekwungen people, known today as the Esquimalt and Songhees Nations, upon which this Strategic Plan was created. The Strategic Plan will complement the Province's relationship with Indigenous peoples and will help the Ministry move forward towards true and lasting reconciliation.

# INTRODUCTION

The Ministry of Municipal Affairs and Housing (MAH) was formed in 2017 with the recognition that land use planning and assessments, housing, transit, local infrastructure, and local government governance are inherently related and fundamental in supporting the vitality and health of communities throughout British Columbia. The Ministry teams have worked incredibly hard over the past two years to deliver on critical government and local communities' priorities and service. And now there is a need and opportunity to reflect on the great work we were doing together and engage in dialog to establish a unified identify and frame all our work in an aspirational, comprehensive, clear way.

This Strategic Plan is a culmination of over six months of conversations about who we are, who we serve, and what connects us as the Ministry of Municipal Affairs and Housing. Through these discussions, we co-defined our vision, mission, and values and established shared Ministry goals and key strategies for working collaboratively toward our vision and mission over the next five years.

The Strategic Plan also establishes a structure by which we can actively manage and coordinate priorities, projects, and outcomes over the next five years. And because the world in which we operate is complex and ever-changing, the goal is to refresh the Strategic Plan and revisit this process on a smaller scale every year for the life of the Plan.

As you read through our Plan, you will recognize how the Ministry supports government's strategic direction, and how the Ministry meets its vision to collaborate with local governments, First Nations, and community and sector partners to and enable strong, sustainable, livable communities.

You will also see that this Plan is about you and it is about us. The Plan aims to capture the essence of our passion and commitment and to recognize and elevate the many things that each of us does to deliver high-quality services to the public and to make our ministry a great place to work. Together, every day, we help communities across BC thrive.



## OUR VISION

British Columbia's diverse communities are resilient, thriving and inclusive.

## OUR MISSION

To collaborate with local governments, First Nations, and community and sector partners to enable strong, sustainable, livable communities.

### DEFINITIONS

#### ***What's a Vision?***

A vision is a short aspirational statement that people can easily remember. A vision statement is purposeful, inspirational, and guiding toward a desired future. A vision is meant to be meaningful and uniting to employees and other partners.

#### ***What's a Mission?***

A mission should be concise in presenting the role and purpose of the Ministry, indicating at a strategic level what the Ministry does, why, and for whom.

#### ***What do we mean by Communities?***

"Communities" broadly refers to the various types of people and places in BC that we serve – be those associated by cultural identity, common interests, or physical location.





## OUR VALUES

Defining shared values helps to establish a workplace identity and culture, level-set expectations and consistency of practices for how we do our work, and align teams around the common threads that inform our service and engagement with each other, external partners and BC residents.

The BC Public Service has one overarching corporate value—**Integrity**—and six core corporate values: **Curiosity, Service, Passion, Teamwork, Accountability** and **Courage**. These principles describe the qualities we value in our colleagues and in our organization.

The Ministry of Municipal Affairs has identified the following five additional values that build on the corporate values and reinforce how we pursue our vision and mission:

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### Innovative

*We strive to deliver informed, leading-edge solutions for government and those we serve.*

### Collaborative

*We are collaborators, both internally and externally; we drive progress through our strong relationships; and we share our expertise with and learn from our partners.*

### Solution Oriented

*We seek solutions that better understand and meet the needs of those we serve.*

### Inclusive

*We are diverse as an organization and we are open and inclusive in our approach to our work and day-to-day interactions.*

### Respectful

*We do our work with integrity and appreciation for all. We believe this is fundamental in building trust, fostering reconciliation, and honouring people.*

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## OUR SERVICES

Like the diverse communities that the Ministry supports, Municipal Affairs and Housing provides a wide range of services - from strategic advice, to legislative and policy development, to operations, to direct service delivery - across many different topic areas. We serve local governments, professional organizations, non-profits, business and property owners, and, of course, individual residents. Oftentimes the work we do cuts across our branches as well as across Ministries, highlighting the need to live our values to most effectively and positively serve and impact communities.

Below are some of the many of the services we provide:

### **Support for Local Governments, First Nations, & Community Organizations**

- Reconciliation and local intergovernmental relations
- Governance (e.g. elections, boundaries)
- Fiscal sustainability and asset management
- Varied conditional and unconditional grant programs
- Management and operations of the University Endowment Lands

### **Housing & Homelessness Policies, Programs, & Regulation**

- Housing policy and programs
- Coordination on housing development and delivery with BC Housing and non-profit partners
- Homelessness policies and coordination, in partnership with BC Housing and SDPR
- Support, education, and dispute resolution for Renters and Owners
- Policy support and resources for stratas



## OUR SERVICES, CONT'D

### Land Use, Transit, & Community Planning and Coordination

- Local and regional land use planning coordination, policy, and legislation
- Property assessment policies and oversight, in partnership with BC Assessment Authority
- Integrated land use and transit planning and support (with MOTI)
- Support and oversight of Lower Mainland transit, via coordination with TransLink
- Climate and resilience community planning (with CAS, with local communities, across communities)

### Built Environment Planning & Regulation

- Building policy development and support for innovation in the built environment
- Climate-ready building strategies
- Building and safety code development and regulation
- Support for safety standards, in partnership with TSBC

### Ministry Operations & Management Services

- Strategic initiatives, such as MAH 10 principles/DRIPA and GBA+ plans
- Corporate planning and compliance reporting
- Budget and financial management
- Information management and information technology
- Strategic human resources,
- FOI and records management
- Correspondence
- Executive coordination

We are also responsible for a wide range of legislation, including but not limited to: the Local Government Act, the Community Charter, the Vancouver Charter, the Assessment Act and Assessment Authority Act, the Commercial Tenancies Act, the Ministry of Lands, Parks and Housing Act, the Municipal Finance Authority Act, the South Coast British Columbia Transportation Authority Act, the Strata Property Act, the Assistance to Shelter Act, Manufactured Home Park Tenancy Act, the Residential Tenancy Act, the Building Act, the Safety Authority Act, the Safety Standards Act and the BC Building, Plumbing and Fire Codes.



## GOALS, OBJECTIVES & STRATEGIES

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We have established the following three principle goals to frame what we do, how we work, and who we are:

**GOAL 1: We help communities thrive**

**GOAL 2: Our work is evidence based, future focused and collaborative**

**GOAL 3: We are connected, empowered and engaged**

---

This section lays out our plans for working toward our vision and mission over the next five years. Goals establish what we aim to accomplish, objectives are measurable and identify desired outcomes, and strategies define how we will get there.

These ministry-wide goals and objectives, like our work, are cross-cutting in nature and most teams will see their work reflected in and contributing to multiple objectives across all three goals. It is important that we work together as one organization to support these goals, and it is equally important that each division establish business plans that identify their specific work and maps to these goals.

As this is MAH's first strategic plan, teams will spend the months following the release of the plan developing their own work plans and performance metrics, linking them back to this strategic plan. The team business plans will include time-based initiatives as well as standard operations. Content and findings from this team-level business planning work will be a critical input into the one-year refresh of this plan.



## GOAL 1: We help communities thrive

The Ministry is well-equipped to understand and support communities with their needs around governance, housing, buildings and infrastructure, land use planning, economic prosperity, overall resilience and quality of place.

We have defined four key objectives to achieving this goal over the next few years, with a series of strategies to support each goal.

- 1.1 Communities are well planned for today & tomorrow
- 1.2 Communities are supported to build capacity & be well governed
- 1.3 Housing is affordable, available & secure
- 1.4 The built environment & technical systems are safe & sustainable

### **Objective 1.1:** Communities are well planned for today & tomorrow

Policies, programs, tools, and partnerships exist to help communities evaluate and plan for current and future risks, needs, and opportunities; local and regional partners are equipped to develop and implement corresponding plans for integrated physical, economic, and social solutions that optimally leverage opportunities and meet communities' needs.

The supporting strategies are:

- A. Support local governments with appropriate planning and land use tools to meet community and regional needs, support industry partners and consider provincial interests
- B. Support local governments in planning and developing energy efficient, low carbon resilient buildings and communities including focus on both climate adaptation and mitigation
- C. With other agencies, support local governments and communities in planning for and addressing the opportunities and impacts of economic development



- D. Facilitate work in communities and regions on integrated land use, infrastructure, transportation and housing
- E. Ensure provincial investments in communities support government priorities
- F. Collaborate with other ministries and partners to assist communities to plan for, mitigate and prepare to respond to emergencies
- G. Develop property assessment policy to reflect best practice as well as emerging development patterns and issues

**Objective 1.2:** Communities are supported to build capacity & be well governed

MAH empowers local governments to most effectively provide services, manage public assets, pursue transparent decision-making, and generally govern their respective communities; MAH supports local governments and First Nations collaboration in pursuit of reconciliation; and the ministry provides advice and support that local communities need to thrive.

The supporting strategies are:

- A. Support the financial viability of local governments under a strong and resilient fiscal framework
- B. Continue effective and supported governance structures and transparent operations of local governments, and the responsible conduct of locally elected officials
- C. Maintain, help shape and enhance the legislative framework, policies, programs and funding that support and impact local governments and communities
- D. Effectively anticipate and manage emerging issues, collaborate with partners to advise and educate, and resolve problems to address local government and community needs and provincial interests
- E. Support engagement between the Province and/or, local governments and Indigenous peoples, to further reconciliation for communities
- F. Enable delivery of effective local and regional services for citizens directly, by local governments, and through provincial agencies, partner organizations and non-profits



**Objective 1.3:** Housing is affordable, available & secure

MAH works in close collaboration with BC Housing, local governments, First Nations, community organizations, building owners, and residents to better understand a spectrum of current and future housing needs and to design and deliver policies, programs, and services to meet the diverse housing needs across the province.

The supporting strategies are:

- A. Deliver effective oversight and governance of housing and shelter delivery through BC Housing
- B. Understand factors affecting affordability and impact on the market
- C. Ensure fair and transparent regulation of housing tenure
- D. Ensure investments in affordable housing, maximize partnerships and leverage other existing funding and projects
- E. Support local governments and leverage provincial investments and assets to help meet the housing needs of communities
- F. Continuously improve the systems that support landlords and tenants to meet modern needs

**Objective 1.4:** The built environment & technical systems are safe & sustainable

The Ministry works with a series of partners to establish leading-edge, future-looking policies and develop and oversee clear, functional codes and regulations that ensure the built environment and technical systems meet public safety expectations and adapt to changing opportunities and challenges, such as climate change.

The supporting strategies are:

- A. Maintain and improve appropriate legislative and regulatory frameworks for community infrastructure, buildings and technical systems to make life better for British Columbians
- B. Understand risks in the built environment and technical systems and implement effective mitigation policy
- C. Support our partners to achieve health, safety and accessibility in the built environment
- D. Respond effectively to ensure legislation and programs for the built environment meet local needs



- E. Ensure the built environment is resilient and energy efficient
- F. Further asset management and other initiatives to promote resilient, supported and well-planned community public infrastructure
- G. Work with partners to design and deliver local government infrastructure programs meet the needs of communities
- H. Leverage provincial and federal investments to focus on accessibility and resilience





## GOAL 2: Our work is evidence based, future focused and collaborative

The Ministry's programs and services are available, understood and meet the needs of people in communities around the province. Our work is informed by engaging people and partners and done in an iterative way to accommodate for learning and adapting to changing needs. We pursue thorough research and analysis that considers best practices, current and future risks, and the social, economic and environmental impacts of decisions.

We have defined four key objectives to achieving this goal over the next few years, with a series of strategies to support each goal.

- 2.1** Service delivery is high quality & focused on the needs of those we serve
- 2.2** Analysis is grounded in effective data, evidence gathering, & systems thinking
- 2.3** Collaboration is fostered via trusted, outcome-oriented relationships
- 2.4** Innovative solutions & continuous improvement are valued

### **Objective 2.1:** Service delivery is high quality & focused on the needs of those we serve

MAH works with partners and stakeholders to take a 'user-centered' approach to program and service design and improvements; we seek opportunities to learn from others and each other in tangible ways to shape how we pursue our work; we design and deliver services and programs with transparency, consistency, and quality in mind.

The supporting strategies are:

- A. Deliver services that are efficient and responsive to the needs of the people we serve
- B. Ensure efficient and effective access to our services



- C. Continuously improve service design and delivery to meet evolving needs of people and communities
- D. Provide timely and accurate advice to support local governments, community organizations and other partners

**Objective 2.2:** Analysis is grounded in effective data, evidence gathering, & systems thinking  
The ministry pursues analysis and makes recommendations based on quality, integrated data that reflect communities and underpin critical programs and services; we establish and maintain standards of practice for planning, analysis, management and operations; we implement systems that help support and evolve our work and maximize impact in communities.

The supporting strategies are:

- A. Leverage information and data to inform decisions and monitor the impact of decisions
- B. Enhance data collection, integration, and records management practices to make effective and strategic use of information
- C. Establish guidelines and standards for planning and policy analysis, including application of a systems lens and consideration of key priorities, including reconciliation, economic viability, sustainability, and GBA+
- D. Establish guidelines and best practices for program and project management and reporting
- E. Establish effective metrics that measure outcomes and inform program and service improvements
- F. Share best practices, data and analysis in a way that supports effective decision making

**Objective 2.3:** Collaboration is fostered via trusted, outcome-oriented relationships  
We rely on and build strong, productive partnerships that shape our work in an iterative, active way; we establish clear, fair terms and expectations of programs and services and measure and communicate collective performance against those expectations.

The supporting strategies are:



- A. Establish a community-centred approach to collaboration
- B. Work collaboratively with Crown Agencies and other partners to support outcomes that deliver on provincial priorities and commitments
- C. Develop and maintain strong relationships with local governments, First Nations, and the Federal government to understand and deliver on mutual goals
- D. Build positive relationships with Indigenous communities and model practices to foster reconciliation
- E. Enhance collaboration with colleagues across government

**Objective 2.4:** Innovative solutions & continuous improvement are valued

MAH teams foster an environment that supports bold thinking and recognizes that there is always room for improvement or new ideas; we enable opportunities and platforms to leverage our people, partners, and outside experts and exchange ideas in new ways; we establish standard practices to facilitate continuous improvement.

The supporting strategies are:

- A. Encourage the proposal of innovative solutions in delivering on Ministry goals including advice given, options presented, and outcomes achieved
- B. Develop methodologies to support innovative proposals that are grounded in evidence and demonstrate risk-based considerations
- C. Proactively seek opportunities for improvement within existing systems/processes
- D. Create standardized management practices that include mechanisms for continuous improvement



## GOAL 3: We are connected, empowered and engaged

We are proud of where we work because we share a common mission and values, encourage ideas and engage each other, are respectful of and support one another, and are empowered to be high-performing professionals.

We have defined three key objectives to achieving this goal over the next few years, with a series of strategies to support each goal.

- 3.1** Staff connect & collaborate with others
- 3.2** Our work environment is respectful, inclusive & values diversity & equity
- 3.3** Staff have the skills, capacity & tools to be successful

### **Objective 3.1:** Staff connect & collaborate with others

MAH establishes a strategic vision for today and the future that resonates with teams; MAH develops and implements engagement and communications strategies that connect with everyone; the ministry enhances opportunities for cross-team engagement, communication, and co-learning.

The supporting strategies are:

- A. Support open and timely internal communications to clarify priorities, plan and enable work, and deliver our programs
- B. Facilitate cross-Ministry engagement and consultation
- C. Work in an efficient, timely and collaborative manner between divisions to ensure integrated provision of our programs, services, policy, regulations and legislation



**Objective 3.2:** Our work environment is respectful, inclusive and values diversity & equity

Everyone in the ministry contributes to a shared environment and culture that is positive, safe and respectful; the ministry promotes initiatives and engagement in support of strengthened understanding and regular practice of diversity and inclusion; we create opportunities to recognize and celebrate ourselves.

The supporting strategies are:

- A. Ensure staffing practices are fair, equitable and transparent
- B. Foster a culture that values gender equity, diversity and inclusion
- C. Demonstrate respect and appreciation for the variety of experiences and subject matter expertise our staff provide the organization
- D. Provide timely and thoughtful recognition for our achievements
- E. Nurture an environment where ethical behaviour and appropriate workplace conduct are valued and demonstrated

**Objective 3.3:** Staff have the skills, capacity & tools to be successful

We understand the skills and professional development needs for individuals and teams; we equip our teams with the skills and opportunities to excel; we build leaders and strong teams.

The supporting strategies are:

- A. Establish a 'People Plan' based on a workforce learning and development analysis
- B. Invest in our people through professional development, training, leadership, and other opportunities
- C. Provide responsive and flexible work options that support employer and employee needs
- D. Support our leaders to build high functioning, engaged and collaborative teams and build on the strengths of individuals



## OUR 2020 PRIORITIES

These cross-Ministry priorities lay out the key initiatives, programs, and projects we will pursue over the next year to advance our five-year objectives and strategies. These in-year priorities align with our service plan commitments and support government's broader priorities of delivering better services for families, making life more affordable, and investing in a strong, sustainable economy that works for people.

Many of these activities represent multi-year initiatives and the highlights below reflect those deliverables or milestones we expect to achieve this year. Future iterations of the strategic plan may lay out priorities or expected achievements by the one-, three-, and five-year horizons.

Most of these initiatives are project-oriented, meaning they are time bound and have defined milestones and expected outcomes. It is important to note that so much of what we do is not project-based and that core work remains important and will continue. Over the next year, divisions and branches will develop more detailed business plans to organize all the work they're pursuing in support this plan as well as those other efforts that remain important to delivering on our mission.

### BC PUBLIC SERVICE CORPORATE PRIORITIES

*There are three over-arching corporate priorities that inform all ministry priorities:*

- BC Economic Framework
- Climate Mitigation & Adaptation (e.g. Clean BC)
- Declaration on the Rights of Indigenous Peoples Act (DRIPA)

Teams should familiarize themselves with all three of these important initiatives, particularly where they directly and indirectly impact our work.



## PRIORITIES FOR WHAT WE DO (GOAL 1)

- Launch an Integrated Transportation and Development Strategy for the Province, in partnership with MOTI, and in support of government's Economic Prosperity Plan.
- Shape the 30-year plans for transportation and land use in the Lower Mainland, in support of government's Economic Prosperity Plan, and in partnership with TransLink, Metro Vancouver, Local Government leaders, and other ministry partners.
- Seek opportunities to advance the Declaration on the Rights of Indigenous Peoples Act (DRIPA) in partnership with local governments.
- Provide leadership on designing and implementing various elements of Clean BC, particularly those related to community resilience, transit, and the built environment.
- Provide leadership and support on modernizing the Emergency Protection Act to help local communities become more resilient by assessing, planning for and mitigating future risks, be those climate-related, seismic, or other hazards.
- Work in partnership with LNG, the Ministry of Energy and Mines, and multiple governments and stakeholders to effectively manage the social and economic impacts of the LNG and Coastal GasLink projects.
- Pursue enhancements to elections and governance regulations to continuously improve the transparency and integrity of local government elections and governing bodies.
- Work with partners in the Ministry of Finance, UBCM and others to evaluate requests to shift revenue sharing models with local governments.



- Launch a strategic review of property assessment legislation, regulation and policy to support the economic viability of existing property types and economic sectors.
- Enhance community infrastructure and asset management programs to provide more co-benefits in addressing climate adaptation and overall community resilience.
- Launch various pilots and working groups to advance recommendations from the Development Approval Process Review (DAPR) Report to improve and streamline local development processes, especially where there are opportunities to accelerate housing.
- Make progress towards meeting our 10-year plan to deliver 114,000 new homes, including delivering on direct government housing investment targets and ramping up programs that enable and induce new housing supply.
- Implement key recommendations from the Rental Housing Task Force report.
- Continue with the next phase of the transformation initiative to modernize Rental Tenancy Branch services, including enhanced technology and enforcement tools.
- Implement key elements of the Homelessness Action Plan, in partnership with SDPR and BC Housing, including launching encampment and community inclusion guides, opening new navigation centres, and creating additional modular housing and shelter spaces.
- Roll-out Housing Needs Assessment Report guidelines and support implementation with local governments.





- Provide leadership and support of innovation in wood buildings, through advancing new pilots and projects that enable tall cross-laminated mass timber structures and new forms of construction.
- Complete the first phase of analysis to evaluate strategies to mitigate various risks in the existing building stock across BC.

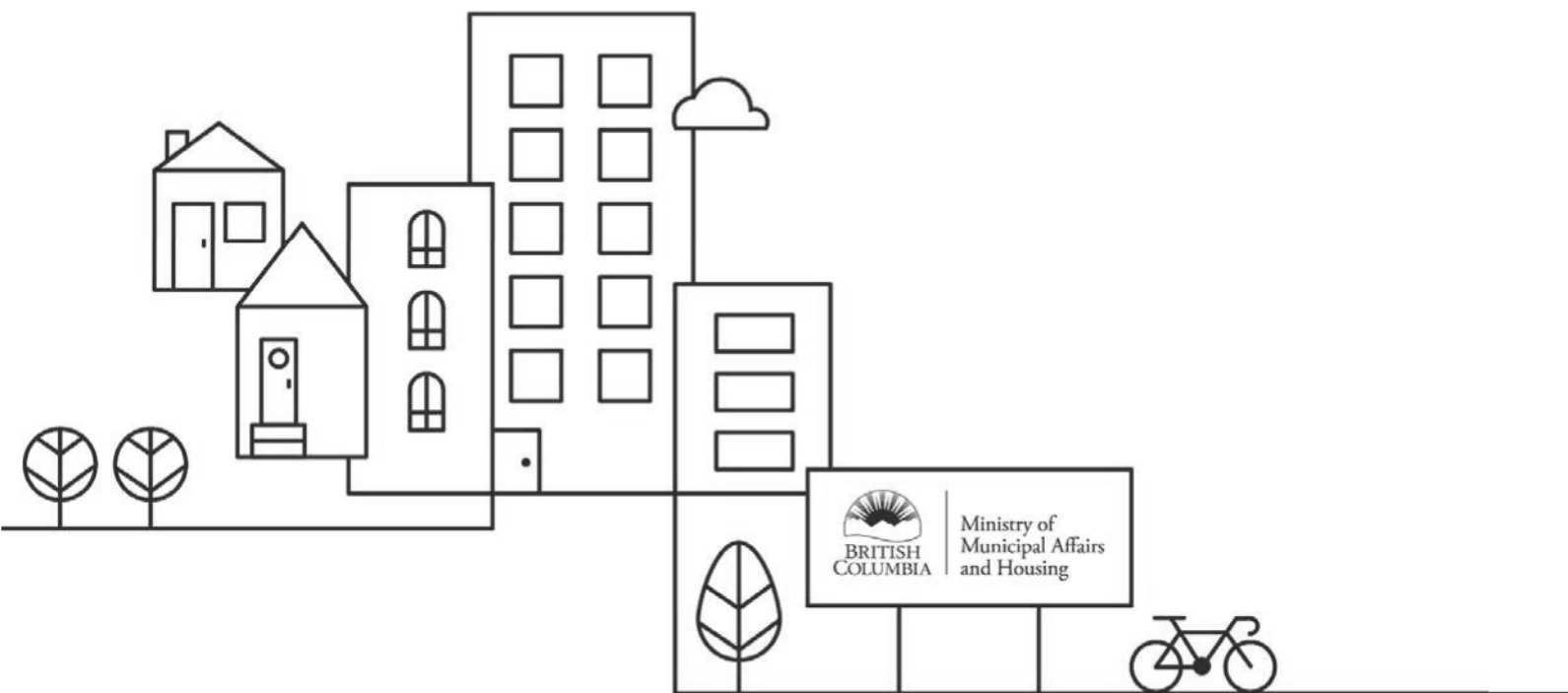
## **PRIORITIES FOR HOW WE WORK (GOAL 2)**

- Launch a MAH-specific Reconciliation Action Plan, guided by DRIPA, that establishes a roadmap for how we pursue reconciliation in all that we do.
- Conduct a service-oriented design review of MAH's principle 'customer-facing' services.
- Create opportunities for cross-branch ideation and innovation discussions.
- Establish key metrics to evaluate and track service performance and update metrics and reporting processes for Crown Corporations.
- Establish key data requirements, gaps and roadmaps to support critical analysis and decision making for priority functions.
- Establish standard operating procedures for policy and program development to ensure consistent, quality analysis, recommendations and deliverables.
- Develop guidelines for incorporating priority lenses - such as reconciliation, economic prosperity, and GBA+ - into all MAH work.



## PRIORITIES FOR WHO WE ARE (GOAL 3)

- Develop and implement a Ministry engagement and communication plan, based on feedback from the MAH team – via WES and other channels - on what is important and how we want to connect.
- Establish additional opportunities to share and recognize achievement.
- Launch the next set of GBA+ and Diversity and Inclusion initiatives.
- Evaluate professional development needs and opportunities to improve learning and development supports.





## Proposed Transition Briefings

### LOCAL GOVERNMENT DIVISION

#### 1) Local Government COVID Response and Recovery Measures

- **Purpose:** LGD activities to further COVID recovery cover a wide range of matters – e.g. Safe Restart funding, by-election orders, CERIP infrastructure funding, financial monitoring, governance advice, CRMA regulation, legislative change, compliance and enforcement support -- briefing would provide an overview of the various LGD activities furthering provincial interests in COVID recovery/adaptation to a “new normal”, what else might be on the horizon and some needed decisions(e.g. by-election orders).
- **Duration:** 60 minutes
- **Timing:** Week of December 7<sup>th</sup> or December 14<sup>th</sup>; no later than end of November

#### 2) Local Government Funding Challenges

- **Purpose:** MAH has several ongoing annual grants to partner organizations Cabinet Confidences; Advice/Recommendations
- **Duration** 60 minutes
- **Timing:** Week of December 7<sup>th</sup> or December 14<sup>th</sup>

#### 3) Infrastructure Funding and Local Government Financing

- **Purpose:** MAH administers multiple funding programs for local governments (conditional and unconditional) (e.g. streams under ICIP; Gas Tax; NCPG; Small Communities). MAH also furthers the financial health of the local government system – briefing would provide an overview of various funding streams, their purposes and interrelationships to further provincial interests; seek any needed decisions; Advice/Recommendations; Government Financial Information
- **Duration:** 60 minutes
- **Timing:** Week of December 7<sup>th</sup> or December 14<sup>th</sup>

#### 4) Community Gaming Grants

- **Purpose:** An overview of the CGG program and its basis of authority, its different funding streams, activities underway and issues that may arise.
- **Duration:** 30 minutes to 60 minutes
- **Timing:** Week of December 21<sup>st</sup> and December 28<sup>th</sup>

#### 5) UBCM

- **Purpose:** The MAH minister has a key partnership with UBCM Executive and will be invited to an upcoming meeting. A briefing could bring a Minister up to speed on UBCM Convention, Resolutions process, the partnership relationship and key topics of interest to UBCM. As well, it could include a brief overview of other key partner organizations – e.g. LGMA; MFA; CivicInfo BC; LGLA)
- **Duration:** 30 minutes
- **Timing:** December 2020

## Proposed Transition Briefings

### 6) UEL Overview

- **Purpose:** Three of the LGD's 30/60/90 day issues are UEL-related, including the Area D plan, so the new Minister will be faced with some significant decisions in the near term; as well, the UEL governance review is underway -- the briefing would provide an update on the status of the UEL, where the pressures might be coming from for a new Minister, and how those problems relate to the governance question, as well as seeking decisions as needed.
- **Duration:** 60 minutes
- **Timing:** Week of January 4<sup>th</sup>

### 7) Local Government Legislative Proposals

- **Purpose:** Advice/Recommendations  
Advice/Recommendations
- **Duration:** 60 minutes
- **Timing:** January

## OFFICE OF MASS TIMBER IMPLEMENTATION

### 1) Mass Timber Overview

- **Purpose:** orientation briefing to answer the following questions:
  - What is Mass Timber and why is the Province trying to implement it?
  - Why is a cross-government leadership hub positioned within the Ministry of Municipal Affairs and Housing needed?
  - While partner ministries and agencies will retain all their individual policy levers and statutory authorities, what MAH tools may be deployed to support mass timber implementation?
  - Cross MAH linkages: Advice/Recommendations
- **Duration:** 60 minutes
- **Timing:** Week of December 14<sup>th</sup> and December 21<sup>st</sup>

### 2) Mass Timber Next Steps

- **Purpose:** For decision and direction on Engagement, Governance and Strategy
- **Duration:** 60 minutes
- **Timing:** Week of December 14<sup>th</sup> and December 21<sup>st</sup>

## MANAGEMENT SERVICES DIVISION

### 1) MAH Budget Overview

- **Purpose:** to provide the Minister with a more detailed assessment of the ministry's budget, business areas, expenditure areas, contingencies and anticipated TB Submissions etc.
- **Duration:** 60 minutes
- **Timing:** Week of November 30<sup>th</sup>

## Proposed Transition Briefings

### 2) Internal Process Overview

- **Purpose:** To provide an overview of the ministry's internal processes: Minister's Council, OICs, Cabinet Committees, materials (deadlines,
- **Duration:** 60 minutes
- **Timing:** Week of November 30<sup>th</sup> or December 7<sup>th</sup>

### 3) MAH Budget Priorities for next Fiscal

- **Purpose:** To highlight the Budget Priorities in a more in-depth level
- **Duration:** 60 minutes
- **Timing:** After mandate letters come out; Week of December 14<sup>th</sup> (by end of December)

## STRATEGIC PLANNING & LAND USE DIVISION

### 1) Auditor General of Local Government

- **Purpose:** Explanation of the role of the Auditor General for Local Government and plans to wind down the organization in 2021.
- **Duration:** 30 minutes including a 15-minute pre-brief excluding AGLG
- **Timing:** Week of November 30<sup>th</sup> or December 7<sup>th</sup>

### 2) Assessment - 2021 Roll & Annual OICs

- **Purpose:** Review 2021 Roll and answer any questions on annual assessment OICs (for December)
- **Duration:** 45 minutes
- **Timing:** Week of November 30<sup>th</sup> or December 7<sup>th</sup>

### 3) Integrated Transportation Development Strategy (ITDS)

- **Purpose:** to provide an overview of the goals and objectives of the initiative with MAH Minister and then a separate joint briefing with TRAN Minister
- **Duration:** 30 minutes
- **Timing:** Week of December 14<sup>th</sup> or 21<sup>st</sup>

### 4) TransLink Investment Plan and Next Phase of Work

- **Purpose:** To provide information on the content and approach to addressing TransLink's recovery and forthcoming Investment Plan.
- **Duration:** 60 minutes
- **Timing:** Week of December 28<sup>th</sup>

### 5) TransLink Introduction

- **Purpose:** Overview of TransLink, governance structure and Meet and Greet with Board Chairs; subsequent attendance at a Mayor's Council to be confirmed after this initial briefing.
- **Duration:** 30 minutes
- **Timing:** December

## Proposed Transition Briefings

### 6) Surrey-Langley Skytrain

- **Purpose:** Overview of project, <sup>Advice/Recommendations</sup> Joint with MoTI (lead) and FIN
- **Duration:** 30 minutes
- **Timing:** December

### 7) Advice/Recommendations

- **Purpose:** <sup>Advice/Recommendations</sup>  
Advice/Recommendations
- **Duration:** 30 min
- **Timing:** December

### 8) Risk-Based Planning & Emergency Program Act Modernization

- **Purpose:** <sup>Cabinet Confidences; Advice/Recommendations</sup>  
Cabinet Confidences; Advice/Recommendations
- **Duration:** 30 min
- **Timing:** December

### 9) Policymaker's Coordination Forum (Metro Vancouver)

- **Purpose:** To meet the Metro Vancouver Board chair and discuss the Policy Makers Coordination Forum (PCF) – a regional collaboration – that is convened with Metro Vancouver, TransLink and the Province. <sup>Advice/Recommendations</sup>  
Minister of MAH is provincial representative, on PCF and Minister of MOTI is briefed and consulted on materials.
  - Pre-brief with staff (DM, ADM, ED) on PCF background, structure and objectives (December – 30 min)
  - Metro Vancouver Board Chair Meet and Greet with Minister (early January – 30 min)
  - Policy Makers Coordination Forum meeting (January – date, time TBC); will require joint pre-brief with Ministers of MAH, MOTI, JEDC prior to meeting
- **Duration:** see above
- **Timing:** see above

### 10) BC Assessment Overview

- **Purpose:** Overview of BC Assessment and Meet and Greet with Chair
- **Duration:** 30 minutes
- **Timing:** January

## Proposed Transition Briefings

### 11) Development Approvals

- **Purpose:** to provide an overview the multi-year Development Approvals Process Review (DAPR) initiative, aimed at improving local government development approvals processes/systems;  
Advice/Recommendations  
Advice/R to support local governments implement best practices and innovative approach to streamlining development approvals
- **Duration:** 60 min
- **Timing:** Week of January 4<sup>th</sup>

### 12) Healthy Northern Communities

- **Purpose:** to provide an overview, including proposed launch dates and communications plan, of the \$25M HNCF program established to fund initiatives that support healthy, sustainable and resilient communities facing rapid and large-scale economic development associated with LNG development in Northern BC
- **Duration:** 30 minutes
- **Timing:** January 2020

## OFFICE OF HOUSING & CONSTRUCTION STANDARDS

### 1) Residential Tenancy Branch Overview

- **Purpose:** To provide an introduction to the Residential Tenancy Branch information and dispute resolution services as well as compliance and enforcement activities.
- **Duration:** 60 minutes
- **Timing:** Week of November 30<sup>th</sup> or December 7<sup>th</sup>

### 2) BC Housing Governance

- **Purpose:** To provide an overview of the governance structures related to BC Housing and the governance relationship between the Ministry and BC Housing, including legislation, policy and financial accountability.
- **Duration:** 30 minutes
- **Timing:** Week of November 30<sup>th</sup> or December 7<sup>th</sup> must occur prior to briefing "BC Housing" Briefing #3.

### 3) BC Housing Overview

- **Purpose:** Overview of BC Housing structure, role, services and programs.
- **Duration:** 60 minutes
- **Timing:** Week of November 30<sup>th</sup> or December 7<sup>th</sup>

### 4) Rental Housing Taskforce Overview and Status

- **Purpose:** To provide an overview and status update on the Rental Housing Taskforce recommendations and review Advice/Recommendations  
Advice/Recommendations
- **Duration:** 60 minutes
- **Timing:** Week of November 30<sup>th</sup> or December 7<sup>th</sup>



## Proposed Transition Briefings

### 5) Strategic Review of TB Submissions for Advice/Recommendations

- **Purpose:** Advice/Recommendations  
Advice/Recommendations
- **Duration:** 60 minutes
- **Timing:** Week of December 13<sup>th</sup>

### 6) Homelessness Overview

- **Purpose:** To provide an overview of homelessness in BC including government's response to homelessness, consideration of future actions, and a review of near-term decisions required.
- **Duration:** 60 minutes
- **Timing:** Week of November 30<sup>th</sup> or December 7<sup>th</sup>

### 7) COVID-19 Recovery and Restart Decisions – Housing & Homelessness

- **Purpose:** To review decision material related to Strengthening Communities' Services program and CMHC's Rapid Housing Initiative.
- **Duration:** 60 minutes
- **Timing:** Week of November 30<sup>th</sup> or December 7<sup>th</sup>

### 8) Riverview Lands

- **Purpose:** To provide an overview of the Riverview Lands Advice/Recommendations  
Advice/Recommendations
- **Duration:** 60 minutes
- **Timing:** Week of December 7<sup>th</sup> or December 14<sup>th</sup>

### 9) Provincial Housing Plan – Status

- **Purpose:** To provide an overview and status update on Homes for BC: A 30-point plan for Housing Affordability Advice/Recommendations
- **Duration:** 60 minutes
- **Timing:** Week of January 4<sup>th</sup>

### 10) Provincial Housing Policy and Programs

- **Purpose:** To provide an orientation to the housing policy portfolio including market and non-market housing policy and programs.
- **Duration:** 60 minutes
- **Timing:** Week of January 4<sup>th</sup>

### 11) Building Regulations Overview (including existing buildings)

- **Purpose:** To provide an overview of the regulatory system for buildings and the BC construction codes, strategies to promote consistency, innovation and competency for their implementation, and emerging priorities under the Federal Provincial Territorial regulatory reconciliation and cooperation agreement on construction codes.
- **Duration:** 60 minutes

## Proposed Transition Briefings

- **Timing:** January

### 12) Safety Standards

- **Purpose:** To provide an overview of the safety regulatory system for the installation and operation of technical safety systems such as elevators, boilers, natural gas and electrical systems, including the implementation framework with Technical Safety BC and local governments, oversight of tradespersons, challenges and opportunities.
- **Duration:** 60 min
- **Timing:** January

# Acts/Ministers' Responsibilities:

## Minister of Municipal Affairs and Housing

Total: 44 statutes

Minister of Municipal Affairs and Housing			
Act	Details	Description	Proposed Changes
<i>Assessment</i>	except sections 43 (1), (4) and (8), 43.1, 44, 45, 46, 49, 51, 55, 57, 59, 60, 62 and 63, Part 7 and section 74 (2) (g) (iv), (k), (s), (t) and (u).	Requires properties be assessed as of July 1st each year. Enables BC Assessment to produce assessment information annually to provide tax authorities with a consistent tax base.	Cabinet Confidences; Advice/Recommendations
<i>Assessment Authority</i>	Entire Act	Establishes the British Columbia Assessment Authority, sets out its purpose to establish and maintain assessments that are uniform in the whole of British Columbia in accordance with the <i>Assessment Act</i> , and its powers and duties.  The Lieutenant Governor in Council may appoint up to 12 directors to the Authority.	
<i>Assistance to Shelter</i>	Entire Act	The <i>Assistance to Shelter Act</i> grants local police and the RCMP the capacity to assist a person who is homeless to a shelter during extreme weather alerts.	
<i>Auditor General for Local Government</i>	Entire Act	Sets out the purpose and mandate of the Auditor General for Local Government to conduct performance audits of the operations of local governments in order to provide local governments with objective information and relevant advice that will assist them in their accountability to their communities for the stewardship of public assets and the achievement of value for money in their operations.	

		The Lieutenant Governor in Council may appoint a qualified individual to be the Auditor General for Local Government and no fewer than 5 persons to be members of the audit council.	Advice/Recommendations
<i>British Columbia Enterprise Corporation</i>	Except as it relates to the B.C. Pavilion Corporation	<p>Establishes and supports the operation of the British Columbia Enterprise Corporation, British Columbia Development Corporation, and British Columbia Pavilion Corporation.</p> <p>The British Columbia Pavilion Corporation (PavCo) is a provincial crown corporation and falls within the responsibility of TAC.</p> <p>The British Columbia Enterprise Corporation ceased operations on September 30, 1989 and has been inactive since that date.</p> <p>The British Columbia Development Corporation was a crown corporation that was created by the Development Corporation of British Columbia Act 1973, (B.C.) c. 27, and continued pursuant to the Development Corporation Act, which was repealed in May 2007.</p>	
<i>Building</i>	Except Part 4.	<p>Provides the Province with the authority to set technical building requirements and sets province-wide training and qualification requirements for building officials based on competency criteria.</p> <p>The Act applies in all parts of the province except the City of Vancouver and federal lands and reserves.</p>	
<i>Building Officials' Association</i>	Entire Act	<p>Establishes the Building Officials' Association of British Columbia and sets out its objectives to develop and promote the uniform interpretation and enforcement of building regulations and provide for training and certification of building professionals.</p> <p>The minister may appoint up to 4 individuals to the executive committee.</p>	
<i>Commercial Tenancy</i>	Entire Act	Governs the relationship between commercial tenants and their landlords including tenant and landlord rights, payment of rent or lease, conclusion of agreements, default, recovery and appeal.	

<i>Community Charter</i>	Entire Act	<p>Statutory framework for municipalities in B.C. <u>except</u> the City of Vancouver and municipalities' core areas of authority:</p> <ul style="list-style-type: none"> <li>• Governance powers (for example, municipal services, public health regulation and entering into agreements)</li> <li>• Property taxation</li> <li>• Financial management</li> <li>• Procedures (for example, adopting bylaws)</li> <li>• Bylaw enforcement</li> </ul> <p>Enables the province to convey to a municipality:</p> <ul style="list-style-type: none"> <li>• Corporate ("natural person") powers</li> <li>• Service powers</li> <li>• Regulatory powers</li> <li>• Other specific powers (for example, expropriation)</li> </ul> <p>Includes accountability and public participation provisions:</p> <ul style="list-style-type: none"> <li>• Elector approval processes</li> <li>• Annual municipal reporting</li> <li>• Ethical conduct rules for elected officials</li> </ul> <p>The Community Charter also addresses municipal-provincial relations, with principles, consultation requirements and dispute resolution processes.</p>	Advice/Recommendations
<i>Fire Services</i>	Section 47 (2) (g) and (h).	<p>Establishes the function of the Office of the Fire Commissioner with provision for:</p> <ul style="list-style-type: none"> <li>• appointments of Local Assistants to the Fire Commissioner</li> <li>• fire safety and prevention requirements</li> <li>• inspection of fire hazards</li> <li>• the Order and Appeal process</li> <li>• Adoption of the National Fire Code in Provincial Regulation</li> <li>• authority to enter, exclude &amp; investigate</li> </ul> <p>Section 47(2)(g) and(h) of the Act provides that the minister may make regulations:</p> <p>(g) adopting all or part of the National Fire Code of Canada and any other code or standard on fire standards and fire safety, and amending a code or standard adopted under this paragraph;</p>	

		(h) for the purpose of adopting a code or standard under paragraph (g);
<i>Gaming Control</i>	Part 6.	<p>Establishes the community gaming grants program and sets out the responsibilities of the community gaming grants manager to approve organizations eligible to receive the grant.</p> <p>The minister must appoint an individual under the <i>Public Service Act</i> to be the community gaming grants manager.</p>
<i>Homeowner Protection</i>	<p>Except:</p> <p>(a) sections 2 (2) and 10.1 and Part 9; (b) sections 10, 32 and 36 as those provisions relate to the portfolio of the Minister of Finance and Deputy Premier; (c) Section 29.4.</p>	<p>Provides for the licensing of residential builders and makes third-party home warranty insurance mandatory on new home construction.</p> <p>Provides for the Licensing and Consumer Services Branch of BC Housing responsibility for:</p> <ul style="list-style-type: none"> <li>• Licensing residential builders and building envelope renovators</li> <li>• Monitoring the provision of mandatory third-party home warranty insurance</li> <li>• Administering Owner Builder Authorizations</li> <li>• Carrying out research and education that benefits the residential construction industry and consumers</li> </ul>
<i>Islands Trust</i>	Entire Act	<p>Establishes the corporate bodies of the Islands Trust:</p> <ul style="list-style-type: none"> <li>• Identifies the Islands Trust Area and the "object" (mandate) of the Islands Trust.</li> <li>• Confers responsibilities and powers on the corporate bodies of the Islands Trust.</li> <li>• Transfers land use planning powers from Regional Districts to Local Trust Committees.</li> <li>• Prohibits a Regional District from adopting bylaws, issuing permits or undertaking work contrary to a Local Trust Committee bylaw.</li> <li>• Establishes the relationship with Island Municipalities and</li> <li>• Provides for budget and requisition of taxes</li> </ul>
<i>Land Title</i>	<p>Section 219 (1), (2), (3) (a) and (b), (4) – (9.2), (10), (11) (a), (12) and (14)</p>	<p>Provides for the registration, transfer, and cancellation of land and title within BC and defines provincial land districts and the responsibilities of land title offices.</p>

		The Ministry of Municipal Affairs and Housing responsibility is specific to registration of covenant as to use and alienation.	
<i>Local Elections Campaign Financing</i>	Entire Act	Sets out election rules that apply to local elections and assent voting such as campaign financing	Cabinet Confidences; Advice/Recommendations
<i>Local Government</i>	Except sections 481 (1) and 551 – 554.	Sets out the framework for local government structure and operations, powers and responsibilities and authorities such as planning and land use and statutory requirements for administering elections.	

			Cabinet Confidences; Advice/Recommendations
<i>Local Government Grants</i>	Entire Act	Sets out the statutory and regulatory provisions for the Minister to provide conditional and unconditional grants to Municipalities, regional districts and some prescribed organizations.	
<i>Local Services</i>	Entire Act	Governs the provision of local services, such as garbage collection and disposal, ambulance service by the province in rural areas.  The use of this Act is limited, due to most local services having been moved within the responsible area of regional districts.	
<i>Manufactured Home Park Tenancy</i>	Entire Act	Sets out provisions for tenancies in manufactured home parks in British Columbia.	
<i>Manufactured Home Tax</i>	Entire Act	Sets out terms of property taxation specific to manufactured homes.	
<i>Ministry of Lands, Parks and Housing</i>	Sections 5 (b.1) and (c), 8.1 and 10.	Sets out the legislated requirement that there be a ministry of the public service of British Columbia called the <i>Ministry of Lands, Parks and Housing</i> .  Relevant sections provide the purposes and functions of the ministry to develop land or improvements for the purpose of providing housing, undertaking programs relating to the provision of housing, providing affordable housing assistance, establishing the British Columbia Housing Management Commission (BC Housing).  The Lieutenant Governor in Council may appoint up to 9 directors to the Board of Commissioners.	
<i>Ministry of Municipal Affairs</i>	Entire Act	Sets out the legislated requirement that there be a ministry of the public service of British Columbia called the Ministry of Municipal Affairs	



		responsibilities of the Minister for the direction of the ministry, establishment of branches, annual reporting requirements and defines the purposes and function of the ministry.	Cabinet Confidences; Advice/Recommendations
<i>Municipal Aid</i>	Entire Act	Set outs the provisions for payments in lieu of taxes.	
<i>Municipal Finance Authority</i>	Entire Act	Sets out the operations parameters for the municipal finance authority of British Columbia, for example, investments for local government and lending to local governments.	
<i>Municipal Replotting</i>	Entire Act	Minor, rarely used legislation.	
<i>Municipalities Enabling and Validating (No. 1-4)</i>	Entire Act	Enables compilations of special amendments providing specified local governments with additional authority not contained within existing legislation or validating their procedural errors.	
<i>Recreational Facility</i>	Entire Act	Historical act governing recreational facility grants.	
<i>Rent Distress</i>	Entire Act	Establishes the rights and accountabilities of a lodger or renter with property under seizure by a superior landlord due to an act of default (lodger or renter is a tenant or has sublease arrangements)	
<i>Residential Tenancy</i>	Entire Act	Governs the relationship between landlords and tenants and outlines tenants' and landlords' rights and responsibilities.	
<i>Resort Associations</i>	Entire Act	Sets out the role and function of resort associations including provisions for their governance and empowers resort associations to charge a levy to members that supports the cost of their operations.	
<i>Resort Municipality of Whistler</i>	Entire Act	Entrenches the Resort Municipality of Whistler with the additional purpose to "promote, facilitate and encourage the development, maintenance and operation of a resort"	
<i>Safety Authority</i>	Entire Act	Establishes Technical Safety BC as a not-for-profit organization and describes its objectives and its governance structure, including:	

		<ul style="list-style-type: none"> <li>• fostering safety by regulating technical products, equipment, systems and railways,</li> <li>• overseeing the safe installation and operation of technical systems and equipment through permits, licensing, enforcement, education and research,</li> <li>• a Board with at least 9 but not more than 15 directors (3 directors appointed by the Minister).</li> </ul>	Cabinet Confidences; Advice/Recommendations
<i>Safety Standards</i>	Entire Act	<p>Sets out the general requirements for regulated work performed by contractors and includes information on the legal requirements for permits and qualifications for:</p> <ul style="list-style-type: none"> <li>• Amusement rides</li> <li>• Boilers, pressure vessels and refrigeration systems</li> <li>• Electrical equipment and systems</li> <li>• Elevators and escalators</li> <li>• Gas appliances and systems</li> <li>• Railways</li> <li>• Ski lifts and aerial trams</li> </ul> <p>The Act authorizes Technical Safety BC to take enforcement actions if there is non-compliance with the Act or Regulations.</p>	
<i>Sechelt Indian Government District Enabling</i>	Except Part 8.	Establishes the Sechelt Indian Government District, recognizes the Sechelt Indian Government District Council as the governing body, and entitles the District Council to municipal benefits.	
<i>South Coast British Columbia Transportation Authority</i>	Section 4.	<p>Establishes the South Coast British Columbia Transportation Authority (TransLink)</p> <p>TransLink is governed by the Mayors' Council on Regional Transportation and TransLink's Board of Directors.</p> <p>The Mayors' Council is composed of the 21 mayors in Metro Vancouver, the Chief of the Tsawwassen First Nation, and the elected representative of Electoral Area "A".</p> <p>The Board is comprised of 11 directors. Two directors are appointed by the Minister.</p>	
<i>South Coast British Columbia Transportation</i>	Except Part 7.1.	Enable referenda regarding funding for the regional transportation system to occur during local government elections up to 2022, enables	

<i>Authority Funding Referenda</i>		<p>government to reimburse local and First Nation governments for the costs of delivering a referendum and allows the Mayors' Council to have direct input into the wording of a referendum question.</p> <p>This Act has not been brought into force and there are no associated regulations.</p>	Cabinet Confidences; Advice/Recommendations
<i>Special Accounts Appropriation Control</i>	Section 9.3.	<p>Establishes the Housing Endowment Fund special account. The minister responsible for the administration of this section may pay out of the special account earnings for purposes related to any of the following:</p> <p>(a) innovation in the provision of affordable, social or supportive housing;</p> <p>(b) innovation in housing development or management;</p> <p>(c) acquisition, development or operation of affordable, social or supportive housing.</p>	
<i>Strata Property</i>	Entire Act	Provides the legal framework under which all strata corporations and strata owners must operate in British Columbia	
<i>Tourist Accommodation (Assessment Relief)</i>	Entire Act	Provides an exemption for tourist accommodation property by reducing the assessed value of eligible property for the purpose of taxation under designated Acts, which include the <u>Assessment Authority Act</u> , the British Columbia Transit Act, the <u>Community Charter</u> , the Hospital District Act, the <u>Islands Trust Act</u> , the <u>Local Government Act</u> , the <u>Municipal Finance Authority Act</u> , the Police Act, the School Act, the <u>South Coast British Columbia Transportation Authority Act</u> , the Taxation (Rural Area) Act, the Treaty First Nation Taxation Act, the <u>University Endowment Land Act</u> , and the <u>Vancouver Charter</u> .	
<i>University Endowment Land</i>	Except sections 2 (1) (a) and (d) and 3 (b).	<p>Enables the Minister to:</p> <ul style="list-style-type: none"> <li>• Levy property taxes</li> <li>• Enact bylaws</li> <li>• Appoint a person to administer the University Endowment Lands</li> </ul> <p>The University Endowment Lands (UEL) is an unincorporated community located between the City of Vancouver and the University of British Columbia on the Point Grey Peninsula. It is the only part of British Columbia where the</p>	

		<p>provincial government provides local services directly to an urban area.</p> <p>As an unincorporated area, the University Endowment Lands does not have an elected municipal council. Instead, the provincial government, through the Minister of Municipal Affairs and Housing, governs the University Endowment Lands.</p>	Cabinet Confidences; Advice/Recommendations
<i>Vancouver Charter</i>	Entire Act	<p>Provides for the continuation, structure and operation of the City of Vancouver and sets out its main powers and responsibilities, including elections, public works, real property taxation and land use planning.</p> <p>Makes specified provisions of the <i>Community Charter</i> and the <i>Local Government Act</i> apply to Vancouver.</p>	

**Private, special and local statutes:**

Note: The Acts listed here are termed private, special, and local statute and therefore not included as part of the in the 44 public statutes identified above.

Act	Details	Description	Upcoming Changes
<i>Greater Vancouver Water Act</i>	Entire Act	Provides the Greater Vancouver Water District with the objects, corporate powers, and form of governance necessary to operate as a region-wide water utility including water rights acquisition, water supply acquisition and distribution, energy production and supply within a defined geographical area (Metro Vancouver).	Cabinet Confidences; Advice/Recommendations
<i>Greater Vancouver Sewerage and Drainage District Act</i>	Entire Act	<p>Provides the necessary authority, powers and form of governance to operate the Greater Vancouver Sewerage and Drainage District including sewage collection, treatment and disposal, as well as solid waste and drainage across the Lower Mainland.</p> <p>Seventeen municipal members are represented along with the Director for Electoral Area A.</p>	
<i>Cultus Lake Park Act</i>	Entire Act	<p>Provides the authority for the administration of Cultus Lake Park (Cultus Lake Park Board, powers to improve, maintain and regulate the Park).</p> <p>The Board consists of five elected commissioners, three representing the residents and leaseholders of the park, and two elected from the City of Chilliwack. The land within the jurisdiction of the Board is held in trust by the City of Chilliwack.</p>	

## 2020 BC NDP Platform: Working for You

The following is a high level summary of each platform commitment noting the Ministry currently responsible, the level of policy development required and fiscal and legislative implications. Significant and material issues have also been noted. Ministry executives are available for briefings on any of the commitments. Financial implications for commitments are available from the Ministry of Finance. Financial implications noted below have been provided by the ministry currently responsible for the commitment's implementation. In the majority of instances, these numbers will need to be validated through the Treasury Board process. Commentary in this table is based on the current structure of government. Cost estimates are rounded to the nearest million.

	Commitment	Min	Implementation information
	<b>More affordable housing</b>		
1.	<b>Freeze rents to end of 2021</b> Page: 20 <i>Freeze rents until the end of 2021.</i> <sup>Advice</sup> Estimated Operating: TBC Estimated Capital: TBC	MAH	Cabinet Confidences; Advice/Recommendations; Government Financial Information
2.	<b>Cap rent increases after 2021</b> Page: 20 <i>After 2021, permanently limit rent increases to the rate of inflation.</i> <sup>Advice</sup> Estimated Operating: TBC Estimated Capital: TBC	MAH	Complete. Rent increases are already capped at rate of inflation by regulation. Advice/Recommendations
3.	<b>Provide a renter's rebate</b> Page: 20 <i>Bring in an income-tested renter's rebate of \$400 a year for households earning up to \$80,000 annually that are not already receiving other rental support.</i> <sup>Advice</sup> Estimated Operating: TBC Estimated Capital: TBC	MAH/FIN	Comprehensive advice has been developed and was provided to previous government. <sup>Advice</sup> Advice/Recommendations; Government Financial Information

## 2020 BC NDP Platform: Working for You

4.	<b>Reduce construction costs to make homes more affordable - eliminating outdated parking minimums</b> Page: 20 <i>Streamline and modernize housing construction by eliminating outdated parking minimums in projects close to public transit</i> <sup>A</sup> Estimated Operating: TBC Estimated Capital: TBC	MAH	Advice/Recommendations
5.	<b>Reduce construction costs to make homes more affordable - single-window provincial permitting</b> Page: 20 <i>Develop a single-window provincial permitting process</i> <sup>Ad</sup> Estimated Operating: Advice/R Estimated Capital: Advice/	MAH	
6.	<b>Reduce construction costs of homes - streamline local approvals</b> Page: 20 <i>Work with communities to streamline approval processes at the local level.</i> <sup>A</sup> Estimated Operating: Advice Estimated Capital: TBC	MAH	In progress through the Development Approvals Process Review initiative. <sup>Ad</sup> Advice/Recommendations
7.	<b>Control rising cost of strata insurance - close loopholes</b> Page: 20 <i>Close loopholes in strata insurance and beef up regulatory powers</i> <sup>Advi</sup> Estimated Operating: TBC Estimated Capital: TBC	MAH/FIN	Cabinet Confidences; Advice/Recommendations
8.	<b>Continue to deliver a steady supply of new affordable homes</b> Page: 21 <i>Continue to roll out the Homes For BC plan and 114,000 new, affordable housing.</i> » Estimated Operating: TBC Estimated Capital: TBC	MAH	Cabinet Confidences; Advice/Recommendations

Advice/Recommendations

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Last Updated: 20/11/05

2

» Related Briefing Note

## 2020 BC NDP Platform: Working for You

9.	<b>Provide more homes for Indigenous people - deliver the remaining units</b> Page: 21 <i>Deliver the remaining units in the \$550 million commitment to building 1,750 new homes, both on and off-reserve.</i> Estimated Operating: TBC Estimated Capital: TBC	MAH	Ready Advice/Recommendations Advice/Recommendations Legislative Implications: None
10.	<b>Provide more homes for Indigenous people - Pressure the federal government</b> Page: 21 <i>Pressure the federal government to do its share in providing urgent housing for Indigenous people.</i> Estimated Operating: TBC Estimated Capital: TBC	MAH	Advice/Recommendations; Intergovernmental Communications  Legislative Implications: None
11.	<b>More affordable housing through Housing Hub partnerships - loans</b> Page: 21 <i>Provide additional low-interest loans to add tens of thousands more homes for middle-income families. Ad</i> Estimated Operating: TBC Estimated Capital: TBC	MAH	Cabinet Confidences; Advice/Recommendations  Legislative Implications: None
12.	<b>Expand role of the Housing Hub - new partnerships</b> Page: 21 <i>Expand the role of the Housing Hub to partner with non-profit and co-op housing providers to acquire and preserve existing rental housing. A</i> Estimated Operating: TBC Estimated Capital: TBC	MAH	Underway - Advice/Recommendations Advice/Recommendations Legislative Implications: None



## 2020 BC NDP Platform: Working for You

13.	<b>Housing Hub - new pathways to home ownership</b> Page: 21 <i>Instruct the Housing Hub to look for new pathways to home ownership through rent-to-own or other equity-building programs.</i> <sup>Ad</sup> Estimated Operating: TBC Estimated Capital: TBC	MAH	Underway <sup>Advice/Recommendations</sup> Advice/Recommendations Legislative Implications: None
14.	<b>Build more supportive housing - increase to at least 5,000 units</b> Page: 21 <i>Increase total units of supportive housing from 2,800 to at least 5,000 units through our 10-year Homes For BC plan to help curb existing encampments and prevent new encampments from being created. A</i> Estimated Operating: Advice/ Estimated Capital: Advice/R <sup>+</sup>	MAH	Underway - Cabinet Confidences; Advice/Recommendations Cabinet Confidences; Advice/Recommendations Legislative Implications: None
15.	<b>New rent supplements for people moving on from supportive housing</b> Page: 21 <i>Provide rent supplements for residents of supportive housing who are ready to move on to independent living-freeing up space in existing supportive housing.</i> Estimated Operating: TBC Estimated Capital: TBC	MAH	Advice/Recommendations Legislative Implications: None

Safer, caring & healthier neighbourhoods			
16.	<b>Strengthen local communities' ability to respond to crises</b> Page: 34 <i>Through the community safety fund, local governments can apply for funding to help them tackle street disorder, cleanliness, and public safety – and strengthen their ability to respond to challenges posed to businesses and neighbourhoods by increased visible homelessness as a result of the pandemic.</i> Estimated Operating: Advice/ Estimated Capital: TBC	MAH	Cabinet Confidences; Advice/Recommendations  Legislative Implications: None
A clean-energy economy & future			
17.	<b>Require greener buildings - carbon pollution performance standards</b> Page: 39 <i>Empower local governments to set their own carbon pollution performance standards for new buildings.</i> Ca Estimated Operating: Advice/ Estimated Capital: TBC	MAH	Advice/Recommendations  Legislative Implications: None
Promoting the strengths of BC's small & medium-sized businesses			
18.	<b>Enhance mass timber's potential as the construction material of the future</b> Page: 46 <i>Continue to make mass timber a priority for public buildings moving forward.</i> Estimated Operating: Advice/ Estimated Capital: TBC	MAH	Shelf ready strategy and action plan complete. Cabinet Confidences; Advice/Recommendations Cabinet Confidences; Advice/Recommendations

## 2020 BC NDP Platform: Working for You

Post Platform Release			
19.	<p><b>Partner with the community by committing provincial funding support to the redevelopment of the Jewish Community Centre in the Oakridge neighbourhood, delivering 400 child care spaces as part of a new 220,000 square foot community centre.</b></p> <p>No specific financial contribution is included.</p> <p><a href="https://www.bcndp.ca/releases/bc-ndp-invest-redevelopment-jewish-community-centre-new-child-care-spaces">https://www.bcndp.ca/releases/bc-ndp-invest-redevelopment-jewish-community-centre-new-child-care-spaces</a></p> <p>Page: Post-Platform ReleaseAd</p> <p>Estimated Operating: TBC</p> <p>Estimated Capital: TBC</p>	MAH	<p>Advice/Recommendations</p> <p>Legislative Implications: TBD</p>

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Advice/Recommendations; Cabinet Confidences

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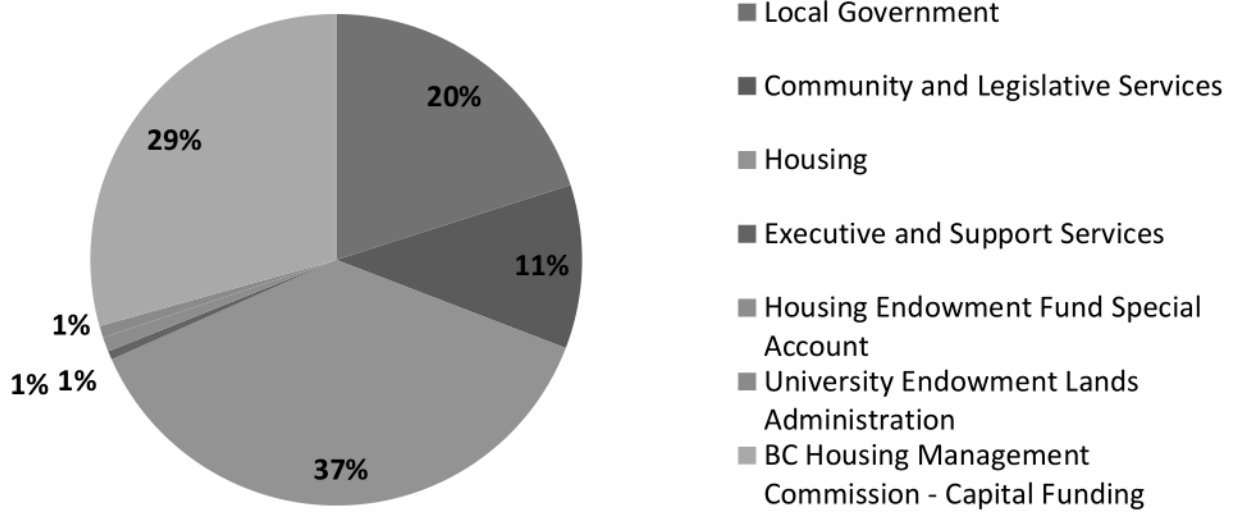
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Advice/Recommendations

## CORPORATE ISSUE/OPPORTUNITY NOTE

**Issue:** To provide an overview of the 2020/21 Ministry budget

**Background:** MAH 2020/21 estimates operating budget, gross of external recoveries is Government Financial Information  
Government Financial Information





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Government Financial Information

## Forecast compared to Budget:

Ministry is on track to meet its budget targets

Core Business Area	20/21 Estimates Budget	Contingencies & Other Authorizations	October Forecast	(Over)/Under
Local Government Total	110,263	Cabinet Confidences; Government Financial Information		
Strategic Planning and Land Use Total	3,203			
Executive and Support Services Total	7,512			
Vote 37 Ministry Operations	120,978			
Vote 38 Housing Operations	505,858			
Ministry Total including Stat Appropriations	650,313			

Minor forecasted deficit is being mitigated through hiring lags and other measures put in place.

**Full-Time Equivalents (FTEs) by Division:**

Local Government	110
SPLUD	35
ESS	86
Housing	<u>166</u>
Total	397

**Fiscal 2020/21 Contingencies:**

The following table summarizes the Ministry's 2020/21 contingency access as at FY21 Q2:

**Vote 45 Contingencies (All Ministries) and New Program Vote - Operating Contingencies (including SSNM):**

	Approved/Approved in Principle	Amount (\$000's)	Description
Cabinet Confidences; Advice/Recommendations			

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Cabinet Confidences; Advice/Recommendations

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Advice/Recommendations; Cabinet Confidences

# Ministry of Municipal Affairs & Housing Overview



Fall 2020



BRITISH  
COLUMBIA

Ministry of  
Municipal Affairs  
and Housing



# Public Mandate

The Ministry of Municipal Affairs and Housing helps make B.C. communities great places to live by providing British Columbians with access to more affordable, safe and functional housing and taking leadership in supporting local governments, not-for-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient and socially and environmentally responsible.



# Services

## Support for Local Governments, First Nations, & Community Organizations

- Reconciliation and local intergovernmental relations
- Governance (e.g. elections, boundaries)
- Fiscal sustainability and asset management
- Varied conditional and unconditional grant programs
- Management and operations of the University Endowment Lands

## Housing & Homelessness Policies, Programs, & Regulation

- Housing policy and programs
- Coordination on housing development and delivery with BC Housing and non-profit partners
- Homelessness policies and coordination, in partnership with BC Housing and SDPR
- Support, education, and dispute resolution for Renters and Owners
- Policy support and resources for stratas

## Land Use, Transit, & Community Planning and Coordination

- Local and regional land use planning coordination, policy, and legislation
- Property assessment policies and oversight, in partnership with BC Assessment Authority
- Integrated land use and transit planning and support (with MOTI)
- Support and oversight of Lower Mainland transit, via coordination with TransLink
- Climate and resilience community planning (with CAS, with local communities and across communities)

## Built Environment Planning & Regulation

- Building policy development and support for innovation in the built environment
- Climate-ready building strategies
- Building and safety code development and regulation
- Support for safety standards, in partnership with TSBC

## Ministry Operations & Management Services

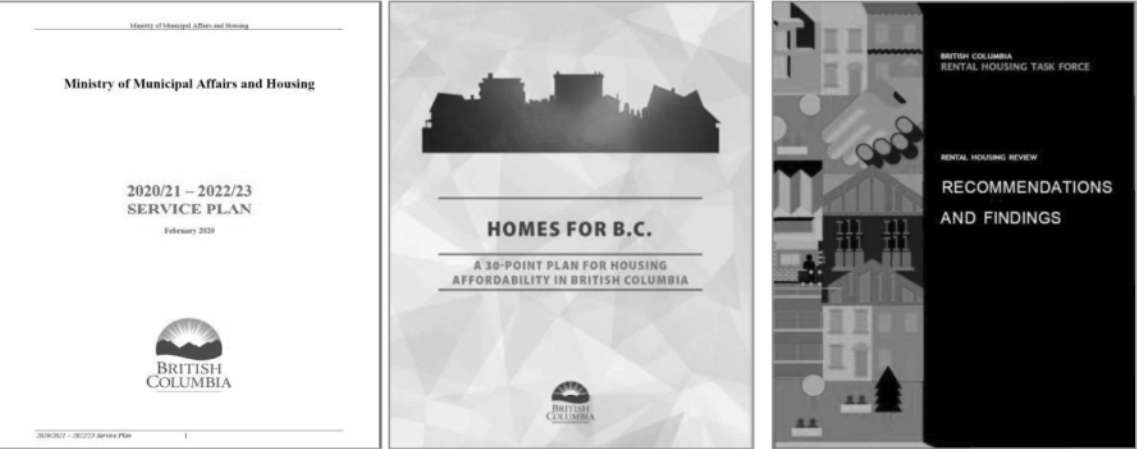
- Strategic initiatives, such as MAH 10 Principles/DRIPA and GBA+ plans
- Corporate planning and compliance reporting
- Budget and financial management
- Information management and information technology
- Strategic Human Resources,
- FOI and records management
- Correspondence
- Executive coordination



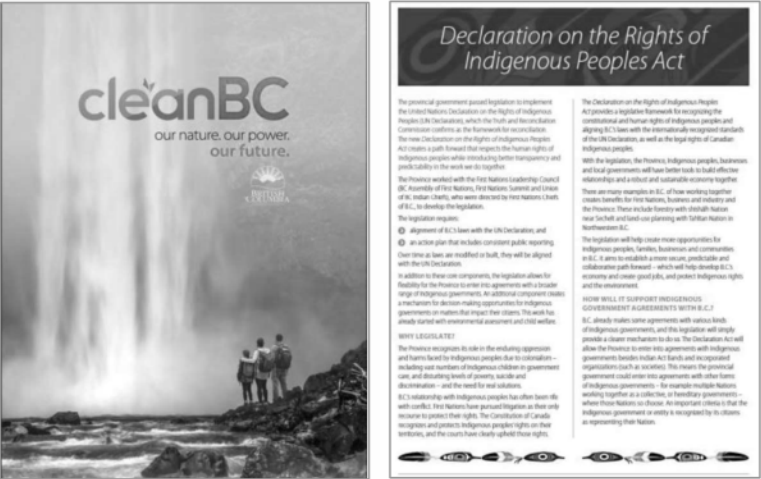


# Guiding Plans & Reports

## Public MAH Plans & Reports



## Public Cross-Government Plans & Acts



## Internal Public Service Plans



# Key Legislation & Authorities

- **Local Government Enabling Legislation:** Local Government Act; Community Charter; the Vancouver Charter; Municipal Finance Authority Act
- **Housing and Tenancies:** Commercial Tenancies Act; the Ministry of Lands, Parks and Housing Act; the Strata Property Act, the Assistance to Shelter Act, Manufactured Home Park Tenancy Act, the Residential Tenancy Act, the Building Act
- **Built Environment:** Safety Authority Act, the Safety Standards Act and the BC Building, Plumbing and Fire Codes.
- **Property Assessment:** Assessment Act; Assessment Authority Act
- **Transit:** South Coast British Columbia Transportation Authority Act



# Org Structure & Executive Team



Kaye Krishna  
Deputy Minister  
Municipal Affairs & Housing



Vanessa Gedney  
Director  
Executive Operations



Trish Rorison  
Director  
GCPE



Silas Brownsey  
Associate DM  
Strategic Planning  
& Land Use  
Management



David Curtis  
ADM & EFO  
Management  
Services Division



Tara Faganello  
ADM  
Local Government  
Division



Cheryl May  
ADM  
Office of Housing &  
Construction  
Standards



Jeff Vasey  
ADM  
Office of Mass  
Timber  
Implementation

# Ministry Offices & Supporting Organizations

## Ministry Offices

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University Endowment Lands Administration  
Inspector of Municipalities

## Crown Agencies

---

BC Housing  
BC Assessment Authority

## Ministry-Administered Bodies

---

Audit Council for Auditor General for Local Government  
Property Assessment Review Panel

## Agencies, Boards and Commissions

---

Islands Trust Fund Board  
Board of Examiners  
BC Housing Management Commission  
TransLink Policy and Governance



# Budget 2020/21

Core Business Area	2019/20 Restated Budget <sup>1</sup>	2020/21 Estimate	2021/22 Plan	2022/23 Plan
<b>Operating Expenses (\$000)</b>				
Local Government <sup>2</sup>	308,258	110,263	253,472	192,512
Community and Legislative Services <sup>3</sup>	3,171	3,203	3,245	3,245
Executive and Support Services	7,393	7,512	7,633	7,633
Housing	486,102	505,858	553,716	585,003
Housing Endowment Fund	12,884	12,884	12,884	12,884
University Endowment Lands Administration Account	10,495	10,593	10,690	10,693
<b>Total</b>	<b>828,303</b>	<b>650,313</b>	<b>841,640</b>	<b>811,970</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services	402	361	2	2
University Endowment Lands Administration Account	0	3,900	100	0
<b>Total</b>	<b>402</b>	<b>4,261</b>	<b>102</b>	<b>2</b>
<b>Capital Plan (\$000)</b>				
Housing	247,002	395,819	362,730	314,657
<b>Total</b>	<b>247,002</b>	<b>395,819</b>	<b>362,730</b>	<b>314,657</b>



# Issues & Opportunities

## Key Issues

- COVID Response and Recovery
- Homelessness
- Housing Affordability
- Transit Investments and Planning
- Property Assessment Impacts on Small Businesses

## Opportunities

### Advice/Recommendations

- Community Resilience Planning
- Innovation in the Built Environment



# THANK YOU



## EXECUTIVE OFFICES PROFILE

### TABLE OF CONTENTS

MINISTER'S OFFICE PROFILE .....	2
DEPUTY MINISTER'S OFFICE PROFILE .....	3



## MINISTER'S OFFICE PROFILE

### Minister of Municipal Affairs and Housing

#### Description:

##### Minister's Office

The Minister's office is comprised of the executive and support staff of the Minister. The role of the staff are to be a source of support and advice for the Minister. The Minister is accountable for meeting the provincial government's objectives as outlined in their Mandate Letter from the Premier.

Advice/Recommendations; Government Financial Information

#### Positions:

The Minister's Office has 6 FTEs.

## DEPUTY MINISTER'S OFFICE PROFILE

### Deputy Minister:Kaye Krishna

#### Role of the Deputy Minister

The Deputy Minister provides advice and support to the Minister and acts as the major interface between the political and administrative function of government. The Deputy Minister supports the Deputy Minister's Council of British Columbia in ensuring that all over-arching policies of government are communicated and coordinated, and that matters and sensitive issues requiring strategic direction on the part of government are managed for appropriate response and resolution. The Deputy Minister leads the ministry organization as the administrative head in achieving the ministry service plan goals and in furthering the strategic corporate agenda for the government and its public service.

#### Deputy Minister's Office

The Deputy Minister's Office is responsible for strategic oversight and leadership of the Ministry and provides a critical link between the offices of the Premier, senior government officials—including Ministers and Parliamentary Secretaries, MLAs, and other stakeholders—with the appropriately responsible areas of the ministry, primarily through the offices of the Assistant Deputy Ministers and other ministry staff. The office effectively manages the progress of its accountabilities within the expectations set by provincial agencies and by the Minister's Office.

The office works to stabilize and strengthen the individual capacity of each division in the ministry to effectively manage and support its accountabilities; to build a strong community of collaboration across the divisions to ensure systems and processes are harmonized and delivered in a collaborative manner, to assist each division in achieving a common standard, and to ensure that collectively the divisional support structures operate as a whole.

The office is responsible for the following key activities:

- Provides the primary contact point between the Ministry and central agencies including the Minister's Office, Cabinet Operations, and Government Communications and Public Engagement.
- Fulfills primary Minister's Office liaison respecting all information and meeting requests, and manages and coordinates information flow and in-person briefings.
- Provides strategic oversight on all central agency requirements including coordination and tracking of Cabinet and Treasury Board Submissions.
- Ministry lead, in collaboration with program areas as appropriate, for Minister and Deputy Minister Tours, including: developing the itinerary, communicating with partners and stakeholders, and material development and coordination;

- Ministry lead for Minister and Deputy Minister Federal Provincial Territorial (FPT) meetings including ensuring appropriate strategic advice on and oversight of F/P/T processes is provided, agendas are developed, material coordination and Executive input and approval.
- Develops, leads, and maintains status of all ministry strategic and priority items, reports out on status to ministry leadership team and ensures targets are met.

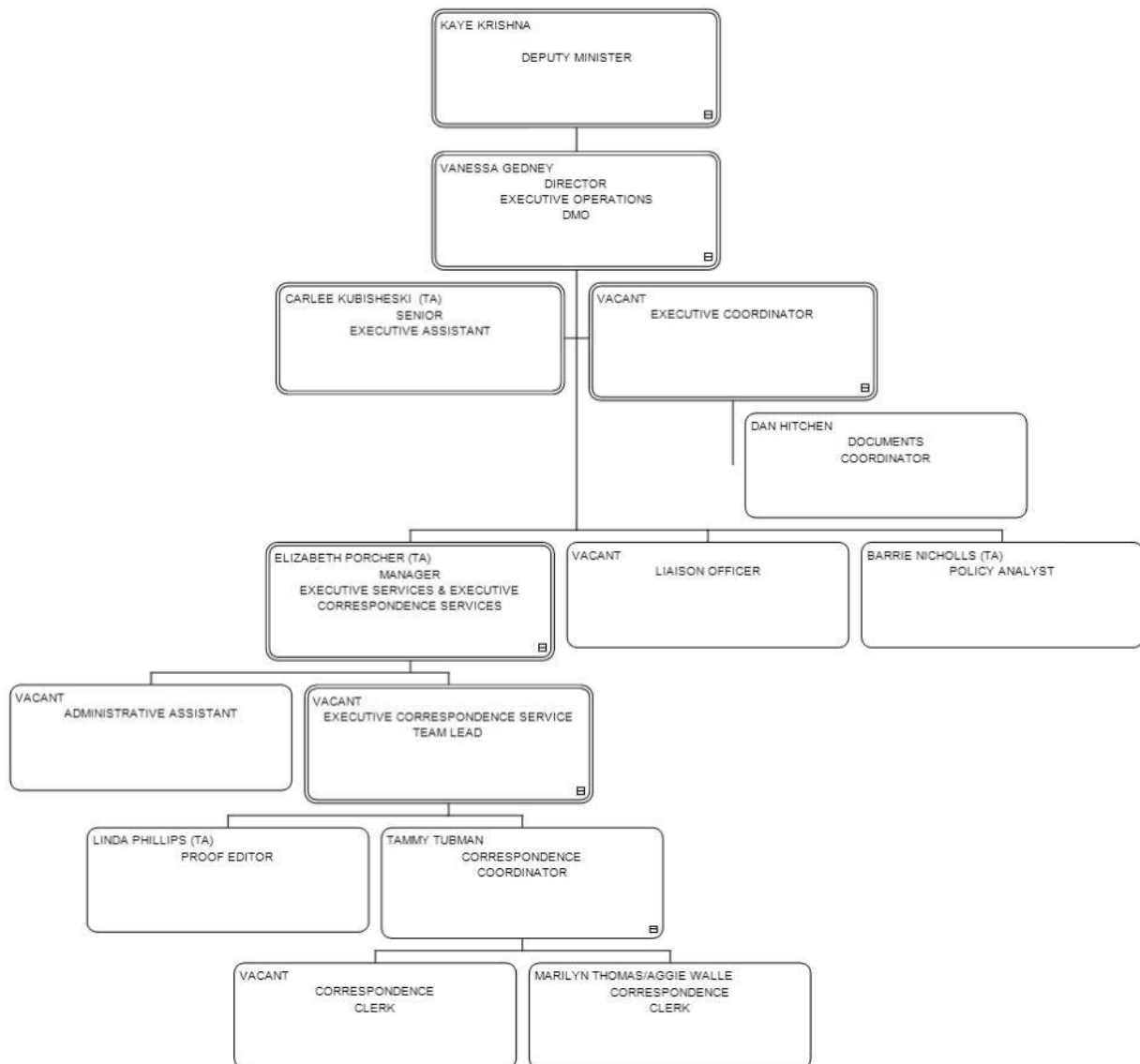
A core function of the office is the Executive Correspondence Services Branch which manages ministerial and executive correspondence. To fulfil its responsibilities, the unit sets the Ministry's operational correspondence policies and procedures; liaises with Premier and Minister offices, with ADM office staff, and with other ministries regarding response development; manages the Ministry's document tracking operations (Cliff), eApprovals systems, and document template library; assists ministry staff in the development of correspondence and document processing procedures; and develops and manages other related resources and tools.

Advice/Recommendations; Government Financial Information

### **Positions:**

DMO has funding for 11 FTEs (including Executive Correspondence Services 5 FTEs)

## Organization Chart:



**Contact:** Kaye Krishna  
Deputy Minister  
250-356-6575

## Quick Facts about the Deputy Minister's Office

The Deputy Minister provides strategic oversight and leadership to the ministry organization as the administrative head in achieving the ministry service plan goals and in furthering the strategic corporate agenda for the government and its public service. The Deputy Minister's office provides a critical link between the offices of the Premier, senior government officials—including Ministers and Parliamentary Secretaries, MLAs, and other stakeholders—with the appropriately responsible areas of the ministry, primarily through the offices of the Assistant Deputy Ministers and other ministry staff.

The Deputy Minister's Office supports achieving the Ministry's mission to oversee the following Crown Corporations, agencies, boards and commissions:

- BC Assessment Authority
- BC Housing Management Commission
- Board of Examiners
- Islands Trust Fund

The Ministry is also involved in the University Endowment Lands, administration of the Property Assessment Review Panel process and support for the Audit Council for the Auditor General for Local Government. The Ministry partners with Technical Safety BC, and the Building Officials Association of BC as delegated authorities to deliver services for British Columbians. The Ministry is responsible for TransLink policy and governance.

The effective delivery of the Ministry's mandate relies on key legislation, including: the *Assessment Act* and *Assessment Authority Act*, the Auditor General for *Local Government Act*, the *Community Charter*, *Vancouver Charter* and *Local Government Act*, the *Commercial Tenancies Act*, the *Ministry of Lands, Parks and Housing Act*, the *Municipal Aid Act*, the *Municipal Finance Authority Act*, part six of the *Gaming Control Act*, the *Islands Trust Act*, the *South Coast British Columbia Transportation Authority Act*, the *Strata Property Act*, the *Assistance to Shelter Act*, the *Manufactured Home Tax Act*, *Manufactured Home Park Tenancy Act*, the *Residential Tenancy Act*, the *Building Act*, the *Building Officials' Association Act*, the *Homeowner Protection Act*, *Safety Authority Act* and the *Safety Standards Act*.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES  
Strategic Planning and Land Use Management

Associate DM Responsible: Silas Brownsey

Core Business/ Program Area Description/Critical Business Processes: (1 to 3 paragraphs)

The division was created in May 2020 to ensure that communities across BC are well planned for today and the future by aligning our internal expertise, resources and policy levers to focus on land use and development, assessment policy, community-based planning and cross-sector priorities.

The division is comprised of four branches that focus on the following:

1. Strategic planning and business support services (including legislation) across the ministry.
2. Long-range, cross-sector systems planning, including integrated transportation and development planning and engagement in TransLink and Metro Vancouver's 30-year plans, and oversight of TransLink legislation and governance.
3. The development of policy, programs and legislation related to the land use planning system in BC.
4. Policy oversight to the property assessment system and strategic direction to BC Assessment.

Budget: Due to recent reorganization divisional working budget is yet to be finalized.

Full Time Equivalent (FTEs): 45

Related Legislation:

*Local Government Act – Part 13 and 14*  
*Assessment Act*  
*Assessment Authority Act*  
*Auditor General for Local Government Act*  
*South Coast British Columbia Transportation*  
*Authority Act*

Organizational Chart:



# Strategic Planning & Land Use Division (SPLUD)

November 2020



BRITISH  
COLUMBIA

Ministry of  
Municipal Affairs  
and Housing



# Division Overview

SPLUD was created in May 2020 to ensure that communities across BC are well planned for today and in the future by aligning our internal expertise, resources and policy levers to focus on land use and development, community-based planning and strategic priorities.

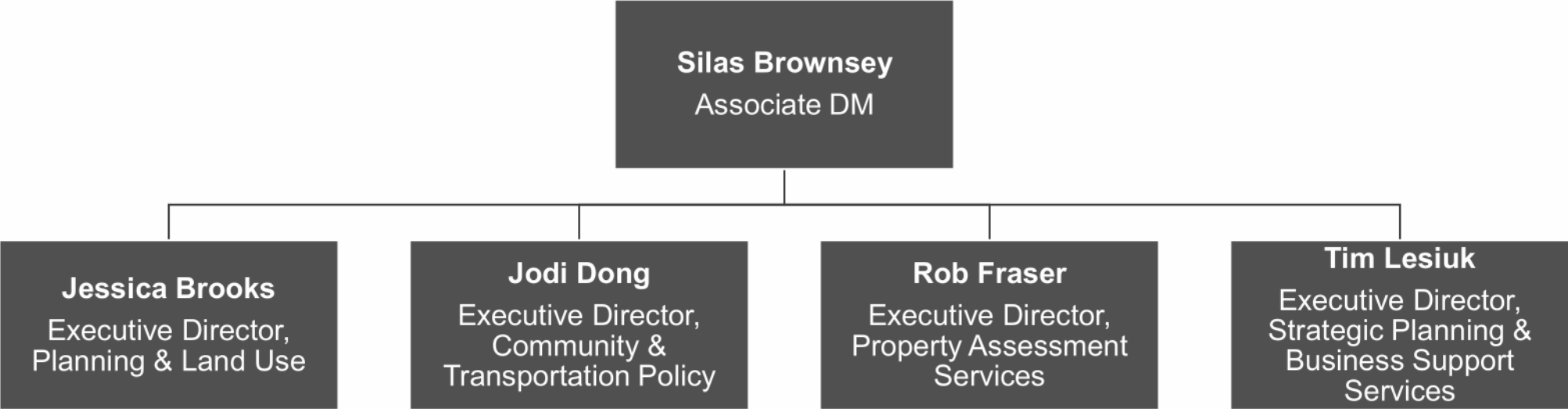
The division has the following key accountabilities:

- Leadership for the land use planning system
- Oversight of the property assessment system and BC Assessment
- Oversight of TransLink legislation and governance
- Long-range, cross-sector systems planning
- Ministry strategic planning and business services





# Organizational Structure



# Land Use

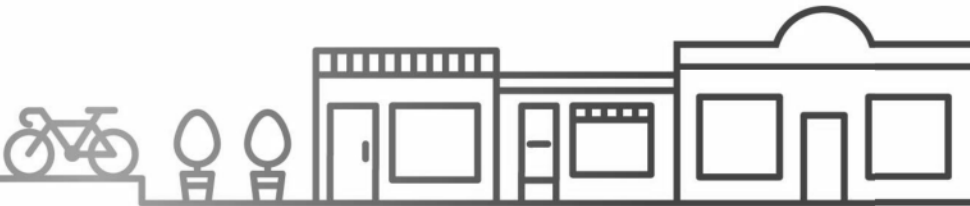
Local governments regulate land use to promote desirable social, environmental and economic outcomes. MAH oversees the legislated land use framework, develops and implements new local government planning and land use policy and delivers related programs.

## Current Initiatives:

- **Development Approvals Process Review (DAPR):** multi year initiative to increase the efficiency and effectiveness of LG development approval processes, to support delivery of increased housing supply.
- **Emergency Program Act Modernization (EPAM):** Advice/Recommendations
- **Climate:** climate mitigation supports for local governments; adaptation program under development.
- **Housing:** land use tools and supports to advance housing affordability.
- **Regional Growth Strategies (RGS):** oversight and support for regional land use plans across BC.

## Forward Looking Opportunities:

- Advice/Recommendations
- Advice/Recommendations



# Systems Planning

MAH applies a systems planning and integrated policy approach to address complex issues facing communities, including accommodating growth, building multi-model transportation systems, creating jobs, and developing affordable, resilient communities. This includes collaboration with partners (e.g. Ministries, LG's, TransLink) to advance provincial objectives.

## Current Initiatives:

- **Integrated Transportation and Development Strategy:** in partnership with MOTI and JEDC, developing a 30-year vision to guide growth across the province with the goal of increased liveability, reduced carbon emissions, and economic recovery and prosperity.
- **Long-Range Metro Planning:** MAH is a strategic partner in long-range (30 yr) integrated planning initiatives related to land use and transportation in Metro Vancouver, including Transport 2050 and Metro 2050.

## Forward Looking Opportunities:

- Expand integrated, systems-based planning in other regions, via ITDS or other pathways, to better leverage government investments and maximize outcomes in communities.
- Develop a resilience planning framework to improve community resilience in response to changing local and global conditions (i.e. climate change, economic shocks and social inequities).



# TransLink

TransLink is an independent regional transportation authority created under the *South Coast British Columbia Transportation Authority Act* and is responsible for Metro Vancouver transit and transportation. MAH is responsible for TransLink legislation, governance and regional revenue mechanisms, long-range planning and land-use/transit policies, while MOTI is responsible for capital projects and funding.

## Current initiatives:

- **Regional Transportation Strategy:** TransLink's 30-year strategy currently being updated.
- **MOU & Safe Restart Funding:** The Province, TransLink and the Mayors' Council signed an MOU to guide support for TransLink during/following the pandemic, including \$644M in Safe Restart funding.
- **2021 Investment Plan:** will focus on maintaining transit and restoring financial stability through 2030.
- **Capital Program & SLS:** MOTI funds 40% capital and is working on ownership/delivery of SLS Stage 1 (\$1.6B) funded in Phase 2 of the Vision. MOTI delivering the Broadway Subway Project.

## Forward Looking Opportunities:

- Working with TransLink on strategies to rebuild ridership and recover from the impacts of COVID.
- Working with TransLink on near, medium and long-term investment and planning strategies to leverage provincial and federal funding to maximize provincial priorities, such as reducing carbon emissions, increasing housing along transit lines, and enabling the flow goods.



# Property Assessment

MAH provides strategic oversight to BC Assessment, provides advice to government on emerging assessment issues, undertakes major policy reviews and administers the annual Property Assessment Review Panels.

## Current initiatives:

- **Small Business Property Tax Mitigation:** interim legislation passed in March 2020 to help reduce the tax liability of commercial tenants operating under triple-net leases; project planning underway for permanent, long-term solution.
- **2021 roll:** Monitoring 2021 roll across various property classes (eg. residential, commercial development). Full briefing package available early December.

- Advice/Recommendations

## Forward Looking Opportunity:

- Advice/Recommendations

- 

- Advice/Recommendations



# Strategic Planning and Business Support

SPLUD provides leadership for strategic planning and business support services across the ministry, including coordination of key cross-cutting priority initiatives and the legislative agenda.

## Current initiatives:

- **LNG:** Managing the Ministry's accountabilities regarding the socio-economic impacts of LNG.
- **AGLG:** Managing government's relationship with the Auditor General for Local Government, and the wind down of the office in 2021.
- **Strategic Planning:** Leadership for implementation of the Ministry Strategic Plan, incorporating recovery initiatives, the service plan, and emerging government priorities.

## Forward Looking Opportunities:

- Advance coordination of corporate priority initiatives, including CleanBC, Reconciliation, GBA+, and people engagement.
- Establish and implement a ministry-wide data analytics framework and business intelligence program to inform policy and measure outcomes.
- Identify and implement continuous improvement initiatives to align resources and priorities, improve lateral coordination across divisions and ministries, and strengthen overall program and policy outcomes.



# Stakeholders & Partners

- BC Assessment
- TransLink
- Metro Vancouver
- UBCM & Local Governments
- Auditor General for Local Government
- Urban Development Institute
- Canadian Home Builders Association
- Canadian Urban Transit Association
- Northern Development Initiative Trust



# Hot Topics, Issues & Opportunities

- TransLink
  - 2021 TransLink Investment Plan
  - Surrey Langley Skytrain (with MOTI)
  - Ongoing recovery planning and opportunities for federal funding
- Development Approvals Process Review (DAPR)
  - Advice/Recommendations
  -
- Advice/Recommendations      Emergency Program Act Modernization
- Integrated Transportation & Development Planning
- AGLG – wind down of the office
- Property Assessment
  - 2021 Roll
  - Advice/Recommendations
  - Statutory Annual OICs
- Advice/Recommendations
- 





# THANK YOU



## CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

### Local Government Division

ADM Responsible: Tara Faganello, ADM, Local Government Division

#### Core Business/ Program Area Description/Critical Business Processes:

The Local Government Division (LGD) takes leadership in supporting local governments and not-for-profit organizations to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient and socially and environmentally responsible; it does this by:

- maintaining, applying and enhancing (changing) the legislation, regulation and policy framework for the local government system in B.C.<sup>1</sup>, based on statutory recognition of local government as an order of government;
- administering grant programs for local governments, First Nation governments and not for profit organizations;
- providing advice and education, building capacity and resolving complex problems;
- building relationships and working on federal, provincial and local initiatives with other Divisions and ministries; federal, local and First Nation governments; local government organizations; and key stakeholders;
- furthering provincial interests through targeted oversight; and
- providing municipal-like services to the University Endowment Lands (UEL).

LGD provides this leadership through 6 Branches plus the ADM's office (see organizational chart) covering a high volume and huge diversity of projects, programs and activities on matters including:

- local and regional governance –
  - services –operations; arrangements; bylaw approvals (e.g. Regional District service establishment; Improvement District regulatory services)
  - democratic processes – elections, by-elections and assent votes (Minister's orders); meetings; procedures; responsible conduct; ethical standards
  - structures – incorporations, boundary changes, improvement district conversions, governance reviews
  - economic development – sponsored Crown grants, business improvement associations, resort associations
  - First Nation relations – C2C program; land selection/agreement support; consultations for provincial actions
- infrastructure – infrastructure planning; develop and administer multiple federal-provincial (e.g. 7 Investing in Canada Infrastructure Program streams) and provincial (e.g. Community Economic Recovery Infrastructure Program) grant programs; major infrastructure projects; asset management
- local government finance – COVID Restart Fund; unconditional grants; financial monitoring and reporting; regional funding agreements; bylaw approvals (e.g. borrowing; corporations; Development Cost

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<sup>1</sup> "Local government system" is the framework through which 189 elected and autonomous local governments (municipalities and regional districts (RDs)) provide essential services and democratic governance to all people in BC; it also includes over 200 special purpose local service providers (e.g. improvement districts (IDs); greater boards), as well as key partner organizations such as the Union of BC Municipalities, Municipal Finance Authority and Local Government Management Association.

Charges);

- policy and legislative development – legislative amendments to any local government Acts; CRMA regulations; helping shape initiatives of other Divisions/ministries affecting local governments; needed consultation with the Union of BC Municipalities (UBCM);
- operations and client relations – provincial presence at UBCM Convention; UBCM resolutions responses; Board of Examiners; Local Government Leadership Academy; MAH/UBCM Executive and staff-level meetings;
- community gaming grants (CGG) – administer/distribute operational and capital grants to not for profits; update guidelines and program policy; strategic relations with stakeholders;
- UEL – direct local service delivery: infrastructure (sewer, water, local roads); services (e.g. drinking water, solid waste, public realm); planning and land use; building inspection; taxes and fees; Community Advisory Council.

Budget: Due to recent reorganization divisional working budget is yet to be finalized.

Full Time Equivalents (FTEs): 111 (as of September 1, 2020)

Related Legislation:

<b>Core Acts</b>	<b>Other Local Government Acts – e.g.</b>
<i>Community Charter</i>	<i>Greater Vancouver Sewerage &amp; Drainage District Act</i>
<i>Local Government Act</i>	<i>Greater Vancouver Water District Act</i>
<i>Local Government Grants Act</i>	<i>Local Services Act</i>
<i>Local Elections Campaign Financing Act</i>	<i>Ministry of Municipal Affairs and Housing Act</i>
<i>Vancouver Charter</i>	<i>Municipal Aid Act</i>
<i>University Endowment Land Act</i>	<i>Municipal Replotting Act</i>
<i>Municipal Finance Authority Act</i>	<i>Municipalities Enabling and Validating Acts</i>
<i>Islands Trust Act</i>	<i>Resort Associations Act</i>
<i>Gaming Control</i>	<i>Resort Municipality of Whistler Act</i>
	<i>Sechelt Indian Government District Enabling Act</i>
	<i>Cultus Lake Park Act</i>

Organizational Chart:



# Local Government Division (LGD)

Fall 2020



BRITISH  
COLUMBIA

Ministry of  
Municipal Affairs  
and Housing



# Division Overview

- Accountabilities
- Division Organizational Structure
- Important Stakeholders & Partners
- Hot Topics, Issues & Opportunities



# Accountabilities – Overview

- LGD leads support for local governments and not-for-profit organizations to build vibrant and healthy communities (well governed, livable, safe, economically resilient, social./environ. responsible), by:
  - Applying and enhancing local government legislation, regulation, policy framework
  - Administering grant programs for local governments, First Nations, not-for-profit organizations
  - Providing advice and education, building capacity and helping to resolve complex problems
  - Building relationships and working on federal, provincial and local government initiatives with other divisions, ministries, governments, partner organizations and stakeholders
  - Furthering provincial interests through strategic engagement and targeted oversight
  - Providing municipal-like services to University Endowment Lands



# Accountabilities, cont'd

- Legislation, regulation and policy framework:
  - Empowering core Acts:
    - *Community Charter*
    - *Local Government Act*
  - Specific Acts (e.g. *Vancouver Charter*; *LGGA*; *LECFA*; *Islands Trust Act*)
  - Other ministries' Acts (e.g. *EMA*; *Police Act*; *GCA*)



# Accountabilities, cont'd

- Grant programs
  - Unconditional grants – e.g. Safe Restart–Local Government stream; regional district and small communities grants
  - Conditional grants (infrastructure) – e.g. ICIP streams; CERIP
  - Community gaming grants – six unique sectors, each with its own intake period: Arts and Culture, Sport, Environment, Human and Social Services, Public Safety, and Parent Advisory Councils (PACs) / District Parent Advisory Councils (DPACs)





# Accountabilities, cont'd

- Advice, education, capacity building and problem solving
  - Diverse “on the ground” issues – e.g. services, structures, operations, processes, grants, finance, infrastructure, relations, responsible conduct
  - Direct advice/problem-solving – e.g. legislative intent; influence; alternative approaches; building capacity to resolve own problems
  - Local issues → system-wide solutions (e.g. legislative change)
  - Educate local governments, public, not-for-profit organizations and others (e.g. web pages) and partner to build local government capacity (e.g. BOE; LGLA)



# Accountabilities, cont'd

- Building relationships and working with partners
  - Collaboration is key (e.g. education; capacity building; problem solving; program delivery; provincial interests)
  - Relationship principles, including consultation -- and some required consultation (e.g. with UBCM before amending local government legislation)
  - Vast and diverse network of relationships (see *Stakeholders and Partners* slide)



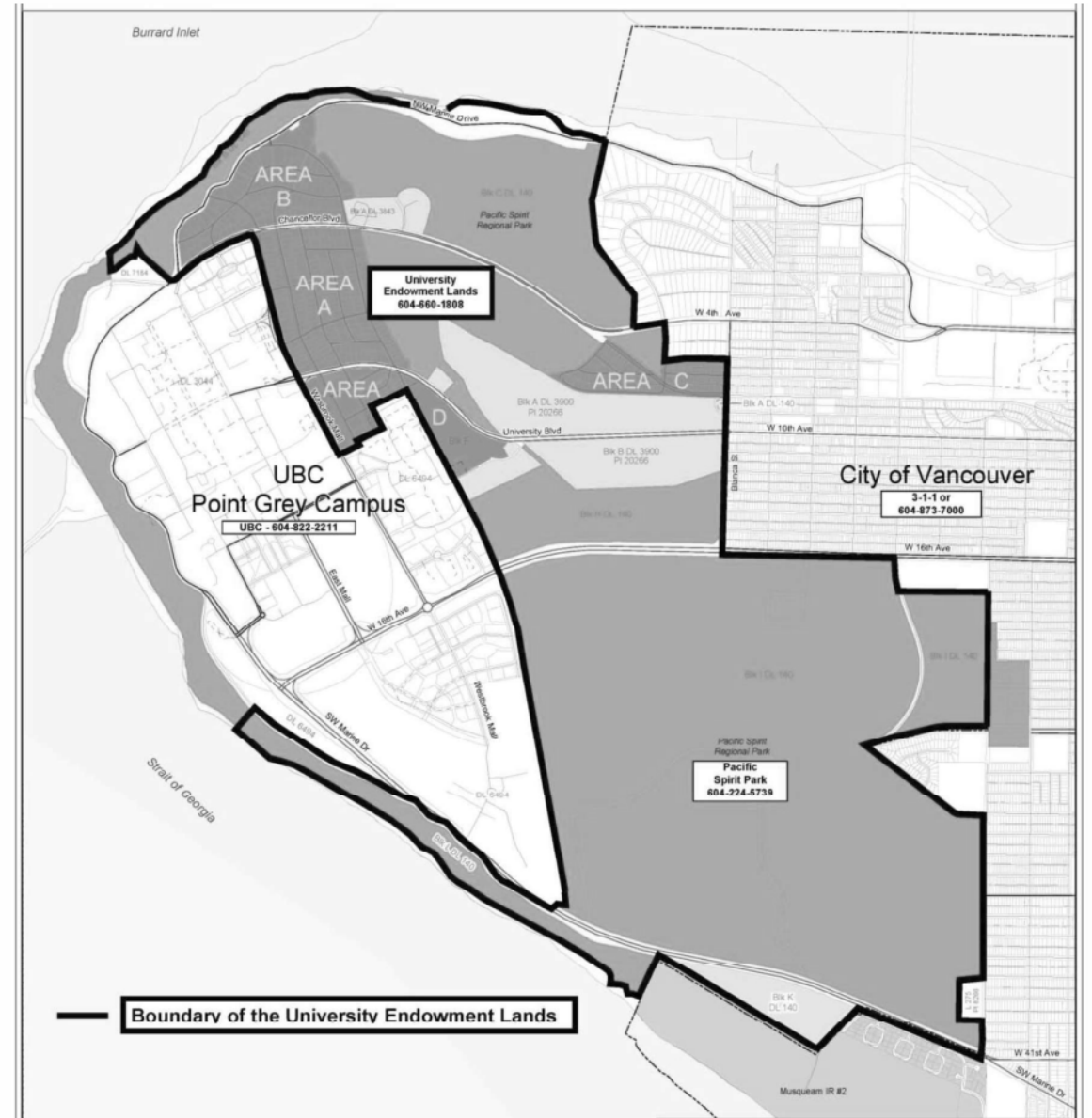
# Accountabilities, cont'd

- **Strategic engagement** – e.g.
  - UBCM Convention, UBCM Executive meetings and other formal provincial-local opportunities
  - Policy and program engagement with UBCM and individual local governments
- **Targeted provincial oversight** – e.g.
  - Inspector of Municipalities
  - Specified bylaw approvals (e.g. long-term borrowing)
  - Financial monitoring and reporting
  - Community gaming grant audits (pending)



# Accountabilities, cont'd

- University Endowment Lands
  - Unique function
    - Direct municipal-like services (e.g. water, sewer, land use planning; development permits, public realm)
    - Delegated administration (UEL Manager); Minister makes laws
  - Governance review underway



# Accountabilities, cont'd – Key for Minister

- Lead provincial responsibility for overall stewardship of local government system
  - Balance provincial/local interests; further system objectives; manage relationships
- Specific functions include:
  - Recommend OICs to Cabinet (e.g. municipal boundary change; added powers);
  - Make Minister's Orders (e.g. by-elections; loss of quorum);
  - Review/approve grants
  - Seek financial or legislative change (Requests for Legislation; TB submissions)
  - UEL: adopt bylaws (e.g. zoning); delegate development permit appeals



# Accomplishments - e.g. COVID-19 Measures

- **Emergency orders** (21 to date), including by-elections, electronic and in person meetings, public hearings, financial measures, improvement district AGMs, and UBCM virtual Convention
- **Financial support** programs, including Community Economic Recovery Infrastructure Program, ICIP COVID-19 Resilience Infrastructure stream, and Safe Restart (Local Government) funding
- **Other ministries'** measures, including bylaw officers' education and compliance support for public health orders (PSSG/PHO); extended timeframe for school tax remittance (FIN)
- **Outreach and engagement**, including with local government partner organizations (e.g. UBCM, MFA), Minister's province-wide and regional calls, and Deputy/ADM emails to CAOs
- **Guidance**, including 15 Web-based circulars on emergency orders

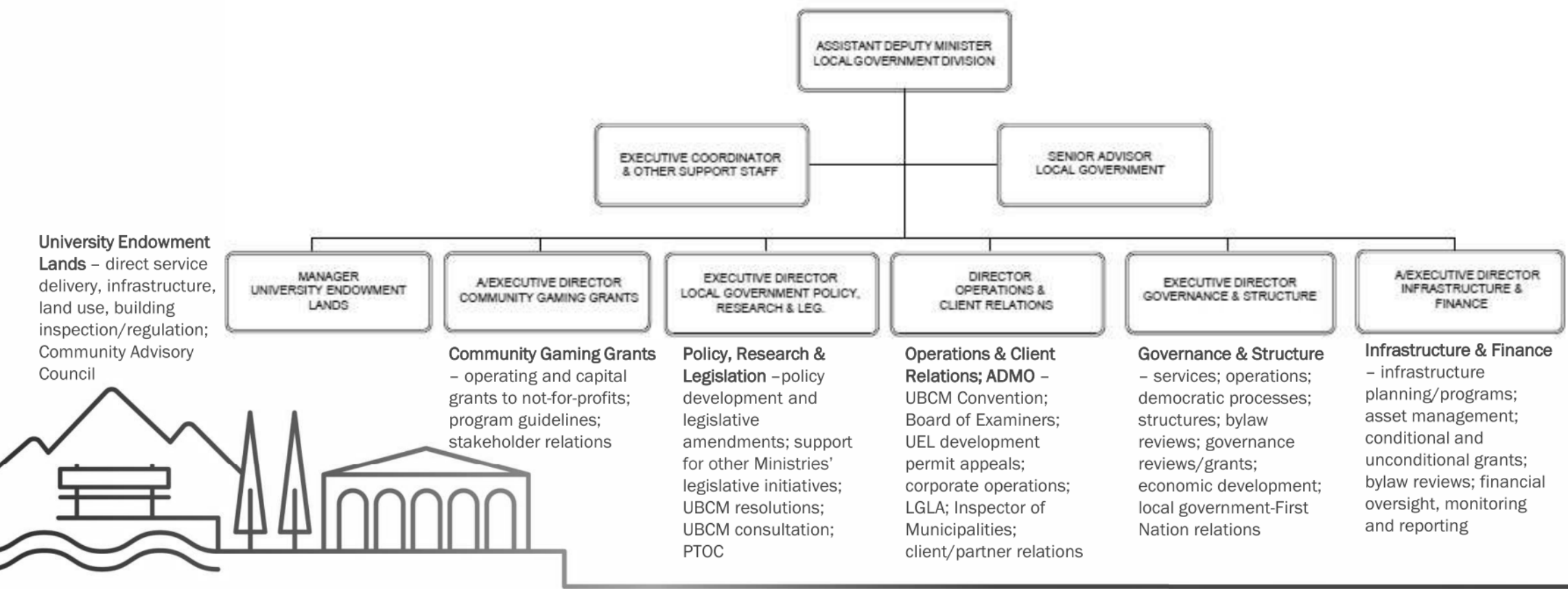
**Advice and problem solving**, including 100s of responses to local government questions and issues



# Organizational Structure - 111 FTEs in 6 Branches plus ADMO

## Ministry of Municipal Affairs and Housing Local Government Division

SEPTEMBER 2020



# Stakeholders & Partners

- Local governments - 162 municipalities; 27 regional districts
- Local service providers – ~200 improvement districts; “greater boards”
- Special entities -- e.g. Islands Trust
- Local government collective bodies/organizations -- e.g. UBCM; LGMA; MFA; MIA; LGLA; AMBC
- Not-for-profit organizations and sector representatives – e.g. BCACG
- First Nations and Indigenous organizations
- Federal government (e.g. INFC) and other provincial/territorial governments
- Public, business (e.g. BC Chamber of Commerce), charitable gaming and specific interests





# Hot Topics, Issues & Opportunities

1. Finalize and roll out grant programs, including announced COVID-19 impacts funding, with federal government, other ministries and UBCM – e.g.
  - COVID-19 Recovery Measures
    - Opportunity to support local government and not-for-profit recovery -- e.g. Restart funding, financial monitoring, infrastructure programs, by-election orders, governance and conduct advice, Cabinet Confidences; Advice/Recommendations compliance support, and community gaming grants

• Advice/Recommendations

• Advice/Recommendations



# Hot Topics, Issues & Opportunities

2. Advise/guide communities on pressing governance and finance issues, including responsible conduct, election processes, COVID-19 finance impacts – e.g.
  - Local Government Financial Health and Funding
    - Opportunity to continue support for local government system through grants, advice, active monitoring and collaboration with local government partners

• Advice/Recommendations



# Hot Topics, Issues & Opportunities

3. Proceed with needed letters patent, regulation and legislation changes, including on COVID-19 orders and others to further provincial priorities – e.g.

- **Proposals for Legislative/Regulation Change**

Cabinet Confidences; Advice/Recommendations

- Issues include:
  - Securing time on government's legislative/Cabinet agenda



# Hot Topics, Issues & Opportunities

## 4. Further effective provincial-local government relations/engagement – e.g.

- Provincial-Local Government Relations

- Opportunity to reaffirm importance and value of the provincial-local government relationship, including consultation by the Province on matters that directly affect local governments
- Issues include:
  - Concerns about some consultations (e.g. *Police Act* modernization)
  - Ensuring local government interests/voices in provincial vision and mandate-setting



# THANK YOU



## CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

### Office of Housing and Construction Standards

ADM Responsible: Cheryl May

The Office of Housing and Construction Standards (OHCS) touches all British Columbians through the universal need for shelter and safety. Our work affects a large segment of our economy, including construction of all types of buildings, mortgages, real estate, strata corporations, renovations, rental housing, subsidized housing and safety of buildings and technical systems. We strive to ensure that British Columbians have access to safe, affordable and functional housing through market and non-market housing policy and programs, building and safety policy, development of technical codes and standards, and services for landlords and tenants. Our stakeholders are the citizens of British Columbia, the federal government, local governments, First Nations, Metis, and Inuit Peoples, community groups, non-profit societies, service organizations, businesses, building owners and managers, industry and professional associations. Key to our success is the ability to maintain strong, collaborative relationships with stakeholders, partner agencies and other levels of government.

OHCS has three work units:

- Housing Policy – policy development for homelessness, subsidized and supportive housing, Indigenous housing and affordability for renters and owners; demographic and real estate research and analytics; legislative framework for strata properties; intergovernmental relations; governance oversight of BC Housing and its approximate \$1.5B/yr. annual budget.
- Residential Tenancy – provides front-line services to landlords and tenants in order to support successful tenancies in British Columbia. This includes education about landlord and tenant responsibilities and formal dispute resolution services.
- Building and Safety Standards – collaborates with partners to establish and support effective governance frameworks for buildings and technical systems. BSSB enables innovation while maintaining a commitment to balanced, socially responsible solutions in which the public can have confidence. Strengthening safety and resilience, the work fosters economic growth and enhances the value of the built environment.

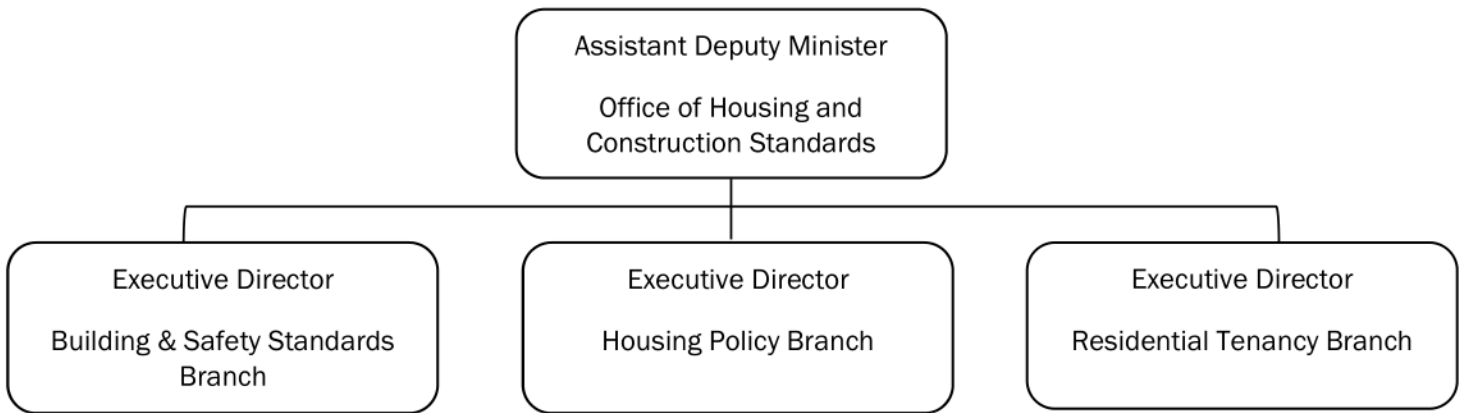
Budget: Due to recent reorganization divisional working budget is yet to be finalized.

Full Time Equivalents (FTEs): 166

Related Legislation:

- *Assistance to Shelter Act; Building Act; Building Officials Association Act; Commercial Tenancy Act; Community Charter (Section 9 in relation to buildings and structures); Fire Services Act (Section 47 (2) g and (h)); Homeowner Protection Act (except Part 9); Manufactured Home Park Tenancy Act; Ministry of Lands, Parks and Housing Act (Sections 5(c), 8.1 and 10); Rent Distress Act; Residential Tenancy Act; Safety Authority Act; Safety Standards Act; Strata Property Act; Special Accounts Appropriation and Control Act (Sections 9.3[Housing Fund]).*

Organizational Chart:



# Office of Housing and Constructions Standards

Fall 2020



BRITISH  
COLUMBIA

Ministry of  
Municipal Affairs  
and Housing





# Division Overview

The Office of Housing and Construction Standards focuses on ensuring that British Columbians have access to safe, affordable, and appropriate housing through market and non-market housing policy and programs, building and safety policy, and through the development of technical standards. The Division has the following key accountabilities:

- Leadership of provincial housing policy and coordination of government's response to homeless encampments
- Oversight of BC Housing governance, financial management and performance
- Delivery of residential tenancy information and dispute resolution services
- Governance and stewardship of the built environment through the establishment of codes and standards for buildings and the broader technical safety system



# Accountabilities – Housing Policy & Delivery

- Development and delivery of provincial housing strategy to address issues related to housing supply and affordability, including strategies to ensure government meets its goal of creating 114,000 units of affordable housing over 10 years
- Policy leadership related to market and non-market housing including home ownership, strata property governance, subsidized housing and a broad range of housing programs
- Governance of BC Housing – including legislative authority, ministerial board appointments, strategic policy direction, financial oversight and performance
- Federal Provincial Territorial Housing Forum – relationship with Government of Canada departments responsible for housing and homelessness
- Key Legislation: *Strata Property Act; BC Housing Commission Management Act, Ministry of Lands, Parks and Housing Act*



# Accountabilities – Homelessness

- Shared responsibilities with Social Development and Poverty Reductions (SDPR) on development and delivery of Homelessness Action Plan
- Collaboration across ministries and with BC Housing on policy development related to homelessness and homeless encampments, provincial shelter and outreach programs, approaches to address/mitigate homelessness, and data collection
- Issues management and cross-ministry encampment response coordination, provincial encampment response guidelines and local government engagement
- Temporary and permanent housing responses for people in encampments, Emergency Response Centres and Emergency shelters
- Key Legislation: *Assistance to Shelter Act*



# Accountabilities – Residential Tenancies

- Governance & policy related to landlord/tenant relationships
- Review and implementation of the Rental Housing Task Force (RHTF) Recommendations
- Information and dispute resolution services for landlords and tenants across the Province
- Compliance and enforcement, in partnership with local governments and other parties
- Key Legislation: *Residential Tenancy Act, Manufactured Home Park Tenancy Act, Commercial Tenancy Act, Rental Distress Act*



# Accountabilities – Buildings

- BC Building, Plumbing and Fire Codes – regulations for construction of new buildings or the alteration, repair or demolition of existing buildings
- Innovative Policy and Standards – voluntary codes and standards for local government opt-in
- Consumer Protection – home warranty and residential builder licensing (with BC Housing)
- Service Delivery – code interpretation inquiries (~1,900/yr)
- Building Code Appeal Board & Safety Standards Appeal Board
- Key Legislation: *Building Act, Building Officials' Association Act, Fire Services Act, Homeowner Protection Act*



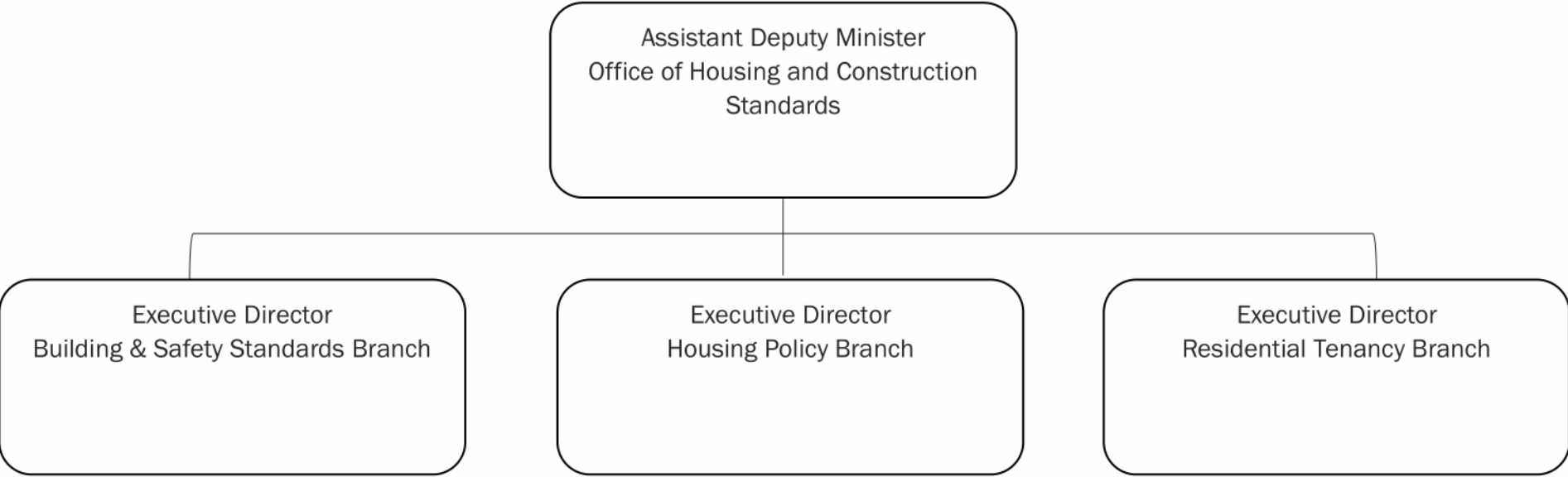
# Accountabilities – Technical Safety

- Support public safety by regulating high risk technical equipment and people who work with them
  - Gas and electrical systems; boilers and pressure vessels; refrigeration systems; elevating devices; and passenger ropeways and amusement rides
- Provincial technical safety system and delegation of administrative authority to Technical Safety BC and 10 local governments
- Work with federal/provincial/territorial partners on national codes harmonization
- Key Legislation: *Safety Authority Act*, *Safety Standards Act* and 10 regulations (most by Minister's Order)



# Organizational Structure

There are 166 FTEs in OHCS across three branches, with 121 in the Residential Tenancy Branch located in Victoria, Burnaby, and Kelowna.



# Stakeholders & Partners

- BC Housing Management Commission
- CMHC
- First Nations Housing and Infrastructure Council, Aboriginal Housing Management Association
- Landlord BC, Tenant Resource & Advocacy Centre, (CLAS, BC non profit housing society)
- Non-profit sector and poverty/housing/tenancy advocates
- Development and construction industry
- Associations of building owners & managers and professionals
- Building Officials Association of BC (BOABC)
- Technical Safety BC
- National Research Council
- Local governments





# Hot Topics, Issues & Opportunities

- Evaluate and refresh the provincial housing action plan to address a range of emerging and changing housing issues, which could include:
  - Advice/Recommendations
  - Create an opportunity to respond to forthcoming recommendations from the Expert Panel on the Future of Housing Supply and Affordability, expected in early 2021
  - Advice/Recommendations
  - 
  -



# Hot Topics, Issues & Opportunities

- Evolve BC's building and safety regulatory systems to increase safety while promoting innovation and achieving government priorities, such as carbon reduction, affordability, and community resilience
- Develop an Existing Buildings Renewal Strategy
  - Extend the life, resiliency, sustainability and overall performance of existing buildings, including hundreds of thousands of existing affordable homes
  - Identify the full extent of risks facing the existing building stock
  - Align cross-government actions affecting buildings into a single plan
  - Adapt the building code and its performance standards for widespread application to existing buildings of all vintages
- COVID response and recovery: Addressing housing issues has been a critical component of government's COVID response and continues to be an active area of pressure and opportunity - for both recovery and more systematic shifts
- Homelessness has been on the rise over the five to ten years and has recently been exacerbated due to COVID. Government has implemented a considerable response, opening 3000 temporary spaces and closing three encampments with over 600 people in Victoria and Vancouver. Nonetheless thousands remain homeless and without shelter across BC and concerns remain in the short term related to health and safety risks over winter, encampments, and the need for longer term housing, income, health and mental health solutions



# THANK YOU



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES  
Office of Mass Timber Implementation

ADM Responsible: Jeff Vasey

Core Business/ Program Area Description/Critical Business Processes:

The Office of Mass Timber Implementation (OMTI) is positioned as a cross-government leadership hub within the Ministry of Municipal Affairs and Housing. OMTI coordinates policy levers and statutory authorities distributed throughout various Ministries to accelerate demand for mass timber as a construction material of choice. OMTI collaborates with ministries to drive system transformation in the development and construction sectors, ultimately stimulating the supply and transforming the forest product manufacturing sector.

Key responsibilities include:

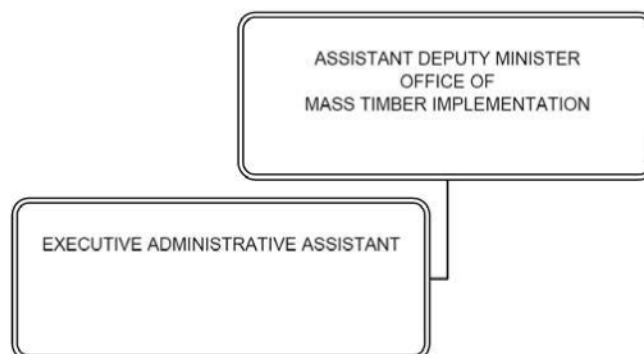
- Developing Government's mass timber implementation strategy with partner Ministries,
- Establishing structure and accountability across Government to efficiently and successfully implement elements of the strategy through a 6-month rolling action plan
- Cabinet Confidences

Budget: Cost recovery

Full Time Equivalents (FTEs): 6

Related Legislation: Statutory authorities will remain with core ministries and statutory action work will be delivered by core ministries.

Organizational Chart:



# Office of Mass Timber Implementation

Fall 2020



BRITISH  
COLUMBIA

Ministry of  
Municipal Affairs  
and Housing



# Presentation Overview

- Accountabilities
- Office Organizational Structure
- Important Stakeholders & Partners
- Hot Topics, Issues & Opportunities



# Accountabilities

- The Office of Mass Timber Implementation (OMTI) is a cross-government leadership hub positioned within the Ministry of Municipal Affairs and Housing.
- OMTI coordinates policy levers and statutory authorities distributed throughout various Ministries to support and accelerate acceptance of mass timber construction.
- OMTI both supports and is supported by partner ministries and agencies to work toward the common vision of transformed development, construction, and forest product manufacturing sectors.



# Accountabilities, cont'd

- Roles of the Minister could include creating or amending Provincial building regulations such as the B.C. Building Code or Site Specific Regulations.
- These decisions are enacted by Minister's Order (not OIC's) to support innovation or to remove inappropriate, non-scientific barriers to the use of mass timber in building construction.
- No specific statutory obligations.



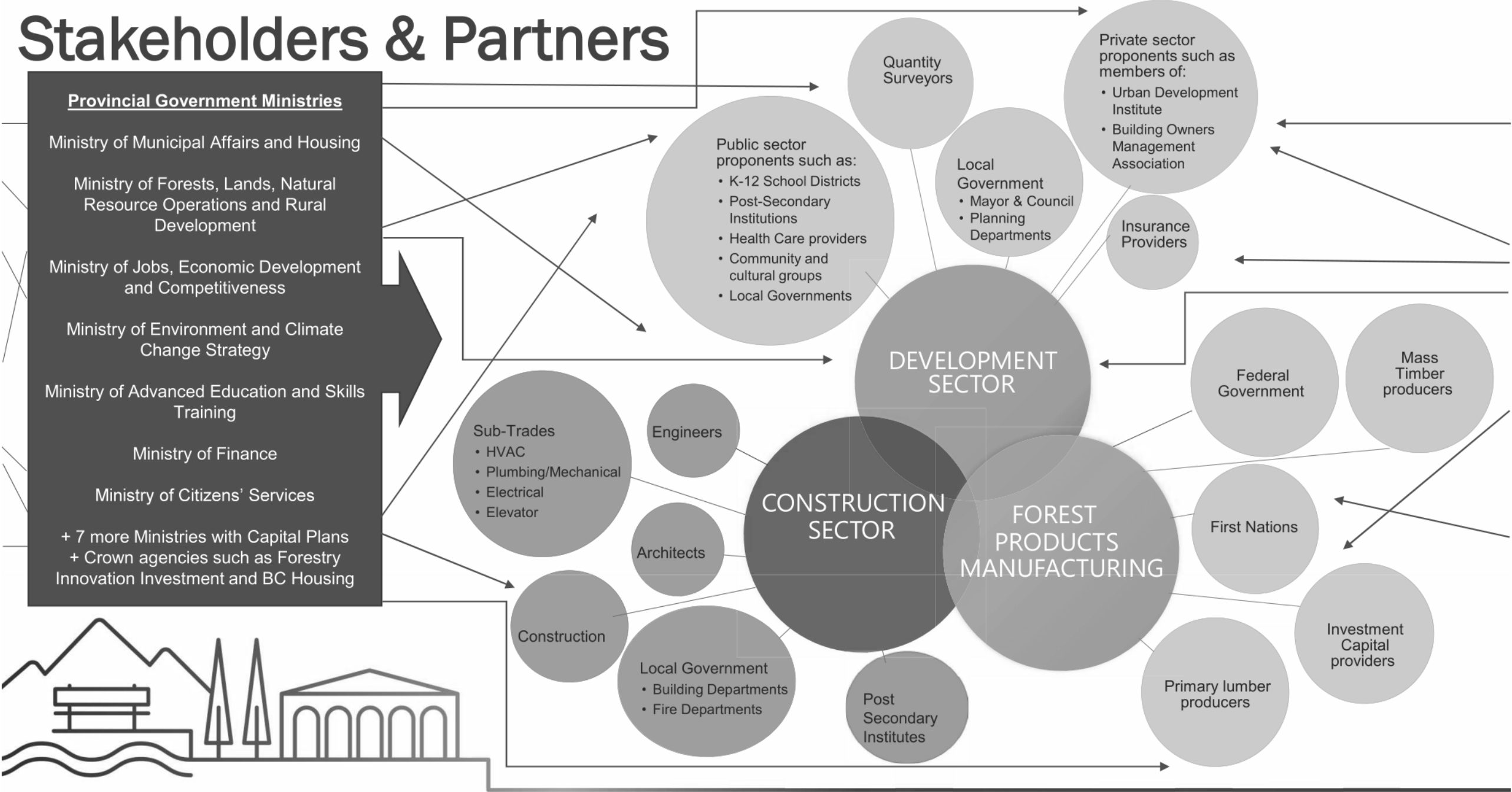


# Organizational Structure

Advice/Recommendations



# Stakeholders & Partners



# Hot Topics, Issues & Opportunities

- In addition to the positive contribution towards **climate change mitigation**, mass timber implementation will improve the **economic** situation within the broader forestry sector by generating greater value from the forest resource, and supporting employment and long-term forest sector sustainability.
- In the broadest sense, **success** involves building up domestic demand and supply as a platform for establishing B.C. as a **North American leader** in the production and use of mass timber, and building up international demand for our products, expertise and knowledge services.
- B.C.'s construction market is too small alone to drive the desired impact on climate change and the forest manufacturing sector.
- B.C. currently possesses an early adopter competitive advantage but action is required stay out in front.



# Hot Topics, Issues & Opportunities

Cabinet Confidences; Advice/Recommendations

- 
- Inaugural meeting of the industry Mass Timber Advisory Council to be scheduled as soon as possible.

Advice/Recommendations

- 
- 
- Distributed policy levers and statutory authorities across Ministries will require large scale collaboration so that the sum of Provincial activities is greater than the parts.



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Withheld pursuant to/removed as  
Cabinet Confidences; Advice/Recommendations

# THANK YOU



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES  
MANAGEMENT SERVICES DIVISION

ADM Responsible: David Curtis (MAH and TAC); Joanna White (JEDC and Labour)

Core Business/ Program Area Description/Critical Business Processes:

The Management Services Division administers the internal infrastructure and systems that contribute to improved service delivery for the Ministries of Municipal Affairs and Housing; Jobs, Economic Development and Competitiveness; Tourism, Arts and Culture; and Labour. Lines of business include: Budget and financial management, facilities, information technology, human resources, corporate planning and compliance reporting, correspondence and FOI and records management

Budget: Due to recent reorganization divisional working budget is yet to be finalized.

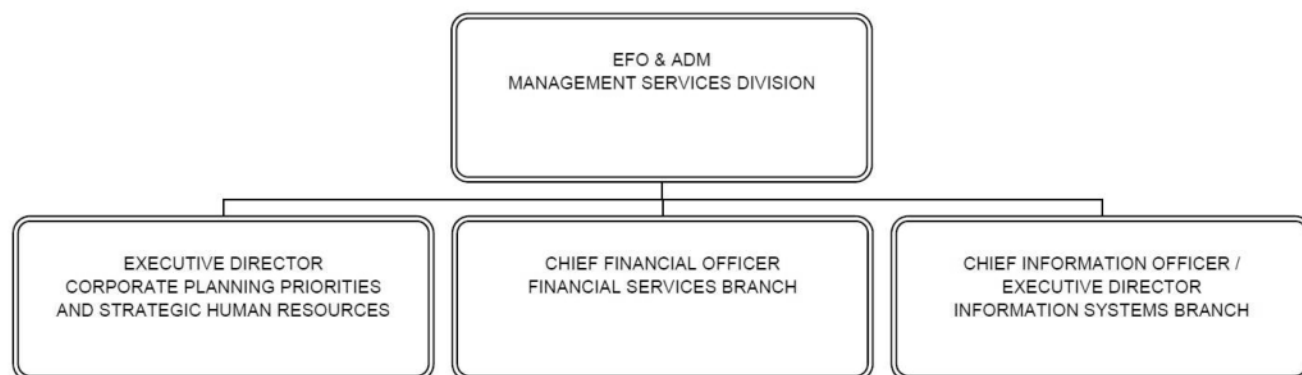
Full Time Equivalents (FTEs): 105

In this shared services model, FTEs are distributed between JEDC and MAH pay-lists. However, staff provide support programs areas in all four Ministries. The below table summarizes JEDC and MAH FTEs:

Average FTEs for 2020/21 as at September 30 <sup>th</sup>	
MAH	71
JEDC	34
<b>Total Economy Sector FTEs</b>	<b>105</b>

Related Legislation: N/A

Organizational Chart:



# Management Services Division

Fall 2020



BRITISH  
COLUMBIA

Ministry of  
Municipal Affairs  
and Housing





# Accountabilities

- Management Services Division (MSD) administers the internal infrastructure and systems that contribute to effective and efficient service delivery across the economy sector ministries: Municipal Affairs and Housing (MAH); Tourism, Arts and Culture (TAC); Jobs, Economic Development and Competitiveness (JEDC); and Labour (LBR).
- Key functions and services include budget and financial management, information technology, privacy policy management and accountability, FOI and records management, human resources, corporate planning and compliance reporting, correspondence, and facilities.



# Accountabilities, cont'd.

Significant increase in divisional workloads in support of COVID-19 Response and Recovery deliverables, including:

- Coordination of Cabinet/Treasury Board Submissions and Report Backs
- Enhanced financial administration of emergent programs and services
- Expanded central agency and OAG monitoring and reporting requirements
- Leadership on Business Continuity Planning, emergency management and Return to Office supports



Services We Provide:

# Financial Services

Financial Services Branch provides financial management of the gross budgets for the Ministry.



**Financial planning and reporting**

- Budgets and reporting
- TB Submissions
- Estimates / accounts
- Support for public accounting
- Government transfers
- Crown transfers



**Financial operations (accounts)**

- Account services
- Fiscal analysis, reports
- Capital Asset Management
- Purchasing cards
- Tax administration



**Contracts policy and review**

- Compliance advice
- Procurement policy
- Vendor complaints
- Contract monitoring



**Facilities and building security**

- Site leases, operations and moves
- Building security
- Leading Workplace Strategies implementation



*Services We Provide:*

# Information Systems

Supports the Ministry and the Office of the Chief Information Officer by overseeing the procurement, development and deployment of technology solutions, ranging from workstations and mobile devices through to large-scale business applications. Related responsibilities include information security and privacy protections.



## IT Program Management

- Corporate IT programs and initiatives
- IT Business Consulting
- Vendor oversight
- Internet Strategy implementation



## Legislative / Policy Compliance

- Privacy Protection and *Electronic Transactions Act*
- Intellectual property protection
- IM/IT Data Stewardship policy



## Information Security and Privacy

- Information protection and monitoring
- Security threat risk assessments
- Privacy Impact Assessments



## IT Operations & Application Development

- Desktop and mobile device support
- System/network infrastructure
- Support for new application development



*Services We Provide:*

# Corporate Planning and Priorities & Strategic Human Resources

Supports key corporate processes by providing support to Executive on major corporate projects; corporate and compliance reporting; legislative portfolio management; Crown portfolio management; risk management; business continuity planning; correspondence services, FOI, records management and elements of human resource management services.



## Corporate and Crown Compliance & Reporting

- Planning and reporting (Ministries/Crowns)
- Mandate directives
- Corporate initiatives and reporting
- Executive support for Estimates/transitions



## Legislative Services

- Legislative planning, advice and support
- Board/Commission Appointments tracking
- Regulatory impact reporting and streamlining



## Risk Management and Business Continuity

- Risk Management Program oversight
- Disaster Resource Planning
- Ministry Operations Centre readiness
- Program Business Continuity capacity



## FOI and Records Management

- FOI leadership
- Records management
- Corporate info. management initiatives



## Correspondence

- DM and Minister correspondence monitoring
- Coordinated response to stakeholders

*Services We Provide:*

# Corporate Planning and Priorities & Strategic Human Resources, cont'd.



## Human Resource Programs

- Leadership development
- Professional development
- Supervisor development
- Recognition
- Diversity & Inclusion



## Corporate Initiatives and Engagement

- Economy Sector Intranets
- Work Environment Survey results and strategy development
- Pacific Leaders, Premier's and Long Service Awards
- My Performance



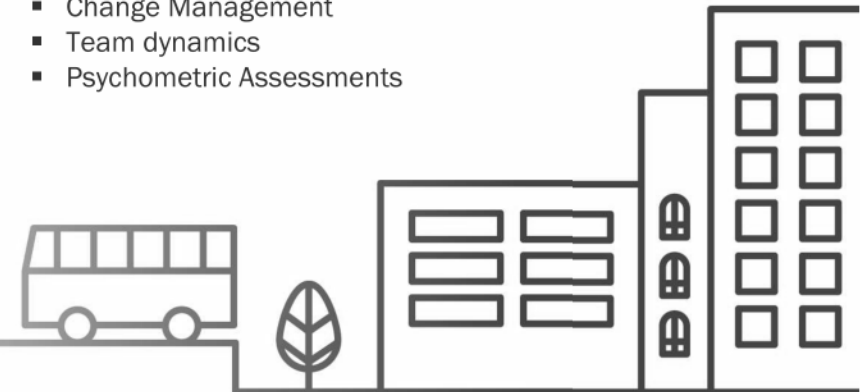
## Strategic HR Planning

- Workforce planning
- HR Analytics
- Succession Management



## Executive Advisory Services

- HR Consulting
- Organizational design and development
- Change Management
- Team dynamics
- Psychometric Assessments

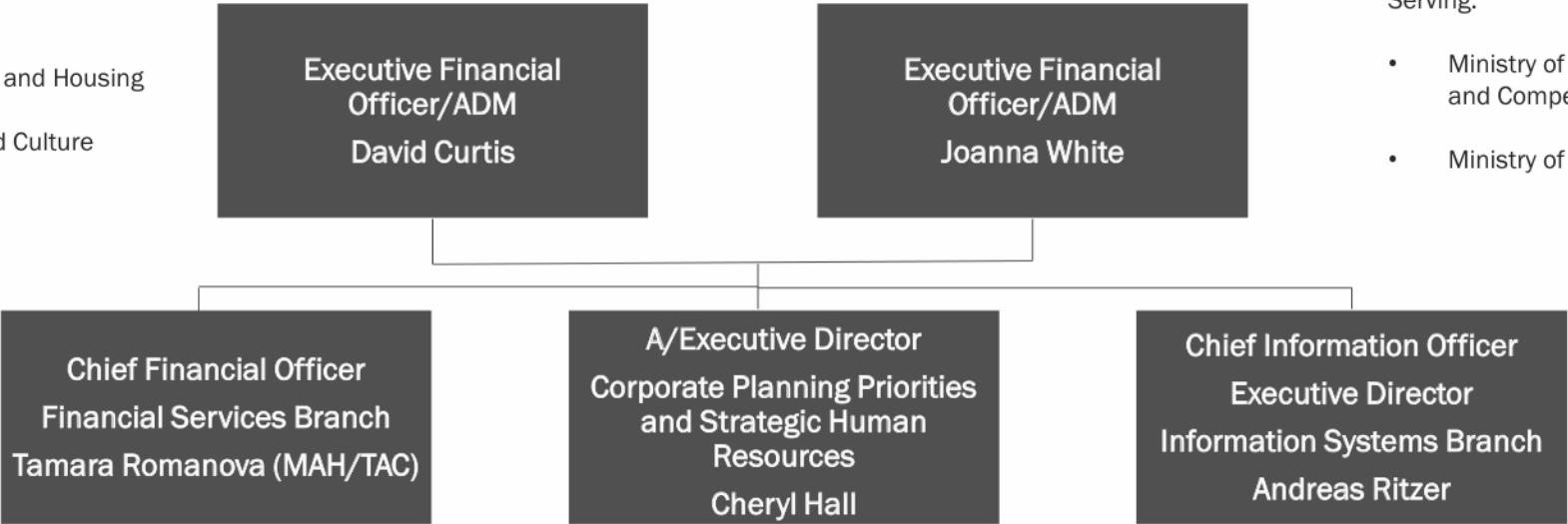


# Organizational Structure

MSD provides corporate services based on a ‘Shared Services Model’ under the joint leadership of two EFOs, each responsible for two ministries within the Economy Sector. MSD’s current staffing complement is 105 Full Time Equivalent positions, across three business areas.

Serving:

- Ministry of Municipal Affairs and Housing
- Ministry of Tourism, Arts and Culture



Serving:

- Ministry of Jobs, Economic Development and Competitiveness
- Ministry of Labour



# Hot Topics, Issues & Opportunities

## Hot Topics & Issues

- Budgetary pressures impacting the ministry's ability to advance key priorities
- Monthly Deputy Ministers meetings with DM of Ministry of Finance, DM of MAH and CEO of BC Housing on status and progress of BCH initiatives and government's housing commitments
- Workloads associated with an anticipated increase in central agency and Office of the Auditor General audits, reviews and reporting requirements
- Continued adherence to emergent COVID-19 workplace guidelines and staff support

## Opportunities

- Increase collaboration with other ministries and external partners in the delivery of services and potential recoveries
- Expand application of knowledge management and administrative best practices within the ministry





# THANK YOU



## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- The Community Economic Recovery Infrastructure Program (CERIP) was developed by the Government of British Columbia to address the challenges faced by communities in British Columbia with respect to recovering from the economic impacts experienced from COVID-19 by undertaking of small-scale infrastructure projects, destination and economic development initiatives and cultural heritage projects.

### Background:

- The CERIP provides an opportunity for Indigenous applicants, local governments, tourism organizations, heritage leaders and not-for-profit organizations to apply for infrastructure funding that supports projects and initiatives for public use and that benefit and create jobs, support economic development and recovery from the impacts of COVID-19.
- It is an umbrella program that provides provincial grants to support economic resilience, tourism, heritage, and urban and rural economic development projects in communities impacted by COVID-19. The program will be administered by Municipal Affairs and Housing, with strong support from the ministries of Tourism and Culture, Children and Family Development, and Forest, Lands, Natural Resource Operations and Rural Development.
- Announced September 17, 2020, CERIP provides \$100 million in approved funding for “shovel worthy” infrastructure projects including:
  - \$30 million - Community Economic Resilience (Municipal Affairs and Housing) supporting initiatives through investment in short term, small scale public infrastructure meeting the economic recovery objectives of initial job creation in the community and ancillary job creation in other areas hard hit with COVID -19 such as local retail and services.
  - \$20 million - Destination Development (Tourism and Culture) invests in the development, conservation, repair, or rehabilitation of new or existing tourism infrastructure and amenities to assist in the re-emergence and resiliency of the tourism sector, creating jobs that will provide long term benefits for the tourism sector and local communities.
  - \$20 million - Unique Heritage Infrastructure (Forests, Lands, Natural Resource Operations and Rural Development) supports projects focused on the conservation, repair, rehabilitation and development of cultural heritage infrastructure to help communities safeguard and enjoy their heritage places while creating employment through the stewardship of cultural heritage.
  - \$20 million - Rural Economic Recovery (Forests, Lands, Natural Resource Operations and Rural Development) improves the prosperity and quality of life in rural communities through projects that create jobs, develop economic infrastructure, support a vibrant local business sector, and accelerate economic recovery.
  - \$10 million - Aboriginal Head Start outdoor play spaces (Children and Family Development). Aboriginal Head Start Programs across BC will be eligible for enhanced outdoor land-based early learning opportunities to ensure health and safety parameters in response to COVID-19

- Applications were accepted online from October 1, 2020, to October 29, 2020.
- Application review and prioritization will take place through November 2020.
- A cross-Ministry Deputy Minister Management Committee will review recommended projects for Ministerial approval.
- Minister approval of projects for their specific CERIP stream will take place in January 2021.
- All grants will be paid by March 31, 2021. Projects must start by December 31, 2021 and end by March 31, 2023.

Issue/Opportunity:

- CERIP projects will help communities impacted by COVID-19 and support B.C.'s post-pandemic economic recovery.
- The CERIP is well under way and will result in approved projects and announcement opportunities in 2021.

## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- COVID-19 Canada-BC Safe Restart Funding for Local Governments:
  - On October 30, 2020 Minister Selina Robinson approved DBN 257355 approving the timing and communication of payment of the direct allocation-based grants to Local Governments
  - Timing and administration of application-based streams for Local Governments.

### Background:

- On August 10, 2020, Premier Horgan addressed a “Safe Restart Letter” to Prime Minister Trudeau which served as the basis of a COVID-19 restart funding agreement. The local government component of this funding was approximately \$540 million equally shared between the Federal Government and the Province.

Cabinet Confidences

- 

### Local Government

Advice/Recommendations

- 

- 

- 

### Strengthening Communities’ Services

- Advice/Recommendations
- Advice/Recommendations (\$100 million to be allocated on demonstrated need through an application process) Advice/Recommendations
- Funding from the Strengthening Communities stream is intended to provide grants to local governments to support local services for vulnerable populations experiencing homelessness and address community concerns regarding the impacts of the COVID-19 pandemic on unsheltered populations. Advice/Recommendations
- Advice/Recommendations

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Withheld pursuant to/removed as

Advice/Recommendations

- Prompt payment will ensure local governments address various issues relating to COVID-19 including the safe restart of community services and facilities, emergency response measures, and other fiscal measures relating to COVID.

- Advice/Recommendations

- On November 4, 2020 Mayor Kennedy Stewart, City of Vancouver publicly opposed the adjusted per capita allocation methodology used by the Province. However, all other feedback received by the Ministry to date from local governments has been extremely positive and appreciative.
- Statement from Selina Robinson:
  - Government is focused on helping communities of all sizes get through the pandemic and deliver the services that people are counting on right now. This support takes many forms, whether it's support for transit operating losses, resources to address homelessness, or changes to the provincial school tax remittance dates and other aspects to give local governments more flexibility. The local government Safe Restart funding was designed to be fair, equitable and help communities, whether big or small, struggling the most through the pandemic. The funding formula provides more money to larger communities, but a higher per capita level of funding to smaller and mid-sized communities because we know that smaller municipalities generally do not have reserves to draw on like larger municipalities and many small communities, especially tourism dependent ones, have less diverse revenue bases that have been hit hard by COVID-19.
  - Our support for the City of Vancouver also includes \$644 million to fully cover Translink's losses, so that Metro municipalities don't have to cover those costs, and funding hundreds of temporary spaces and hotel purchases to support people experiencing homelessness in Vancouver. We look forward to continuing to partner with the City of Vancouver, including through the additional grant programs for municipalities available through our Recovery Plan. The pandemic has been challenging for all levels of government and we all have a part to play in helping get people and businesses through the pandemic.
  - Background:
    - The grants are based on an adjusted per capita formula, with a baseline amount, designed to provide an equitable amount of funding to all 188 local governments.
    - The population of Vancouver and Surrey alone equates to the same population as 143 small to medium size local governments. If B.C. had allocated money on a strictly per-capita basis, there would not have been enough money to support smaller municipalities who do not have the reserves that larger municipalities do, and often lack the diverse revenue base and economies-of-scale to efficiently restart their economies.
    - Local governments are responsible for their own budgeting. Unlike many smaller municipalities, Vancouver has the ability to borrow \$57M from their reserves and pay it back over 5 years with no interest requirement – using one of the tools already put in place by B.C.

- There are also significant differences in municipal responsibilities across the country. For example, Toronto helps fund Toronto Public Health initiatives, which would be fully paid for and delivered by the Province in B.C.
- Some other Canadian municipalities are also potentially on the hook for costs that B.C. municipalities won't have to bear. Toronto's TTC (the largest transit network in Canada) received \$404 million from the transit funding associated with the Safe Restart Program, but estimates they will face a \$700 million net-revenue loss as a result of the pandemic, leaving it to the City of Toronto to determine how to address the additional shortfall and whether to allocate a portion of their municipal funding to the TTC, leaving less for their non-transit costs.
- In B.C., TransLink will receive \$644 million in direct funding, completely separate from the funding for Vancouver and other municipalities. This will cover the total amount of losses TransLink expects to incur as a result of the pandemic for 2020 and 2021 and therefore will not put the same pressure on Metro Vancouver municipalities to come up with an additional bail out funding from their own coffers.

#### **Strengthening Communities' Services**

- The issue is the urgent need to support local governments in addressing the disproportionate health, social, and economic impacts of the COVID-19 pandemic on vulnerable populations through the creation of a grants-based process to distribute \$100M to local governments.

Cabinet Confidences; Advice/Recommendations

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Advice/Recommendations



## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- Investing in Canada Infrastructure Program (ICIP) COVID-19 Resilience Infrastructure Stream (CVRIS).
- September announcement of \$27 million over 3 years to cost-match \$109 million in federal funding for the ICIP COVID-19 Resilience Infrastructure Stream

### Background:

- Cabinet Confidences
- 
- The Province will continue to work closely with our federal partners by investing \$27 million over the next three years to leverage up to \$109 million in federal funding available under ICIP.
- Intergovernmental Communications; Government Financial Information
- The CVRIS will support projects that provide retrofits, repairs and upgrades to public buildings, support development of active transportation networks, and allow communities to improve their COVID-19 infrastructure, such as protective screens and physical distancing in public facilities. A portion of this program will also be available for disaster mitigation and adaptation infrastructure projects.
- Eligible ultimate recipients will include local governments, Indigenous ultimate recipients and not-for profit organizations.
- Projects cannot exceed \$10 million in total costs.
- Projects must start before September 30, 2021 and must be completed by December 31, 2021.
- Projects in remote communities (as defined by the ICIP IBA) must be completed by December 31, 2022.
- Accelerated approvals by Infrastructure Canada, to ensure that projects can address pressing needs in a timely manner.
- Advice/Recommendations

### Issue/Opportunity:

- Communities across B.C. have been significantly impacted by the COVID-19 pandemic.
- September announcement of \$27 million over 3 years to cost-match federal funding, providing access to a federal allocation of up to \$109 million for COVID-19 Resilience Infrastructure Stream.
- CVRIS will allow for a broad range of projects that will help communities physically distance while staying active, provide support for rehabilitation and resilient infrastructure, undertake flood mitigation works, and allow for faster project approvals in the short-term.
- Advice/Recommendations; Legal Information

Advice/Recommendations; Intergovernmental Communications

- 
- 
- 
- Opportunity for MAH and EMBC to announce an application intake in November 2020 subject to Federal bilateral approval and Minister direction.

## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- Safe Restart Contribution Agreement - TransLink

### Background:

- The COVID-19 pandemic has caused significant impacts on public transit and by extension has created unprecedented financial pressure for TransLink due to the pandemic's effect on travel demand.
- TransLink is required by statute to be self-financed in the delivery of operating services and capital projects. Regional revenue sources include fares, regional property, fuel and parking taxes, and other own sources. In 2019, transit revenue made up 39.7% and fuel tax, parking rights tax and property tax combined made up 51.9% of total revenue before loss on disposal and senior government funding.
- Low travel demand has significantly reduced TransLink's primary revenue sources (transit fares, fuel tax, and parking tax); with total boardings across the conventional system decreasing by 85% in April 2020 and slowly rebounded with overall ridership down approximately 61% in September 2020 compared to the same time in 2019.
- TransLink's forecast pandemic-related operating losses is at \$600M for the combined 2020 and 2021 calendar years based on a Medium Case scenario that includes service levels at 100% with ridership levels growing to approximately 60% of 2019 levels in 2021.
- Recognizing the key role of transit in B.C.'s successful recovery, in June 2020, the Province, TransLink and the Mayors' Council entered into a Memorandum of Understanding (MOU) to collaborate on exploring options for TransLink to continue to deliver essential transit service during and after the pandemic period while avoiding service cuts that are not in the public interest and do not align with B.C.'s Restart Plan.
- In addition, the MOU recognizes the critical role the region plays in ensuring its transit system's short, medium and long-term recovery.
- In the summer of 2020, Canada and British Columbia announced that they would provide up to \$540 million each (or over \$1 billion in total) to transit operators in British Columbia, including TransLink, to offset the impacts of the COVID-19 pandemic.

### Issue/Opportunity:

- Under the Provincial State of Emergency, public transit has been recognized as an essential service. It has provided an affordable, reliable and safe transportation option throughout the pandemic, and plays an important role in supporting social and economic recovery efforts.
- On September 18, 2020, British Columbia and Canada announced that TransLink would receive one-time funding of \$600 million to help close TransLink's projected COVID-19-related operating funding gap in 2020 and 2021 as well as \$44 million to offset further revenue loss from reducing an annual fare increases to 2.3% annually through 2024 so that transit fares can remain as low as possible without risking TransLink's financial stability.
- This immediate relief for TransLink in the short-term (2020 and 2021) will allow TransLink to set their budget and service levels for 2021.
- The Province and TransLink have signed a contribution agreement to convey the Canada – British Columbia Safe Restart funding.
- .

- The Safe Restart funding will allow TransLink to maintain service levels that adapt to changing demands (with upside capacity potential) while minimizing service reductions or pass-up trends as much as possible.
  - Advice/Recommendations
- 
- As per the agreement, TransLink is expected to limit fare increases to no more than 2.3 percent per year until 2024 with the earliest increase in July 2021.
  - TransLink is anticipating that ridership will recover slowly and expects to be at approximately 60 percent of historical ridership levels by late 2021 based on the Medium Case scenario.

## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- **Housing affordability** remains an issue across income brackets throughout B.C, both for rental housing and homeownership. This situation causes hardship for a growing segment of residents, contributes to a widening wealth gap in society, complicates health and mental health challenges for individuals and population groups, and impacts economic growth and sustainability of B.C. communities.

### Background:

- The Homes for BC: A 30-Point Plan for Housing Affordability in British Columbia was released in February 2018 and is helping to increase the supply of affordable housing, close loopholes and stem demand. Government completed 16 of the actions relatively quickly and 24,400 units of housing are completed or underway.
- Despite this success, B.C.'s housing market continues to show a misalignment between income levels and housing prices, resulting in affordability and mobility challenges and reduced housing security.
- Approximately 68 percent of B.C. households (nearly 1.3 million households) live in homes they own, while 32 percent are renters (600,000 households) and 0.1 percent live in First Nation band housing.
- A generally accepted measure of housing affordability is 30 percent of a household's gross income paid to housing costs (either mortgage and insurance costs or rent).
- In B.C, the average household includes 2.43 people and the median annual household income is \$69,995. Annual incomes are slightly higher in Victoria at \$70,283, and in Vancouver at \$72,662. This means that for half of Vancouver households, their affordable monthly housing costs would start at approximately \$1800 a month, the other half can only afford lower payments or rents.
- The cost of homeownership remains high in B.C, and virtually unattainable for many people in large metropolitan areas.
  - In September 2020, the Multiple Listing Service prices for benchmark single detached dwellings were \$1.52M in Metro Vancouver, \$1.03M in the Fraser Valley and \$793,000 in Greater Victoria.
  - The mortgage payment on a \$1M home, with a 20 percent down payment, at 1.85 percent interest, amortized over 25 years, is approximately \$3300 per month.
- The cost of rental housing in B.C is also high in many communities. In September 2020, the median monthly asking price for a one-bedroom rental in Greater Vancouver was \$1,650 and \$1,350 in Greater Victoria. For these one-bedrooms to be considered affordable requires an annual household income of \$64,000 in Greater Vancouver and \$54,000 in Greater Victoria.
- The supply of housing has increased in the last few years; rates of construction for housing both for sale and purpose-built rental (PBR) were higher and government efforts to increase housing supply have experienced moderate success, but the price of housing has not reduced sufficiently and the number of units with lower rents in the primary rental market is declining.

### Issue/Opportunity:

- Advice/Recommendations

#### Advice/Recommendations

- From January through early March 2020 (prior to COVID-19), the ministry hosted a series of roundtables with Indigenous groups and key stakeholders to check-in on the state of housing in B.C. and to solicit ideas for other actions to consider. Advice/Recommendations

Advice/Recommendations

- The Canada-British Columbia Expert Panel on the Future of Housing Supply and Affordability was established in September 2019 to examine housing trends for rental and homeownership and to explore options to allow British Columbians increased access to housing that they need and can afford. Advice/Recommendations

Advice/Recommendations

## CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- **Homes for BC: A 30-Point Plan for Housing Affordability in British Columbia (30 Point Plan)**

Background:

- Homes for BC was released in February 2018 with a \$7 billion commitment to build 114,000 new housing units over 10 years as well as a suite of demand and supply measures to address the housing affordability crisis in British Columbia. Government has completed 16 of the 30 actions in the Plan to date.
- Twelve actions were implemented through taxation or legislation.
- Nine housing supply and renewal expenditure actions have resulted in over 24,400 housing units that are either completed or underway:
  - Enhancement to the Rental Assistance Program (RAP) and Shelter Aid For Elderly Renters (SAFER) are complete.
  - Government Financial Information for social housing stock has been spent.
  - Four Building BC Housing Development Funding Streams are being implemented by BC Housing over the life of the ten-year plan.
  - The HousingHub is an office at BC Housing that provides development expertise and low-cost construction financing to encourage more market rental and owner-occupied affordable housing for the “missing middle.” Advice/Recommendations with 974 units complete.
  - Grants have been provided to deepen affordability for Advice/Recommendations 4,900 pre-2017 legacy social housing units.
  - The Ministry of Advanced Educations, Skills and Training is working with universities, institutes, and colleges to build new student housing.
- Seven of the policy initiatives are underway or partially implemented:
  - Substantial progress has been made on the policy initiatives: Preventative Tax Evasion Measures, Federal-Provincial working group on money laundering, Strengthening Protections for Renters, Empowering Local Governments, and Expanding Transit and Building Communities.
  - Cabinet Confidences; Advice/Recommendations
  - 
  -

- In addition to the above, the following trends indicate improvements in housing availability and affordability:
  - Price trends for benchmark single detached dwellings and condos demonstrates that substantial price increases were occurring in key regions between 2014 and 2018. However, prices began moderating in 2018 and have shown considerable stability throughout 2019 with the exception of increases in Metro Vancouver and the Fraser Valley over the summer of 2020 following the onset of COVID-19.
  - There are relatively low levels of province-wide residential real estate transactions with foreign involvement compared to the period prior to early 2018, with December 2019 data showing a rate of 1.7 percent for B.C., and 1.5 percent for Metro Vancouver. The rates were in the 4-5 percent range when Budget 2018 was tabled in February of that year.
  - The number of condos intended for long-term rental (secondary rental market) in Metro Vancouver increased by 18.9 percent vs. 2018, representing an addition of 11,118 units or over four times the average annual increase in the past 10 years. At least 2000 were existing units that were not previously long-term rentals,

Advice/Recommendations

Issue/Opportunity:

- Advice/Recommendations



## **CORPORATE ISSUE/OPPORTUNITY NOTE**

### **Issue:**

- Rental Housing Task Force Recommendations Update
  - Since the release of the Rental Housing Task Force Final Report in December 2018, the Residential Tenancy Branch has been working on implementing each of the 23 recommendations.
  - Several outstanding legislative, regulatory and policy changes are still required to fully implement the proposed changes.

### **Background:**

- In the spring of 2018, the Premier appointed a Rental Housing Task Force to undertake a review of tenancy laws and processes in British Columbia. After a province-wide consultation, the Task Force presented 2 early and 23 final recommendations for consideration by government in December 2018.
- Government accepted the Rental Housing Task Force final report and announced a phased approach to implementation. Immediate action was taken to cut the annual allowable rent increase by 2 percent, limiting it to inflation. At the same time, the Minister committed to working with landlords on a process to allow for modest increases through application to the Residential Tenancy Branch when capital expenditures were made to improve or repair the building.
- Other completed actions include implementing a province-wide rent bank system, increasing funding for public education, strengthening compliance and enforcement, and improving service to landlords and tenants through a \$6.8 million budget increase over three years to the Residential Tenancy Branch.
- Advice/Recommendations

### **Issue/Opportunity:**

- Cabinet Confidences; Advice/Recommendations
- 
-

**Table 1: Status of Rental Housing Task Force Recommendations**

**Complete**  
Cabinet Confidences;  
Advice/Recommendations

No:	Recommendation	Status
Early	Change the maximum rent increase formula	Complete September 2018
Cabinet Confidences; Advice/Recommendations	Allowing for modest rent increases above inflation through application to the Branch for capital improvements	Cabinet Confidences; Advice/Recommendations
#1	Stop Renovictions	
#2	Work with local governments to develop tenant compensation and relocation guidelines in case of demolition	
#3	Set a clear timeline for tenant's decision on the use of a right of first refusal	
#4	Implement a BC wide rent bank system for low income people	Complete with funding in Budget 2019– led by SDPR
#5	Strengthen enforcement of the law including a clear process for making, investigating and levying administrative penalty complaints	Cabinet Confidences; Advice/Recommendations
#6	Strengthen penalties for breaking the law including imposing mechanisms for non-compliance including refusal of service for outstanding penalties	Complete Summer 2020 Publishing admin penalty decisions. Ability to refuse service for outstanding penalties
#7	Investigate providing affordable access to bailiff services in smaller more remote communities	Led by Ministry of Attorney General Review of Bailiff program is complete and changes being implemented.
#8	Investigate options to increase repayment rate for damages, non-payment of rent and storage costs if ordered by the Branch	Cabinet Confidences; Advice/Recommendations
#9	Increase availability of strata housing by eliminating rental bans	
#10	Maintain Rent tied to the Renter, not the Unit	Complete
#11	Work with local governments to develop, implement and enforce short term rental rules	Cabinet Confidences; Advice/Recommendations
#12	Make the RTB more responsive, accessible and proactive	A number of actions complete. Ongoing work continues in this area
#13	Improve fairness and consistency by recording all hearings	Cabinet Confidences; Advice/Recommendations
#14	Improve procedural fairness by expanding grounds for appeal	
#15	Require landlords who are filing evictions for cause or renovation to provide all evidence with any eviction notice to the affected tenants	

No:	Recommendation	Status
#16	If repairs are needed and landlord is refusing to make them in a timely way, have RTB proactively reduce the rent	Complete Spring 2020
#17	Allow email service of documents	Cabinet Confidences; Advice/Recommendations
#18	Speed up return of security deposits for tenants	Complete February 2020
#19	Work with insurance industry to see if rent guarantee insurance and other improvements to coverage might be available	Cabinet Confidences; Advice/Recommendations
#20	Simplify regulations relating to landlord obligation to store abandoned property	
#21	Ensure it is clear for all where to go for help for all forms of tenancy. Seniors, students, roommates	Complete June 2020
#22	Address specific needs of non-profit and supportive housing providers in the RTA	Cabinet Confidences; Advice/Recommendations
#23	Ensure manufactured home park rules are clear and understandable. Clarify what occurs when park rules conflict with lease or contract rules	

## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- Strata Opportunities
  - Strata legislation is the responsibility of the Ministry of Municipal Affairs and Housing and can be updated to meet the needs of the strata community and advance government objectives.
  - There are opportunities to <sup>Advice/Recommendations</sup>  
Advice/Recommendations

### Background:

- BC has some of the highest per capita strata ownership in Canada. Multi-family housing starts in the Province outnumber single-family starts by more than two-to one in recent years.
- Approximately 1.5 million British Columbians live in strata housing. Housing that can be strata-titled includes duplexes, townhouses, apartment-style high-rises (condos), bare land strata subdivisions, and fractional ownership vacation properties. There are also commercial, industrial and mixed use stratas.
- Strata properties are important for rental housing, making up approximately 18 percent of the rental stock.

### Opportunities:

- Cabinet Confidences; Advice/Recommendations

•

- British Columbia Law Institute (BCLI) Review of Strata Legislation:
  - The BCLI recently completed a five-year review of BC's strata legislation with the Ministry's support and participation. Their reports contain many recommendations for legislative reform from the expert review committee. The recommendations have also gone through public consultation.

- The recommendations cover a number of issues that, while not high profile, could collectively go a long way towards reducing impediments for strata residents and developers and make higher density strata living more attractive.
- Advice/Recommendations
  - While strata corporations are self-governing, bylaws they may pass can be limited by provincial legislation. The Strata Property Act can also impose default Standard Bylaws that may only be altered via a resolution passed by  $\frac{3}{4}$  of the owners.
  - Advice/Recommendations

-

## CORPORATE ISSUE/OPPORTUNITY NOTE

Issue:

- Integrated Transportation and Development Strategy

Background:

- In early 2020, the Province released BC's Economic Plan, a framework that brings together existing priority initiatives and strives to create quality economic growth and standards of living across all regions of the province. Investing in transportation and infrastructure is one of five key areas of action to achieve the plan.
- The vision for creating an Integrated Transportation and Development Strategy (ITDS) was confirmed as a priority through the Economic Plan, along with maintaining a competitive business environment, distributed investments and growth, and creating a higher standard of living for British Columbians across the province.
- ITDS is intended to articulate a 30-year vision and strategies to guide growth across the province with the goal of increased liveability, reduced carbon emissions, and economic recovery and prosperity. This vision is required to address emerging issues such as: forecasted increase in congestion by 40 percent by 2030 (pre-COVID), trade volumes doubling in the coming decade, and projected population growth of one million people by 2050.
- The Ministry of Transportation and Infrastructure (MOTI) and the Ministry of Municipal Affairs and Housing (MAH) are working in partnership to develop an ITDS. The long-range strategy will build upon and better align provincial priorities with local, regional, and Indigenous community transportation and land use objectives.

Advice/Recommendations; Intergovernmental Communications

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Withheld pursuant to/removed as

Advice/Recommendations

## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- TransLink's 2021 Investment Plan
  - TransLink is developing a 2021 Investment Plan focused on economic recovery

### Background:

- The *South Coast British Columbia Transportation Authority* (SCBCTA) Act requires TransLink to develop an investment plan that identifies planned transportation services, initiatives, and capital investments for the next ten years. The SCBCTA Act requires that TransLink update its Investment Plan at least every three years.
- In 2014, the Mayors' Council on Regional Transportation approved a 10-Year Vision for transportation and transit investments and service increases in Metro Vancouver. The Vision was structured to be delivered in three phases and through three separate, overlapping 10-Year Investment Plans.
- The Phase One Investment Plan was approved in 2016 with provincial and federal contributions of \$246 million and \$370 million, respectively. It included rail and bus transit service increases, new SkyTrain and West Coast Express cars, as well as other capital investments.
- In June 2018, the Mayors' Council approved their **Phase Two Investment Plan** which is currently being implemented, and includes construction of rapid transit in Surrey and Vancouver. The Province is funding 40% (estimated at \$2.54B) of the capital costs leveraging over \$2 billion of federal funding through the federal Investing in Canada Infrastructure Program.
- As part of Phase Two negotiations with the region, the Province passed multiple pieces of legislation to assist TransLink with its regional share of funding the 10-Year Vision including a new development cost charge and increasing the parking rights tax and motor fuel tax.
- Prior to COVID-19, TransLink was developing a Phase Two Investment Plan *Update* for June 2020, to replace the Surrey-Newton Guilford Light Rapid Transit project with Stage 1 of the Surrey-Langley-SkyTrain (SLS) project and were also planning for a Phase Three Investment Plan in spring/summer 2021,

### Advice/Recommendations

- Due to the pandemic and resulting uncertainty, the Mayors' Council terminated Phase Two *Update* planning in April 2020.
- In June 2020, the Province, TransLink and the Mayors' Council signed a Memorandum of Understanding (MOU) to collaborate on options for TransLink to deliver essential transit service during and after the pandemic period, while avoiding service cuts. Work under this MOU is intended to lead to short and longer-term proposals for consideration and direction at the regional and provincial level.
- On September 18, 2020, British Columbia and Canada announced that TransLink would receive one-time funding of \$600 million to help close TransLink's projected COVID-19-related operating funding gap in 2020 and 2021 as well as \$44 million to offset further revenue loss from reducing an annual fare increases to 2.3% annually through 2024 so that transit fares can remain as low as possible without risking TransLink's financial stability.
- This immediate relief for TransLink in the short-term (2020 and 2021) will allow TransLink to set their budget and service levels for 2021 and maintain service levels that adapt to changing demands (with upside capacity potential) while minimizing service reductions or pass-up trends as much as possible.
- The Province and TransLink have signed a contribution agreement to convey the Canada – British



Columbia Safe Restart funding.

- Advice/Recommendations

- As part of the agreement, TransLink will be expected to limit fare increases to no more than 2.3 percent per year until 2024 with the earliest increase in July 2021.
- TransLink is anticipating that ridership will recover slowly and expects to be at approximately 60 percent of historical ridership levels by late 2021 based on the Medium Case scenario.

Issue/Opportunity:

- As TransLink's last Investment Plan was approved in June 2018, the next Investment Plan is legislated to be completed by June 2021. Advice/Recommendations  
Cabinet Confidences; Advice/Recommendations

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- The 2021 Investment Plan will focus on economic recovery with emphasis on maintaining transit as an essential service, ensuring state of good repair while restoring TransLink's financial stability through 2030.
- TransLink has identified a number of priorities for the 2021 Investment Plan including:
  - Identifying the revenues needed to cover pandemic losses and achieve a balanced 10-year plan;
  - Delivering the remaining elements of the Phase Two Plan some of which were delayed due to the pandemic;
  - Approving already-funded projects in the Phase Two Plan such as SLS Stage 1 to Fleetwood in addition to the partially funded Low-Carbon Fleet Strategy (LCFS); and
  - Ensuring resources are available to complete the project plans and studies needed to support TransLink's Long-Term Regional Transportation Strategy (Transport 2050) and the Mayors' Council 10-Year Vision renewal process (2022/23).
- The TransLink Board and the Mayor's Council will be evaluating these and other priorities well into the first quarter of 2021.

- Advice/Recommendations

## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- Investing in Canada Infrastructure Program (ICIP) under 2018 Integrated Bilateral Agreement (IBA) with Canada - **Lower Post Project**

### Background:

- Under the ICIP Community, Culture, and Recreation (CCR) program, the Daylu Dena Council (Lower Post) Multi-Purpose Cultural Building project Cabinet Confidences; Advice/Recommendations
- Cabinet Confidences; The Daylu Dena Council, located in Lower Post in northern BC, Advice/Recommendations; Intergovernmental Communications construction of a new multi-purpose cultural building that will serve as a space for community events and gatherings; as there is no appropriate space in the community. This project will enable the demolition of the former residential school.
- Project was submitted to program partner (Infrastructure Canada) for final approval. Advice/Recommendations; Intergovernmental Communications
- Project furthers government-First Nations reconciliation and is supported by MAH and Ministry of Indigenous Relations and Reconciliation. Advice/Recommendations; Intergovernmental Communications
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- Premier Horgan travelled to Lower Post and met with members of the Daylu Dene on October 1<sup>st</sup>, 2019.

### Issue/Opportunity:

- Advice/Recommendations; Intergovernmental Communications
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## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- Property Assessment Strategic Review

### Background:

- Metro Vancouver has in recent years experienced dramatic increases in property values and associated taxes, and this has been particularly impactful for commercial tenants under triple-net leases. The issue is exacerbated by densification efforts that lead to changes in the highest and best use of properties where there is development potential, requiring tenants to pay taxes not just on the value of the current use, but on the value of the potential use of the property.
- An Intergovernmental Working Group (IWG) was formed with Metro Vancouver municipal members and provincial government representatives to evaluate potential mitigation strategies.
- In June 2019, Municipal IWG members wrote to Premier Horgan requesting that the Province implement a commercial/light industrial sub-class for the 2020 tax year. The sub-class would capture the value of the development potential and allow local governments to tax it at a lower rate.
- Rather than the sub-class, which was not implementable in that timeframe, the Province introduced the Interim Business Property Tax Relief legislation in February 2020 and committed to developing a long-term solution.
- Due to COVID-19 and timing constraints there was no uptake of the legislation, which was optional for local governments.

### Issue/Opportunity:

- Advice/Recommendations

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## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- Property Assessment 2021 Roll

### Background:

- BC Assessment (BCA) values/assesses most properties including all residential and commercial properties on a market approach (i.e. value based on sales of similar properties).
- The 2020 assessment roll is comprised of over 2 million properties with a value of more than \$1.94 trillion.
- Market value is largely driven by supply and demand dynamics and general economic trends. In time of economic shock (e.g. pandemic) market responses can be somewhat counter intuitive, i.e. COVID- 19 is resulting in a major economic contraction while at the same time market value and demand for certain property types are increasing while others are falling.
- It is important to note that changes in property values do not necessary result in corresponding impacts on property taxes. Taxing jurisdictions set tax rates based on their budget requirements which can result in a situation where assessments are dropping but taxes increase substantially.
- Market movements do not impact properties in Class 2– Utilities, Class 3- Supportive Housing, Class 7 – Managed Forest, Class 8 – Recreational property and Non-profit Organization and Class 9 – Farm which are regulated and assessed by specific methodology and rates.

### Issue/Opportunity:

- The 2021 Roll is currently being finalized, and comprehensive briefing material will be provided to the Minister in late November. Initial observation regarding the Roll and market trends are outlined below.

#### **1. Residential Properties (Single Family and Strata Properties) – Class 1**

- Residential properties make up approximately 1.85 million or about 92% of all the properties in the province. Initial indication is that about 75% of residential properties will be seeing increases on the 2021 Assessment Roll of between 0 to +15% across the province. The higher increases are in the Lower Mainland Region. Year to date sales volume is currently approximately 20% higher when compared to the same point last year.
- Indications are there will be minimal concerns with the residential market. Any concerns of property owners will likely depend on how the taxing jurisdictions set budgets and the corresponding impact on tax rates.

#### **2. Light Industrial, Commercial and Income Properties (IC&I) – Class 5 and Class 6**

- There are 171,329 IC&I folios representing about 8% of all properties in the province. Market activity for these properties is very limited and there will be a varying degree of impact based on the property type within each Class and property type/use.

#### ***Class 5 – Light Industry***

- Most properties will see an increase in the range of 0 to +20%. However, some big parcels will see increases up to +30% as a result of active markets/sales transactions. The value increases are in areas where industrial demands have demonstrated increases in market value. Some of this

demand may be as a result of the pandemic and requirements for more space for storage, distribution and manufacturing.

- Note also that some smaller land sites in Vancouver indicate slight decreases of approximately -10%. The reductions are in industrial areas where the land components comprise a significant portion of the value and the properties are close to transitioning to other uses.

#### ***Class 6 – Business and Other***

- There are substantial reductions on some commercial properties such as hotels, casinos and event centres, which represents about 10% of commercial properties. They can expect to see a -10 to -30% reduction of their assessed value for 2021, mainly due to reduced income resulting from the impact of COVID-19.
- Class 6 properties such as shopping centres, retail and office buildings may face moderate reductions in their 2021 assessments compared to 2020, ranging from 0 to -15%, due to reduced income. Properties with development potential (i.e. un-built density) will see reductions ranging up to 20%

### **3. Major Industry Properties – Class 4**

- Class 4 includes 292 major industrial plants (e.g., pulp and paper mills, sawmills, oil refineries, cement plants, ports, mines etc.) and over 10,900 gas and petroleum sites. For most Class 4 properties, the land is valued according to its market value, and improvements are valued through costing manuals that prescribe replacement costs and depreciation rates.
- For 2021, most Class 4 properties will see stable assessed value or slight decreases in comparison to the 2020 roll. That said, some properties in the Lower Mainland Region may see increases as evidenced by sales – BCA is still working on finalizing the roll and further updates will be provided in mid-November.

#### **Summary:**

- Overall, the residential market is stable with some moderate increases. Commercial/industrial properties are more varied with a range of increases and decreases, which reflect various factors including demand, type and use, and impact of COVID-19. As compared to other years, particularly in Metro Vancouver, Southern Vancouver Island and the Okanagan, values are towards the lower end of increases that have been seen over the last five years with the exception of some impacted commercial properties that have seen a larger than usual reduction in value.
- There is a risk of inequity or distortion within classes as a result of relative value relationships between the types of properties, i.e. some Class 6 properties that are valued using income method will likely result in lower assessments, shifting more of the burden onto those commercial lease (small business leased) properties valued for future densification, as well as multi-family properties.

- **Advice/Recommendations**

- Advice/Recommendations**

There are also federal and provincial

COVID-19 relief programs for small businesses (e.g. BC Small and Medium-Sized Business Recovery Grant).

- Local governments can also lower tax rates or adjust tax ratios to reduce tax burdens on small businesses (e.g. Vancouver's commercial-to-residential tax ratio has dropped substantially in recent years, shifting more of the tax onto residential class. For 2021, the ratio is a record-low of 2.3).

- Government will continue to monitor the market and consider as part of ongoing pandemic recovery.

## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- Mass Timber Implementation Strategy

### Background:

- Mass timber refers to engineered wood products that allow for taller, larger and more complex building types than standard wood frame. Products have advanced to be alternatives to concrete and steel or used in hybrid applications with those materials. Mass timber presents significant environmental benefits when compared to traditional products, including reduced greenhouse gas emissions, and improvements in health and wellness for building occupants.
- In Spring 2020, the Office of Mass Timber Implementation (OMTI) was established in the Ministry of Municipal Affairs to expand the production and use of mass timber building products through the deployment of policy levers and statutory authorities distributed across government.

### Issue/Opportunity:

- Forestry in B.C. is at a crossroads due to shrinking timber supply, low lumber prices, U.S. duties and increased competition. A forward-looking mass timber strategy will support the forest sector's transition from high volume to high value production and improve the economic situation.
- Various ministries have been working in relative isolation since 2009 to promote mass timber production and use. While much of this work is having a positive effect, it has not collectively been transformative in moving the dial in the development, construction and forest product manufacturing sectors.
- In Spring and Summer 2020, engagement with key thought leaders from the development, construction and forest product manufacturing sectors informed a better understanding of the current state, barriers, inefficiencies and opportunities for mass timber in B.C. and globally.

- Advice/Recommendations

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- Through the COVID-19 Economic Recovery plan, funding has already been allocated to programs that support the strategy, including:
  - technical research and an incentive program for new mass timber demonstration in the private sector (JEDC),

- funding for new projects that accelerate the availability, acceptability and affordability of low-carbon building solutions, such as mass timber (EMPR), and
- a new mass timber micro-credential delivered by BCIT (AEST).



## CORPORATE ISSUE/OPPORTUNITY NOTE

### Issue:

- Policymakers Coordination Forum (PCF)

### Background:

- The Policymakers Coordination Forum (PCF) was formed in 2019 and has been comprised of representatives from MAH (Minister and Parliamentary Secretary), Metro Vancouver (Board Chair) and TransLink (Chair of the Mayors' Council on Regional Transportation). It was convened in 2019 to support the development of *Transport 2050*, TransLink's 30-year Regional Transportation Strategy (RTS). The Minister of Transportation and Infrastructure has been briefed on materials prior to each meeting.
- The PCF's purpose is to ensure greater alignment and coordination between transportation, land use and economic development policy in the Metro Vancouver region, and with provincial priorities and initiatives.
- The PCF has been a success. All parties have agreed that over the four meetings (typically 3-4 hours), the forum has provided a venue to have useful, in-depth discussion about complex, long-term issues facing the region.
- At present, TransLink provides secretariat services to the PCF. In this role, TransLink is responsible for various coordination and administrative duties such as facilitating PCF meetings, preparing the agendas and materials for distribution, recording notes and circulating the minutes. The secretariat also leads the coordination and preparation for other committees that MAH participates in at the executive and staff levels.
- Advice/Recommendations

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### Issue/Opportunity:

- Advice/Recommendations

### Summary:

- The PCF provides an important forum to ensure greater alignment and coordination between transportation, land use and economic development policy in the Metro Vancouver region, and with provincial priorities and initiatives.

## 30/60/90 DAY DECISION NOTE

### Development Approvals Process Review Cabinet Confidences; Advice/Recommendations

#### Issue:

- 30-Day Decision
- Cabinet Confidences; Advice/Recommendations

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#### Background:

- In many communities in British Columbia, local government development approval processes have increased in complexity and length over the years without necessarily delivering better outcomes in terms of a greater and timelier supply of housing, or fairness and certainty for the public and the development industry alike.
- The Ministry of Municipal Affairs and Housing (Ministry) initiated the Development Approvals Process Review (DAPR) in 2018 to improve the efficiency and effectiveness of local government development approvals processes.
- As part of DAPR, between December 2018 and May 2019 the Ministry engaged in comprehensive consultations with a broad range of local governments and stakeholders, including developers, non-profit organizations, professional associations, and academics, to identify challenges in and opportunities for improving the local government development approvals process.
- In September 2019 the Ministry released the “Development Approvals Process Review: Final Report from a Province-wide Stakeholder Engagement” detailing the challenges and ideas for resolution identified during the consultations.

Cabinet Confidences; Advice/Recommendations; Intergovernmental Communications

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Cabinet Confidences; Advice/Recommendations; Intergovernmental Communications

## 30/60/90 DAY DECISION NOTE

### Integrated Transportation and Development Strategy

Issue:

- **30-Day Issue**

Background:

- The Ministries of Transportation and Infrastructure (MOTI) and Municipal Affairs and Housing (MAH) are leading the development of an Integrated Transportation and Development Strategy (ITDS). The long-range strategy will build upon and better align provincial priorities with local, regional, and Indigenous community transportation and land use objectives. It is proposed that strategy will be based on the following objectives:

Advice/Recommendations

- ITDS will help Government optimize and integrate investment decisions and policy tools related to transportation, economic development, affordable housing, and climate action - securing greater benefits to the public and advancing strategic provincial objectives.
- Advice/Recommendations; Government Financial Information

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Decision required:

- Advice/Recommendations

## 30/60/90 DAY DECISION NOTE

### Advice/Recommendations

#### Issue:

- Cabinet Confidences; Advice/Recommendations

#### Background:

- The 2014 Mayors' Council's 10-Year Vision included 27 kilometers of LRT in Surrey. Phase Two of the Vision, approved by the Mayors' Council in 2018, included a 10.5 km, \$1.65B Surrey-Newton-Guildford (SNG) LRT project. It was intended that a future Phase Three would include 16.6 km of LRT along Fraser Highway from Surrey to Langley.
- Advice/Recommendations; Government Financial Information
- In response to a request from Surrey, in 2019 the Mayors' Council suspended SNG LRT and instructed TransLink to proceed with planning and project development for SkyTrain on Fraser Highway from Surrey to Langley, using only funds approved for SNG LRT.
- In January 2020, TransLink submitted a business case to the Province for SLS, which assumes TransLink ownership and delivery of the project. The business case, which focusses on SLS Stage 1 from Surrey's King George SkyTrain station to Surrey's Fleetwood Town Centre, estimates that SkyTrain can be extended 7 km from King George to Fleetwood for \$1.63B and that continuing from Fleetwood to Langley City Centre would cost an additional Advice/Recommendations

#### Decision required:

- Cabinet Confidences; Advice/Recommendations
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## 30/60/90 DAY DECISION NOTE

Cabinet Confidences; Advice/Recommendations

## Emergency Program Act Modernization

### Issue:

- Cabinet Confidences; Advice/Recommendations

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### Background:

- Emergency Management BC (EMBC) is developing modernized emergency management legislation to better reflect the United Nation's Sendai Framework for disaster risk reduction as well as reconciliation, diversity and inclusion principles. A key outcome of this effort is to improve disaster risk reduction and mitigation measures which will aid in building community resiliency.
- The EPA modernization discussion paper, Advice/Recommendations included policy proposals that would require local governments to give greater consideration of risk and mitigation requirements when approving development in hazardous areas such as floodplains.
- Cabinet Confidences; Advice/Recommendations

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Cabinet Confidences;  
Advice/Recommendations

Appendix C-2

*2021 Climate Action Revenue Incentive Program (CARIP)*  
30/60/90 DAY DECISION NOTE

Issue:

Cabinet Confidences; Advice/Recommendations

Background:

Cabinet Confidences; Advice/Recommendations

- The BC Climate Action Charter, established in 2007, marked the beginning of a successful local government climate mitigation program, developed and implemented by the Ministry's Planning and Land Use Management (PLUM) branch.

Cabinet Confidences; Advice/Recommendations

- With the introduction of the Provincial carbon tax in 2010, government established CARIP to provide *Climate Action Charter* signatories with a grant equal to carbon tax paid annually with the reporting of their corporate and community climate actions and completion of a carbon tax calculation form.

Cabinet Confidences; Advice/Recommendations

- The grants, administered by MAH Local Government Infrastructure and Finance Branch, typically refund 100% of carbon tax expenditures to signatories that report on their climate action progress through an annual (largely qualitative) survey.
- The survey results provide government with a robust picture of local government climate actions. Survey findings, including highlights of local government leadership and innovation and progress towards carbon neutrality (including measured GHGs), are compiled in an annual summary report, released annually in advance of the UBCM convention.
- The CARIP program is not created through regulation or an agreement, however it is a well-established funding program that has been in place for nine years with participation by 98% (187) of B.C. local governments.

Cabinet Confidences; Advice/Recommendations

- Notification to local governments on the annual program is generally sent in January, with payments in July for the previous (calendar) reporting year.

Cabinet Confidences; Advice/Recommendations

30/60/90 DAY DECISION NOTE  
Property Assessment Services Cabinet  
Confidences

Issue:

- 30-Day Decision
- Cabinet Confidences; Advice/Recommendations

Background:

- **Annual Update to Major Industrial Properties (MIPs) and Electrical Power Groups (EPGs) Cost Manuals**

BC Assessment (BCA) uses costing manuals to value improvements at MIP facilities such as oil refineries and mills and EPG facilities such as dams, power plants and substations for property assessment and taxation purposes. Each year, under the *Assessment Act*, BCA's Board of Directors, by order, adopts updates to MIP and EPG manuals. This order requires prior approval by Cabinet.

Cabinet Confidences; Advice/Recommendations

- **Annual Update to the Port Land Valuation Regulation**

The schedule of the regulation is updated annually to prescribe values for the land portion of major port properties, which provides certainty for port operators and local governments and support economic activity and employment.

Cabinet Confidences; Advice/Recommendations

- **Annual Update to the Restricted-use Property Valuation Regulation - BC Ferry Services & NavCan Valuation**

This regulation is updated annually to prescribe assessed values for 48 BC Ferry Services terminals and associated properties and 18 NavCan control towers.

Cabinet Confidences; Advice/Recommendations

Decision required:

- Cabinet Confidences; Advice/Recommendations

**30/60/90 DAY DECISION NOTE**  
**BC Assessment Levy Tax Request**

Issue:

- 60-Day Decision
- Requires a decision in 60 days regarding BC Assessment (BCA) Levy Tax Request for 2021 Tax Year.

Background:

- BCA's legislated mandate is to establish and maintain property assessments that are uniform across British Columbia in accordance with the *Assessment Act*. BCA's total operating budget was about \$107M for 2020.
- The primary funding source (about 93 percent) for BCA is a province-wide property tax levy.
- The *Assessment Authority Act* requires BCA to pass an annual property tax levy bylaw, which sets tax rates at a level necessary to maintain its operating and capital expenses.
- The bylaw levies a property tax for each property class on the net taxable value (assessment) of all land and improvements in the Province, except for property that is taxable only by a special Act.
- The Lieutenant Governor in Council must approve the levy bylaw before final adoption by BCA's Board of Directors. The *Assessment Authority Act* requires BCA to provide the rate levies to the taxing jurisdictions by April 15.
- BCA did not receive any levy increase from 2014 to 2017. The Province approved a 1.9 percent increase (\$1.8M) for 2018. BCA's 2019 request for a 1.5 percent increase (\$1.4M) was not approved.
- For 2020, the Province approved a 3.2 percent increase (\$3.1M).

Decision required:

- BCA submits the levy ask for 2021 in late October 2020. Government will need to approve or decline BCA's request by March 2020, which will allow sufficient time for the BCA tax levy to be included in tax authorities' tax notices.

## 30/60/90 DAY DECISION NOTE

### TransLink Investment Plan Regional Tools

Issue:

- **90 Day Decision,**  
Advice/Recommendations

Background:

- The *South Coast British Columbia Transportation Authority (SCBCTA) Act* requires TransLink to develop an investment plan that identifies planned transportation services, initiatives, and capital investments for the next ten years (Investment Plan). The SCBCTA Act requires that TransLink update its Investment Plan every three years, or more frequently.
- In 2014, the Mayors' Council on Regional Transportation approved a 10-Year Vision for transportation and transit investments and service increases in Metro Vancouver. The Vision was structured to be delivered in three phases and through three separate, overlapping 10-Year Investment Plans.
- The Phase One Investment Plan was approved in 2016 with provincial and federal contributions of \$246 million and \$370 million, respectively. It included rail and bus transit service increases, new SkyTrain and West Coast Express cars, as well as other capital investments.
- In June 2018, the Mayors' Council approved their Phase Two Investment Plan which includes construction of rapid transit in Surrey and Vancouver. The Province is funding 40% (estimated at \$2.54B) of the capital costs leveraging over \$2 billion of federal funding through the federal Investing in Canada Infrastructure Program.
- As part of Phase Two negotiations with the region, the Province passed multiple pieces of legislation to assist TransLink with its regional share of funding the 10-Year Vision including a new development cost charge and increasing the parking rights tax and motor fuel tax.
- Prior to COVID-19, TransLink was developing a Phase Two Investment Plan *Update* for June 2020, for Surrey-Langley-SkyTrain (SLS) Stage 1 and planning for a Phase Three Investment Plan in spring/summer 2021,Advice/Recommendations
- Due to the unprecedented financial impacts of COVID-19 and resulting uncertainty, the Mayors' Council terminated Phase Two *Update* planning in April 2020. TransLink postponed work to develop the next Investment Plan until the extent of senior government support to help offset COVID losses, replenish reserves and fund new projects was known. TransLink stated that future planning was also dependent on greater stability in revenue tools and having an ability to forecast future financial capacity.
- Recognizing the key role of transit in B.C.'s successful recovery, (particularly in the Lower Mainland), in June 2020, the Province, TransLink and the Mayors' Council entered into a Memorandum of Understanding (MOU) to collaborate on exploring options for TransLink to continue to deliver essential transit service during and after the pandemic period while avoiding service cuts that are not in the public interest and do not align with B.C.'s Restart Plan. Work under this MOU is intended to lead to a jointly-developed short and longer-term proposals for consideration and direction at the regional and provincial level.
- In September 2020, the federal and provincial governments committed to providing \$644 million of one-time funding to TransLink, cost-shared 50-50 basis through the Canada – B.C. Safe Restart Agreement. This immediate relief funding will help close TransLink's projected COVID-19-related

operating funding gap in the 2020 and 2021 calendar years, as well as offset the additional revenue loss from reduced fare increases.

- The pandemic is expected to impact TransLink's operating revenue well beyond 2021 with TransLink forecasting significant long-term financial and debt pressures ranging from \$2 billion to \$4.4 billion over the next 10 years. As the future course of the pandemic is uncertain, the projected financial impacts may worsen and TransLink has a legislative requirement to balance its budget over its 10-year Investment Plan.
- TransLink's revenue model has remained largely unchanged since its founding, with the current model still based on the three original dedicated taxes (fuel tax, parking tax, and property tax) in addition to transit fares. In 2019, transit revenue made up 39.7% and fuel tax, parking rights tax and property tax combined made up 51.9% of total revenue before loss on disposal and senior government funding.
- Advice/Recommendations

**Decision required:**

- TransLink intends to update its Investment Plan for spring 2021 that reflects its updated financial position and the effects of COVID-19, while balancing that requirement against evolving priorities of the TransLink Board of Directors and Mayor's Council, as well as the Province.
- In a June 2020 submission to the Select Standing Committee on Finance and Government Services, the Mayor's Council said TransLink must reduce its reliance on transit fares and fuel tax. For TransLink to support the region in a post-pandemic world, the Mayors' Council is interested in working with the Province to modernize TransLink's revenue tools into a diversified portfolio.
- Advice/Recommendations

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30/60/90 DAY DECISION NOTE  
**COVID-19 Related Measures Act (CRMA)** Cabinet  
Confidences:

Issue:

- 30-Day Issue
- Cabinet Confidences; Advice/Recommendations

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Background:

- A Provincial State of Emergency (PSOE) was declared on March 18, 2020 in relation to COVID, and since then, several Ministerial Orders (MOs) under section 10 of the Emergency Program Act (EPA) have been enacted.
- On July 8, 2020, the CRMA came into force; the CRMA incorporates and extends certain Ministerial Orders made under the EPA, including the following orders:
  - *MO159: Local Government Finance Order*: authorizes critical local government financial measures around borrowing from reserve funds, revenue anticipation borrowing and tax sales;
  - *MO192: Local Government Meetings and Bylaw Process (No.3)*: provides local governments with necessary governance authorities in light of the challenges presented by the COVID pandemic, for open and electronic meetings, public hearings, and bylaw and other procedural matters;
  - *MO114: Electronic Attendance at Strata Property Meetings*: ensures that all strata corporations can comply with Provincial Health Officer (PHO) orders related to COVID (i.e., restrictions on gatherings of 50 or more persons) and conduct their necessary business safely.
- The CRMA allows a regulation to be made under the Act to extend Orders for up to one year after the CRMA comes into force.
- Under the CRMA, unless a regulation is enacted, all of the MOs will expire 90 days after the PSOE expires or is cancelled.

Cabinet Confidences; Advice/Recommendations

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Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommendations



## 30/60/90 DAY DECISION NOTE

### Investing in Canada Infrastructure Program Green Infrastructure Environmental Quality 2nd Intake

#### Issue:

- 30-Day Decision
- Approval of recommended projects under Investing in Canada Infrastructure Program (ICIP) Green Infrastructure - Environmental Quality Program Second Intake.

#### Background:

- The Environmental Quality Program (the Program) was established through the Green Infrastructure stream of the Investing in Canada Infrastructure Program (ICIP) a federal/provincial grant program.
- ICIP represents \$33.1 billion in federal funding which is administered through Integrated Bilateral Agreements (IBAs) with Provinces and Territories (PTs) covering four funding streams: Green Infrastructure; Community, Culture and Recreation; Rural and Northern Communities; and, Public Transit.
- On March 22, 2018 the Government of Canada and British Columbia signed the ICIP IBA representing a \$3.917 billion federal investment. Provincially the ministries of Transportation and Infrastructure and Municipal Affairs and Housing are the lead ministries on the ICIP.
- The Ministry of Municipal Affairs and Housing is the lead on the Environmental Quality (EQ) Program, a sub-stream of the Green Stream, which provides support for reliable water and wastewater systems that meet legislated standards or projects that result in legislative standards being met. Other eligible projects include those that will remediate contaminated sites and divert solid waste from a landfill.
- The ICIP-EQ second intake (EQ2) was announced in October 2019 and closed on February 28, 2020. Out of a total 112 applications received, <sup>Advice/Recommendations</sup> and 2 were withdrawn by the applicants from consideration.
- A total \$154,508,328 is the available funding for EQ2. The federal share of the EQ2 program is \$81,820,000 and the provincial share is \$68,180,000.
- Advice/Recommendations

#### Decision required:

- Cabinet Confidences; Advice/Recommendations
-

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Withheld pursuant to/removed as

Advice/Recommendations

30/60/90 DAY DECISION NOTE  
**Community Gaming Grant Program Guidelines**

Issue:

- 30 Day Decision
- The Community Gaming Grant (CGG) Program Guidelines, the program's main policy document, are updated annually to reflect policy changes aimed at continuous improvement.
- Recommended updates to the 2021 Guidelines introduce temporary policy changes to support COVID-19 re-start and recovery, and minor changes and clarification to existing policy.
- The Guidelines must be published before the application intake period opens on February 1, 2021.

Background:

- The CGG program distributes \$140 million annually from gaming revenues to over 5,000 not-for-profit organizations to deliver programs and services to communities throughout British Columbia.
- The CGG Branch updates the program Guidelines annually to reflect policy changes aimed at continuous improvement. Recommendations for policy changes are gathered throughout the year in response to applicant, stakeholder and staff input.
- In early 2020, the CGG program adapted its existing policies and procedures to address the immediate impacts of COVID-19 on B.C.'s not-for-profit sector. Advice/Recommendations several program criteria were relaxed or adapted to provide flexibility and ensure organizations continued to be eligible for funding.
- COVID-19 remains an ongoing concern and not-for-profits continue to feel impacts. Many organizations made enquiries to CGG staff concerning policy changes for the 2021 Guidelines to address these challenges, including the British Columbia Association for Charitable Gaming (BCACG), a key stakeholder for the program.
- Advice/Recommendations

Decision required:

- Minister's approval will be needed on proposed changes to the 2021 CGG Guidelines.

30/60/90 DAY DECISION NOTE  
**Community Gaming Grants Capital Project Grants**

Issue:

- 30 Day Decision
- The published notification date for Community Gaming Capital Project Grant recipients was November 20, 2020, however it has been extended up to December 31 to provide time for the Minister's review of the recommended recipients.
- The gaming grants manager has the legislative authority to determine the appropriate grant amount to an eligible organization.
- The Minister is traditionally involved in the review of the recommended recipients and has been able to provide comments and perspective towards the list.

Background:

- The Community Gaming Capital Project Grant program was launched as part of Budget 2017 with an annual budget of \$5 million. Under the program, eligible non-profit organizations can apply for 20-50 percent of a capital project's total cost, up to a maximum of \$250,000.
- The 2020 Capital Project Grant program intake was open from June 19 to August 14 and received 242 applications. The total amount of funding requested from these applications is \$24M.
- Applications are assessed through a competitive process against a range of criteria, including community benefit, public inclusivity, project and financial feasibility and environmental attributes.
- For the 2020 intake, the Capital Project Grant program also prioritized projects addressing needs arising from the COVID-19 pandemic and lowered the matching funds requirement for these projects. Adjustments are also undertaken to ensure distribution to self-identified Indigenous Organizations and to B.C.'s 8 economic regions (as per section 1.3 of the Capital Project Grant Guidelines).
- Staff are currently concluding final assessments of applications. The published notification date for grant recipients is November 20, 2020.
- Due to the election and interregnum period, grant recipient notification has been extended beyond November 20 to accommodate formation of the new government.

Decision required:

- Minister's review of the recommendations for funded projects is needed.

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Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommendations

## 30/60/90 DAY DECISION NOTE

### *Orders in Council - Dissolution of Improvement Districts*

#### Issue:

- 30 Day Decision
- There are a number of time-sensitive local service issues that can only be resolved by Order in Council which will require consideration before (by December 2020) the next local government taxation year (calendar year).
- These decisions, on the dissolution of several improvement districts, have the potential to advance provincial interests of improving water quality and public health outcomes for those communities.

#### Background:

- Letters Patent are the legal instrument that establish and give specific form to improvement districts. In general, letters Patent are issued and revoked by Order in Council, following extensive local and Provincial collaboration.
- At the time the provincial election was called, the Ministry was on track to resolve a number of local matters by advancing OICs before the end of this calendar year.

Cabinet Confidences; Advice/Recommendations

1. **Five improvement districts** within the Township of Spallumcheen have signaled readiness to convert to a municipal service and seek grants to upgrade deteriorated water distribution infrastructure. These improvement districts have struggled to retain trustees and rate payers

are supportive of the change in service provider as soon as possible.

2. **Hagensborg Waterworks District** has worked with the Central Coast Regional District to secure a \$3.785M grant to upgrade its water treatment system; the regional district would like to complete planning and begin construction in 2021, if it has jurisdiction.

Cabinet Confidences; Advice/Recommendations

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Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommendations; Legal Information



30/60/90 DAY DECISION NOTE  
Local Government Partner Grants

Issue:

- ***Decision Required in 30 days***
- Cabinet Confidences; Advice/Recommendations

Background:

- The Ministry provides a number of local government partner grants to organizations outside of the government reporting entity that provide significant value and capacity to undertake functions benefiting the Province Advice/Recommendations as well as significantly supporting the partners which receive them.
- Partner grants are provided to organizations that advance the work of the Ministry and are key to a well-functioning local government system; these organizations increase access, capacity building, monitoring of healthy water ecosystems and joint work on specific initiatives that are essential to a constructive and effective provincial-local relationship.
- Advice/Recommendations; Government Financial Information
- Cabinet Confidences; Advice/Recommendations
- Advice/Recommendations; Intergovernmental Communications; Government Financial Information
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Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommendations

30/60/90 DAY DECISION NOTE  
Minister's Orders for By-Elections

Issue:

- **30 day decision**
- To enable local governments to conduct by-elections more safely during COVID-19, 11 Ministerial Orders (with one in progress) have been requested and issued to date under section 167 of the Local Government Act (LGA). The Ministerial Order's (MO) have adjusted rules under the LGA and individual election bylaws to support a reduction in high-interaction points that occur during voting proceedings (adjustments include, for example, expanding mail-ballot voting eligibility to allow all eligible electors; enabling oral declarations instead of written declarations when signing the voting book; and managing special voting opportunities at venues such as hospitals or care homes to protect vulnerable electors).
- It is anticipated that at least 14 more local governments will be holding by-elections in the coming months, with 8 by-elections expected due to vacancies from local elected officials who successfully ran in the October 24<sup>th</sup> Provincial election. Each of these by-elections may require an MO to temporarily adjust election rules to reduce the impacts of COVID-19 on election processes.

Background:

- Under the LGA, local governments are required to hold a by-election as soon as practicable between general local elections to fill a vacancy. Currently there are 14 local governments with vacancies, or vacancies as a result of the Provincial election, each of which will require a by-election.
- During these pending or anticipated election processes, each local government will be faced with high-touch interactions among individuals that require local governments' special consideration and potentially some corresponding measures to deliver a safe voting experience.
- Ministry of Municipal Affairs and Housing (MAH) staff have been actively engaging with local governments with pending by-elections to determine election timelines, provide individualized advice and information, and provide support with resources and guidance materials (including the Ministry's [Guidance for Conducting By-elections and Assent Voting During COVID-19](#), released on July 29, 2020).
- MAH staff have also been engaging with local governments about potential MO under the LGA section 167 to temporarily adjust election rules to reduce the impacts of COVID-19 on election processes. In accordance with section 167, under special circumstances, the Minister may make any order the Minister considers appropriate to achieve the purposes of Part 3 [Electors and Elections] and Part 4 [Assent Voting] of the LGA, including providing exceptions or modifications to requirements of the LGA.
- The Ministry worked with local governments to identify specific exemptions to local election procedure bylaws or the legislation that may be requested in an MO, and a menu of possible adjustments was developed.
- The content for each MO depends on the measures requested by the local government and agreed to by the Ministry. Once approved, each MO overrides certain sections of the local government's applicable election bylaws or the LGA, enabling the local government to operate under a specific set of rules for the scheduled by-election without having to make changes to its election bylaw that might then have to be repealed in the future.
- To date, eleven local governments with scheduled election processes have requested MO's under LGA section 167, including Smithers, Fort St. James, Greenwood, Lake Cowichan, Dawson Creek, Sayward, Port Clements, Queen Charlotte, Cowichan Valley Regional District, Victoria and Zeballos. Three local

governments have not requested MO's for their by-elections (Rossland, Grand Forks, Lytton) and one assent vote took place without an MO (Bowen Island). 8 by-elections are anticipated due to vacancies from local elected officials who successfully ran in the October 24<sup>th</sup> Provincial election.

- An MO under LGA section 167 can only be made once a Chief Election Officer is appointed and an election has been called, triggering the prescribed rules and timelines for election processes under the LGA. As a result, the timing of each MO, and the certainty needed from the adjustments that have been requested, becomes very important to each local government.
- Advice/Recommendations; Legal Information

Decision required:

- Minister's approval is needed for the continued support of local government by-elections through the signing of Ministerial Orders under section 167 of the *Local Government Act*.
- Ministry staff expect that the Village of Burns Lake will be the next local government to request an MO (in early November) in support of a by-election that is tentatively set for January 23, 2021; depending on timing as noted above, this order may be signed by the Deputy Minister or will be ready for the Minister.

## 30/60/90 DAY DECISION NOTE

### University Endowment Lands Community Centre Funding / Governance Agreement

#### Issue:

- 30-Day Decision
- A Ministerial Order is needed to amend the University Endowment Lands (UEL) *Official Community Plan Bylaw* to add provisions for a new Community Centre Advisory Board.
- The bylaw amendment is tied to a financial agreement with Musqueam Capital Corporation (MCC) related to a major development, called Ielərn, within the UEL. The agreement will assist in funding a community centre the MCC is required to build for the UEL.
- Advice/Recommendations; Intergovernmental Communications

#### Background:

- The UEL is an unincorporated community, located between the University of British Columbia and the City of Vancouver. The UEL is administered by the Ministry through authority delegated by the Minister to the UEL Manager. The UEL Administration provides similar, but not the same, services to the residents as a local government (e.g. water, sewer, garbage, permits, licences). Under the *University Endowment Land Act* (UEL Act), the Minister of Municipal Affairs and Housing is the law-making authority (e.g. adopting bylaws).
- The Manager is advised by two bodies: the Community Advisory Council (CAC), a body elected by residents of the UEL to provide advice to the Manager on issues that affect the UEL community, including the budget; and the Advisory Design Panel (ADP), a group of professional and community representatives that provides the Manager advice on land use (development) matters.
- The Ielərn development – being built by the MCC (Musqueam First Nations' development company) received zoning approval in 2016. As part of that approval, MCC agreed to build and turn over to the province (UEL Administration to operate directly or through contracts) a new community centre for the benefit of all UEL residents. The zoning approval did not provide for operating costs, but the development will generate substantial property taxes once fully built out.
- The CAC pressed for the building of the community centre during the zoning process (in 2016), however the more recently elected CAC has been highly concerned about the potential impact of operating the new community centre (yet to be built) on property taxes.
- Advice/Recommendations; Intergovernmental Communications
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#### **Draft Bylaw Referral**

- Under direction from the then Minister and in accordance with the UEL's existing bylaws, the UEL Manager referred the draft bylaw amendment to the CAC and ADP.
- That process step is complete and the comment they have provided is being summarized to be included in a Decision Note for the Minister to consider.
- Advice/Recommendations; Intergovernmental Communications

- 

**Decision required:**

- A Ministerial Order amending the UEL Official Community Plan Bylaw, pursuant to the University Endowment Land Act (UEL Act) to:
  - Allow the establishment of a Community Centre Advisory Board, with specific provisions for positions on that board consistent with the agreement with MCC.
- The *UEL Act* has specific notification and timelines for enacting bylaws that will be detailed in the Decision Note.



30/60/90 DAY DECISION NOTE  
**University Endowment Lands Area D Neighborhood Plan**

Issue:

- 30-Day Issue
- Advice/Recommendations
  
- The Plan evolved through a comprehensive community consultative process that began in 2018, and with considerable community input. However, not all input provided by all residents in the community was incorporated into the final version. As a consequence, some members of the Community Advisory Council and other residents object to certain provisions.
- The Plan and bylaw amendments went out for final comment this Fall under direction of the then Minister.
- Advice/Recommendations

Background:

- The UEL is an unincorporated community, located between the University of British Columbia and the City of Vancouver. The UEL is administered by the Ministry through authority delegated by the Minister to the UEL Manager. The UEL Administration provides similar, but not the same, services to the residents as a local government (e.g. water, sewer, garbage, permits, licences). Under the *University Endowment Land Act*, the Minister of Municipal Affairs and Housing is the law-making authority (e.g. adopting bylaws).
- In general, the UEL includes a very affluent community, with single-family properties valued, on average, at over \$6 million.
- The Manager is advised by two bodies: the Community Advisory Council (CAC), a body elected by residents of the UEL to provide advice to the Manager on issues that affect the UEL community, including the budget; and the Advisory Design Panel (ADP), a group of professional and community representatives that provides the Manager advice on land use (development) matters.
- The UEL has one multi-family and three single-family neighborhoods with a total population of just over 3,000.
- A new development in the UEL, called Ielə́m (Iell-lum), being built by the Musqueam Capital Corporation (Musqueam First Nations' development company) will add approximately 2,300 more residents to the multi-family neighborhood (called Area D).
- Zoning for that development was approved in 2016 and construction is well underway.
- As a result of the Ielə́m zoning approval and the age and value of several other multi-family properties in Area D, other developers have been exploring redevelopment potential.
- In preparation for this, the UEL Administration began a comprehensive community consultative process in 2018 aimed at securing input for future development in the multi-family, institutional and commercial neighborhood.



- In January 2020, the draft Area D Neighborhood Plan (not the bylaws) was referred to the community, including both the CAC and ADP.
- The comment received through that process, along with the Plan, was referred to the Minister in the summer of 2020.
- Subsequently, several revisions were made to the Plan to ensure it closely aligned with the Ministry's policies and goals, particularly those related to rental tenure and affordable housing.

#### ***Draft Bylaw Referral***

- On July 21, 2020, the then Minister instructed the UEL Administration to draft bylaws to incorporate the Plan and to refer the draft Bylaws to the CAC and ADP as required by the UEL's legislation.
- Once complete and reviewed by legal counsel, the draft Bylaws (including the revised Plan) were referred to the CAC and ADP on September 21, 2020. The deadline for comment was October 23, 2020 (one month, as is typical for bylaw referral).
- Advice/Recommendations

Decision required:

- Advice/Recommendations

-

**30/60/90 DAY DECISION NOTE**  
**Provincial-Territorial Ministers Responsible for Local Government Meeting**

**Issue:**

- 30-Day Decision
- Decision on attendance at the virtual Provincial/Territorial (P/T) ministers' meeting
- The Table Chair (Manitoba) of the Provincial and Territorial Ministers Responsible for Local Government has proposed a virtual ministers' meeting, as a follow up to two teleconferences held earlier this year.
- Manitoba has proposed December 15<sup>th</sup> (11am Pacific Time) as the date/time for the meeting.
- The Agenda will include a presentation on local government financial sustainability and COVID impacts, as well as a brief roundtable update by each of the ministers. Ministers will also consider a draft agenda and possible federal attendance for the 2021 annual meeting (June).

**Background:**

- The Table of Provincial and Territorial Ministers Responsible for Local Government is a strategic organization that promotes constructive, across-Canada intergovernmental dialogue and information sharing on matters of importance to local government sustainability for provinces and territories.
- The Ministers meet annually, identify priority areas for the coming year and articulate positions on issues of shared interest. (The chair/annual meeting host rotates among the provinces.)
- The aim is to position ministers to be an effective, organized group that provides leadership on significant challenges and opportunities facing local governments.
- Due to COVID-19 impacts and restrictions, ministers were not able to meet in person in 2020. Instead, ministers met by teleconference (May 28 and June 16) to exchange information on COVID-19 impacts, response and recovery related to local government, as well as to discuss collective P/T interests with respect to federal engagement and assistance.
- Manitoba's Minister Squires had hoped to host an in-person meeting in the fall, depending on the COVID-19 situation. As this is not possible, she has proposed a follow up virtual meeting.
- The table of ministers is supported by a deputy ministers' table and the Provincial Territorial Officials Committee (PTOC) – Assistant Deputy Minister, Local Government Division and staff.

**Decision required:**

- A decision will be required within 30 days on the Minister's availability to attend the December 15<sup>th</sup> P/T Minister's Meeting via video-conference.

## 30/60/90 DAY DECISION NOTE

### Strengthening the Local Government Finance System

#### Issue:

- 30-Day Decision
- The Union of BC Municipalities (UBCM) has requested that Government commit to strengthening the local government finance system. The Resource Benefits Alliance (RBA) has also requested that Government agree to provide \$1.332 billion in Northwest BC as well as provide in Northwest BC as well as provide

#### Background:

##### Local Governments request for a finance review:

- In July 2013, UBCM's Select Committee on Local Government Finance issued "Strong Fiscal Futures: A Blueprint for Strengthening BC Local Governments' Finance System". The report was endorsed by the UBCM membership at the September 2013 convention.
- The report insists that the current local government finance system is "outdated", and the revenue sources are "archaic". It recommends that Government make new revenue sources available to local governments so that they can be less reliant on property tax.
- At the 2019 convention, the UBCM membership endorsed a resolution that called the Government's response "limited" and requests that Government commit to pursuing a more diversified local government finance system.
- The Government maintains that it has taken a number of tangible steps to address the issues raised in the report (e.g., renewing the federal Gas Tax Agreement through to 2024), however it has offered to dedicate staff to work with UBCM on reviewing the report.
- The report was raised once again at the 2020 UBCM convention, in particular as local governments face challenges in light of COVID-19.

##### The RBA's request for a funding agreement:

- The RBA is a regional association formed in 2014 and consists of 21 local governments, including 3 regional districts (North Coast, Bulkley-Nechako and Kitimat-Stikine) and the 18 member municipalities.
- The RBA insists there is a surge of planned/built major industrial projects in Northwest B.C., where local governments have limited ability to generate tax revenue and they are providing lower standards of basic services.
- In October 2019, the RBA issued a report, "Infrastructure Needs Analysis Report for Northwest BC Local Governments". The report requests a funding agreement – similar to those in place for the Peace River region and the Northern Rockies region – including \$1.332 billion for
- At the 2019 UBCM convention, the Premier publicly committed to working with the RBA towards an agreement and suggested that an agreement should be in place prior to the next election.
- Advice/Recommendations; Intergovernmental Communications

Advice/Recommendations;  
Intergovernmental

In 2019, Government provided \$100 million to four regional districts (Fraser-

Fort George, Bulkley- Nechako, Kitimat-Stikine and North Coast) and their 22 participating municipalities through the Northern Capital and Planning Grant (NCPG) program. The NCPG program is intended to provide these local governments with additional funding for infrastructure and long-term planning. In March 2020, Government provided a further \$50 million through the NCPG program. Of the \$150 million provided over 2019 and 2020, the RBA communities received roughly \$116 million.

- At the 2020 UBCM convention, the Premier and Minister of Finance and Minister of Municipal Affairs & Housing met with the RBA. Advice/Recommendations  
Advice/Recommendations

Decision required:

- Advice/Recommendations; Intergovernmental Communications

-

## 30-60-90 DAY DECISION NOTE

### Community Economic Recovery Infrastructure Program (CERIP)

#### Issue:

- 60-Day Decision
- Community Economic Recovery Infrastructure Program (CERIP) project approvals for the Community Economic Resilience Stream are required in January 2021.

#### Background:

- CERIP is an umbrella program that provides provincial grants to support economic resilience, tourism, heritage, and urban and rural economic development projects in communities impacted by COVID-19.
- Announced September 17, 2020, CERIP provides \$100 million in approved funding for “shovel worthy” infrastructure projects including:
  - \$30 million - Community Economic Resilience (**Municipal Affairs and Housing**) supporting initiatives through investment in short term, small scale public infrastructure meeting the economic recovery objectives of initial job creation in the community and ancillary job creation in other areas hard hit with COVID-19 such as local retail and services.
  - \$20 million - Destination Development (Tourism and Culture) invests in the development, conservation, repair, or rehabilitation of new or existing tourism infrastructure and amenities to assist in the re-emergence and resiliency of the tourism sector, creating jobs that will provide long term benefits for the tourism sector and local communities.
  - \$20 million - Unique Heritage Infrastructure (Forests, Lands, Natural Resource Operations and Rural Development) supports projects focused on the conservation, repair, rehabilitation and development of cultural heritage infrastructure to help communities safeguard and enjoy their heritage places while creating employment through the stewardship of cultural heritage.
  - \$20 million - Rural Economic Recovery (Forests, Lands, Natural Resource Operations and Rural Development) improves the prosperity and quality of life in rural communities through projects that create jobs, develop economic infrastructure, support a vibrant local business sector, and accelerate economic recovery.
  - \$10 million - Aboriginal Head Start outdoor play spaces (Children and Family Development). Aboriginal Head Start Programs across BC will be eligible for enhanced outdoor land-based early learning opportunities to ensure health and safety parameters in response to COVID-19
- The CERIP provides an opportunity for Indigenous applicants, local governments, tourism organizations, heritage leaders and not-for-profit organizations to apply for infrastructure

funding that supports projects and initiatives for public use, and that benefit and create jobs, support economic development and recovery from the impacts of COVID-19.

- Applications are accepted online from October 1, 2020, to October 29, 2020.
- Application review and prioritization at the cross-ministry staff level will take place through November 2020.
- This will include a cross-Ministry Deputy Minister Management Committee (DMMC) who will review recommended projects for Ministerial approval.
- Minister's approval of projects for their specific CERIP stream will take place in January 2021.
- All grants will be paid before March 31, 2021. Projects must start by December 31, 2021 and end by March 31, 2023.

**Decision required:**

- Ministerial approval of the decision record for the recommended projects from the Community Economic Recovery Infrastructure Program (CERIP) DMMC, in parallel with Ministers from TAC and FLNRORD, is required in January 2021.

### 30/60/90 DAY DECISION NOTE

#### **Investing in Canada Infrastructure Program Community Culture & Recreation – Daylu Dene Project** Advice/Recommendations:

##### Issue:

- 60-Day Decision
- Investing in Canada Infrastructure Program (ICIP) under 2018 Integrated Bilateral Agreement (IBA) with Canada – Daylu Dene (Lower Post) Project is pending final federal approval; Advice/Recommendations

##### Background:

- Under the ICIP Community, Culture, and Recreation (CCR) program, the Daylu Dene Council (Lower Post) Multi-Purpose Cultural Building project Cabinet Confidences; Advice/Recommendations
- This project will enable the demolition of the former residential school and, given this, has a significant cultural importance to the community given its challenging history. The Daylu Dene Council, located in Lower Post in northern BC, Advice/Recommendations; Intergovernmental construction of a new multi-purpose cultural building that will serve as a space for community events and gatherings; as there is no appropriate space in the community.
- The project was submitted to the program partner (Infrastructure Canada) for final approval. Advice/Recommendations; Intergovernmental Communications
- The project furthers federal/provincial government and First Nations reconciliation and is supported by the Ministry of Municipal Affairs and Housing, and Ministry of Indigenous Relations and Reconciliation. Advice/Recommendations; Intergovernmental Communications
- Premier Horgan travelled to Lower Post and met with members of the Daylu Dene on October 1<sup>st</sup>, 2019. Advice/Recommendations; Intergovernmental Communications

##### Decision required:

- Advice/Recommendations; Intergovernmental Communications
-

## 30/60/90 DAY DECISION NOTE

### UBCM Resolutions Responses

#### Issue:

- 60-Day Decision
- Approval of responses to the Union of BC Municipalities' (UBCM) 2020 endorsed resolutions for which the Ministry of Municipal Affairs and Housing (MAH) is responsible (in addition to its role of coordinating responses from all government ministries).

#### Background:

- The UBCM resolutions process occurs annually as part of the UBCM Convention. UBCM members formulate requests for action and/or changes from the Province through resolutions. Usually, the resolutions are debated during Convention and if endorsed by UBCM membership, they become the policy position of UBCM on those particular matters.
- Those resolutions that are endorsed at Convention are forwarded from UBCM to the Province and they are then assigned to the appropriate Ministries for official response.
- Due to the constraints during this year's virtual Convention, UBCM was unable to complete consideration of all resolutions put forward by members. Those resolutions that were not considered at Convention were referred to UBCM Executive for consideration at a future date and, if endorsed, will be conveyed to the Province for response late 2020 or early 2021.
- Ministry staff works on the draft responses to prepare them for publication as government's official response, usually provided to UBCM in the late Winter/Spring following Convention.
- Currently, 20 resolutions have been assigned to MAH for response. Draft resolution responses are reviewed/approved internally within the Ministry with final sign off/approval by the Minister.
- Note that MAH, as the ministry responsible for local government, also coordinates the preparation and delivery of all the provincial responses to the UBCM resolutions, as endorsed at the annual UBCM Convention. Resolutions prepared by other ministries are approved through their own processes (e.g. by their own ministers).
- The complete provincial response to the UBCM resolutions to the UBCM Executive, from all ministries including those approved by the Minister from MAH, <sup>Advice/Recommendations</sup>  
Advice/Recommendations

#### Decision required:

- The Ministry is seeking Minister's approval for responses to UBCM 2020 endorsed resolutions for which MAH is responsible.



## 30/60/90 DAY DECISION NOTE

### University Endowment Lands Cabinet Confidences; Advice/Recommendations

#### Issue:

- 60-Day Decision
- Cabinet Confidences; Advice/Recommendations
- The UEL operates cost-neutral to government, with property taxes, fees and other revenues offsetting the operating cost of administering the UEL community. The cost of administration is increasing, especially once a new community centre is complete and ready for operation (projected for fall 2022).
- Advice/Recommendations

#### Background:

- The UEL is an unincorporated community, located between the University of British Columbia and the City of Vancouver. The UEL is administered by the Ministry through authority delegated by the Minister to the UEL Manager. The UEL Administration provides similar, but not the same, services to the residents as a local government (e.g. water, sewer, garbage, permits, licences). Under the University Endowment Land Act (UEL Act), the Minister of Municipal Affairs and Housing is the law-making authority (e.g. adopting bylaws).
- The Manager is advised by two bodies: the Community Advisory Council (CAC), a body elected by residents of the UEL to provide advice to the Manager on issues that affect the UEL community, including the budget; and the Advisory Design Panel (ADP), a group of professional and community representatives that provides the Manager advice on land use (development) matters.
- Cabinet Confidences; Advice/Recommendations
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- At the same time, the lelərn development is expected to generate substantial property tax, increasing as it is built over the next ten years or so.
- Advice/Recommendations

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Cabinet Confidences; Advice/Recommendations

### 30/60/90 DAY DECISION NOTE

#### Infrastructure Planning Grant Program – 2<sup>nd</sup> Round Approvals – February 2021

Issue:

- 90-Day Decision
- The Infrastructure Planning Grant Program is a Ministry run internal grant program (which LGD has a \$500,000 annual budget) offers grants up to \$10,000 to help local governments plan, design and manage sustainable infrastructure. It operates on an open intake <sup>Advice/Recommendations</sup>  
Advice/Recommendations

Background:

- Grants up to \$10,000, are available to assist local governments in developing long-term comprehensive plans and feasibility studies assessing the technical, environmental and/or economic feasibility of infrastructure projects including: asset management; integrated storm water management plans; water master plans; and liquid waste management plans.
- The provision of a planning grant demonstrates direct provincial support for local government efforts to plan for construction and replacement of infrastructure, focusing on planning, designing, constructing and managing sustainable community infrastructure.
- Each year, local governments apply for assistance of up to \$10,000 per application for infrastructure planning projects. It is well subscribed by small- and medium-sized local governments. Most local governments have applied to the program.
- Grants are based on a formula that provides 100 per cent of the first \$5,000 and 50 per cent of the next \$10,000
- Intake is currently open with a January 2021 deadline.
- There were 55 projects approved for fiscal 2019/20. For 2020/21, so far 27 projects totalling \$255,577 were approved in the first intake and were awarded in September and October.

Decision required:

- Advice/Recommendations

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Cabinet Confidences; Advice/Recommendations

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Cabinet Confidences; Advice/Recommendations; Intergovernmental Communications

30/60/90 DAY DECISION NOTE  
**Dominion Radio Astrophysical Observatory**

**Issue:**

- 90-Day Decision
- Cabinet Confidences; Advice/Recommendations
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**Background:**

- The 2014 provincial legislation that terminates all land use contracts (LUCs) by 2024 resulted in unintended consequences for the Observatory, a significant research facility operated by the federal National Research Council (NRC).
- The Province enabled the creation of land use contracts, between 1971 and 1978, as a form of site specific, contractual arrangement between local governments and landowners. The intent was to allow more flexibility than traditional zoning.
- LUCs had lasting impacts – which proliferated with each subdivision within the area under contract. They were registered on title and “ran with the land”. In 2014, there were approximately 2,400 land use contracts, affecting ~66,000 property titles.
- Land use contracts created barriers to re-development. Changes to an existing LUC required unanimous agreement among property owners, and the lands subject to these contracts were not bound by other land use bylaws (e.g., zoning, development permits, etc.). In a sense these lands were “frozen” and did not conform to adjacent land use regulation.
- The Province legislated a sunset clause on all LUCs to help local governments achieve their land use planning objectives.
- Advice/Recommendations; Intergovernmental Communications
- 
- In 1973, the RDOS Board adopted Amendment Bylaw No. 169, which authorized LU-6-D, the purpose of which was to facilitate the St. Andrews Recreation Development (St. Andrews), allowing approximately 150 residential parcels and a golf course.
- Due to the proximity of St. Andrews to the Observatory, LU-6-D contains detailed directives intended to “restrict the installation and use of those types of electrical equipment and devices on the lands that could cause radio interference with observation at the site of the ‘Observatory’”. Restrictions are binding on individual property owners and registered on title to properties.

Advice/Recommendations; Legal Information; Intergovernmental Communications

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- Despite these challenges, LU-6-D has served as an important symbolic contract – relying heavily on goodwill and collaboration between the RDOS, the developers of St. Andrew’s, and NRC.

- Advice/Recommendations; Intergovernmental Communications

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**Decision required:**

- Cabinet Confidences; Advice/Recommendations; Intergovernmental Communications

# MINISTRY OF SOCIAL DEVELOPMENT AND POVERTY REDUCTION

## ISSUES NOTE

### Issue:

Homelessness Initiatives

### Background:

The Office of Homelessness Coordination works with partners on a wide range of initiatives to help prevent and respond to homelessness.

### State of Homelessness in BC

- Homelessness has increased in communities across British Columbia over the past ten years. Preliminary results from the 2020 homeless counts, conducted just prior to COVID-19 public health measures, showed a provincial increase of 10% from previous counts (see Appendix 1).
- Since COVID-19 public health measures were introduced, visible homelessness has increased in many communities, and pre-COVID homeless count numbers may no longer apply.
- SDPR's No Fixed Address (NFA) count increased to 10,223 cases in September 2020. This is the highest case number ever recorded and it clearly indicates that ministry clients have great difficulty in accessing low cost housing across the province.
- The escalating cost of housing has added to pressures on the poorest individuals. A recent study found that a minimum-wage earner working 40 hours a week cannot afford a modest one-bedroom apartment in any of Vancouver's 70 neighbourhoods.

### Encampment Response

- Encampments have grown in number, size and complexity across the Province, exacerbated by the economic and social impacts of COVID-19. The Ministry of Municipal Affairs and Housing (MAH) leads a cross-ministry encampment coordination call and regularly updates an encampment tracker (see Appendix 2).
- On April 25, 2020, the Province initiated the evacuation of 3 homeless encampments in Victoria and Vancouver due to safety and health concerns. Over 600 people moved from the camps to hotels, motels, supportive housing and other indoor spaces with 24/7 management and access to health, harm reduction and social supports.
- In spite of the initial success, new encampments have grown in each city, most notably in Strathcona Park in Vancouver, and Beacon Hill Park and Central Park in Victoria. Community groups and individuals have been negatively impacted by the behaviours of some campers and the ongoing criminal elements within the camps.
- MAH in partnership with SDPR, is developing options for addressing encampments including:  
Advice/Recommendations
- MAH, SDPR and BC Housing are actively monitoring shelter capacity and other resource pressures in communities across BC to ensure there are an adequate number of inside spaces for Fall/Winter.

Date: October 1, 2020

Page 1



## MINISTRY OF SOCIAL DEVELOPMENT AND POVERTY REDUCTION

### ISSUES NOTE

- Some campers are reluctant to move indoors due to COVID-19 fears and physical distancing concerns.

#### Other actions to prevent and respond to homelessness

- Rapid Response to Homelessness and Building BC Supportive Housing Fund: These BC Housing programs have resulted in over 2,000 units completed in 22 communities with 2,900 more targeted.
- Advice/Recommendations
- Shelter spaces: The province is adding more than 500 shelter spaces, as well as two new Navigation Centres (Vancouver and Nanaimo). The Navigation Centres will provide additional supports, such as integrated clinical health supports and culturally appropriate services for Indigenous Peoples.
- Cross-ministry encampment guidelines: Support ministries in balancing the enforcement response to encampments on provincial lands with outreach, housing and supports.
- Advice/Recommendations
- 2020 Point-in-Time Homeless Count: 13 of 28 counts were completed in March 2020 (findings in Appendix 1). The Province and the federal government are discussing when the counts can be resumed. A provincial summary report will be written when all the counts have been completed.
- Advice/Recommendations
- BC Rent Banks: A rent bank system is a loan program that provides short-term assistance in a time of crisis. Funding is currently being provided to 10 rent banks operating in the province, and a Request for Proposals is underway to expand to new communities.
- Homelessness Community Action Grants: This program supports local, community-based initiatives with grants of up to \$50,000. As of July 2020, 75 projects had been approved, with total funding of \$2.2 million.
- Engagement and Coordination: The Office of Homelessness Coordination promotes cross-government policy and program alignment, builds relationships with government and non-government partners, and facilitates cross-government collaboration on joint actions.
- Vulnerable Populations Working Group: SDPR co-chairs the Vulnerable Populations Working Group (VPWG); a cross-ministry working group established in response to the COVID-19 to address the needs of people who are homeless.
- Advice/Recommendations

30/60/90 DAY *DECISION NOTE*  
**Expiry of Temporary Accommodation Leases**

*Issue:*

- **30 Day Decision**
- Advice/Recommendations

Background:

- In response to the COVID-19 pandemic, BC Housing secured temporary spaces to house homeless and vulnerable individuals in a combination of additional shelter spaces, leased hotels/motels, and other Emergency Response Centres (ERCs) which include community centres and other civic spaces.
- The temporary spaces were secured to: a) support physical distancing by thinning shelters, b) support women and children fleeing violence and c) provide self-isolation and quarantine space to COVID-positive residents, d) set aside surge capacity on as needed basis, and e) fulfill emergency orders to decamp Oppenheimer, Pandora and Topaz Park.
- Following a government commitment to permanently house the decamped populations, BC Housing acquired four hotels and have provided supportive housing to approximately 400 individuals. Approximately 200 people from the decampments remain in leased, temporary housing.
- As of November 2, 2020, a total of 3,064 shelter and hotel spaces were being leased in 62 communities across the province. BC Housing continues to monitor regional needs in the context of current COVID-19 clusters and regional homelessness pressures are adjusting inventory accordingly.
- MAH and BC Housing are working to understand the ongoing use and occupancy of the 3064 leased spaces based on operator data. Based on initial reporting for the month of August, only approximately 10-25% of spaces are being used for isolation or quarantine, and the rest are being used for emergency shelter overflow and to shelter women and children fleeing violence. Advice/Recommendations

Advice/Recommendations

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Advice/Recommendations

## 30 DAY DECISION NOTE

### Issue: **30 Day Decision- Canada Mortgage and Housing Corporation's Rapid Housing Initiative**

Cabinet Confidences; Advice/Recommendations

#### Background:

- Rapid Housing Initiative (RHI) is a capital grant program from CMHC to create new affordable housing for people experiencing homelessness. The program does not require matching provincial funding; however, eligible projects must have operating funding for at least 20 years.
  - RHI has two funding streams.
1. Direct funding to Municipalities under the **Major Cities Stream**. In BC, the municipalities are:
    - Vancouver - \$51.5M for at least 106 units
    - Capital Regional District - \$13M for at least 52 units
    - Surrey - \$16.3M for at least 33 units
    - Cabinet Confidences; Advice/Recommendations; Intergovernmental Communications
  2. Application-based **Projects Stream** open to Province and Territories, municipal governments, non-profit and charitable organizations, Indigenous governing bodies or organizations.
    - There are no notional regional allocations for the Projects Stream.
    - The Projects Stream has a 60-day application window from October 27 to December 26.
    - CMHC has said they will process applications with high levels of need and rapid delivery timelines before the end of the 60-day cycle if necessary.
    - Cabinet Confidences; Advice/Recommendations
- 

#### Funding can be used for:

- Acquisition of land and construction of modular housing.
- Acquisition of land and buildings for conversion of non-residential to affordable multi-residential housing.
- Acquisition of land and buildings in disrepair or abandoned (eg. empty) for rehab into affordable multi-residential.

Cabinet Confidences; Advice/Recommendations

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Withheld pursuant to/removed as

Advice/Recommendations; Intergovernmental Communications; Cabinet Confidences

## 30/60/90 DAY DECISION NOTE

### Rent Increase Freeze

#### Issue:

- **30-Day Decision**
- Government made a platform commitment to freeze rent increases to the end of 2021.
- Rent freezes are currently in place under COVID measures until July 10, 2021.

#### Background:

- The Residential Tenancy Act (RTA) and the Manufactured Home Park Tenancy Act (MHPTA) set limits on the timing and notice of rent increases, and the rent increase formula is contained in the respective regulations.
- Limits on rent increases are intended to balance landlords' needs for a fair return on investment and maintain safe, quality buildings along with the need to keep rental housing affordable;
- Rent increases between tenancies are not limited by current provisions in the Acts.
- The government, in response to the Rental Housing Task Force's early recommendation, cut the maximum annual rent increase to the rate inflation in 2019 (previously it was 2 percent plus the rate of inflation).
- Government subsequently imposed a rent increase freeze on March 30, 2020 in response to the COVID-19 pandemic. The freeze was set through December of 2020, and during interregnum, it was extended to July 10, 2021, which is the maximum allowable end date under the COVID measures act.
- The rent increase freeze prevents rent increase notices with an effective date after March 30 from taking effect until July 10, 2021 in the COVID-19 (Residential Tenancy Act and Manufactured Home Park Tenancy Act) (No. 2) Regulation.
- Landlords are not prevented from giving rent increase notices by the C19 Tenancy Regulation, but they do not come into effect.
- Cabinet Confidences; Advice/Recommendations
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- In 2018, the government committed to implementing a policy allowing small additional rent increases for capital expenditures. This commitment was made in response to the Rental Housing Task Force's early recommendation.  
Advice/Recommendations  
Advice/Recommendations
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#### Decision required:

- Cabinet Confidences; Advice/Recommendations

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Cabinet Confidences; Advice/Recommendations

### 30/60/90 DAY DECISION NOTE

Advice/Recommendations

### Trampoline Parks and Other Amusement Devices

#### Issue:

- 30 Day Decision
- Cabinet Confidences; Advice/Recommendations

#### Background:

- The Safety Standards Act currently regulates “amusement rides” such as roller coasters and other rides found at the Pacific National Exhibition and other sites. Amusement rides are commonly understood to be mechanized; trampoline parks are not.
- A January 2018 fatality at a Richmond trampoline park and reports of serious injuries sustained by children at trampoline parks prompted the Ministry of Health, Union of BC Municipalities, and the Extreme Air Park in Richmond to ask the Province to establish regulatory oversight of trampoline parks in B.C.
- In 2018, Technical Safety BC began to research and consult on the regulatory oversight of trampoline parks and other amusement devices, such as go-karts, that pose similar risks. Research found that risk can be mitigated through regulatory oversight and Technical Safety BC recommended that the Province regulate under the Safety Standards Act.
- In May 2019, chief medical health officers from all health authorities in B.C. submitted a joint letter of support for the proposed regulatory framework for amusement devices to the Province.
- In July 2019, the Minister of Municipal Affairs and Housing publicly agreed to a recommendation from Technical Safety BC to regulate the safety of trampoline parks stating:
  - “I appreciate Technical Safety BC’s comprehensive review on how to support safety in the trampoline park industry ... We want families to feel secure knowing that a fun family activity is also safe, and that’s why government agrees with this recommendation. I welcome Technical Safety BC’s forthcoming regulatory framework that will better protect people in British Columbia.”
- On October 22, 2019, a Coroner’s Report into the January 2018 fatality endorsed the regulation of trampoline parks, stating “As the Government of British Columbia has already publicly acknowledged its agreement that trampoline parks be regulated in B.C., I make no recommendations.”
- Analysis by Vancouver Coastal and Island Health authorities has found trampoline-related emergency department visits more than doubled after the opening of trampoline parks in their jurisdictions.
  - Injuries associated with trampoline parks are also more severe than with backyard trampolines.
  - Trampoline parks also had the highest number of ambulance calls than other recreation venues.



- The Ministry of Health and health authorities have been consulted on the proposed regulatory framework for amusement devices and were included on a Technical Safety BC-led government advisory panel

Advice/Recommendations

Advice/Reco

- Industry consultations took place between April 1, 2019 and September 30, 2019. Overall, industry is supportive.

- Cabinet Confidences; Advice/Recommendations; Legal Information

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Decision required:

- Cabinet Confidences; Advice/Recommendations

## Mass Timber Advice/Recommendatio for BCIT Development

- 30 Day Decision
- Advice/Recommendations

- British Columbia is a leader for innovative building designs that increase the use of mass timber and other wood products and has been an early supporter of mid-rise and tall wood construction.
- This was demonstrated most recently in 2019 with the early adoption of proposed national building code provisions for mass timber buildings. These provisions allow for construction up to 12-storeys in the BC Building Code (the Code) for 13 select jurisdictions and was expanded to 20 jurisdictions in 2020.
- Other innovative design examples include two showcase buildings – the Brock Commons student residence at the University of British Columbia (2017), and the Wood Innovation and Design Centre in Prince George (2014).
- The Local Government Act and Community Charter authorize local governments to establish permitting and enforcement regimes for buildings, and the Building Act establishes which technical standard can be enforced, such as the BC Building Code or other building regulations under the Building Act. To provide for these two innovative buildings, site-specific regulations (SSRs) were created to authorize construction as they were both considered beyond the scale and scope of the Code at the time.
- SSRs repeal elements of the Code and add substitute requirements to enable the increased use of wood on certain building sites while also ensuring adequate levels of safety and building performance. They are Minister’s regulations authorized by the Building Act and enacted by Ministerial Order, and applicable only to the building site.
- Advice/Recommendations

**Advice/Recommendations** a 464-bed, 12-storey mass timber student residence at BCIT's Burnaby campus. The building will contain ground level common areas and administration space.

- Advice/Recommendations
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Advice/Recommendations

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Decision required:

- Advice/Recommendations

This work is substantially complete and will not require significant new analysis or resources.

## 30 DAY DECISION NOTE

### Riverview

#### Issue:

- Riverview redevelopment update **Decision needed in 30 days.**

#### Background:

- The site has been referred to by a variety of names since the property was acquired by the provincial government in 1904, including: Hospital for the Mind at Mount Coquitlam; Essondale; and Riverview Hospital. Advice/Recommendations; Intergovernmental Communications  
Advice/Recommendations; Intergovernmental Communications
- In a move toward community-based care for people with mental health issues, the Province began a process of de-institutionalization in the late 20<sup>th</sup> century. Riverview Hospital, the Province's historic centre of psychiatric care and treatment, closed in 2012.
- In 2012, a government decision identified that BC Housing would be the lead agency in determining the future of Riverview with a mandate to create a 'break-even' redevelopment. The 'break-even' mandate stipulated that all costs associated with the site's renewal would be offset by revenues generated from redevelopment on-site (primarily anticipated to be through residential market sales).
- From 2013 to 2015, BC Housing led a Visioning process that engaged thousands of British Columbians and hundreds of stakeholders. This process culminated in the *A Vision for Renewing Riverview* document, which is available on the Renewing Riverview website. The *Vision* document was aspirational in nature and did not identify a detailed plan to redevelop the Lands.
- In 2016, Kwikwetlem First Nation (KFN) filed an Aboriginal title claim which included the Riverview Lands. This claim is currently under review by the Supreme Court of BC. BC Housing continues to work in the spirit of partnership with Kwikwetlem First Nation on all Riverview matters.
- Following a 2017 change in government, BC Housing worked closely with the new provincial government in 2019 and 2020 to review Riverview's mandate and the principles that were established during the project's Visioning process.

Cabinet Confidences; Advice/Recommendations; Intergovernmental Communications

- The *Vision for Renewing Riverview* outlined high level aspirations and principles for the Riverview Lands. However, this did not include a Master Plan. A Master Plan is required to create a redevelopment plan for the Lands outlining:
  - land uses – i.e. residential, commercial, educational, health, etc.
  - densities – i.e. heights, building footprints
  - mix of housing options – i.e. market leasehold, non-profit, co-op, affordable housing, mental health supportive housing, etc.
  - open spaces – i.e. parks, cemetery, walking paths, community gardens, ecology, etc.
  - heritage strategy – i.e. preserved buildings, archaeological sites, KFN culture & history, etc.
  - transportation strategy – i.e. cycling, pedestrian, transit, vehicular connections
  - supporting civil infrastructure works – i.e. steam, electricity, sewer, water, gas, storm, etc.
  - amenity strategy – i.e. museums, recreational facilities, artwork, cultural spaces
- Upon direction from government, BC Housing is prepared to move forward with the Master Planning stage which will include further engagement with the public and key stakeholders in 2021 to determine a redevelopment plan. This consultation is required per municipal process and differs from that of the *Vision* in the nature and detail of feedback sought.
- Advice/Recommendations; Intergovernmental Communications

### ***Mental Health Services***

- As part of the Visioning process completed in 2015, two mental health programs were announced to be relocated from the Burnaby Willingdon Site to two new, purpose-built facilities on the Riverview Lands:
  - The Healing Spirit House building is home to the Maples Adolescent Treatment Centre (operated by MCFD with 28 beds) and the Provincial Assessment Centre (operated by CLBC with 10 beds). It opened in 2019.
  - The Red Fish Healing Centre (operated by the PHSA), previously the Burnaby Centre for Mental Health and Addictions, is scheduled to open in 2021 and will have 105 beds.
- Currently, several other facilities on the Riverview Lands provide mental health and substance use services through a variety of health authorities and non-profit providers. With the opening of the Red Fish Healing Centre in 2021, the Riverview Lands will be home to 289 mental health beds.
- Advice/Recommendations

### ***Site Operations***

- BC Housing is currently balancing the management of the site, its 100 plus-year-old buildings and infrastructure, landscaping, multiple tenants and heightened public interest without a Master Plan.
- BC Housing offsets Riverview's operating and capital expenses with the site's commercial rental and film revenues, which have increased significantly since BC Housing has acquired the site. To date, BC Housing's Riverview expenses have been greater than its revenues
- Advice/Recommendations

### **Decision required:**

- Advice/Recommendations

## 30/60/90 DAY DECISION NOTE

### Expert Panel on Housing Supply and Affordability

#### Issue:

- **60 Day Decision**
- Forthcoming recommendations by the BC-Canada Expert Panel on the Future of Housing Supply and Affordability

#### Background:

- The Canada-British Columbia Expert Panel on the Future of Housing Supply and Affordability (Panel) was established in September 2019 to examine housing trends for rental and homeownership, and to explore options to allow British Columbians to have further access to housing that they need and can afford.
- The Panel consists of Jill Atkey (BC Non-Profit Housing Association), Jock Finlayson (Business Council of BC), Brian McCauley (Concert Properties), Sue Parish (Canada's Digital Technology Supercluster) and Helmut Pastrick (Central 1 Credit Union) and is chaired by Joy MacPhail (Chair, Insurance Corporation of British Columbia, owner OUTtv and former NDP MLA). The Ministry of Municipal Affairs and Housing (MAH) staff attend monthly meetings and engagement sessions.
- Over the past 12 months, the Panel has hosted monthly meetings with a range of subject matter experts, engaged with citizens via an online survey, and conducted interviews and roundtable discussions with elected officials, developers, and housing providers with a focus on the three largest urban centres in British Columbia: Vancouver, Victoria, and Kelowna.
- The work of the Panel will culminate in a forthcoming 'What We Heard Report' (released immediately following formation of a new provincial government) Advice/Recommendations
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#### Decision required:

- A Minister and/or Cabinet decision will be contingent on timing of release of the Panel's final report and nature of the recommendations.
- Advice/Recommendations

### 30/60/90 DAY DECISION NOTE

#### Building Official Qualifications

Issue:

- 60 Day Issue
- Advice/Recommendations mandatory building official qualifications.

Background:

- Building and plumbing officials play an important role ensuring the health and safety of citizens by enforcing local and provincial requirements as employees of local governments.
- Construction sector concerns about the consistency and quality across these professions led to 2017 additions to the Building Act and its regulations. The changes established a high-level scheme of mandatory qualification for these professions. The Minister can set detailed requirements via regulations and ministerial orders. Many of these details are presently unspecified.
- After February 28, 2021, an individual must be registered as a qualified official to lawfully decide if a building conforms to requirements on behalf of a local government. This mandatory qualification scheme will impact building and plumbing officials' ability to legally work in their chosen profession and local governments' ability to legally offer permitting services.
- An Administrative Agreement makes maintenance and administration of the scheme the responsibility of the Building Officials' Association of BC (BOABC). Its most senior executive is also responsible to create and maintain the register of qualified officials.
- A provincial shortage of persons eligible to be qualified under the new scheme has been highlighted by local governments as an impediment to compliance. During consultation with local government stakeholder groups, the Province committed to establishing important transition supports to enable compliance by February 2021.
- The Building Officials Association of BC (BOABC) has experienced extraordinary and ongoing challenges, leadership turnover and resourcing constraints since its appointment as administrator of training, examination and qualification, and continuing professional development of building and plumbing officials in 2017.
- These challenges have impacted BOABC's ability to achieve projected timelines for necessary transition supports, including training and examinations, administrative and governance structures, personnel and volunteers to facilitate those, and the infrastructure necessary to support implementation of mandatory qualifications in February 2021.
- BOABC has recently hired a new Executive Director to lead the organization who has significant related experience and expertise. He has begun assessing the organization's state of readiness and developing a plan to address outstanding items for the operation of the qualifications scheme by February 2021. *Advice/Recommendations*

Advice/Recommendations

- **Advice/Recommendations; Legal Information**

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Advice/Recommendations; Legal Information



## 30/60/90 DAY DECISION NOTE

### Home Adaptations for Independence (HAFI) Program

#### Issue:

- **60 Day Decision**  
Advice/Recommendations
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#### Background:

- In November 2011, BC Housing established the Home Adaptations for Independence (HAFI) program, funded by the provincial and federal governments. The program benefits low-income households in British Columbia who, due to a permanent disability or loss of ability, require adaptations in their home in order to continue to live independently. HAFI provides financial assistance to pay for the adaptations. Since the launch of the program, over 2,500 eligible households have received financial assistance to pay for the adaptations in their homes.
- In the 2019/20 fiscal year, the budget for HAFI was doubled from \$5 million to \$10 million with federal funding under the CMHC-BC Bilateral Agreement. This was done as the program had been oversubscribed in past fiscal years resulting in applicants being either waitlisted or turned down due to lack of funding. Advice/Recommendations
- Due to COVID-19, BC Housing stopped accepting HAFI applications in March 2020 to support physical distancing. It was deemed not safe to run a program where seniors and persons with disabilities or diminished ability needed to invite strangers into their homes for estimates and completing work.
- All previously approved applications were given an extension to June 30, with some given additional extensions, to complete the work. As of the beginning of November there were an estimated 44 projects outstanding; BC Housing is working with each applicant and providing further extensions upon receipt of reasonable information and evidence that work has continued to be delayed because of the pandemic.

#### Review of HAFI Program

- Prior to COVID-19, a program review was already underway. The review was due to concerns that:
  - The extent of some adaptations was being driven by contractors who are advertising access to government grants for free bathroom renovations.
  - Some contractors are pressuring vulnerable seniors by advising they need to maximize the grant while not ensuring that the adaptations are adequately aligned with their needs.
  - Some contractors and their representatives are spreading misinformation about the program and misrepresenting an affiliation with BC Housing and/or the HAFI program.

#### Proposed Changes to HAFI Program

- Advice/Recommendations

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Advice/Recommendations

30/60/90 DAY DECISION NOTE  
**Existing Buildings Renewal Strategy**

Issue:

- **90 Day Decision**
- Advice/Recommendations Existing Buildings Renewal Strategy

Background:

- The BC Building Code (the Code) was developed mainly for new construction, resulting in the inconsistent interpretation and application of requirements for existing buildings.
- The Code has evolved over time with new editions every 5-6 years since 1973.
- Traditionally, the Code focused on environmental hazards which do not change significantly over time. Climate change and an improved understanding of seismic risks have disrupted this model, leaving existing buildings and occupants at increasing risk.
- External partners such as local governments are requesting Provincial leadership to support policies and programs focused on energy efficiency, greenhouse gas (GHG) emissions reduction and resiliency.
- The Building and Safety Standards Branch (BSSB) is developing a **multi-year strategy** that **addresses the necessary climate** (health and safety) and **seismic** (safety) **resiliency improvements** to existing buildings while **balancing social and economic pressures**.
- BSSB conducted a first phase of external engagement in Fall 2019 with 27 organizations across five sectors to provide input into the strategy development.
- BSSB has heard from partners, including those from the rental housing market, that an increase in Provincial regulation on existing buildings will have significant financial implications. A consensus-based plan will be developed with external partners.
- The sector suffered a significant downturn due to the COVID-19 pandemic with investment in residential renovation falling by 85 percent (almost \$500 million) in April 2020, compared to the 24 percent drop in building construction investment overall (including new construction).
- Advice/Recommendations

Advice/Recommendations

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- COVID-19 requires increased attention to the impacts of regulation on the economy and housing affordability.
- A second phase of external engagement on the strategy was planned for Fall 2020 but this was postponed due to the election.
- Next steps focus on collecting data on how buildings are currently performing, actioning early deliverables in relation to wildfires and flooding while further analysis is completed for more complex components, including overheating and GHG emissions.

Decision required:

- Advice/Recommendations

## 30/60/90 DAY DECISION NOTE

### Greenhouse Gas Metrics for New and Existing Buildings

#### Issue:

- **90 Day Decision**
- Greenhouse Gas (GHG) metrics and voluntary standards for new and existing buildings

#### Background:

- The BC Government has legislated greenhouse gas (GHG) reductions in the Climate Change Accountability Act and CleanBC identified the buildings sector as a priority to achieve these reductions.
- The BC Building Code (BCBC) regulates energy efficiency but does not currently include GHG reductions as an objective. Energy efficiency focuses on reducing the use of all sources of energy, whereas GHG requirements would target reductions of energy with higher emissions, favouring low- or zero- carbon energy sources (e.g., on-site renewable energy, electricity, hydrogen and renewable natural gas) over the use of home heating oil or natural gas from fossil fuels.
- The Building Act restricts the ability of local governments to regulate GHG emissions related to buildings.
- There is a need to provide local governments with consistent metrics and standards for addressing GHG emissions from buildings. Some local governments have circumvented the intent of the Building Act to achieve GHG reductions from buildings through flexibility measures.
- Industry stakeholders have expressed concern that inconsistent local policies are creating confusion and costs for the sector. During the Covid-19 recovery, it is more important than ever to uphold the Building Act objectives of regulatory clarity and consistency which can support a stabilizing of industry investment.
- Industry stakeholders have expressed support for addressing GHG emissions through the development of requirements in the BCBC.

#### • Advice/Recommendations

- In Summer 2020, BSSB convened an inter-ministry committee to determine an evidence-based method for measuring the GHG intensity of fuels used in buildings.

#### Advice/Recommendations

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Advice/Recommendations

## 30/60/90 DAY DECISION NOTE

### ***Safety Standards Act*** Cabinet Confidences;

Issue:

- **90 Day Decision**
- Safety Standards Act Cabinet Confidences; Advice/Recommendations

Background:

- The Safety Standards Act (Act) protects public safety by regulating high-risk technical equipment, including gas and electrical systems, boilers and pressure vessels, refrigeration systems, elevating devices and amusement rides.
- The Act also establishes who can do regulated work by establishing training requirements, issuing certificates of qualification, and licensing contractors.
- Technical Safety BC (TSBC) is delegated authority to administer the Act throughout the province. It shares this authority with 10 local governments, mostly in the lower mainland, that have limited authority over gas and electrical safety.
- With the growth of online advertising TSBC has documented a growth in advertising to perform regulated work by unlicensed or uncertified individuals.
- Regulated work performed by unqualified individuals is more likely to include safety hazards, put the public at risk and require costly repairs.
- Cabinet Confidences; Advice/Recommendations

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- Monetary penalties are established by Technical Safety BC using criteria set out in the regulation, including whether the contravention was deliberate, repeated, and degree of

risk or harm to others as a result of the contravention.

Decision required:

- Cabinet Confidences; Advice/Recommendations



## 30/60/90 DAY DECISION NOTE

Advice/Recommendations

### Colwood Affordable Housing Development

Issue:

- 90 Day Decision
- Advice/Recommendations residential building with affordable housing in Colwood.

Background:

- BC is a leader for innovative building designs that increase the use of mass timber and other wood products and has been an early supporter of mid-rise and tall wood construction.
- This was demonstrated most recently in 2019 with the early adoption of proposed 2021 national building code provisions for mass timber buildings. These provisions allow for construction up to 12-storeys in the BC Building Code (the Code) for 13 select jurisdictions and was expanded to 20 jurisdictions in 2020.
- Colwood is one of those select jurisdictions.
- Other innovative design examples include two showcase buildings – the Brock Commons student residence at the University of British Columbia (2017), and the Wood Innovation and Design Centre in Prince George (2014).
- The Local Government Act and Community Charter authorize local governments to establish permitting and enforcement regimes for buildings, and the Building Act establishes which technical standard can be enforced, such as the BC Building Code or other building regulations under the Building Act. To provide for these two innovative buildings, site-specific regulations (SSRs) were created to authorize construction as they were both considered beyond the scale and scope of the Code at the time.

- Advice/Recommendations

- SSRs repeal elements of the Code and add substitute requirements to enable the increased use of wood on certain building sites while also ensuring adequate levels of safety and building performance. They are Minister's regulations authorized by the Building Act and enacted by Ministerial Order, and applicable only to the building site.

- Advice/Recommendations

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Advice/Recommendations

## 60 DAY DECISION NOTE

Issue:

- **60 Day Decision:** Cabinet Confidences; Advice/Recommendations

Background:

- The forestry sector is a significant part of B.C.'s economic base and is at cross-roads due to shrinking timber supply, impacts from global markets (supply/demand), and trade disputes.
- Cabinet Confidences; Advice/Recommendations
- 
- The mass timber implementation initiative was announced by the Premier in early 2020, with a Parliamentary Secretary assignment, a coordinating team housed in MAH, and various other ministry initiatives connected to the broader work.
- The Parliamentary Secretary led Spring and Summer 2020 engagement with thought-leaders in the development, construction, and forest product manufacturing sectors, as well as 14 ministries/crown agencies. Cabinet Confidences; Advice/Recommendations  
Cabinet Confidences; Advice/Recommendations
- 
- 
- 
- Mass timber implementation is linked to various workstreams in the COVID-19 Economic Recovery Plan (research, demonstration projects, Building Innovation Fund re-capitalization, and micro-credentials).
- Cabinet Confidences; Advice/Recommendations

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Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommendations

## 60 DAY DECISION NOTE

Issue:

- **60 Day Decision:** Advice/Recommendations  
Advice/Recommendations

Background:

- The Office of Mass Timber Implementation (OMTI) coordinates cross-government policy levers and industry engagement to shift **mass timber from niche to mainstream**.
  - Cabinet Confidences; Advice/Recommendations
  - OMTI's activities will be guided by a strategic vision and work plans incorporating 14 ministries/crown agencies.
- Advice/Recommendations
- 
- 

Decision required:

- Advice/Recommendations

**BRITISH COLUMBIA ASSESSMENT AUTHORITY (BC ASSESSMENT)  
PROFILE**

**Statutory Authority:** *Assessment Authority Act*

**Type of Organization:** Crown Corporation

**Appointment Process:** Order in Council

**Purpose of Crown:**

- The British Columbia Assessment Authority, or BC Assessment (BCA), is a service delivery Crown corporation responsible for establishing and maintaining uniform real property assessments throughout British Columbia in accordance with the *Assessment Act*.
- BCA determines the correct classification, actual value and tax exemption status of over 2 million properties across the province with a total value of more than \$1.94 trillion.
- BCA provides local and provincial taxing authorities with an assessment roll, which lists all properties, names of the owners and the taxable values of the land, as well as any improvements.
- BCA sends an annual assessment notice to each person named in the assessment roll. Notices are distributed December 31 of each year, and most assessments reflect market value estimated as of July 1 of the previous year.
- In addition, BCA also provides value for their customers through recent changes in programming used to access BC Assessment's property information.

**Governing Legislation:**

*Assessment Authority Act*

- Establishes BC Assessment as an independent body, independent of property taxation or provincial and municipal political influence. In addition, the Act sets out the corporation's mandate to establish and maintain assessments that are uniform in the whole of the province in accordance with the *Assessment Act*. The Act also establishes the powers and duties of the Board of Directors, and the corporation's financing.

*Assessment Act*

- The Act establishes a uniform, stable and equitable annual assessment roll as the primary requirement and product produced of the corporation, as well as the valuation and classification rules used to establish it. All properties must be assessed in accordance with the rules and regulations set out under this Act. This Act also allows for the establishment of the property assessment appeal process.

**Client Profile:**

- Residential and non-residential property owners in BC;

- Local and provincial taxing authorities;
- The general public; and
- First Nations clients (101 jurisdictions – both under contract and other First Nations (taxing treaty, Nisga’a Nation, Sechelt Indian Government District)).

#### **2020/21 Priorities/Key Initiatives:**

- The BC Assessment Board of Directors approved a 2020 Strategic Plan which remains focused on BCA delivering on the assessment mandate to provide “assessments that are uniform in the whole of British Columbia” in accordance with the *Assessment Act*.
- Implement a new core business system (iasWorld) that optimizes the delivery of assessment and other property information services.

#### • Advice/Recommendations

- Support provincial government priorities and policy development through the use of BC Assessment data, property information and by leveraging the corporation’s extensive expert knowledge on valuation and real estate.

#### **Legislative Priorities:**

#### Advice/Recommendations

### Board Appointees:

- Under the *Assessment Authority Act*, the Board is comprised of up to 12 directors appointed by the Lieutenant Governor in Council via an Order in Council.
- The Lieutenant Governor in Council must appoint a director as the Chair of the Board.
- All 12 positions are currently filled on the Board.

Name	Position	Date of Appointment	Term Expiry
Sylvia Bishop	Chair	04-Dec-18	31-May21
Jill Davidson	Director	31-Oct-19	15-Feb-22
Susan Gimse	Director	01-Dec-19	15-Feb-23



Name	Position	Date of Appointment	Term Expiry
Nicole Halbauer	Director	21-Feb-19	15-Feb-22
David Highfield	Director	21-Feb-19	15-Feb-22
Karen Hoffmann	Director	09-Dec-19	15-Feb-21
Donald Krusel	Director	31-Oct-19	15-Feb-23
Richard Rainey	Director	01-Dec-19	15-Feb-21
Amarjeet S. Rattan	Director	11-Dec-18	31-May-20
Kevin Stewart	Director	31-Oct-19	15-Feb-22
Richard Taylor	Vice Chair	31-Oct-19	15-Feb-21
Kathleen (Ruth) Wittenberg	Director	09-Dec-19	15-Feb-21

**Appointments Required:**

- The next appointment set to expire is in May 2020 (Amarjeet Rattan).

**Website:** [bcassessment.ca](http://bcassessment.ca)

**Contact:** Rob Fraser  
Executive Director, Property Assessment Services  
250 356-7835

## **BC Assessment - Executive Management Team**

### **Jason Grant**

#### **President & Chief Executive Officer**

Jason joined BC Assessment in 1991 and has most recently served as Acting VP Assessment and Assessor for the Greater Vancouver region, accountable for the creation of annual property assessments for over 500,000 properties worth approximately \$825 billion dollars. He is the past Chair of the BC Assessment Senior Leadership Team, and for the last several years he has been the corporate media spokesperson. Jason has extensive experience with complex appraisal and related legal matters.

Jason has been a member of the Real Estate Institute of BC (REIBC) since 1994 and was elected to their Board of Governors in 2012, serving as REIBC President from 2014-2015. Jason is an Accredited Appraiser with the Appraisal Institute of Canada (AACI).

### **Duane Bates**

#### **Vice President, Assessment**

Duane has been with BC Assessment since 1996 holding various appraisal, supervisory, management, and senior management positions and working in six different BC Assessment offices. He is a member of BC Assessment's Executive Committee and oversees the operations of all Assessment Regions in the province.

Duane is an Accredited Appraiser with the Appraisal Institute of Canada (AACI) and has a background in Urban Land Economics & Business Administration. He was a member of the Board of Directors for the BC Association of the Appraisal Institute of Canada. Duane holds Management Development and Executive Development certificates from the Sauder School of Business, University of British Columbia. He has been recognized by the Canadian Society of Training & Development (CSTD) as a "Learning Leader" for his work supporting learning and development at BC Assessment.

### **Andy Hoggarth**

#### **Vice President Finance & Executive Financial Officer**

Andy was raised and educated in Ontario and is a member of Curve Lake First Nation. He is a Chartered Professional Accountant, Certified General Accountant, Certified Aboriginal Financial Manager, and a Certified Corporate Director. He served 22 years in the electricity and water utility industries in executive roles prior to joining BC Assessment in 2008. Andy began his career in public accounting where he spent 5 years providing financial, audit and tax services.

### **Paul Loussarian**

#### **Vice President, Information & Technology Services and Chief Information Officer**

Paul Loussarian joined BC Assessment in 2018. Prior to that, Paul was the Chief Information Officer and Director of Information Services and Technology at BC Transit for seven years. While at BC Transit, Paul developed a robust corporate IT strategy that enabled timely, innovative and sustainable services to organizational and customer needs, and led the replacement of the Corporate Enterprise Resource Planning (ERP) system. Prior to BC Transit, Paul was with BC Ferries for over eight years, as the Director of Technology Services where he was responsible for corporate-wide technology infrastructure.

**John Madden**  
**Vice President, People**

John is a career human resources and corporate services executive who has led teams in both the public and private sector. As Vice President Human Resources and Public Safety at TransLink, he was responsible for developing and integrating human resource and public safety initiatives across the TransLink companies from 2005 until 2010.

Prior to TransLink, John led Human Resources and Corporate Law at ICBC for four years. He was a member of the executive team that turned ICBC around both financially and in customer ratings. John started his career with Canadian Airlines, where he played key roles in a number of mergers and restructurings over nearly 20 years.

John holds a Bachelor of Commerce in Human Resource Management from UBC. He has been active on a number of non-profit boards and in the Vancouver business community.

**John Yannacopoulos**  
**Vice President, Customer**

John Yannacopoulos is focussed on building relationships with customers and ensuring BC Assessment is an optimum source of property information. John began his appraisal career in 1983 and has worked throughout the province on a variety of BC Assessment assignments and projects including previous leadership roles as the Regional Assessor for the Fraser Valley, Field Operations Assessor, Acting VP of Field Operations, Acting VP of Human Resources, and Acting Executive Director of Information Technology Services.

John possesses a Strategic Marketing Management certificate from Stanford University and an Executive Development certificate from Sauder School of Business, UBC. John holds appraisal accreditations with the Real Estate Institute of BC and the Appraisal Institute of Canada (AIC). He is a past President of the BC Association of AIC and a past AIC National Vice-President and Board of Directors member.

## **BC Assessment- Board of Directors**

### **Sylvia Bishop - Lower Mainland Board Chair**

(December 4, 2018 - May 31, 2021)

Sylvia Bishop has extensive local government experience, having served two terms as a Delta City Councillor. During this time, she sat as Chair and Vice Chair of many Advisory Committees including Community Planning & Development, Recreation & Culture, and Seniors, as well as a member of the Finance Committee.

As Council liaison to REACH The Youth and Child Development Centre, Sylvia helped raise funds for a \$5 million capital campaign. As a former Assistant Director of the BC Teachers Federation, her communications skills were instrumental in liaising with all education stakeholders, including parents, school trustees and superintendents.

Sylvia holds a Bachelor of Education from the University of British Columbia and a Masters of Education from Simon Fraser University.

### **Richard Taylor - Vancouver Island Vice Chair**

(June 16, 2011 - February 15, 2021)

Richard Taylor's governance interests are focused on local government, not-for-profit and Crown Corporation organizations, reflecting his service as the Executive Director of the Union of British Columbia Municipalities between 1985 and 2007.

Presently, he is a Trustee on the Municipal Pension Plan Board, and Chair of Pacific Blue Cross. He is past Chair of BC Pension Corporation and the Municipal Pension Plan. In the voluntary sector he is Chair of the PBC Health Foundation. He was a founding member of CivicInfo Society of BC and the Integrated Cadastral Information Society of BC.

Mr. Taylor holds a Bachelor of Arts degree from the University of Victoria; a Master of Science in Urban and Regional Planning from the University of Toronto and is a graduate of the ICD-Rotman Directors Education Program and holds the ICD.D designation.

### **Jill Davidson - Lower Mainland**

(July 12, 2018 - February 15, 2022)

Jill Davidson is a seasoned professional Community Planner with a varied background in both municipal and resource planning. She is now retired from the City of Vancouver where she led teams that provided innovative directions for the City in homelessness, low-income housing and financing growth. Jill was instrumental in the City's acquisition and development of properties for over a dozen low-income housing buildings. For the 2010 Winter Olympics, Jill, in partnership with the provincial and federal governments and community members, led efforts to adapt the first ever Inner City Inclusive Commitments. This helped in the City's successful bid to host the Games and ensured the Games were beneficial for downtown communities. Earlier in her career, Jill worked at BC Hydro, in positions that identified and mitigated community impacts from electrical generation projects throughout the province.

Jill has previously worked as Vice-Chair and Board Member of BC Lottery Corporation. She has also been President of the Planning Institute of British Columbia where under her leadership the Institute played an increasing role in provincial policy matters on land use, heritage, transportation and agriculture.

### **Susan Gimse - Lower Mainland**

(December 1, 2017 - February 15, 2023)

Susan Gimse served on the board of the Squamish Lillooet Regional District (SLRD) from 1993 to 2014, including 10 terms as Board Chair. She was also a Councillor for the Town of Pemberton from 2009 to 2011, on the Board of the Federation of Canadian Municipalities from 2006-2014, and on the executive of the Union of BC Municipalities from 1999-2009, including time as President.

She has been a member of numerous other boards and committees for almost 25 years and is currently on the SLRD Area C Agriculture Advisory Committee. Personal Information

Personal Information

Susan is a recipient of the Queen

Elizabeth II Diamond Jubilee Medal for her contributions to Canadian cities and communities.

### **Nicole Halbauer - Northern BC**

(February 21, 2018 - February 15, 2022)

Nicole Halbauer belongs to the Ganhada (Raven) clan of Kitsumkalum, a Tsimshian community near Terrace B.C. Her traditional name is X'sataam Hana'ax, meaning Victorious Lady. She has over twenty years of experience in Indigenous health, advocacy, negotiation, program planning and system change.

Ms. Halbauer is currently a community engagement coordinator for the First Nations Health Authority. Previously, she was a general manager for Kalum Kabs Ltd., a student researcher for Kitsumkalum Social History, and an Aboriginal health collaborative coordinator for the Northern Health Authority. Active in her community, Ms. Halbauer currently serves as Chair of the Board of governors for Coast Mountain College and as a chair person for the Kitsumkalum Economic Development Board.

She previously served as a trustee for the Coast Mountain School District. Ms. Halbauer holds her Associate Degree specializing in Criminology from North West Community College and her Master of Business Administration from the University of British Columbia.

### **David Highfield - Lower Mainland**

(February 21, 2018 - February 15, 2022)

David Highfield has enjoyed more than a 40 year career focused on property assessment. Throughout that career he has gained broad experience in assessment, property valuation, organizational behaviour and governance, both in Canada and abroad. He is presently engaged presenting training in ad valorem taxation across Canada.

Active within his community, Mr. Highfield was a guest lecturer on organizational behaviour for the British Columbia Institute of Technology and a past president of the Appraisal Institute of Canada. He has held leadership roles in both private sector and public sector unions and served ten years as the Chair of the Valuers Global Forum in Washington, DC. Mr. Highfield is a Fellow and Accredited Appraiser Canadian Institute (AACI) at the Appraisal Institute of Canada.

**Karen Hoffmann - Lower Mainland**

(December 9, 2019 – February 15, 2021)

Karen Hoffmann is a seasoned Senior Executive with a broad background spanning business unit operations, strategy development, head office services and governance. Karen served in numerous Executive positions at Canada's largest credit union, supporting a member-elected board and serving as acting Chief Executive Officer during a period of change. She has Executive leadership experience in the areas of strategy, investments, operations, risk management, human resources, compliance, legal, audit and insurance.

Ms. Hoffmann's extensive work on and with Boards provides a deep base of experience as a Director. She has served on six boards in the non-profit, private, and professional governing sectors, with five years' experience as Chair of the Governance Committee for the YWCA Metro Vancouver.

Ms. Hoffmann holds Bachelor of Science from the University of British Columbia, a Bachelor of Laws from the University of Ottawa, and holds the Institute of Corporate Directors Designation (ICD.D) from Rotman's School of Business.

**Donald (Don) Henry Krusel - Vancouver Island**

(July 12, 2018 - February 15, 2023)

Mr. Krusel is a seasoned executive who has provided management advisory and consultancy services to the trade and transportation industry. As President and Chief Executive Officer of the Prince Rupert Port Authority, he shepherded B.C.'s northern port through a transformative change that saw it become one of the leading trade corridor gateways for international container traffic and the fastest growing port in North America. Prior to that, he was the Chief Financial Officer of the Port Authority. Mr. Krusel is currently a Director of Ocean Networks Canada, and is a past Director of the Western Transportation Advisory Council, the British Columbia Trade Development Corporation, Green Marine Management Corporation, and the Association of Canadian Port Authorities; he was also a member of the Board of Governors of the Business Council of BC. Mr. Krusel holds an MBA from the Ivey School of Management at the University of Western Ontario and is a Chartered Professional Accountant and member of the Institute of Corporate Directors.

**Richard Rainey - Lower Mainland**

(December 1, 2017 - February 15, 2021)

Richard is a partner and business lawyer with Drysdale Bacon McStravick LLP. Richard is a graduate of Simon Fraser University and the University of British Columbia and was called to the British Columbia bar in 1992. Richard practised business law in Vancouver with Douglas, Symes & Brissenden and later with Heenan Blaikie. Richard is a governor and past chair of the Tri-Cities Chamber of Commerce, serving Coquitlam, Port Coquitlam, and Port Moody.

Richard has also served on the boards of the Coquitlam Heritage Society, the Coquitlam Foundation, and the Coquitlam Adanacs Senior A lacrosse club and as co-chair of the Coquitlam Terry Fox Run. Richard is a former member of the Simon Fraser University Senate, the Board of Governors of the Children's Foundation of British Columbia, and the Board of Governors of the Meadowridge School Society. Richard previously served on the Advisory Planning Commission to the City of Burnaby.

**Amarjeet S Rattan - Lower Mainland**

(December 11, 2018 - February 15, 2023)

Amarjeet S Rattan has an extensive career in the public and private sectors. His areas of experience include intergovernmental relations, international trade development, TV/film production, corporate communications and media/issues management.

In the public sector, he recently retired from the City of Richmond where he held a number of positions, including Director of the Intergovernmental Relations & Protocol Unit, Chief Licence Inspector and Business Liaison Manager. His roles with the Government of Canada include a diplomatic posting as Consul & Trade Commissioner in Mumbai, India and as Senior Advisor to the Minister of Natural Resources Canada. He has also held adjudication, public relations and business development related positions within the BC Trade & Investment Office and other BC Government departments.

In the private sector, Amarjeet developed, produced and directed a wide range of television and film projects in partnership with Telefilm Canada, CBC and the National Film Board. He also managed corporate communications projects for private sector, government and Indigenous clients.

Amarjeet holds a Bachelor of Arts Degree (Political Science) from the University of British Columbia and also completed the Directed Studies in Film Production program at Simon Fraser University.

**Kevin Stewart - Thompson/Okanagan**

(July 31, 2018 - February 15, 2022)

Mr. Stewart has extensive experience bridging the gap between technology and business and is currently the Program Manager for Business Technology at BCLC. Prior to that, he worked for 17 years at the University of Northern British Columbia in Prince George, most recently as Manager of Enterprise Systems. Mr. Stewart has over 20 years of experience in both public and private organizations enabling and enhancing business processes through the use of technology. His career experience includes transportation, high tech, mining, K-12 and Higher Education. He is a PMI certified Project Management Professional and has coached technology teams to win both local and national awards for innovation. Active within his community, Mr. Stewart previously served as the Vice President of the Salmon River Recreation Organization and as a Trustee on the Board of Two Rivers Art Gallery. He is a lifelong learner, most recently earning his Master's Degree in Business Administration from the University of Northern British Columbia. Mr. Stewart also holds his Masters Certificate in Project Management from the University of Northern British Columbia.

**Kathleen (Ruth) Wittenberg - Vancouver Island**

(December 9, 2019-February 15, 2021)

Ms. Wittenberg is currently President of the BC Association of Institutes + Universities, which represents public post-secondary institutions that offer a range of post-secondary education, from trades and technical training to masters degrees in specialty areas. She has extensive experience in advising on strategies and approaches to working with government, including in the areas of policy and legislation and in board governance. Ms. Wittenberg served as President for the Art Gallery of Greater Victoria from 2013 to 2018, overseeing a voluntary board and representing the Gallery at public and membership events. Ms. Wittenberg is a member of the Law Society of BC Tribunal. The Tribunal hears matters of lawyer misconduct and admission to the profession.

Prior to her current position, Ms. Wittenberg was employed by the British Columbia Public Service, holding positions with the Ministry of Advanced Education & Labour Market Development (Assistant Deputy Minister, Post Secondary Education Division), Ministry of Education (Assistant Deputy Minister, Management Services Division), Ministry of Human Resources (Assistant Deputy Minister, Financial & Administrative Services), Ministry of Finance (Chief Information Officer), Ministry of Transportation (Manager, Financial Systems & Policy), and Treasury Board (Analyst).

Ms. Wittenberg holds a Bachelor of Arts from the University of Victoria (1979).





January 14, 2020

Ref: 251557

Sylvia Bishop  
Chair, Board of Directors  
BC Assessment  
400-3450 Uptown Boulevard  
Victoria BC V8Z 0B9

Dear Sylvia Bishop:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in leading your organization and helping government deliver on our priorities to British Columbians.

Government remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of B.C. citizens are identified through their elected representatives, the members of the Legislative Assembly.

This mandate letter, which I am sending in my capacity as Minister responsible for BC Assessment, on behalf of the Executive Council, communicates those expectations for your agency. It sets out overarching government priorities that will inform your agency's policies and programs, as well as specific direction on priorities and expectations for the coming fiscal year.

Our goal is to build a strong, sustainable economy that works for everyone. We are committed to working with you and other Crown Agencies to provide quality, cost-effective services to British Columbia families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Framework for Improving British Columbian's Standard of Living to policy development, we will ensure that equity is reflected in government budgets, policies and programs. You are encouraged to apply the GBA+ lens in your Crown Agency operations and programs. In the same vein, appointments to agencies, boards and commissions reflect government's direction to promote equity and leadership at senior levels in the public and private sectors, with a view to building strong public sector boards that reflect the diversity of British Columbia.

.../2

Two key priorities that will underpin lasting prosperity are advancing reconciliation with Indigenous Peoples and moving towards a low-carbon economy.

In November 2019, government passed the Declaration on the Rights of Indigenous Peoples Act, which represents a crucial step towards true and lasting reconciliation. In keeping with the Calls to Action of the Truth and Reconciliation Commission, the Act was developed in collaboration with the First Nations Leadership Council to create a framework for reconciliation in B.C. All Crown Agencies are expected to incorporate the Declaration on the Rights of Indigenous Peoples Act and Calls to Action of the Truth and Reconciliation Commission within their specific mandate and context.

Announced in December 2018, the CleanBC plan puts our province on the path to a cleaner, better future – with a low-carbon economy that creates opportunities while protecting our clean air, land and water. As part of the new accountability framework established in CleanBC, and consistent with the Climate Change Accountability Act, please ensure your organization plans to align operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk. Please be prepared to work with government to report out on these plans and activities.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2020/21. This will include online training modules and in-person conferences, as government works to support strong public sector boards that reflect the diversity of British Columbia.

As the Minister Responsible for BC Assessment, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2020/21 Service Plan:

- Continue to focus on BC Assessment's core mandate to establish and maintain uniform real property assessments throughout British Columbia.
- Work closely with the Ministry and key partners to evaluate and develop policy, regulatory, legislative and operational solutions to emerging and existing assessment policy and methodology priorities, such as the valuation of lands with development potential, that could impact the current or future economic viability of existing property types or economic sectors (e.g. retail spaces occupied by small businesses and non-profit/arts and culture organizations).
- Support provincial government priorities and policy development through the use of BC Assessment data, property information and by leveraging the corporation's extensive expert knowledge on valuation and real estate.
- Continue the implementation of BC Assessment's iasWorld operating system in 2020 to improve the collection, development and distribution of assessment information and enhance electronic and online services for customers.
- Support government's commitment to make life more affordable for British Columbians by delivering BC Assessment's services in a fiscally responsible manner.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2020.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

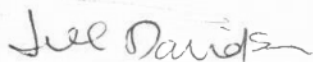
Sincerely,



Selina Robinson  
Minister



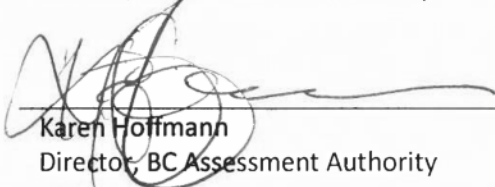
Sylvia Bishop  
Chair, BC Assessment Authority



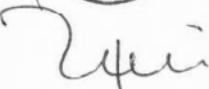
Jill Davidson  
Director, BC Assessment Authority



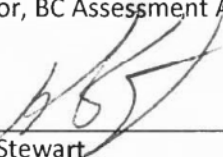
Nicole Halbauer  
Director, BC Assessment Authority



Karen Hoffmann  
Director, BC Assessment Authority



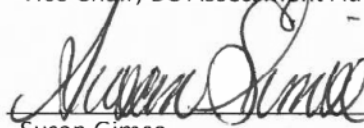
Richard Rainey  
Director, BC Assessment Authority



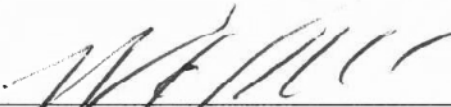
Kevin Stewart  
Director, BC Assessment Authority



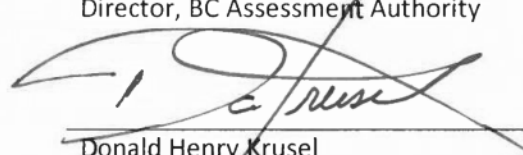
Richard Taylor  
Vice Chair, BC Assessment Authority



Susan Gimse  
Director, BC Assessment Authority



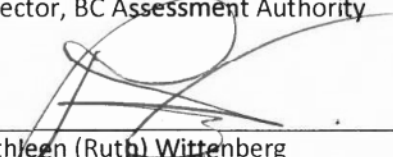
David Highfield  
Director, BC Assessment Authority



Donald Henry Krusel  
Director, BC Assessment Authority



Amarjeet Rattan  
Director, BC Assessment Authority



Kathleen (Ruth) Wittenberg  
Director, BC Assessment Authority

pc: Honourable John Horgan  
Premier

Don Wright  
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker, Deputy Minister  
Ministry of Finance

Heather Wood, Associate Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Kaye Krishna, Deputy Minister  
Ministry of Municipal Affairs and Housing

Richard Taylor, Vice Chair, BC Assessment

Jill Davidson, Director, BC Assessment

Susan Gimse, Director, BC Assessment

Nicole Halbauer, Director, BC Assessment

David Highfield, Director, BC Assessment

Karen Hoffmann, Director, BC Assessment

Donald Henry Krusel, Director, BC Assessment

Richard Rainey, Director, BC Assessment

Amarjeet Rattan, Director, BC Assessment

Kevin Stewart, Director, BC Assessment

Kathleen (Ruth) Wittenberg, Director, BC Assessment

Jason Grant, President/Chief Executive Officer, BC Assessment



**BC ASSESSMENT**

**2020 – 2022  
SERVICE PLAN**

**February 2020**



For more information on BC Assessment contact:

400 – 3450 Uptown Boulevard Victoria, B.C., V8Z 0B9

1-866-valueBC (1-866-825-8322)

<https://info.bcassessment.ca/contact-us>

Or visit our website at  
[www.bcassessment.ca](http://www.bcassessment.ca)

## Board Chair Accountability Statement



The *2020 – 2022 BC Assessment Service Plan* was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 4, 2020 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Assessment's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BC Assessment's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in dark ink that reads "SBishop".

Sylvia Bishop  
Board Chair

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## Strategic Direction and Alignment with Government Priorities

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy. Crowns are essential to achieving these priorities by providing quality, cost-effective services to British Columbia families and businesses.

Additionally, where appropriate, the operations of Crowns will contribute to:

- The objectives outlined in the government's newly released A Framework for Improving British Columbians' Standard of Living,
- Implementation of the *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation, and
- Putting B.C. on the path to a cleaner, better future – with a low carbon economy that creates opportunities while protecting our clean air, land and water as described in the CleanBC plan.

By adopting the Gender-Based Analysis Plus (GBA+) lens to budgeting and policy development, Crowns will ensure that equity is reflected in their budgets, policies and programs.

The *Assessment Act* mandates BC Assessment to establish and maintain real property assessments that are uniform in the whole of British Columbia. BC Assessment produces an annual Assessment Roll that contains fair, equitable, and independent property assessments for over two million properties in the province. These assessments play a vital role for local governments, with property tax generating more than \$8.2 billion annually, which supports community services such as schools, libraries, emergency services, infrastructure, parks and recreation, and roads. BC Assessment also works with Indigenous communities in exercising their jurisdiction over real property taxation, which helps to establish a stable tax base to support their local communities.

BC Assessment remains focused on delivering its assessment mandate, while maintaining valued relationships and reliable service delivery with the Province, local governments, Indigenous communities and property owner customer groups. The next three years will see continued support for provincial government priorities and policy development through the use of BC Assessment expertise, data and property information, and pursuit of the direction contained in the [2020 Mandate Letter](#).

In particular, one of BC Assessment's key priorities will be to review existing and emerging assessment policy and methodology issues, to ensure the assessment system remains fair and equitable and supports the economic viability of existing property types (e.g. retail spaces occupied by small businesses and non-profit/arts and culture organizations).

The organization's commitment to data quality continues to drive investments in data management processes and infrastructure, including replacement of the aging core property assessment and support systems. This will support digital capabilities for improved customer interactions, property data access, and information exchange, to maximize the value of property data for all British Columbians.

BC Assessment is aligned with the Government's key priorities:

Government Priorities	BC Assessment Aligns with These Priorities By:
Delivering the services people count on	<ul style="list-style-type: none"> <li>Valued by Customers and Partners - Our property assessment information is valued and relied upon (Goal 2)</li> </ul>
A strong, sustainable economy	<ul style="list-style-type: none"> <li>Trusted Assessments - Leaders in the delivery of a high quality, accurate assessment roll (Goal 1)</li> </ul>

## Operating Environment

Real estate market movement in B.C. in recent years has influenced both the quantity and type of work required for BC Assessment to continue fulfilling its mandate and providing core services. Creation of new properties, volume of real estate transactions, and changes in market values impact the number of folios, the magnitude of changes in assessed values, and the level of public response to the Assessment Roll. These factors need to be accounted for to support completeness, accuracy and equity in each year's Roll. BC Assessment's Market Activity Response Initiative is in place to support customers in understanding and responding to the impacts of value changes, while work continues on enhancing access to property information and improving the assessment review and appeal processes.

The scheduled replacement of BC Assessment's core assessment technology in 2020 is anticipated to support improvements to the quality, management and accessibility of data over the duration of this plan. Adapting to this significant system change, along with the increasing workload created by the addition of approximately 20,000 new properties to the Assessment Roll each year, is a pressure on the capacity of BC Assessment that the organization continues to proactively manage.

To ensure effective use of taxpayer funds while maintaining or improving service delivery and ensuring stability of the provincial property tax system, BC Assessment will continue to pursue organizational partnerships for information and cost sharing, operational optimization, and continuous improvement initiatives.

## Performance Plan

BC Assessment values the relationship it has with its responsible ministry, the Ministry of Municipal Affairs and Housing, and regularly engages with the Ministry on legislative, regulatory and policy initiatives. BC Assessment will continue to support future projects, as required by the Minister to deliver its mandate and serve B.C. citizens.

BC Assessment is focused on delivering valued services that people count on, and contributing to a strong economy as a dynamic and reliable assessment services provider that supports strong and vibrant communities in B.C. Compared to the prior service plan, minor changes have been made to the phrasing of objectives and strategies in order to streamline and better describe how BC Assessment is working to improve quality, efficiency, services and value.

### **Goal 1: Trusted Assessments - Leaders in the delivery of a high quality, accurate assessment roll**

#### **Objective 1.1: Produce accurate and uniform assessments**

##### **Key Strategies:**

- Invest in tools and technologies that improve data collection and analysis
- Configure, implement and leverage a modern core mass appraisal system for delivery of assessment services

Performance Measures	2018 Actual	2019 Actual <sup>2</sup>	2020 Target	2021 Target	2022 Target
1.1a Assessment to sales ratio <sup>1</sup>					
- Residential	98.2%	97.9%	97–100%	97–100%	97–100%
- Non-residential	96.2%	96.4%	95–100%	95–100%	95–100%
1.1b Coefficient of dispersion <sup>1</sup>					
- Urban	6.4%	6.2%	5.0–10.0%	5.0–10.0%	5.0–10.0%
- Rural	8.4%	8.2%	5.0–15.0%	5.0–15.0%	5.0–15.0%

<sup>1</sup> Data Source: Internal property information database.

<sup>2</sup> Calculated based on the 2020 Completed Assessment Roll, created in 2019.

##### **Linking Performance Measures to Objectives:**

1.1a The median Assessment to Sales Ratio (ASR) is a common roll quality measure used by the International Association of Assessing Officers (IAAO). The median ASR measures how closely assessments mirror a property's actual selling price, tracking assessment accuracy in a market-based property assessment system.

1.1b The Coefficient of Dispersion (COD) measures the quality of assessments by calculating the dispersion, or spread, of all the ASRs around the median ASR. The COD is a measure of appraisal uniformity. A more accurate portfolio of assessments would be indicated by a lower COD percentage. BC Assessment measures the COD for properties located in both urban and rural areas, according to internationally recognized standards.

## Discussion:

An individual ASR is calculated for a single property by dividing the assessed value of a property that has sold by its selling price and expressing the result as a percentage. This shows how accurately BC Assessment assesses a property at market value. The IAAO has set a standard for a median ASR of 90–110 per cent. BC Assessment has set targets of 97–100 per cent for residential properties and 95–100 per cent for non-residential properties.

The COD is calculated by adding the differences between each ASR in the group and the median ASR, and determining the average difference. BC Assessment has set targets for the COD based on IAAO standards for single-family residential properties, at a 5–10 per cent range for homogeneous (urban) regions and a 5–15 per cent range for heterogeneous (rural) regions.

For performance measures 1.1a and 1.1b, the 2019 figures presented in this plan show calculations using the 2020 Completed Roll. The 2019 Actual results to be reported in the 2019 Annual Service Plan Report may differ slightly, as they will be based on the 2020 Revised Roll, which reflects the final assessments following any appeal revisions made in early 2020. BC Assessment has kept future targets constant for these performance measures, as the targets align to international standards.

As part of BC Assessment's ongoing effort to improve roll quality measures, methods to better use its property data and the skills of its valuation professionals are continuously examined. Intended outcomes continue to be fair distribution of property taxes and accurate representation of roll quality across the province, while accounting for uncontrollable factors like market movement. Thus, while continuing to meet IAAO roll quality standards, BC Assessment may refine the performance measures contained in future service plans.

## Objective 1.2: Deliver reliable and accepted assessment rolls

### Key Strategies:

- Pursue assessment quality management and data maintenance initiatives that increase the accuracy and improve the fairness of the assessment roll
- Collaborate with stakeholders to improve assessment review and appeal processes

Performance Measures	2018 Actual	2019 Forecast	2020 Target	2021 Target	2022 Target
1.2a Assessment roll stability – change in taxes collected <sup>1</sup>	0.18%	0.18% <sup>2</sup>	≤ 0.22%	≤ 0.22%	≤ 0.22%
1.2b Percentage of assessments accepted without appeal <sup>1</sup>	98.4%	≥ 98.0%	≥ 98.0%	≥ 98.0%	≥ 98.0%

<sup>1</sup> Data Source: Internal property information database.

<sup>2</sup> Actual result.

### Linking Performance Measures to Objectives:

1.2a Roll stability is a critical issue for local governments, which rely largely on property taxes to fund services for their residents. The Assessment Roll Stability measure tracks changes in taxes collected or refunded by the taxing jurisdictions. Minimal changes indicate a stable, dependable assessment roll. This performance measure is accepted throughout the taxing jurisdictions as a good measure of the stability of the assessment roll.

1.2b BC Assessment interprets high acceptance of assessments by residential, commercial and major industry customer groups as a validation of the quality, accuracy and uniformity of assessments. Property owners who do not agree with the estimate of their property's assessed value or exemption status, or who believe that their property was improperly classified, can challenge the assessment.

### Discussion:

In any given year, property status can change, data errors are corrected, and new properties may be created while others are deleted. The annual assessment roll may also be subject to supplementary changes made after an appeal to the Property Assessment Appeal Board (PAAB). Performance measure 1.2a estimates the change in the amount of taxes collected or refunded by taxing jurisdictions based on the change in general taxable value for a period of 20 months after the Revised Roll. Therefore, the 2019 Actual measures 2018 Assessment Roll stability by estimating the changes in taxes collected as a result of supplementary rolls issued between May 1, 2018, and December 31, 2019. The targets were determined based on analysis of historical data for taxes collected or refunded.

For 1.2b, property owners are encouraged to contact BC Assessment following the receipt of their assessment notices in January of each year if they have concerns or questions. For unresolved issues, customers can register a complaint with BC Assessment by January 31 and request a formal hearing by an independent Property Assessment Review Panel (PARP). A Notice of Hearing is then issued and a meeting with the PARP scheduled for the property owner. Following the hearing, and prior to April 7 each year, BC Assessment is required to send a Notice of Decision to the property owner indicating what the panel's decision was and whether the complaint was successful or unsuccessful. Data quality is maintained through internal controls, including a review and audit of the complaint data and comparison with historical trends and current market movement to ensure the data's accuracy.

The actual 2019 results (for the 2020 Assessment Roll) for this performance measure will not be available until April 2020, and thus are not provided in this service plan. As data quality and accessibility have improved, the number of formal complaints has been low and usually filed by fewer than two per cent of all property owners. BC Assessment has kept the target constant as it represents a balance between delivering a quality assessment roll while managing available resources.

## Objective 1.3: Maintain efficient and financially responsible operations

### Key Strategies:

- Find a balance to deliver assessments today while investing to improve services in the future
- Implement continuous business process and system improvements to enhance operational efficiency
- Accrue necessary financial resources to invest in tools and technology

Performance Measure	2018 Actual	2019 Forecast	2020 Target	2021 Target	2022 Target
1.3a Average net cost per property for assessment services <sup>1</sup>	\$42.97	\$45.90	\$46.30 <sup>2</sup>	\$46.52 <sup>2</sup>	\$46.74 <sup>2</sup>

<sup>1</sup> Data Source: Internal property information database.

<sup>2</sup> Estimates for tax levy rate increases have not been included in the 2020–2022 figures.

### Linking Performance Measures to Objectives:

1.3a This performance measure reflects BC Assessment's commitment to keeping costs to the taxpayer as low as possible while delivering the services that customers count on. Efficiency and cost-effectiveness are required to minimize any potential increase to levies while meeting service demands in a complex assessment environment.

#### Discussion:

BC Assessment's primary source of revenue to support its ongoing operational work, service improvements and technology investments is a levy collected on each taxable property in B.C. This levy is a component of the property taxes paid by property owners to the taxing jurisdictions, which in turn remit the levy amount collected to BC Assessment.

Cost per property target adjustments are made each year as new information becomes available and forecasts are refined. Targets for 2020 to 2022 take into consideration projected new construction and development, and key assumptions regarding changes in revenues and expenditures. BC Assessment maintains appropriate internal controls and will continue reporting regularly to the Board of Directors and to the Office of the Comptroller General.

### Goal 2: Valued by Customers and Partners - Our property assessment information is valued and relied upon

#### Objective 2.1: Ensure satisfied customers

##### Key Strategies:

- Create insights into all customer segments to provide relevant assessment information and services
- Educate and engage stakeholder groups to evolve processes and ensure value in interactions

Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target	2022 Target
2.1a Customer Satisfaction Index – Employee Interaction <sup>1</sup> - Property Owners	79	79	73 to 85	73 to 85	73 to 85
- Taxing Authorities	90	Biennial survey	≥ 86	Biennial survey	≥ 86

<sup>1</sup> Data Source: BC Assessment has a contract with a market research firm to act as an independent third party to conduct the customer satisfaction surveys. The index figure is relative to 100.

### Linking Performance Measures to Objectives:

2.1a BC Assessment regularly reviews customer feedback to identify areas where it can enhance customer experience. The approach uses e-mail surveying of customers, with questions designed to evaluate customer interactions with BC Assessment. The results are analyzed to determine what specific service attributes are important to customers, and to indicate the quality of service that customers perceive they are receiving. BC Assessment has learned that customers often want to be able to find answers to their own questions. In response, BC Assessment is working to enhance how customers can access information through its website, and to enable customers to have more control over their assessment and real estate information experience.

## Discussion:

The index for property owners represents the combined results for all property owners; this includes both residential and non-residential, such as commercial and major industry. The index for taxing authorities represents the combined results for local governments and Indigenous communities. Property owners are surveyed annually while taxing authorities are on a biennial survey program, at their request.

The index figure itself is relative to 100. A perfect score of 100 would mean that each customer gave the top marks on all of the attributes that make up the index. BC Assessment's target of 73 to 85 for property owners, and  $\geq 86$  for taxing authorities, tasks the organization to provide high-quality customer service. The index is based on a series of questions that enable BC Assessment to track performance and plan for improvements where needed. Customers are asked to indicate level of agreement or disagreement with statements; for example: "BC Assessment employees are knowledgeable", or "the response from BC Assessment provided you with all the information you needed." The more strongly a respondent agrees, the higher the index score will be.

In addition to the survey, BC Assessment will continue to analyze its interactions to increase understanding of customer needs and to improve processes. BC Assessment is also acting on customer feedback by delivering more educational information that supports general understanding of property valuation, the real estate market, and the relationship between property assessments and property taxes, even before they reach out to the organization.

## Objective 2.2: Improve access to assessment information

This objective has changed from the previous service plan in response to evolving customer expectations. Property owner feedback confirmed the majority of what was being measured by the old property owners Products and Services Index is no longer of interest. In response, BC Assessment has developed the new Digital Information Index which includes new, more relevant survey questions for property owners.

### Key Strategies:

- Improve availability and utility of assessment information through a flexible digital service model
- Encourage use of assessment information and expertise to assist with real estate queries and policy decisions

Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target	2021 Target
2.2a Customer Satisfaction Indices <sup>1</sup>					
- Property Owners – Digital Information	65 <sup>2</sup>	65 <sup>3</sup>	$\geq 65$	$\geq 65$	$\geq 65$
- Taxing Authorities – Information, Services, & Tools	83	Biennial survey	$\geq 73$	Biennial survey	$\geq 73$

<sup>1</sup> Data Source: BC Assessment contracts a market research firm to act as an independent third party to conduct the customer satisfaction surveys. The index figure is relative to 100.

<sup>2</sup> Actual result for 2018 reflects prior Products and Services Index questions.

<sup>3</sup> Actual result for 2019 reflects updated Digital Information Index questions.

**Linking Performance Measures to Objectives:**

2.2a Measurement of customer satisfaction with the information that BC Assessment provides uses the same survey methodology as that used to evaluate customer satisfaction with employee interaction (Performance Measure 2.1a).

Customers are surveyed about specific attributes that qualitative research with customers has identified as being important. Responses to the survey questions are analyzed and provide input to the overall Customer Satisfaction Indices.

**Discussion:**

BC Assessment's strategic direction includes improving access to assessment information, specifically through a flexible digital service model. The Digital Information and Information, Services, and Tools indices are designed to measure organizational performance in support of this objective.

The Digital Information Index for property owners and the Information, Services, and Tools Index for taxing authorities replace the Products and Services Index. The former index was tied to BC Assessment's strategic objectives from several years ago and is no longer applicable; BC Assessment has shifted focus in its strategy. More importantly, customers' expectations have evolved; their recent feedback confirms that they are not interested in the majority of what the old index measured. In response, BC Assessment has developed the new Digital Information Index and modified the customer survey questions behind it.

The 2019 survey for property owner customers included the new questions that feed the Digital Information Index, and results yielded the first data point to inform the new target of  $\geq 65$ . This adjusted target represents a foundation on which BC Assessment can build by addressing the evolving expectations of our customers. The indices themselves are relative to 100; a perfect score of 100 would mean that each customer gave the top marks on all of the attributes that make up the index. Investment in programs that improve digital information availability and usability for our customers is paramount to improving this index score. BC Assessment's independent survey contractor has affirmed that the target selected is appropriate for a company whose assessments form a major part of the property tax equation. The contractor has also noted that this index is unique to BC Assessment, as there are no other comparable B.C. organizations. Lastly, BC Assessment has been advised that this index will fluctuate based on real estate market conditions, where volatile markets can lead to strain on the score.

For taxing authorities, the Information, Services, and Tools Index shares a number of similarities with the preceding Products and Services measure; namely, availability and ease of use of tools and data quality; however, it is now focused on the overall user experience rather than on specific tools and services.

BC Assessment is continually enhancing its assessment products, information and services in terms of both amount and depth, to meet or exceed our customers' assessment and digital information expectations. Specifically, annual website enhancements will provide greater functionality for access to and analysis of digital information to support assessment, taxation, and real estate decisions.



### **Goal 3: High-Performing Team - Our people realize our vision by collaboratively creating innovative solutions**

#### **Objective 3.1: Support employee engagement**

The objective has changed slightly compared to the last service plan, to reflect the shared ownership of engagement between employees and the employer. BC Assessment continues to monitor employee engagement as a performance measure for ongoing insight and response.

##### **Key Strategies:**

- Implement modern practices and technology that support engagement, collaboration and flexible work options
- Define the future workforce and invest in the professional development of highly skilled people

Performance Measure	2018 Actual	2019 Actual	2020 Target	2021 Target	2022 Target
3.1a Level of Employee Engagement <sup>1</sup>	Biennial survey	65	Biennial survey	Previous result +2	Biennial survey

<sup>1</sup> Data Source: BC Assessment contracts an independent third party to conduct the employee engagement surveys.

##### **Linking Performance Measures to Objectives:**

3.1a This performance measure is tracked through a biennial employee engagement survey that gauges employee perceptions on motivation, work capacity and capability, leadership, and alignment with the organization's vision, mission and goals. The result is an average score (not a percentage) that expresses all responses to a series of survey questions.

##### **Discussion:**

The survey is conducted by an independent organization, and only those results with a confidence level of at least 95 per cent are reported. A biennial survey schedule allows for sufficient time to analyze previous results and effect improvements. Targets have been set at "previous result + 2" to reflect both the previous score and the desired level of continuous improvement in employee engagement. For 2019, the target of 71 was not met by the result of 65. Comprehensive analysis of survey outcomes has informed BC Assessment's next steps as it continues developing and implementing action plans in response to the findings.

## Financial Plan

### Summary Financial Outlook

(\$000)	2019 Forecast	2020 Budget <sup>1</sup>	2021 Plan <sup>1</sup>	2022 Plan <sup>1</sup>
<b>Total Revenue</b>				
Tax levies	94,612	96,040	97,441	98,841
Other revenue	7,320	5,616	5,616	5,616
<b>Total Revenue</b>	<b>101,932</b>	<b>101,656</b>	<b>103,057</b>	<b>104,457</b>
<b>Total Expenses</b>				
Employee expenses	68,307	63,896	63,604	62,698
Other operating expenses	29,903	31,904	30,972	32,959
Amortization	3,509	5,856	8,481	8,800
<b>Total Expenses</b>	<b>101,719</b>	<b>101,656</b>	<b>103,057</b>	<b>104,457</b>
<b>Annual Surplus (Deficit)</b>	<b>213</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Liabilities</b>	<b>19,346</b>	<b>15,302</b>	<b>14,859</b>	<b>14,859</b>
<b>Accumulated Surpluses</b>	<b>47,328</b>	<b>47,328</b>	<b>47,328</b>	<b>47,328</b>
<b>Capital Expenditures</b>	<b>10,885</b>	<b>12,997</b>	<b>7,490</b>	<b>5,685</b>

<sup>1</sup> Estimates for tax levy rate increases have not been included in the 2020–2022 figures.

### Key Forecast Assumptions, Risks and Sensitivities

Key forecast assumptions include: replacement of the core assessment business system, which will be completed within the capital budget approved by Treasury Board; annual increase in revenue related to the projected increase in the number of properties from new development; and expenditures that include increases for known contractual and inflationary pressures only. Estimates for levy rate and unconfirmed future cost increases have not been included in the Financial Outlook.

Key risks and uncertainties affecting BC Assessment's financial outlook include: uncertain revenue to cover uncontrollable cost changes; increase in the number and complexity of appeals and future Property Assessment Review Panel and Property Assessment Appeal Board costs; wage and benefit increases; and changes in interest and inflation rates.

## **Management's Perspective on the Financial Outlook**

BC Assessment is fully financially self sufficient and does not receive grants or government transfers for operating, capital, and working capital purposes. The primary source of revenue is a tax levy collected from each taxable property, which is budgeted to provide approximately \$96.0 million in 2020 calculated using 2019 rates. Levy rates require annual approval by Provincial Cabinet and BC Assessment's Board of Directors. In addition, BC Assessment receives approximately 5.5 per cent of its revenue from a number of other sources, including property assessment service contracts with Indigenous communities, payments in lieu of taxes and data access services.

The tax levy is a component of the property taxes paid by property owners to the taxing jurisdictions, which in turn remit the tax levy collected to BC Assessment. BC Assessment collects its revenues from taxing authorities in July of each year. BC Assessment borrows funds from the provincial government to finance operations and capital expenditures during the first half of the year and repays its debt in full by August of each year.

BC Assessment manages the increasing financial pressures resulting from employee costs, folio growth, continuous improvement of customer service levels and inflationary pressures in part by leveraging technology to enable optimization of assessment methods and innovation in business processes to drive operational efficiency.

In 2016, BC Assessment received Treasury Board approval to replace its core property assessment system. The new system will go live in 2020 and will allow development and implementation of digital capabilities for customer interactions, property data access and information exchange, and business process efficiencies.

BC Assessment will continue to respond to real estate market movement, and to monitor the effort required to manage appeal rates and maintain property owner confidence in the property assessments that form the foundation for the provincial property taxation system.

## Significant IT Projects

**Project Name:** nextGen valueBC

**Scope:** Implement a replacement solution (iasWorld) for BC Assessment's aging core assessment business system (valueBC).

**Objectives:**

- Replace the existing system prior to the loss of vendor support at end December 2020.
- Improve efficiency of assessment roll production through automation.
- Implement a modern application that can be integrated with other existing and planned systems, and that can be extended to introduce new functionality as needed.

**Benefits:**

- Will allow obsolete legacy systems to be retired, reducing the overall set of systems to be supported and maintained.
- Using off-the-shelf software provides a built-in path for ongoing system enhancements and upgrades.

**Estimated total capital cost of the project:** \$27.7 million

**Risks associated with costs and benefits:**

- Potential for the solution to have more gaps to requirements than expected, resulting in more work, increasing costs and potentially impacting on-time delivery.
- Potential to underestimate the effort required to complete the work on time, resulting in project delays and additional costs.

**Capital costs incurred to December 31, 2019:** \$19.9 million

**Targeted completion year:** 2020

**Significant activity planned for 2020:** Completion of testing, all staff training and implementation.

## **Appendix A: Hyperlinks to Additional Information**

### **Corporate Governance**

<https://info.bcassessment.ca/About-Us/how-bc-assessment-works/Board-of-Directors>

### **Organizational Overview**

<https://info.bcassessment.ca/About-Us/about-BC-Assessment>

### **Property Assessment Review Panel**

<https://www2.gov.bc.ca/gov/content/housing-tenancy/owning-a-home/property-assessment-review-panels2/about-property-assessment-review-panels>

### **Property Assessment Appeal Board**

<http://www.assessmentappeal.bc.ca/>

## BC HOUSING MANAGEMENT COMMISSION (BC HOUSING) PROFILE

### Statutory Authority:

- *Ministry of Lands, Parks and Housing Act* and British Columbia Housing Management Commission Regulation
- *Homeowner Protection Act* and Regulation

**Type of Organization:** Crown Corporation

**Appointment Process:** Order in Council

### Purpose of Crown:

- BC Housing works in partnership with the private and non-profit sectors, provincial health authorities and ministries, other levels of government and community groups to develop a range of housing options.
- These affordable housing options span the housing continuum, including emergency shelter and housing for the homeless, transitional supportive and assisted living, independent social housing, rent assistance in the private market, and affordable owner-purchase housing.
- Through the *Homeowner Protection Act*, BC Housing licenses residential builders, administers owner builder authorizations, ensures that mandatory licensing and home warranty insurance provisions are complied with, and carries out research and education that benefits the residential construction industry, consumers and the affordable housing sector.

### Governing Legislation:

- *Ministry of Lands, Parks and Housing Act* and British Columbia Housing management Commission Regulation
- *Homeowner Protection Act* and Regulation

### Client Profile:

- In 2018/19, BC Housing assisted approximately 110,465 households in 290 communities across the province through a range of programs, initiatives and partnerships.
- The table below summarizes BC Housing's contribution in 2018/19:

<b>Addressing homelessness</b> 17,053 housing units	2,098 shelter spaces
	11,204 supportive housing units
	3,751 rent supplements
<b>Transitional Supported</b>	6,048 units for people with special needs

<b>and Assisted Living</b> 17,334 housing units	10,411 supportive housing for seniors
	875 spaces to serve women and children fleeing violence
<b>Independent social housing</b> 40,100 households	20,005 low-income families
	20,095 low-income seniors
<b>Rent assistance in the private market</b> 33,770 households	9,423 low-income families
	24,347 low-income seniors
<b>Homeownership</b>	2,208 BC HOME Partnership mortgage loans approved and funded by March 31, 2019 since program inception 1,090 owner builder authorizations 36,872 new homes enrolled in home warranty insurance Renovations completed on 350 homes through the Home Adaptations for Independence (HAFI) program

#### **2020/21 Priorities/Key Initiatives:**

- The Mandate Letter specifically directs BC Housing to work with the Ministry of Municipal Affairs and Housing to (excerpts):
  - Continue to implement, support and report on BC Housing-related programs delivered through Budget Update 2017, Budget 2018, and Budget 2019, including those BC Housing programs included in *Homes for B.C.: 30-Point Plan for Housing Affordability in British Columbia*.
  - Continue to facilitate partnerships through the new HousingHub division to create and report on market-based affordable housing for middle income and working households.
  - Work collaboratively with the Ministry of Municipal Affairs and Housing and the Ministry of Social Development and Poverty Reduction to implement and evaluate a coordinated approach to addressing homelessness.
  - Ensure BC Housing projects comply with the Wood First Act to support the use of wood, including as the primary building material where the building code allows.

#### **Board Appointees:**

- BC Housing is governed by a Board of Commissioners appointed by the Lieutenant Governor in Council via an Order in Council.
- There are currently 8 members.

Name	Position	Date of Appointment	Term Expiry
Barbara Carle-Thiesson	Commissioner	04-Sep-18	29-Jan-21
Catherine (Cassie) Doyle	Chair	29-Jan-18	18-Jul-22
Joanne Granek	Commissioner	13-May-19	01-Feb-22
Penelope (Penny) Gurstein	Commissioner	29-Jan-18	29-Jan-21
Harvey McLeod	Commissioner	31-Dec-18	29-Jan-20
Katherine McParland	Commissioner	20-Apr-18	20-Apr-20
Perry Staniscia	Commissioner	19-Feb-18	19-Feb-20
Ski'us (Aaron) Sumexheltza	Commissioner	11-Feb-19	29-Jan-21

#### **Appointments Required:**

- Harvey McLeod's term of appointment is ending on January 29, 2020.
- Re-appointments are in progress for Perry Staniscia and Katherine McParland.

**Website:** [www.bchousing.org](http://www.bchousing.org)

**Contact:** Shayne Ramsay  
CEO, BC Housing  
604 970-1605



## **BC Housing – Executive Bios**

### **Wendy Acheson, Vice-President and Registrar, Licensing and Consumer Services**

Wendy has 20 years of experience in licensing and the regulation of professionals, as well as legal matters, government, housing and consumer protection. She is responsible for administering the Homeowner Protection Act, overseeing licensing compliance and consumer-service operations. She has led important initiatives to increase the quality of residential construction and strengthen consumer protection.

Prior to her current role, Wendy was deputy registrar of the Homeowner Protection Office. She was also director of licensing at the Architectural Institute of British Columbia for six years. Wendy has degrees in both law and political science from the University of Calgary.

### **Stephanie Allen, Associate Vice-President, Strategic Business Operations and Performance**

Stephanie is an affordable housing specialist and organizational development professional with a focus on equitable city-building. She combines her expertise in market and community housing development with her background in government policy and stakeholder engagement to advance community building initiatives across the Province.

Outside of work, Stephanie is a founding board member of the Hogan's Alley Society, is on the interim board of the Federation of Black Canadians, and serves on the City of Vancouver's Poverty Action Advisory Committee. Stephanie holds a master's degree in Urban Studies from Simon Fraser University and a bachelor's degree in Business Administration, Okanagan College.

### **Abbas Barodawalla, Vice-President of Corporate Services & CFO**

Abbas has led BC Housing's Internal Audit function since 2008. He is a Chartered Professional Accountant, Certified Public Accountant (US) and a Chartered Accountant (India). He also holds global auditing designations like the Certified Internal Auditor.

Prior to joining BC Housing, Abbas has worked in professional accounting practices in Vancouver since 2002 providing financial reporting, taxation and business risk consulting services to large and medium sized clients in Canada, US and Australia. Clients included Crown corporations, not for profit organizations, real estate and social housing agencies, financial institutions, IT and the film industry.

#### **Personal Information**

Abbas worked in Dubai and India as a Chartered Accountant providing financial reporting, corporate finance, due diligence and growth solutions in the construction and real estate, manufacturing and distribution, education, logistics, retail, and fashion industries.

**Angela Cooke, Vice-President of Operations**

Angela brings a unique depth of understanding of social housing with a true commitment to supporting the teams who operate BC Housing's projects. The former Vice-President, Tenant & Community Services for Toronto Community Housing has extensive leadership experience in the social housing sector in both Canada and the United Kingdom (UK). Angela has led senior management teams at WoodGreen Community Services (Toronto), the London and Quadrant Housing Trust (UK) and Accent Group (UK).

Angela completed Executive Leadership studies in business performance and leadership, social housing, from NIMBAS, Bradford – Graduate School of Management, and holds a Bachelor of Arts degree, housing (Honours) from Leeds Beckett University (UK).

**Michael Flanigan, Vice-President of Development & Asset Strategies**

Michael brings 25 years of experience in partnering with different levels of government, not-for-profit and private housing partners, as well as the development community to his role of promoting the creation of affordable housing.

In 2001, after five years as director of leasing and vice-president at Hong Kong-based Henderson Development, Michael joined the City of Vancouver as deputy director of real estate services. Six years later, he was appointed director of real estate services, assuming responsibility for the strategic planning and financial management of the City's \$3-billion Property Endowment Fund. Michael holds a degree in urban land economics and finance from the University of British Columbia.

**Sara Goldvine, Vice-President of Communications**

Sara brings broad experience from the public, non-profit, and private sectors to her role as VP Communications with BC Housing. She has a track record of effecting meaningful change in purpose-driven organizations through leadership roles with Coast Capital Savings, TVO, Toronto Community Housing, the Centre for Addiction and Mental Health, and the B.C. Legislature.

Outside of work, Sara serves on the Board of Governors for the Business Council of B.C. and the Board of Directors for the Cedar Cottage Food Network. She holds an Accredited in Public Relations (APR) designation from the Canadian Public Relations Society, has a Master of Communications Management from McMaster University, and a Bachelor of Arts, Political Science from the University of British Columbia (Honours).

**Stacey Lee, Vice-President of Human Resources**

Stacey is a leader in Human Resources (HR) management committed to innovative, collaborative HR solutions. She is experienced in supporting organizational development and employee relations for public and private sector organizations including: TransLink, Community Living BC, Inventure Solutions A Vancity Company and Knowledge Junction.

Stacey holds a Master of Organizational Management and Development from Fielding Graduate University, a BCIT Human Resources Management Diploma, and a Bachelor of Science, University of British Columbia.

**Shayne Ramsay, CEO**

Since May 2000, Shayne has been the CEO of BC Housing. Shayne was responsible for setting up the Homeowner Protection Office in 1998 and also served as its first CEO. Prior to being appointed CEO, Shayne was director of development services for BC Housing, and director of housing policy and program development with the former Ministry of Municipal Affairs and Housing in B.C.

In addition to his work as CEO, Shayne serves as chair of the Board of Directors for the Crown Corporation Employer's Association, an agency that represents human resource issues for the provincial crown corporations in British Columbia. He is also chair of Housing Partnership Canada, a peer network and business collaboration of social housing leaders committed to innovation. Shayne has a graduate degree in urban planning from the University of Toronto.

## **BC Housing Board of Directors**

### **Cassie J. Doyle (Chair)**

Appointment term: July 19, 2017 – July 18, 2022

Cassie Doyle is the CEO of the Canadian International Resources and Development Institute based at UBC, and has served as a deputy minister with both the federal and B.C. provincial government. She represented Canadian interests as Consul General in San Francisco and the Silicon Valley. Cassie started her professional career with the City of Ottawa Non-Profit Housing Corporation and spent a decade there in a variety of senior roles related to the policy, development and management of social housing. Returning home to B.C., she led the development of the Homes BC program as B.C.'s Deputy Minister of Housing, Recreation and Consumer Services from 1993 to 1996.

Cassie has extensive governance experience, liaising with a wide range of Crown Agencies in her role as deputy minister, and a long track record of serving on boards of directors, including Oxfam Canada, the Ontario Non-Profit Housing Association, the United Way in Ottawa and in San Francisco, the Atomic Energy Corporation of Canada, the Vancouver Affordable Housing Agency and currently the Alberta Energy Regulator. She has an Masters in Social Policy and Administration from Carleton University, 1983.

### **Penny Gurstein**

Appointment term: January 29, 2018 – January 29, 2021

Dr. Penny Gurstein is Professor and Director of the School of Community and Regional Planning and the Centre for Human Settlements at UBC. She specializes in the socio-cultural aspects of community planning with emphasis on those who are marginalized in planning processes. She has led research projects investigating housing access and affordability, and inequality and access issues for low-income people. Penny's current research is investigating strategies for affordable homeownership and rental housing both internationally and in Canada. She is the founding Director of the Housing Research Collaborative, a community of housing researchers, providers and policy makers focused on understanding systemic impediments in the housing system and the development of models to address housing unaffordability.

Penny also has considerable experience working with community groups in the Metro Vancouver region. She is a registered planner and member of the Canadian Institute of Planners. Penny is also the 2016 recipient of the YWCA Women of Distinction Award for Education, Training and Development.

**Perry Staniscia**

Appointment term: February 19, 2018 – January 29, 2022

Perry Staniscia retired from the position of General Manager Strategic Initiatives with the City of Coquitlam in 2017 having worked there since 2006. Prior to that, Perry was in charge of administering the largest affordable rental housing portfolio in the region for Metro Vancouver and developed numerous new affordable housing projects during his tenure there. In 1987, Perry joined the Canada Mortgage and Housing Corporation (CMHC) and was able to gain in-depth experience of the real estate market, financing and affordable housing.

Perry was a founding member and Secretary of the BC Non-Profit Housing Association and has served on other non-profit Boards as well. Perry studied urban land economics at the University of British Columbia and holds various professional designations directly related to his extensive career in real estate.

**Katherine McParland**

Appointment term: April 20, 2018 – January 29, 2022

Katherine McParland is the founder and manager of the A Way Home Kamloops movement to end youth homelessness. This issue is close to Katherine's heart as a youth who experienced homelessness and found purpose in this truth to create change. A Way Home Kamloops' work has been innovative and ground-breaking as the first community in BC to implement a youth homelessness action plan.

In 2017, Katherine was appointed to the federal government's Advisory Committee on Homelessness. Most recently, Katherine co-founded and co-chairs the BC Coalition to End Youth Homelessness that is helping to lead the development of recommendations for a provincial plan. These experiences have supported Katherine's integration of learning as a Masters of Social Work Leadership student at University of Calgary.

**Barb Carle-Thiesson**

Appointment term: September 4, 2018 – January 29, 2021

Barb Carle-Thiesson is a Chartered Professional Accountant (FCPA, FCA) in Nanaimo, B.C. Barb recently retired as a Partner of MNP LLP, Chartered Professional Accountants. Prior to joining MNP, she was a partner at Tyce Carle-Thiesson Chartered Accountants and in predecessor firms. From 1981-1991, she practised as a sole practitioner in Grande Prairie, Alberta.

Barb graduated from Brandon University in 1976 with Bachelor of Science degree in Math. She received her CA designation in Alberta in 1982 and became a Fellow in BC in 2000 and in Alberta in 2001. She is also a certified corporate director. Active in her community and her profession, Barb served on a number of boards ranging from the Chartered Professional Accountants of Canada, Vancouver Island University, the First People's Cultural Foundation Investment Committee, and the Nanaimo & District

Hospital Foundation. She was awarded the Queen's Diamond Jubilee medal in 2012 in recognition of her significant service to her profession and her community.

**Aaron Sumexheltza (*on leave*)**

Appointment term: February 11, 2019 – January 29, 2021

Aaron Sumexheltza is the elected Chief of the Lower Nicola Indian Band, one of the communities of the Nlaka'pamux Nation. Aaron completed a Bachelor of Arts degree in Environmental Studies from California State University, Sacramento in 1999. He completed a law degree from the Faculty of Law at the University of British Columbia in 2004.

Aaron is a lawyer and has practiced law for over twelve years. Aaron has worked in the area of criminal defense law, and also assisted Residential School survivors seeking compensation for abuse suffered while they attended Indian Residential Schools. He has represented many clients in B.C. Provincial Court, Supreme Court of British Columbia, and the B.C. Court of Appeal.

Aaron is also a board of director and chairperson for Lower Nicola Indian Band Development Corporation and Spayum Holdings LP in Merritt, BC.

**Joanne Granek**

Appointment term: May 13, 2019 to February 1, 2022

Joanne Granek retired in 2010 from her role as Executive Director of SHARE Family and Community Services and 43 Housing Society. Since that time, she has provided interim executive director services for a number of not-for-profit social service organizations and has worked as a consultant in behavioural health, child and youth services and primary care. Most recently this included coordinating a community development child and youth mental health project for the Burnaby Division of Family Practice.

Joanne has continued to provide accreditation services for CARF (Commission on Accreditation of Rehabilitation Facilities) as a team lead and administrative surveyor on behavioural health, child and youth services, as well as employment and community services.

Joanne has a master's degree in community psychology and is trained as a family therapist. She has served on a number of boards and is in her second year as president of her strata council.

**Kerry Pateman**

Appointment term: January 29, 2020 - January 29, 2021

Kerry Pateman is a Planning Consultant, currently working as coordinator of the Community Partners Addressing Homelessness, the Community Advisory Board for the federal government's Homelessness Strategy – Reaching Home, and has contracts to complete community planning and research initiatives to address homelessness.

Kerry has many years of planning experience working with local governments and First Nation communities, completing community plans, zoning bylaws, and land use plans. In recent years, her work has focused on housing and homelessness. Kerry held a faculty position with the UNBC School of Environmental Planning, teaching undergraduate planning courses, and organizing various events to bring students and professional planners together.

Kerry is a Registered Professional Planner, a Member of the Canadian Institute of Planners and she continues to be involved in the Institute.



January 14, 2020

Ref: 251558

Cassie Doyle  
Chair, Board of Directors  
BC Housing Management Commission  
1701-4555 Kingsway  
Burnaby BC V5H 4V8

Dear Cassie Doyle:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in leading your organization and helping government deliver on our priorities to British Columbians.

Government remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of B.C. citizens are identified through their elected representatives, the members of the Legislative Assembly.

This mandate letter, which I am sending in my capacity as Minister responsible for British Columbia Housing and Management Commission (BC Housing), on behalf of the Executive Council, communicates those expectations for your agency. It sets out overarching government priorities that will inform your agency's policies and programs, as well as specific direction on priorities and expectations for the coming fiscal year.

Our goal is to build a strong, sustainable economy that works for everyone. We are committed to working with you and other Crown Agencies to provide quality, cost-effective services to British Columbia families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Framework for Improving British Columbian's Standard of Living to policy development, we will ensure that equity is reflected in government budgets, policies and programs. You are encouraged to apply the GBA+ lens in your Crown Agency operations and programs. In the same vein, appointments to agencies, boards and commissions reflect government's direction to promote equity and leadership at senior levels in the public and private sectors, with a view to building strong public sector boards that reflect the diversity of British Columbia.

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Two key priorities that will underpin lasting prosperity are advancing reconciliation with Indigenous Peoples and moving towards a low-carbon economy.

In November 2019, government passed the Declaration on the Rights of Indigenous Peoples Act, which represents a crucial step towards true and lasting reconciliation. In keeping with the Calls to Action of the Truth and Reconciliation Commission, the Act was developed in collaboration with the First Nations Leadership Council to create a framework for reconciliation in B.C. All Crown Agencies are expected to incorporate the Declaration on the Rights of Indigenous Peoples Act and Calls to Action of the Truth and Reconciliation Commission within their specific mandate and context.

Announced in December 2018, the CleanBC plan puts our province on the path to a cleaner, better future – with a low-carbon economy that creates opportunities while protecting our clean air, land and water. As part of the new accountability framework established in CleanBC, and consistent with the Climate Change Accountability Act, please ensure your organization plans to align operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk. Please be prepared to work with government to report out on these plans and activities.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2020/21. This will include online training modules and in-person conferences, as government works to support strong public sector boards that reflect the diversity of British Columbia.

As the Minister Responsible for BC Housing, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2020/21 Service Plan:

- Continue to implement, support and report on BC Housing-related programs delivered through Budget Update 2017, Budget 2018, and Budget 2019, including those BC Housing programs included in Homes for B.C.: 30-Point Plan for Housing Affordability in British Columbia.
- Continue to facilitate partnerships through the new HousingHub division to create and report on market-based affordable housing for middle income and working households.
- Work collaboratively with the Ministry of Municipal Affairs and Housing and the Ministry of Social Development and Poverty Reduction to implement and evaluate a coordinated approach to addressing homelessness.

In addition to the strategic priorities outlined above, please ensure that BC Housing projects comply with the Wood First Act to support the use of wood, including as the primary building material, where the building code allows.

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Cassie Doyle  
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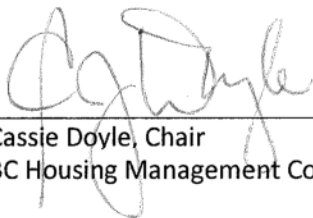
Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2020.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,



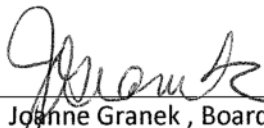
Selina Robinson  
Minister



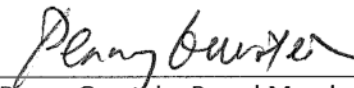
Cassie Doyle, Chair  
BC Housing Management Commission



Barbara Carle-Thiesson, Board Member  
BC Housing Management Commission



Joanne Granek, Board Member  
BC Housing Management Commission



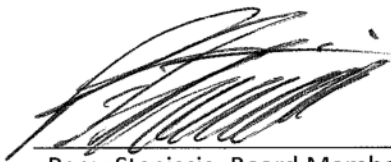
Penny Gurstein, Board Member  
BC Housing Management Commission

TERM ENDED, EFFECTIVE  
JANUARY 29, 2020

Harvey McLeod, Board Member  
BC Housing Management Commission



Katherine McParland, Board Member  
BC Housing Management Commission



Perry Staniscia, Board Member  
BC Housing Management Commission



Aaron Sumexheltza, Board Member  
BC Housing Management Commission

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Cassie Doyle

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pc: Honourable John Horgan  
Premier

Don Wright  
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker, Deputy Minister  
Ministry of Finance

Heather Wood, Associate Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Kaye Krishna, Deputy Minister  
Ministry of Municipal Affairs and Housing

Barbara Carle-Thiesson, Board Member  
British Columbia Housing Management Commission

Joanne Granek, Board Member  
British Columbia Housing Management Commission

Penny Gurstein, Board Member  
British Columbia Housing Management Commission

Harvey McLeod, Board Member  
British Columbia Housing Management Commission

Katherine McParland, Board Member  
British Columbia Housing Management Commission

Perry Staniscia, Board Member  
British Columbia Housing Management Commission

Aaron Sumexheltza, Board Member  
British Columbia Housing Management Commission

Shayne Ramsay, Chief Executive Officer  
British Columbia Housing Management Commission

# **BC Housing**

## **2020/21 – 2022/23 SERVICE PLAN**

**February 2020**



For more information on BC Housing contact:

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Suite 1701 – 4555 Kingsway, Burnaby, British Columbia V5H 4V8

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**Lower Mainland Non-Profit Office**

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Suite 510 – 369 Terminal Avenue, Vancouver, British Columbia V6A 4C4

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**Northern Region**

1380 – 2nd Avenue, Prince George, British Columbia V2L 3B5

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Telephone: 250-562-9251 | Outside Prince George call: 1-800-667-1235 | Fax: 250-562-6488

**Vancouver Island Region**

Suite 201 – 3440 Douglas Street, Victoria, British Columbia V8Z 3L5

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Telephone: 250-475-7550 | Fax: 250-475-7551

**Supportive Housing Services - Orange Hall**

297 East Hastings Street, Vancouver, British Columbia V6A 1P2

Email: [OrangeHall@bchousing.org](mailto:OrangeHall@bchousing.org)

Telephone: 604-648-4270

**Program and Information Line**

1-800-257-7756

Flickr: [https://www.flickr.com/photos/bc\\_housing](https://www.flickr.com/photos/bc_housing)

LinkedIn: <https://ca.linkedin.com/company/bchousing>

YouTube: <https://www.youtube.com/user/bchousing1>

Twitter: [https://twitter.com/BC\\_Housing](https://twitter.com/BC_Housing)

or visit our websites at: [www.bchousing.org](http://www.bchousing.org) | [www.renewingriverview.com](http://www.renewingriverview.com)

## Board Chair Accountability Statement



The 2020/21 – 2022/23 BC Housing Service Plan was prepared under the Board of Commissioners' direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 18, 2020 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Housing's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BC Housing's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in dark ink, appearing to read 'CJ Doyle'.

Cassie J. Doyle  
Board Chair

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## Strategic Direction and Alignment with Government Priorities

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services and investing in a sustainable economy. Crowns are essential to achieving these priorities by providing quality, cost-effective services to British Columbia families and businesses.

Additionally, where appropriate, the operations of Crowns will contribute to:

- The objectives outlined in the government's newly released A Framework for Improving British Columbians' Standard of Living,
- Implementation of the *Declaration on the Rights of Indigenous Peoples Act* and the *Truth and Reconciliation Commission (TRC): Calls to Action*, demonstrating support for true and lasting reconciliation, and
- Putting B.C. on the path to a cleaner, better future – with a low carbon economy that creates opportunities while protecting our clean air, land and water as described in the CleanBC plan.

By adopting the Gender-Based Analysis Plus (GBA+) lens to budgeting and policy development, Crowns will ensure that equity is reflected in their budgets, policies and programs.

BC Housing's strategic direction for the 2020/21 to 2022/23 period has the Province's commitment to making life more affordable for British Columbians as a priority focus. A historic level of new provincial investments has been invested to initiating and expanding housing programs that will create more affordable homes, in turn supporting social, economic and environmental resiliency for individuals, families and communities across the province.

To deliver new affordable housing programs, BC Housing works in partnership with the private, non-profit and co-operative housing sectors, provincial health authorities and ministries, other levels of government, Indigenous peoples and community groups. New housing is created across the housing continuum, from supportive housing for the homeless to affordable rental and owner-purchased housing for middle income British Columbians. In 2020/21, approximately 117,616 households will benefit from provincial government affordable housing programs. Further information about BC Housing is provided in Appendix A, including our mandate to support consumer protections under the *Homeowner Protection Act*.

In delivering on our strategic direction and mandate, BC Housing is also committed to working in partnership with Indigenous peoples to embrace and implement the *United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)* and the *Truth and Reconciliation Commission of Canada (TRC): Calls to Action*. Indeed, one key organizational goal is to enhance Indigenous partnerships and relationships.



Government Priorities	BC Housing Aligns with These Priorities by Providing:
Making life more affordable	<ul style="list-style-type: none"> <li>• Secure, affordable and sustainable housing for British Columbians (Goal 1)</li> </ul>
Delivering the services people count on	<ul style="list-style-type: none"> <li>• Secure, affordable and sustainable housing for British Columbians (Goal 1)</li> <li>• A strong non-profit and co-op housing sector (Goal 2)</li> </ul>
A strong, sustainable economy	<ul style="list-style-type: none"> <li>• A strong non-profit and co-op housing sector (Goal 2)</li> <li>• Strong Indigenous partnerships and relationships based on principles of reconciliation (Goal 3)</li> <li>• Sustainability leadership in residential construction (Goal 4)</li> </ul>

In addition to clear alignment with the priorities described above, our strategic direction is shaped by the [2020/21 Mandate Letter](#) provided by the Minister of Municipal Affairs and Housing. Key direction in the Mandate Letter for 2020/21 includes:

- Continue to implement, support and report on BC Housing-related programs delivered through Budget Update 2017, Budget 2018 and Budget 2019, including those BC Housing programs in the *Homes for B.C.: A 30-Point Plan for Housing Affordability in British Columbia*.
- Continue to facilitate partnerships through the new HousingHub division to create and report on market-based affordable housing for middle income and working households.
- Work collaboratively with the Ministry of Municipal Affairs and Housing and the Ministry of Social Development and Poverty Reduction to implement and evaluate a coordinated approach to addressing homelessness.
- Ensure housing projects comply with the provincial *Wood First Act* in our design guidelines and construction standards. These standards require provincially funded housing projects to use wood as their primary construction material, except in instances where concrete or structural steel framing align with building code requirements.

## Operating Environment

The key trends, risks and opportunities that could potentially impact BC Housing's performance results in 2020/21 relate to:

- People experiencing homelessness. BC Housing will continue to provide leadership within a coordinated response framework led by the Office of Homelessness Coordination within the Ministry of Social Development and Poverty Reduction, with the participation of the Ministry of Municipal Affairs and Housing, local municipalities, housing providers and local community agencies. BC Housing implements a range of programs to address homelessness including the *Rapid Response to Homelessness* and *Supported Housing* programs. To mitigate or address neighbourhood concerns for new housing options, we will continue to engage with communities to listen to local concerns and help build awareness and acceptance of housing solutions.
- A moderating housing market. The *Homes for B.C.: A 30-Point Plan for Housing Affordability* is having a moderating effect on the housing market, resulting in: more supply of affordable homes through *Building BC* programs (over a 10-year timeframe), less speculation in the housing

market, increased security for renters and landlords, and tightened rules in the real estate and financial sectors. The private market trend of building more purpose-built rental apartments, especially in areas around Vancouver, Victoria and Kelowna, is expected to continue. However, average market rents are forecast to remain at historically high levels, with rental vacancy rates remaining low, making it difficult for people to find homes with an affordable rent. *Building BC* programs and the HousingHub will add new affordable rental supply across the province.

- Ensuring timely implementation of new provincial housing investments. This risk area is a key focus for BC Housing and our housing partners – specifically to ensure that the delivery of *Building BC* programs is met within the ten-year timeframe. A range of strategies are in place to ensure timely program delivery including recruitment and retention of BC Housing staff, and enhanced governance, oversight and performance reporting in the creation of new housing. We are also working with government and housing partners to ensure new housing projects move through municipal approvals processes in a timely manner.
- Supporting capacity in the social housing sector. The capacity of our non-profit housing partners is critical to the successful delivery of *Building BC* housing programs. Governance, financial sustainability, development capacity and tenant relations are key areas of focus. Specific initiatives include improving our operational review process, and establishing partnerships with the BC Non-Profit Housing Association, the Aboriginal Housing Management Association and First Nation communities to develop education and training strategies.
- Evolving social, environmental and cultural priorities in our society. Intentional strategies are being developed in the next year to guide how we carry out our mandate. For example, a reconciliation strategy will support a mutually respectful relationship between BC Housing and Indigenous peoples in B.C. to enhance self-determination while addressing socio-economic gaps. We are also strengthening our commitment to supporting diversity, equity and inclusion approaches in programs and activities including using the GBA+ lens and analysis. Finally, we are developing a new sustainability strategy that will enhance our ability to integrate social, financial and environmental considerations into planning and decision-making processes, and demonstrate leadership on sustainability and housing in alignment with CleanBC priorities.
- Continuing trades shortages and rising construction costs. These trends continue to place upward pressure on development and capital renewal budgets across the province. BC Housing uses a range of strategies to address this trend, including establishing project contingencies based on third-party escalation forecasts, reviewing project costs against construction costs, reviewing details of benchmarking and analysis at critical milestones in the development process, and responding with procurement strategies to changes in project cost variables.

## Performance Plan

This performance plan describes BC Housing's goals, objectives and performance measures for 2020/21 to 2022/23. This plan was developed in partnership with our responsible ministry, the Ministry of Municipal Affairs and Housing. We engage with the Ministry on an ongoing basis and monitor performance measures in quarterly accountability meetings with the Deputy Minister and Assistant Deputy Minister. BC Housing will continue to work with the Ministry on future initiatives and projects to effectively deliver our mandate.

**Goal 1: Secure, affordable and sustainable housing for British Columbians**

Secure, affordable and sustainable housing is the foundation of healthy people, families and communities. This goal describes BC Housing's contribution to the Province's goal of making life more affordable for British Columbians through increasing the supply of affordable housing, including rental, non-profit, co-op and owner-purchased housing.

The goal wording has been changed since the previous Service Plan to better reflect BC Housing's commitment to sustainability<sup>1</sup> in the context of how affordable housing options support social, environmental and economic resiliency for individuals, families and communities. For example, BC Housing's Design Guidelines and Construction Standards support our sustainability goals related to the reduction of energy consumption and greenhouse gas emissions, reduction of operating and maintenance costs, waste reduction and diversion from landfills, water efficient designs and sustainable material selection. They also include recommendations aiming to lower the risks of climate-driven extreme weather events such as heat waves or flooding in accordance with BC Housing's Climate Adaptation Framework. New social housing projects through new construction are also required to have a minimum of five per cent of units that are accessible for people using mobility devices.

**Objective 1.1: Deliver on provincial investment and financial assistance to increase the supply of affordable, social and supportive housing**

BC Housing implements a range of programs that deliver on provincial investments into the creation of new affordable social and supportive housing for low- to moderate-income earners, including families, seniors, youth, people with disabilities, Indigenous peoples, those experiencing homelessness and at risk of homelessness, and women and children fleeing violence. This is carried out through *Building BC* programs including the *Community Housing Fund*, *Women's Transition Housing Fund*, *Indigenous Housing Fund*, and *Supportive Housing Fund*.

**Key Strategies:**

- Continue to deliver *Building BC* housing programs through partnerships with non-profit, co-operative, community and Indigenous organizations. This involves progressing initiated projects through development and construction phases, completing projects and issuing calls for new project proposals.
- Respond to and prevent homelessness by 1) implementing emergency shelter and supportive housing options, 2) collaborating with provincial ministries to deliver the Homelessness Action Plan, including implementing the 2020 Report on Homeless Counts in B.C., and 3) continuing to identify youth and Indigenous peoples as a key target group for program innovation and enhancement.
- Facilitate community dialogue and engagement to help advance social housing projects, supported by integrated research and engagement strategies.
- Develop a new housing benefit program as part of the federal-provincial National Housing Strategy agreement.

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<sup>1</sup> BC Housing uses the definition of sustainability as defined by the International Organization for Standardization (ISO) in which "the state of the global system, which includes environment, social and economic subsystems, in which the needs of the present are met without compromising the ability of future generations to meet their own needs."

- Deliver financial assistance to low-income seniors and working families in the private market through *Shelter Aid for Elderly Renters (SAFER) program* and *Rental Assistance Program*, and improve take-up of these programs.
- Improve the physical accessibility of homes for low-income seniors and persons with disabilities.
- Ensure effective management and maintenance of BC Housing's directly managed housing stock including strategic redevelopment opportunities.

Performance Measures		2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.1a	Number of affordable and supportive housing units completed, including affordable rental and social housing <sup>1</sup>	4,180	3,035	3,500	2,800	2,300
1.1b	Number of households receiving rental assistance in the private market <sup>2</sup>	33,494	34,295	35,632	36,969	38,306

<sup>1</sup> Data Source: BC Housing's Central Property System database. Programs reflected in measure 1.1a include: *Rapid Response to Homelessness*, *Affordable Rental Housing*, *Community Housing Fund*, *Indigenous Housing Fund*, *Supportive Housing Fund*, *Women's Transition Housing Fund*, *Homelessness Action Plan*, *Provincial Investment in Affordable Housing*, *Community Partnership Initiatives*, *Housing Endowment Fund*, *Housing Priority Initiatives*, *Investment in Affordable Housing*, and other provincial programs.

<sup>2</sup> Data Source: BC Housing's Subsidy Management and Assisted Rental Tool (SMART) database. Programs reflected in measure 1.1b include *Shelter Aid for Elderly Renters* and the *Rental Assistance Program*.

### Linking Performance Measures to Objectives:

These measures describe BC Housing's contribution towards creating and facilitating more supply of affordable housing through provincial programs. It identifies the number of supportive and affordable housing units completed, as well as households receiving rental assistance.

### Discussion:

Measure 1.1a identifies the number of affordable and supportive housing units completed and ready for occupancy by residents. Future targets are based on the completion of new units created through acquisition or new construction. Targets for 1.1b are based on anticipated up-take for rent assistance programs.

It should be noted that the level of affordable housing production in future years includes the ten-year *Building BC* funding program. The Province has made significant progress on its 30-point housing plan, *Homes for B.C: A 30 Point Plan for Housing Affordability in British Columbia*, which represents a \$7 billion investment in housing over 10 years. Of the total target of 114,000 units in the 30-point plan, 39,100 units of publicly funded affordable housing are planned, of which BC Housing is directly responsible for 29,100 through programs such as those delivered through *Building BC* and *Homelessness Action Plan*<sup>2</sup>. Additional units will be created through the HousingHub (see Objective 1.2 on the following page). Currently there are approximately 16,000 units at various stages of development across the province through these programs with approximately half at early initiation

<sup>2</sup> The 36,700 units target referenced in the 2019/20-2021/22 service plan were comprised of 28,700 Building BC units that are the responsibility of BC Housing and 8,000 student housing units that are the responsibility of the Ministry of Advanced Education, Skills and Training. This updated total includes a further 2,000 units through the Regional Housing First Partnership with the CRD. *Budget 2019* and *Budget 2020* also added 400 additional supportive housing units to BC Housing's target, resulting in a 29,100 unit target.

stage or in development and the other half under construction or completed. Completion of a number of these units will occur after the 2021/22 – 2023/24 Service Plan time frame given typical development and construction timelines, particularly for larger buildings.

### **Objective 1.2: Facilitate partnerships through the HousingHub to create market-based and affordable housing for middle income and working households**

The HousingHub is an office within BC Housing established to develop, facilitate and support partnerships across the housing sector to create market-based and affordable housing for middle income and working households without the need for ongoing subsidies. The HousingHub works with a range of affordable housing partners including non-profits and private developers, faith groups, property owners, federal and local governments, and Indigenous organizations. Activities focus on proactively identifying potential partnerships, coordinating and facilitating projects and working with government partners where needed. The HousingHub programs will deliver additional affordable housing on top of the publicly funded units noted above and target affordable rental and ownership housing through the *Provincial Rental Supply* program and the *Affordable Home Ownership Program*, respectively.

#### **Key Strategies:**

- Actively pursue partnerships in areas experiencing affordability issues for middle income and working households.
- Work with local governments to facilitate projects, e.g., by reducing parking requirements, waiving development cost charges, or encouraging community amenity contribution, fees or property taxes, and accelerating permitting and approval processes.
- Help enable access to provincial land for affordable housing and offer low-cost financing.
- Implement cost-match funding from the *Canada Mortgage and Housing Corporation-British Columbia Bilateral Agreement* to support the development of additional HousingHub units.

<b>Performance Measure</b>		<b>2018/19 Actuals</b>	<b>2019/20 Forecast</b>	<b>2020/21 Target</b>	<b>2021/22 Target</b>	<b>2022/23 Target</b>
1.2	Number of new affordable housing project partnerships to facilitate new units initiated by the HousingHub <sup>1</sup>	n/a	14 projects	14 projects	14 projects	14 projects

<sup>1</sup> Data Source: BC Housing Central Property System database.

#### **Linking Performance Measures to Objectives:**

1.2 This measure will identify the number of new affordable housing projects initiated through HousingHub partnerships without ongoing government financial assistance or subsidies. Partnerships are essential to advancing innovative approaches to creating market-based and affordable housing solutions.

#### **Discussion:**

This is a new performance measure for 2020/21. Targets are based on unique projects being developed through HousingHub partnerships. The number of units delivered through these projects for each fiscal year will be reported in the Annual Service Plan Report. For example, there are

currently 2,600 units in 30 projects underway through the HousingHub, and it is estimated that over 900 new affordable housing units will be completed through the HousingHub in the 2019/20 fiscal year.

## **Goal 2: A strong non-profit and co-op housing sector**

The non-profit and co-op housing sector is a critical partner in the delivery of affordable housing in British Columbia, especially in the context of significant new provincial investments through *Building BC* programs. The sector has grown in both size and sophistication, and its positive impacts in communities through the provision of affordable housing are considerable. In B.C., as well as nationally, a culture of innovation, social entrepreneurship and business transformation is emerging within the sector.

The goal is to support capacity in the non-profit sector to enable successful transformation and support management of challenges that emerge with an unprecedented level of growth and change. The goal also encompasses examining BC Housing's policies and practices to identify how they can be improved to better support a strong sector.

### **Objective 2.1: Collaborate with and support our non-profit housing partners to ensure long-term provision of social and affordable housing**

This objective focuses on ongoing collaboration and dialogue to identify current challenges, opportunities, new practices and processes to better support housing provider capacity. Work to support this objective is carried out at the sector-wide level through partnerships with Housing Partnerships Canada and BC Non-Profit Housing Association, for example, as well as ongoing relationships with over 800 housing providers across the province. These day-to-day relationships involve the development of new housing projects and the administration of operating agreements for existing housing, e.g., budget setting, financial and operational reviews.

#### **Key Strategies:**

- Collaborate with sector organizations, including the BC Non-Profit Housing Association (BCNPHA), Co-op Housing Federation of BC (CHF BC) and Aboriginal Housing Management Association (AHMA), to identify ways that BC Housing can further support sector capacity through education, training and research. This also involves sector-wide strategy development, e.g., best practices for tenant relocation when projects are redeveloped.
- Implement enhancements to BC Housing's operational review process in consultation with the sector including such areas as governance.
- Add greater strength and focus on support to the non-profit sector within BC Housing's Operations Branch.
- Provide support to the sector with respect to cyber security and IT management.
- Review existing social housing operating agreements and programs to provide greater flexibilities and tools to non-profits to support long-term sustainability.

Performance Measure	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.1 Percentage of non-profit housing provider financial reviews carried out by BC Housing within five months from date of BC Housing receiving the financial review results from the non-profit housing provider <sup>1</sup>	67%	70%	70%	70%	70%

<sup>1</sup> Data Source: This measure is gathered by BC Housing as part of the financial review process with housing providers.

### Linking Performance Measures to Objectives:

2.1 This measure focuses on the completion of the financial reviews of non-profit housing providers by BC Housing and reflects BC Housing's commitment to streamlining and prioritizing our financial and operational review practices.

### Discussion:

A timely financial review process enables housing providers to know with accuracy what their budget will be for the year and helps avoid subsidy overpayments or underpayments that must be later addressed. It also relies on establishing good relations and communications with non-profit housing partners.

This measure is currently under review. BC Housing is undertaking an audit of the operational review process. The audit will identify the strengths of the operational review and areas for improvement and will recommend an effective process to facilitate capacity building in the sector. Following the completion of the audit in 2020, a new performance measure will be created.

### Objective 2.2: Deliver new provincial government investments to help protect existing social housing

This objective focuses on the capital renewal and long-term rehabilitation needs of the approximately 60,000 social housing units<sup>3</sup> in B.C., and new provincial funding targeted for capital renewal of the existing social housing stock.

The average age of the social housing stock is approximately 35 years, and many buildings are approaching a time when major building components require replacement or repair. Therefore, while increasing the supply of housing is an important focus of the province and BC Housing, it is equally important that existing social housing be maintained to ensure it remains in good condition for current and future residents, to meet targets for GHG emission reductions, and to ensure that the public investment in the infrastructure is protected. BC Housing addresses this priority by working with housing providers to identify priority capital renewal projects, and by providing funding for maintenance and rehabilitation through various programs.

### Key Strategies:

- Allocation and spending of new provincial funding for capital renewal of the existing social housing stock.

<sup>3</sup> Social housing is defined as a housing development that government subsidizes and that either government or a non-profit housing partner owns and/or operates.



- Continue supporting the preservation of existing affordable housing stock, including subsidized and private rental units. Funding will be used to:
  - Prevent the condition of social housing buildings from deteriorating; and
  - Carry out needed seismic, life and safety and energy performance improvements.
- Implement the action plan to deliver cost-matched funding through the federal-provincial National Housing Strategy agreement.

Performance Measure	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.2 Facility condition index <sup>1</sup>	21%	16% to 21%	16% to 21%	16% to 21%	16% to 21%

<sup>1</sup> Data Source: Physical building condition assessments of building systems, sub-systems and components are tracked by BC Housing and used to calculate the Facility Condition Index (FCI). This index quantifies the physical condition of the social housing stock.

### Linking Performance Measures to Objectives:

2.2 The Facility Condition Index (FCI) is an indication of the average condition of buildings – a lower percentage corresponds to a building in better condition. The FCI is calculated as the cost of a building's renewal and replacement needs divided by its replacement cost, expressed as a percentage. The FCI is used to assist with investment decisions and strategic directions regarding capital planning and rehabilitation budgets for social housing. Without adequate continued investment in the existing social housing stock, the FCI rises over time.

### Discussion:

The FCI is calculated using a five-year projected average of the condition of the social housing stock. This approach is an industry standard and supports effective maintenance and rehabilitation planning. Increased provincial funding to preserve the existing social housing stock has allowed us to set targets at 16 to 21 per cent over the three-year period, which is an acceptable service level for buildings and building conditions for tenants.

Future targets also reflect a larger sampling of assessed units, growing to nearly 100 per cent of the social housing stock. Planned maintenance and rehabilitation work over the three-year service plan period is factored into the target, as is available funding each year. On average, buildings in BC Housing's directly managed portfolio are older than those in the non-profit housing sector.

### Goal 3: Strong Indigenous partnerships and relationships based on principles of reconciliation

Recognizing over representation of Indigenous peoples within the homeless population and in housing that is not adequate nor affordable, BC Housing works in partnership with Indigenous communities and organizations to help create more affordable housing and to increase self-reliance in the Indigenous housing sector.

In 2018/19 British Columbia became the first province in Canada to invest provincial housing funds in First Nation communities (on-reserve) through opportunities provided by *Building BC* programs and significant new levels of provincial housing investments. With this change BC Housing is developing new relationships with First Nation communities and Indigenous peoples across the province to create affordable housing.



BC Housing is developing a reconciliation strategy as part of our commitment to adopt policies and practices based on the *United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)* and the *Calls to Action of the Truth and Reconciliation Commission (TRC)* within our specific mandate and context. This goal statement has been changed since the previous Service Plan to reflect this work.

### **Objective 3.1: Partnerships at all levels that increase a self-reliant Indigenous housing sector**

BC Housing has been working with Indigenous partners to create affordable housing since the Commission was created over 50 years ago, with relationships evolving significantly over time. This objective reflects BC Housing's changing role and how it can take further steps to listen and help build capacity and self-reliance within the Indigenous housing sector, including how existing provincial housing programs and services can be improved. Partnerships at all levels mean engaging widely with Indigenous communities and First Nations, Aboriginal Housing Management Association (AHMA) and other Indigenous leadership organizations to help facilitate change.

#### **Key Strategies:**

- Collaborate with AHMA to increase affordable housing options, improve housing conditions and build a strong Indigenous housing sector. The basis for this collaboration is the *Indigenous Social Housing Management Agreement* between AHMA and BC Housing signed in 2019.
- Develop a reconciliation strategy to create a broader and more meaningful framework for how we do business and strengthen the level of commitment related to our adoption of *UNDRIP* and *TRC* recommendations. The first phase of the strategy will involve engaging with Indigenous partners, First Nation communities and leaders with whom we currently work to listen and learn more about what reconciliation means in the context of how we deliver our mandate.
- Collaborate with First Nations partners to create new housing through *Building BC* programs: *Community Housing Fund*, *Supportive Housing Fund*, *Indigenous Housing Fund*, and *Women's Transition Housing Fund*.
- Help improve housing conditions on First Nation reserves through partnerships in asset management, capital planning and homeowner education.
- Develop and deliver education and training sessions to BC Housing staff and partners on implementing *UNDRIP* and *TRC* recommendations, specifically as these apply to the delivery of housing.
- Leverage opportunities to promote employment, skills training and business development for Indigenous peoples through the delivery of our program and business activities, including increasing the number of Indigenous employees at BC Housing.

Performance Measures		2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.1	Progressive Aboriginal Relations (PAR) certification <sup>1</sup>	Gold	Gold	Gold	Gold (Recertification Year)	Gold

<sup>1</sup> Data Source: The Canadian Council for Aboriginal Business.

**Linking Performance Measures to Objectives:**

3.1 Performance is measured through the Progressive Aboriginal Relations Certification (PAR), whereby our broad range of initiatives and partnerships with Indigenous organizations are assessed by an independent third-party organization, the Canadian Council for Aboriginal Business (CCAB). The CCAB assesses our commitment to the Indigenous sector in four areas: leadership, employment, business development, and community relationships. Assessment results are certified at a bronze, silver or gold level, depending on performance. BC Housing is the only social housing provider in Canada to be certified under the PAR program.

**Discussion:**

Although the certification process occurs every three years, our work to promote stronger Indigenous partnerships is ongoing. BC Housing's plans, initiatives and collaboration efforts support the goal of continual improvement each year. BC Housing's Gold certification result demonstrates an active and ongoing commitment to supporting the Indigenous housing sector and our Indigenous housing partners. The next certification process will occur in 2021. Benchmarking is conducted on a national level against other Canadian companies participating in the PAR Certification program.

**Goal 4: Sustainability leadership in residential construction**

This goal brings together two areas where we have significant leadership responsibilities.

Through the Licensing and Consumer Services branch, we partner with industry and government to promote consumer protections related to the quality of residential construction. We also initiate technical research and education projects promoting the durability, sustainability and resiliency of new residential construction.

Through the livegreen Housing Sustainability Plan, we provide leadership in sustainability and play an important role in supporting the provincial CleanBC plan. As demonstrated in our Carbon Neutral Action Report, we have made progress against reducing our greenhouse gas emissions and environmental footprint. We are also actively working towards mobilizing building adaptation and resiliency within the construction industry in order to respond to the climatic changes already occurring and forecasted to occur in the decades ahead, such as increasing temperatures, changes in precipitation patterns, or sea levels rising.

The goal statement has been changed since the previous Service Plan to emphasize BC Housing's commitment to sustainability in residential construction.

**Objective 4.1: Promote consumer protections and compliance with the *Homeowner Protection Act* to ensure buyers of new homes are protected**

This objective focuses on our responsibility to strengthen consumer protection for buyers of new homes and to work with the industry to improve the quality of residential construction. The objective statement has been updated from the previous Service Plan to reflect our role in consumer protection.

**Key Strategies:**

- Continue to implement, refine and streamline the builder qualification system and owner builder exemption.

- Improve warranty provisions of the *Homeowner Protection Act* regulation to strengthen consumer protections.
- Introduce mandatory Step Code training for general contractors as part of continuing professional development program.

Performance Measure	2018/19 Actuals	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
4.1 Builders' rating of the effectiveness of compliance efforts to monitor and enforce licensing and home warranty insurance requirements, and the owner-builder exemption regarding home warranty insurance <sup>1</sup>	82%	80% or higher	80% or higher	80% or higher	80% or higher

<sup>1</sup> Data Source: Annual Licensed Residential Builder Survey.

### Linking Performance Measures to Objectives:

4.1 This is a measure of the overall health of the builder licensing, home warranty insurance and owner-builder authorization system, whereby compliance issues are dealt with quickly and effectively by the Licensing and Consumer Services branch. Assessment of performance is best done by industry participants (licensed residential builders) that operate their businesses within the regulatory framework.

### Discussion:

Future targets are based on past trends, recognition that reducing instances of non-compliance continues to be an area for business improvement, and strategic initiatives underway to enhance compliance efforts each year over the three-year service planning period. The targets remain constant over the next three years as 80 per cent or higher represents a good level of performance.

### Objective 4.2: Support the provincial CleanBC sustainability plan by lowering greenhouse gas emissions from BC Housing buildings and business operations

BC Housing is committed to work towards increasing the efficiency of social housing buildings and reducing greenhouse gas pollution. In collaboration with the residential construction industry, non-profit housing sector, the utilities and other partners, BC Housing is engaged in building innovation and energy efficiency in new construction, energy conservation initiatives for existing buildings, green building technologies and energy conservation training and education, and increasingly in incorporating building adaptation measures in order to support building and community resiliency.

As well, through the [livegreen Housing Sustainability Plan](#), we encourage and take a leadership role in promoting sustainability and supporting the provincial CleanBC plan. The objective statement has been changed since the previous Service Plan to reflect our role in supporting the CleanBC plan. Sustainability is promoted within our programs and services and within the broader housing sector. As demonstrated in our [Carbon Neutral Action Report](#), we have made progress in reducing our greenhouse gas emissions and our organizational environment footprint. Our key strategies under this objective support and align with the CleanBC plan.

A review of BC Housing's current *livegreen* sustainability strategy has recently been completed in response to the provincial government's new CleanBC plan, as well as it being the tenth year of the *livegreen* sustainability strategy. The review identifies opportunities for BC Housing to help create sustainable and resilient communities through our business activities, leading to the development of a new sustainability plan for BC Housing in the coming year.

### Key Strategies:

- Promote energy efficient, low carbon and resiliency-oriented approaches and sustainability in our affordable housing programs, including adoption of the higher steps of the BC Energy Step Code.
- Support the improvement and preservation of existing social housing stock through energy retrofits and building envelope upgrades.
- Build capacity within the construction industry and social housing sectors through research and education to integrate adaptive and resilient solutions into building design and renovation.
- Initiate technical projects in partnership with industry and government related to the quality and sustainability of residential construction.
- Develop and launch a renewed housing sustainability plan following the completed sustainability review.

Performance Measure	2018/19 Actuals	2019/20 Forecast		2020/21 Target	2021/22 Target	2022/23 Target
4.2 Percent reduction in greenhouse gas emissions from 2010 levels <sup>1</sup>	24% <sup>2</sup>	Reduction of 20% to 25%		Reduction of 25% to 30%	Reduction of 25% to 30%	Reduction of 30% to 35%

<sup>1</sup> Data Source: Provided directly from utility companies and compiled by an external consultant. In accordance with legislative requirements, the targets and results are based on a calendar year, e.g., results for 2018 are reported in the 2018/19 Actuals column.

<sup>2</sup> The 2018/19 Actuals have been calculated using the 2010 baseline. Using the 2005 baseline, the result is calculated at 34% as reported in the 2018/19 Annual Service Plan report.

### Linking Performance Measures to Objectives:

4.2 This measure tracks our progress in reducing Greenhouse Gas (GHG) emissions and maintaining a carbon neutral status as required by the *Climate Change Accountability Act (CCAA)* (formerly the *Greenhouse Gas Reductions Target Act*). It includes emissions from the entire housing portfolio of buildings owned or leased by the Provincial Rental Housing Corporation and is aligned with provincial reporting requirements.

### Discussion:

In previous Service Plans, this measure used a 2005 baseline. To align this measure to new government reporting guidelines, the 2019/20 forecast and new future targets will report against 2010 levels and are set to achieve a 25 per cent or more reduction in GHG emissions. The new baseline, which was calculated across the housing portfolio for the year 2010, has been maintained to compare our reductions. Annual targets are comparisons to GHG emission levels from 2010 level (they are not cumulative) and consider anticipated changes to the housing portfolio over the three-year Service Plan period.

## Financial Plan

### BC Housing's Summary Financial Outlook

(\$000)	2019/20 Forecast	2020/21 Budget	2021/22 Budget	2022/23 Budget
<b>Revenue</b>				
Provincial Share *	1,161,193	1,370,368	1,435,855	1,510,135
Federal Share	132,186	168,464	128,541	132,791
Other **	61,219	57,168	57,196	57,264
<b>Total Revenue</b>	<b>1,354,598</b>	<b>1,596,000</b>	<b>1,621,592</b>	<b>1,700,190</b>
<b>Expenses</b>				
Grants	549,970	743,310	726,904	776,666
Housing Subsidies	509,444	548,011	582,878	605,164
Rental Assistance	132,045	141,356	145,350	149,243
Salaries and Labour	70,727	80,042	81,602	83,195
Operating Expenses	30,655	27,633	28,383	28,383
Building Maintenance	26,615	17,664	18,018	18,595
Office and Overhead	15,825	14,211	14,211	14,211
Utilities	9,170	9,717	9,962	10,215
Grants in lieu of Property Taxes	8,178	8,839	9,067	9,301
Research and Education	1,613	1,467	1,467	1,467
Interest Expense	356	3,750	3,750	3,750
<b>Total Expenses</b>	<b>1,354,598</b>	<b>1,596,000</b>	<b>1,621,592</b>	<b>1,700,190</b>
<b>Net Income from Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Liabilities</b>	<b>702,753</b>	<b>1,558,467</b>	<b>1,369,057</b>	<b>1,204,638</b>
<b>Accumulated Surplus /Retained Earnings</b>	<b>195,435</b>	<b>195,435</b>	<b>195,435</b>	<b>195,435</b>
<b>Total Capital Expenditures</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>

\* 2020/21 includes funding of \$885.1 million provided directly by the provincial government to BC Housing, \$456.3 million from the Housing Priority Initiatives Special Account, \$12.9 million from the Housing Endowment Fund, and \$16.1 million from other partnering ministries/agencies.

\*\* This includes tenant rent and revenues from other sources including builder licensing fees.

The Summary Financial Outlook chart above shows BC Housing's forecasted financial outlook from 2019/20 through to 2022/23.

## **Revenues**

Over 96 per cent of BC Housing's revenues are contributions received from the provincial and federal governments.

### ***Provincial Contributions***

In 2020/21, BC Housing is forecasting to receive total provincial contributions of \$1.370 billion.

Of this amount, BC Housing is forecasting to receive provincial contributions of \$0.975 billion in 2020/21 primarily to fund operating and support costs to a variety of housing programs and initiatives and capital grants to housing providers for the construction of new housing units. This funding increases to \$1.073 billion in 2021/22 and \$1.195 billion in 2022/23. Year over year the operating and support subsidy to housing providers increases due to new funding for newly completed projects under the *Building BC* programs: *Community Housing Fund*, *Indigenous Housing Fund*, *Women's Transition Housing Fund* and *Supportive Housing Fund*. Increases to operating subsidies is partially offset by decreases to project grants in the *Community Housing Fund* and *Indigenous Housing Fund* programs. Other programs or initiatives receiving operating and support funding include: *Shelter Aid for Elderly Renters (SAFER)*, *Rental Assistance Program (RAP)*, *Women's Transition Housing and Supports program*, *Homeless Outreach Program*, *Homeless Prevention Program*, and the *Emergency Shelter Program*.

Included in the provincial contributions to fund operating and support costs and housing provider capital grants is \$456.3 million in 2020/21, \$505.8 million in 2021/22, and \$598.6 million in 2022/23 from the *Housing Priority Initiatives (HPI) Special Account*. The *HPI Special Account* will provide \$193.9 million each year from 2020/21 through 2022/23 for ongoing operating and support costs for new and existing housing projects. \$169.0 million in 2020/21, \$218.5 million in 2021/22 and \$311.4 million in 2022/23 will fund capital grants to non-profit societies for new projects to increase the supply of affordable housing units throughout the province. Finally, \$93.4 million annually will be provided to non-profit societies for the maintenance and rehabilitation of their existing social housing stock.

In 2020/21, \$395.8 million in provincial contributions will be invested in capital projects, decreasing to \$314.7 million in 2022/23. Projects in the *Supportive Housing Fund* and *Women's Transition Housing Fund* programs will receive significant increases over the next three years, from \$59.3 million in 2019/20 to \$214.1 million in 2022/23 as committed projects under these programs move forward through the construction stage. Funding to address the aging provincially owned social housing stock is \$46.9 million annually.

### ***Federal Contributions***

In 2020/21, federal contributions are forecasted to be \$168.5 million, decreasing to \$132.8 million in 2022/23. This contribution includes \$134.1 million for existing programs under the *Social Housing Agreement*, reducing to \$89.9 million in 2022/23. Also included in federal contribution is funding under the *CMHC-British Columbia Bilateral Agreement under the 2017 National Housing Strategy* which provides \$34.4 million for the *BC Priorities Housing Initiative* and the *Canada Community Housing Initiative* in 2020/21 which increases to \$37.0 million in 2021/22 and \$43.0 million in 2022/23.

### ***Other Contributions***

The remaining revenues are from tenant rent and other sources including builder licensing fees. The Licensing and Consumer Services Branch of BC Housing is fully self-supported from the collection of builder licensing fees that are anticipated to generate approximately \$6 million in revenue annually. This revenue will fund costs associated with the licensing and home warranty insurance system, as well as research and education in residential construction and consumer protection.

### **Expenditures**

BC Housing's expenditures are largely comprised of housing subsidies, rental assistance, administration costs, operational costs and building maintenance costs.

Grants and housing subsidies make up the majority of BC Housing's expenditures. Grants are one-time funding for new construction or renovation of subsidized housing. Housing subsidies for ongoing operational and support costs is provided to non-profit societies. This subsidy is expected to increase in future years as new projects under the *Building BC* programs become operational.

Rental assistance helps eligible renters with monthly rent payments in the private market. Due to British Columbia's aging population and enhancements introduced to the program in 2018, it is expected that rental assistance under the *Shelter Aid for Elderly Renters* (SAFER) program will increase in future years. While the SAFER program is growing, the *Rent Assistance Program* (RAP) aimed for low-income working families remains steady.

Administration costs are made up of salaries and labour paid to BC Housing employees, office and overhead costs incurred in administering the housing portfolio, as well as research and education costs. These costs are expected to increase as additional staff are required to deliver and administer new projects and programs.

Operational costs which include operating expenses, utilities, and grants in lieu of property taxes show little change. Slight increases are expected in utilities as well as grants in-lieu of property taxes.

Building maintenance costs are expected to remain constant annually.

### **Key Forecast Assumptions, Risks and Sensitivities**

The following assumptions have been used in the forecast:

- Provincial and federal contributions match existing approvals;
- Interest rates for mortgage take-outs and renewals are based on provincial Treasury Board forecasts;
- Rental assistance take-up is expected to increase;
- Construction activity for new builds and renovations will match planned schedules, which include anticipated construction delays; and
- Growing trades shortages and rising construction costs.

Risks and sensitivities considered:

- Future rate increases in electricity, natural gas, water and sewer and property taxes have been considered. Various measures, such as building energy retrofits and the bulk purchase of natural gas have been implemented to help offset this impact.
- Mortgage renewals with longer terms are in place to offset the risk of raising interest rates.

## Provincial Rental Housing Corporation

The net income projected for the Provincial Rental Housing Corporation (PRHC) is primarily the result of gain on sales generated from the sale of land and buildings.

### PRHC's Summary Financial Outlook

(\$000)	2019/20 Forecast	2020/21 Budget	2021/22 Budget	2022/23 Budget
<b>Net Income</b>	4,867	1,997	2,000	2,000

### Management's Perspective on the Financial Outlook

New investment continues to be made into affordable, social, supportive and market housing. More new housing will be developed as BC Housing partners with local governments, the federal government, Indigenous peoples, and the private, not-for-profit, and co-op sectors to develop new and innovative affordable housing solutions for people who are homeless or at risk of homelessness, persons with disabilities, and low and moderate-income seniors, families and youth.

Over the next three years BC Housing will continue to make progress on building the homes that British Columbians need by investing \$1.4 billion towards the *Building BC* programs to construct new units. In addition to the construction of new units, \$140 million in subsidies over the next three years will be provided to ensure projects built under *Building BC* programs remain affordable, and support services are available to the people who require them.

PRHC continues to invest the proceeds from properties transferred under the *Non-Profit Asset Transfer* program into housing programs including the *Provincial Investment in Affordable Housing* program which will commit a total of \$355 million in capital investments from 2016/17 through 2020/21 to create more than 2,000 affordable rental housing units in British Columbia.

Existing social housing, both society and provincially owned, will benefit from the injection of \$421 million over the next three years for building renovations, energy performance upgrades, fire safety retrofits and seismic improvements.

BC Housing will continue to deliver a range of client-centered programs and services through strong partnerships across British Columbia. Future ongoing operating and support subsidies to non-profit housing providers are increasing as new buildings under *Rapid Response to Homelessness*, *Community Housing Fund*, *Indigenous Housing Fund*, *Women's Transition Housing Fund*, and the *Supportive Housing Fund* programs become active. Additional shelter spaces have been made available in response to increased homelessness throughout the province.

Over the next three years, BC Housing will receive \$114 million as part of the *Bilateral Agreement Under the 2017 National Housing Strategy* to retain, renew and expand the social and community housing portfolios, and support British Columbia's priority related to housing repair, construction and affordability through the *BC Priorities Housing Initiative* and the *Canada Community Housing Initiative*.



BC Housing will also continue developing, facilitating and supporting partnerships across the housing sector through the HousingHub. Specifically, the HousingHub will pursue partnerships to create affordable rental and ownership housing for middle income and working families.

Ownership of the Riverview Lands transferred to PRHC in February 2015. Working with multiple partners, BC Housing will continue guiding the long-range planning for the lands.

## **Appendix A: Hyperlinks to Additional Information**

### **Corporate Governance**

BC Housing is accountable to the Minister of Municipal Affairs and Housing through a Board of Commissioners appointed by the Lieutenant Governor in Council.

The Board of Commissioners oversees policy implementation and direction and, in cooperation with senior management, sets strategic direction. The Board also monitors BC Housing's performance based on the Province's planning and reporting principles.

The Board delegates responsibility for the day-to-day leadership and management of BC Housing to the CEO. The "Governance" page on our website describes our accountability to government as well as profiles of the Board, its members and committees: [www.bchousing.org/about/governance](http://www.bchousing.org/about/governance).

### **Organizational Overview**

The British Columbia Housing Management Commission (BC Housing) was created in 1967 to deliver on the provincial government's commitment to the development, management and administration of housing. Through the Licensing and Consumer Services Branch, BC Housing also has responsibilities related to licensing of residential construction and consumer protection.

Our role is to assist British Columbians in greatest need of affordable housing by providing options along the housing continuum. We work in partnership with the private and non-profit sectors, provincial health authorities and ministries, other levels of government and community groups to develop a range of housing options. Our partners have the expertise to identify the appropriate housing needs of their client groups and to deliver the support services needed for successful tenancies.

BC Housing has a Board of Commissioners that is responsible for corporate governance, and an organizational structure with six branches. The "About" page on our website provides more information on our organization: [www.bchousing.org/about](http://www.bchousing.org/about).

## BOARD OF EXAMINERS PROGRAM PROFILE

**Division:** Local Government

**ADM Responsible:** Tara Faganello

### **Program Objectives:**

- Certification of local government employees and provision of financial support for training of local government officials.

### **Program Description:**

- The principal goal of the Board of Examiners is to improve the professional skills of BC's local government employees.
- The Board is responsible for awarding certificates to local government employees who meet the standards of qualification in local government administration, as prescribed in the Board of Examiners Regulation, pursuant to the *Local Government Act* (LGA).
- The Board is also responsible for issuing scholarship awards to eligible local government employees who wish to undertake training leading to certification or to upgrade their professional skills.
- The three person Board is appointed by Cabinet with representation from key partners in the local government system. The three appointees and their respective organizations are as follows: Nicola Marotz (MAH); Ron Poole (Local Government Management Association); and Marie Crawford, (UBCM).

### **Client Profile:**

- Local government employees.

### **Priorities/Key Initiatives:**

- Providing four levels of certification to local government staff – who qualify based on experience in local government and mandatory education in the fields of local government leadership and management, services, finance, law, policy and economics – remains a key function of the Board.
- Providing scholarship awards to eligible local government employees who are pursuing courses leading to certification or wishing to upgrade their professional skills through enrolment in post-secondary courses of study and/or attendance at seminars relating to local government administration, ensures a continuing high level of skill and professionalism of employees in the local government field.

**Current Appointees:**

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry
Marotz, Nicola	Member	2019-06-17		2022-06-05
Crawford, Marie	Member	2007-02-06	2016-11-04	2019-11-04
Poole, Ron	Member	2007-02-06	2016-11-04	2019-11-04

Note that current appointees hold office “...until their successors are appointed” (LGA s. 754(2)). Work is underway to initiate (re)appointments from LGMA and UBCM.

**Website:** <https://www2.gov.bc.ca/gov/content/governments/local-governments/governance-powers/councils-boards/officers-employees/learning>

**Contact:** Nicola Marotz, Chair, Local Government Division, 778 698-3221

## ISLANDS TRUST CONSERVANCY PROGRAM PROFILE

**Division:** Local Government

**ADM Responsible:** Tara Faganello

### **Program Objectives:**

- To assist the Islands Trust in preserving and protecting the Trust Area, and to administer the fund.

### **Program Description:**

- The Islands Trust Conservancy (Conservancy) is a separate corporate entity within the Islands Trust, established by the Islands Trust Act.
- The Conservancy is a regional conservation land trust, empowered to acquire and hold money, land and interests in land within the trust area and to administer and manage the funds.
- The Conservancy is administered by a board of directors, comprising three members of the Trust Council (one of whom must be an Executive Committee member) and up to three persons appointed by the Minister.
- As of March, 2019 the Conservancy has protected more than 1,290 hectares (3,188 acres) of land on 105 properties throughout the Islands Trust area, through acquisition of land assets (valued at over \$13 million) and conservation covenants.

### **Client Profile:**

- The Trust Area consists of over 450 islands located in Georgia Strait and Howe Sound, running from the United States border north to and including Denman Island
- The Conservancy has strong relationships with regional, provincial and federal governments and land conservancies, other agencies, First Nations, community groups and land owners.

### **Priorities/Key Initiatives:**

- Ecosystem preservation and protection, focused on natural areas with highest biodiversity values; ensuring human activity and development are compatible with local ecosystems; sustaining island character and health communities; and collaborative governance (with a focus on First Nations).

**Current Appointees:**

<b>Name</b>	<b>Position</b>	<b>Date First Appointed</b>	<b>Date of Reappointment</b>	<b>Term Expiry</b>
Adams, Linda Joan	Provincial Member	2018-08-27	2019-09-06	2021-08-27
Hannon, Susan	Provincial Member	2019-10-28		2021-08-27
Clarke, Donald- Fraser	Provincial Member	2019-12-31-		2021-08-27

**Additional Board Members:**

Stamford, Kate Louise	Locally Elected Trustee, Chair
Fast, Sue Ellen	Locally Elected Trustee, Vice-Chair
Fenton, Doug	Locally Elected Trustee

**Website:** [www.islandstrustfund.bc.ca](http://www.islandstrustfund.bc.ca)

**Contact:** Kris Nichols, Manager, Planning and Land Use, Planning and Land Use Management Branch, 778 698-3450

**PROPERTY ASSESSMENT REVIEW PANEL  
PROGRAM PROFILE**

**Program Objectives:**

- To provide property owners in British Columbia with the first level of property assessment appeal in an accessible, affordable and equitable forum.

**Program Description:**

- Property Assessment Review Panels (Panels) are appointed by the Minister, to provide property owners with an independent, accessible and equitable forum for review and consideration of property assessments. All hearings of property assessment complaints must be heard and adjudicated by March 15 of each year (legislative deadline). Hearings occur between February 1 and March 15 annually.
- Panels have the authority to investigate and adjudicate property assessments. Their purpose is to ensure that property assessments reflect actual (market) value. They also ensure that assessments are applied consistently within a municipality or rural area. They do this by reviewing and making decisions on formal complaints filed by property owners and other interested parties.
- The Property Assessment Review Panel Administration Office manages the appointment of approximately 185 panel members sitting on approximately 50 panels throughout the Province. The Office is also responsible for the training, budgeting and payment, policy development and direction for the Panels as well as overall administration of the first level of the property assessment complaint process.

**Client Profile:**

- Any individual in British Columbia may file a property assessment complaint, BC Assessment, Panel appointees and property tax agents.

**Service Provider:**

- The Property Assessment Review Panel Administration Office is part of the Property Assessment Services Branch and consists of a Manager, Senior Policy Advisor, and two Property Assessment Review Panel Coordinator positions.

Program Budget	\$000's		
	Restated 2019/20	Estimates 2020/21	Increase (Decrease)
Expenses	1,624	2,118	494
Recoveries	(1,623)	(2,117)	(494)
Net Expenses	1	1	0

**Program Outcomes (Impacts) / Service Statistics:**

- Continued appointment of Panel members as required.
- Effective and efficient delivery of the property assessment complaint process through continued innovation and transformation.

**Priorities/Key Initiatives:**

- Continued delivery of the Property Assessment Review Panel program to meet program and legislative deadlines.

**Current Appointees:**

- Members are appointed by Ministerial Order. There are currently 36 Chair appointments and 145 Members appointments.

**Appointments required:**

- There are no Panel appointments that are set to expire within the next 90 days.
- Reappointments will be considered prior to November 1, 2019.
- New appointments typically occur around the same time as reappointments (November 1) but could occur at any point prior to the PARP hearing deadline of March 15, if required to fill a vacancy.



## TRANSLINK PROFILE

### Program Objectives:

- To provide oversight and ensure the effective implementation of the South Coast British Columbia Transportation Authority (SCBCTA) Act.
- To work with TransLink, other ministries, and the federal government to implement transit and transportation projects and programs in Metro Vancouver.

### Program Description:

- The Ministry is accountable for the management and oversight of the South Coast British Columbia Transportation Authority (TransLink) policy and governance.
- MAH responsibilities are implemented through:
  - Developing and managing transportation (TransLink) policy, projects and legislation;
  - Delivering statutory responsibilities including the appointment of arbitrators to hear fare evasion disputes and Screening Panel and Board appointments; and,
  - Working with internal and external stakeholders to develop information, provide advice, monitor and respond to transit-related issues.
- Ministry of Transportation and Infrastructure (MOTI) has retained responsibilities for capital investments and some residual programs with granting components (UPass).

### Client Profile:

#### Operations

- TransLink is Metro Vancouver's regional transportation authority and is responsible for providing public transit. The authority also shares responsibility with Metro municipalities for maintaining and operating the major road network (MRN) and regional cycling network.
- TransLink's service region includes all areas located in the Metro Vancouver Regional District, namely 21 municipalities, one electoral area, and one Treaty First Nation.
- TransLink delivers its services directly and through operating companies:
  - Bus, SeaBus, HandyDART: Coast Mountain Bus Company Ltd.;
  - SkyTrain (Millennium, Expo and Canada lines), West Coast Express: British Columbia Rapid Transit Company Ltd. and ProTrans BC; and
  - MRN (roads and bridges): TransLink.
- TransLink provided over 437 million boardings across its system in 2018. Its network includes 326 SkyTrain cars serving 79 km of track, 44 West Coast Express

*Last update: January 13, 2020*

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train cars operating over 69 km of track, over 1,500 buses that service 218 routes and 2,310 lane km of roads that they partner with local municipalities to fund and manage.

- Policing services for the regional transportation system operate under TransLink and are provided by the SCBCTA Police Service. Transit Police are responsible for ensuring the safety and security of transit passengers, employees and the general public. Transit Police also issue violation tickets for fare evasion within the transit system.
- In 2018, TransLink's consolidated operating expenditures were approximately \$1.66 billion, and revenues were approximately \$1.85 billion. Expenses were up over 2017 by \$70 million due to service increases across all modes. Total revenues increased over 2017 by \$160 million.
- The year ended with a \$185.4 million surplus. This was almost double the 2017 surplus of \$96.2 million, though the surplus was \$31 million lower than the budgeted surplus for 2018. This is primarily due to lower than budgeted revenue.
- Major revenue sources for the organization include farebox revenues and taxes (property, fuel, and parking rights).
- Provincial responsibilities for TransLink reside largely with the management of the *SCBCTA Act*. The Act establishes TransLink's purpose, areas of authority, governance and planning frameworks and revenue sources.
- Outside of legislation, the Province has also contributed to TransLink capital projects through the Ministry of Transportation and Infrastructure's capital program and has made significant investments in rapid transit for Metro Vancouver.
- Oversight and management of TransLink are provided by a Board of Directors and the Mayors' Council on Regional Transportation.
- The Mayors' Council is comprised of the mayors of the 21 Metro Vancouver municipalities, the Director of Electoral Area 'A' and the Chief of the Tsawwassen First Nation.
  - Key responsibilities of the Council include: approval (or rejection) of the 30-year strategy and 10-year investment plan; and approval (or rejection) of board and executive compensation plans, short-term fare increases, disposition of TransLink assets, and changes to TransLink's complaints and customer satisfaction processes.
- TransLink's 11-member Board of Directors is comprised of seven Mayors' Council appointees, two provincial appointees and the Chair and Vice Chair of the Mayors' Council.
  - The Board is responsible for overseeing the management of TransLink's affairs. Key responsibilities include: participating in the development of the organization's 30-year strategy and 10-year investment plan and submitting these to the Mayors' Council for approval; reviewing and approving operating,

capital, service and sustainability plans; appointing the CEO, and establishing subsidiaries.

### **10-Year Vision for Metro Vancouver Transportation**

- In 2014, the Mayors' Council developed a transportation vision (the Mayors' Council Ten-Year Vision) in three phases which proposed \$7.5B in new capital spending for the region over a ten-year period. As described in the Vision, key investments include proposals for new rapid transit in Vancouver and Surrey, replacement of the Pattullo Bridge and increased SkyTrain, bus, SeaBus and HandyDART service.
- In 2016, the Province committed \$246M for Phase One of the Vision, leveraging the federal government's commitment to provide \$370M to transit improvements in the region, under the Public Transit Infrastructure Fund (PTIF).
- In June 2018, the Mayors' Council approved their Phase Two Investment Plan which included construction of the Broadway Subway, the Surrey Newton Guilford (SNG) LRT, and SkyTrain station upgrades. Beyond the major rapid transit projects, the plan included critical investments expanding service across the region, including 420,000 service hours annually of new or expanded bus service, a 7% increase to HandyDART services, and improvements to road and cycling networks.
- Phase Two cost (capital, operating and financing) was estimated at \$7.63B over ten years. Together with Phase One costs of over \$2B, the Mayors' Vision represents the largest planned investment in TransLink history.
- The Province committed to fund 40% (estimated at \$2.54B for Phase Two) of the capital cost of every phase of the Mayors' Vision. The Province is also funding and delivering the replacement of the Pattullo Bridge, estimated at \$1.377B.
- The federal government, through Infrastructure Canada and the Investing in Canada Infrastructure Program, committed to fund \$2.2B in capital costs for rapid transit projects within the Lower Mainland.
- As part of the Phase Two Plan, the Province enabled new revenue sources for the region to fund their share of the Plan, including:
  - Enabling the regional DCC through legislation, effective Jan. 1, 2020;
  - Enabling TransLink to increase the parking rights tax through legislation in fall 2018; and
  - Increasing the regional fuel tax through legislation in spring 2019
- Following the 2018 municipal elections, the City of Surrey requested that the Mayors' Council direct TransLink to cancel SNG LRT and instead extend SkyTrain along Fraser Highway towards Langley (Surrey Langley SkyTrain, or SLS).
- The Mayors' Council passed a resolution at its December 13, 2018 meeting to proceed with planning and project development work for SLS, subject to Surrey's agreement to compensate for costs unnecessarily expended to date.
- TransLink will develop a 2020 Investment Plan that will replace the Surrey-Newton-Guilford LRT project with SLS, using the \$1.6 billion notionally available from Phase

Two. The 2020 Investment Plan is being referred to as a *'Phase Two Update'* and requires no new investments.

- In addition, TransLink will develop a 2021 Phase Three Investment Plan that will address other emerging needs and regional priorities and will require new investments from all levels of government.
- Current Phase Three projects include service upgrades, station upgrades, construction of stage two of SLS to Langley, MRN upgrades (55% of the Vision), walking and cycling upgrades, and transit exchange upgrades.
- TransLink is working to secure new federal and provincial funding for the remaining unfunded projects in the 10-Year Vision, as well as regional priorities identified in the new Regional Transportation Strategy (RTS), Transport 2050.
- The Mayors' Council is asking the federal government to commit to a Congestion Relief Fund of \$3.4 billion annually starting in 2028. Funding would be delivered based on ridership, with TransLink receiving an estimated \$375 million annually.

#### **Priorities/Key Initiatives:**

- **Major Capital Projects Implementation:**

- Ongoing work to advance rapid transit in Surrey and Vancouver, and replacement of the Pattullo Bridge.
- A technical feasibility study for Burrard Inlet rapid transit and pre-business case work for a SkyTrain extension along Broadway from the new Arbutus station to the University of British Columbia are underway. MOTI is leading the provincial contributions with support and participation from MAH.

- **Supportive Policy Agreements (SPAs):**

- The Province is working with TransLink, Vancouver and Surrey to ensure there are adequate measures to promote densification and affordable housing along the Broadway and Fraser Highway corridors. TransLink has adopted a 'Supportive Policies Agreement' (SPA) with the cities, which commits them to a range of measurable outcomes. As part of a Monitoring Committee for each SPA, the Province is jointly developing annual reporting on indicators such as:
  - population growth;
  - employment growth;
  - development activity;
  - zoned housing capacity; and,
  - affordable housing
- In addition, the Province is working with TransLink to include increased land-use and population growth considerations in the SLS business case while requiring measures in the SLS SPA be closely tied to the business case. TransLink will submit the SLS SPA to senior government as an attachment to the business case.

- **TransLink Assets:**

- MOTI is working with TransLink to develop a long-term agreement to replace revenue lost from toll removal on TransLink bridges such as Golden Ears.
- **HandyDART Service Levels and Funding:**
  - Government committed to improve HandyDART service. In response to TransLink's request for \$12-\$18 million in annual operational HandyDART funding, MAH staff conducted an internal review of provincial policies for funding HandyDART in Metro Vancouver.
  - Following the review, the Province decided to maintain the existing funding structure for transit and transportation in Metro Vancouver, which will not include any new funding for TransLink's HandyDART service at this time. This decision was communicated to TransLink staff.
- **Regional Transportation Strategy (RTS) – Transport 2050:**
  - The Province is participating in the development of TransLink's new Regional Transportation Strategy (RTS) called "Transport 2050" that will set the vision, goals, strategies, and key initiatives for Metro Vancouver for the next 30 years. The RTS will be complete in December 2020.
- **Mobility Pricing:**
  - As part of their 2019 Work Plan, TransLink established a New Mobility Committee to study the 2018 Mobility Pricing Independent Commission report and the future of the fuel tax.
  - TransLink is considering mobility pricing, or Road Usage Charging (RUC), as part of their long-term funding considerations in the development of the RTS.
- **TransLink Governance:**
  - TransLink delivered a report on governance to the Mayors' Council in spring 2019 to initiate consideration of the scope of the review, and to launch the process.
- **Ride-hailing inter-municipal business licence (IMBL):**
  - TransLink is working with Lower Mainland municipalities to draft an interim IMBL bylaw to streamline the introduction of ride-hailing. TransLink and MAH are providing secretariat services to the working group to help municipalities adopt an IMBL.
- **Low Carbon Fleet Strategy (LCFS):**
  - Phase Two of the LCFS will chart TransLink's transition towards a zero-emission bus fleet starting in 2021, including bus purchases, charging infrastructure design and installation and a financial plan.
  - TransLink's procurement model is based on three capital scenarios: Cautious, Progressive and Aggressive.
  - TransLink estimates that it will cost \$447 million over the next 30 years to meet the provincial targets for GHG reductions (referred to as the "Aggressive" investment option):
    - Approximately \$248 million for electric bus charging infrastructure; and

- Approximately \$199 million for the purchase of the battery-electric buses.

*(All costs are preliminary planning estimates and will be revised during future analytical and design phases.)*

- TransLink staff have met with various ministries several times but to date have not made a formal request for funding for Phase Two of the LCFS.

**TransLink Fare Review:**

- Following a four-phase review of the way TransLink prices conventional transit, TransLink recommended implementing distance-based SkyTrain and SeaBus fares and expanding transit discounts to low income people and youth.

**Website:** [www.translink.ca](http://www.translink.ca)

**Contact:**

Silas Brownsey, Associate Deputy Minister

Phone: 778-974-6148

BRIEFING NOTE  
CROWN AGENCIES

Name: Auditor General for Local Government and Audit Council

Legislative Authority: *Auditor General for Local Government Act*

Mandate: Conduct performance audits of the operations of local governments to provide objective information and advice that will assist them in their accountability to their communities for the stewardship of public assets and the achievement of value for money in their operations. The current Auditor General is Mike Furey, appointed September 17, 2020.

In 2018 an independent review was conducted and concluded the office offers value as a resource for communities to help them deliver the services people count on. A survey conducted as part of the review found that a majority of audited local governments felt they benefited from the work of the Auditor General for Local Government and are on track to implement recommendations.

The Auditor General for Local Government is overseen by an Audit Council appointed by Order In Council. The Council recommends who should serve as auditor general for local government, reviews the performance of the auditor general for local government, and provides feedback on our reports and service plans.

Current Appointees:

Name	Position	Appointed	Reappointment	Term Expiry
Anthony Ariganello	Chair	2012-04-25	2020-09-30	2021-05-30
Donalda MacDonald	Member	2012-04-25	2020-09-30	2021-05-30
Timothy Wood	Member	2012-04-25	2019-09-30	2021-09-30
Darrell Mussatto	Member	2019-12-31	2020-09-30	2021-05-30
Christina Benty	Member	2019-12-31	2020-09-30	2021-05-30

Appointments required:

- Appointments were made in 2020 and do not need to be reconsidered until May 2021.
- If the office is concluded prior to May 30, 2021, reappointments will not likely be necessary.

Issue(s):

- In spring 2020, government announced the closure of the Auditor General for Local Government.
- Staff and the Ministry are working to establish a closure plan to complete the final audit and conclude the operations of the office in 2021.

Key Contact:

Silas Brownsey, Associate Deputy Minister  
Phone: 778-974-6148

## MUNICIPAL AFFAIRS AND HOUSING KEY STAKEHOLDERS

Branch	Organization	Contact	Description	Key Issues
PLUM; LGD; BSSB;	<b>Planning Institute of British Columbia</b>	Lesley Cabott Board President 604.696.5031 <a href="mailto:info@pibc.bc.ca">info@pibc.bc.ca</a>  Dave Crossley Executive Director 604.696.5031 Ext 102 <a href="mailto:dave.crossley@pibc.bc.ca">dave.crossley@pibc.bc.ca</a>	professional association of planners in British Columbia and the Yukon. PIBC is the westernmost affiliate of the Canadian Institute of Planners	<ul style="list-style-type: none"> <li>• Development approvals and other land use planning issues</li> </ul>
PLUM;PAS; LGD; BSSB, HPB	<b>Urban Development Institute</b>	Beau Jarvis Chair  604-669-9585 <a href="mailto:anicholls@udi.org">anicholls@udi.org</a> ; (UDI main desk)	UDI is an association of the development industry (including land planning) and its related professions. With an aim of fostering communication between industry, government and the public, UDI serves as the voice of the real estate development industry with government.	<ul style="list-style-type: none"> <li>• Development approvals and other land use planning issues</li> <li>• General Development Financing issues, DCCs, Latecomers, etc.</li> <li>• Commercial/Non-residential property assessments and property tax issues in the City of Vancouver.</li> <li>• Required contributions to Contingency Reserve Funds for strata developments.</li> </ul>



Branch	Organization	Contact	Description	Key Issues
SPLUD, LGD, OHCS	<b>Northern Development Initiative Trust</b>	<p>Margo Wagner Board Chair 250-561-2525 <a href="mailto:info@northerndevelopment.bc.ca">info@northerndevelopment.bc.ca</a></p> <p>Joel McKay CEO 250-561-2525 <a href="mailto:joel@northerndevelopment.bc.ca">joel@northerndevelopment.bc.ca</a></p>	A non-profit corporation that stimulates economic growth through investments in grassroots, community-led projects.	<ul style="list-style-type: none"> <li>Delivers Northern Healthy Communities Fund (LNG impacts mitigation)</li> </ul>
SPLUD	<b>Office of the Auditor General for Local Government</b>	<p>Mike Furey Acting Auditor General for Local Government 236 455-1563 <a href="mailto:Mike.Furey@aglg.ca">Mike.Furey@aglg.ca</a></p> <p>Anthony Ariganello Chair, Audit Council 604-930-7100 <a href="mailto:aariganello@cphrbc.ca">aariganello@cphrbc.ca</a></p>	<p>The AGLG conducts performance audits of the operations of local governments in order to provide local governments with objective information and relevant advice that will assist them in their accountability to their communities for the stewardship of public assets and the achievement of value for money in their operations.</p> <p>The Audit Council oversees the Auditor General for Local Government (AGLG); recommends who should serve as AGLG; reviews and monitors the performance of the AGLG; and provides feedback on audit reports, annual reports, and service plans.</p>	<ul style="list-style-type: none"> <li>Wind down of the Office of the Auditor General for Local Government.</li> <li>Completion of the City of Victoria Capital Project Management audit (Johnson Street Bridge replacement project).</li> </ul>

Branch	Organization	Contact	Description	Key Issues
CTP	TransLink	<p>Kevin Desmond CEO Personal <a href="mailto:kevin.desmond@translink.ca">kevin.desmond@translink.ca</a></p> <p>Tony Gugliotta Board Chair 778 375-7500 <a href="mailto:tony.gugliotta@translink.ca">tony.gugliotta@translink.ca</a></p> <p>Murray Dinwoodie Board Member, Provincial Appointee Personal Information</p> <p>Andy Ross Board Member, Provincial Appointee Personal Information</p>	<p>Metro Vancouver's independent regional transportation authority.</p> <ul style="list-style-type: none"> <li>Responsible for regional transit, cycling and commuting options and shared responsibility for the Major Road Network and regional cycling with regional municipalities.</li> </ul> <p>Responsible for the planning, financing and managing of all public transit in addition to major regional roads and bridges.</p>	<ul style="list-style-type: none"> <li>Implementation of the Mayors' Council's 10-Year Vision, including Broadway Subway and rapid transit South of the Fraser.</li> <li>COVID-19 recovery, including Advice/Recommendations</li> <li>Regional Transportation Strategy (RTS, Transport 2050) development. Province providing input and coordinating RTS process with development of Metro Vancouver's Regional Growth Strategy.</li> </ul>
PAS, HPB	BC Assessment Authority	<p>Sylvia Bishop Chair Personal Information</p> <p><a href="https://www.bcassessment.ca">https://www.bcassessment.ca</a></p> <p>Jason Grant President &amp; CEO (866) 825-8322 loc.09450 <a href="mailto:Jason.Grant@bcassessment.ca">Jason.Grant@bcassessment.ca</a></p>	<p>BC Assessment is a Crown Corporation responsible for establishing and delivering an annual property assessment roll under provisions of the <i>Assessment Act</i>, which requires that properties be assessed as of July 1<sup>st</sup> each year.</p> <p>The annual roll values over 2 million properties with assessed value of about \$1.94 trillion.</p>	<p>BC Assessment develops and maintains real property assessments throughout British Columbia in addition to providing real property information. Key issues are:</p> <ul style="list-style-type: none"> <li>Ensuring the roll is accurate, fair and equitable and is consistent with government economic priorities.</li> <li>Provides timely and relevant real property information</li> <li>Cost pressures on funding the appeal system</li> </ul> <p>Data access and sharing agreements between MAH and BC Stats</p>

Branch	Organization	Contact	Description	Key Issues
LGD	British Columbia Association for Charitable Gaming (BCACG)	Kelina Kwan, Executive Director 604.612.2392 <a href="mailto:executivedirector@bcacg.com">executivedirector@bcacg.com</a>	<p>The BCACG is a provincial organization representing the interests of not-for-profit organizations applying for Community Gaming Grants (CGG).</p> <ul style="list-style-type: none"> <li>• The organization receives funding through the CGG program to assist organizations applying for grants and to support local Charitable Gaming Associations with assisting applicants in their local areas</li> <li>• The organization provides input regarding CGG policy and outreach.</li> </ul>	<ul style="list-style-type: none"> <li>• List of Key Issues this Stakeholder is consulted on</li> </ul>

Branch	Organization	Contact	Description	Key Issues
LGD, OHCS	British Columbia Association of Aboriginal Friendship Centres (BCAAFC)	Leslie Varley Executive Director <a href="mailto:LVarley@bcaafc.com">LVarley@bcaafc.com</a> Mobile: <del>Personal</del> Office: 250-388-5522 ext 202 <a href="http://www.mfa.bc.ca/">http://www.mfa.bc.ca/</a>	The BCAAFC is funded through the CGG program to provide support to aboriginal not-for-profits that wish to apply for CGGs and to build the required skill sets in aboriginal organizations to facilitate successful applications for grants. The organization also provides input to the CGG Branch regarding policy and outreach. Works with Friendship Centres, partner organizations, and government institutions to develop and improve resources that support the health, wellness, and prosperity of urban Indigenous people and communities.	<ul style="list-style-type: none"> <li>• The BCAAFC has been a strong partner for the CGG Branch and has assisted in the facilitation of grants for aboriginal organizations for many years.</li> <li>• The organization also supports the Indigenous Sport, Physical Activity and Recreation Partners Council (formerly Aboriginal Sports, Recreation and Physical Activity Partners Council)</li> <li>• Housing and social supports for urban Indigenous people.</li> </ul>
LGD	CivicInfo BC	Todd Pugh Executive Director 250.383.4898 <a href="mailto:tpugh@civicinfo.bc.ca">tpugh@civicinfo.bc.ca</a>	A co-operative information service for those who work or have an interest in B.C.'s local government sector. The main goal of CivicInfo BC is to facilitate the free and open exchange of local government information, which is done primarily through its website.	<ul style="list-style-type: none"> <li>• Information-sharing across local governments and partner organizations.</li> <li>• Local government election results.</li> <li>• Communicating Provincial meetings process with local government delegates for the annual UBCM Convention.</li> </ul>

Branch	Organization	Contact	Description	Key Issues
LGD	Elections BC (EBC)	Anton Boegman Chief Electoral Officer 250.387.5305 <a href="mailto:ElectionsBC@elections.bc.ca">ElectionsBC@elections.bc.ca</a>	Non-partisan Office of the Legislature responsible that administers provincial general elections, by-elections, recall petitions, initiative petitions, initiative votes, referenda and plebiscites, and oversees campaign financing and advertising rules at the local level (Elections BC does not administer voting or candidate nominations for local elections). Headed by the Chief Electoral Officer, who's responsibilities and duties stem from the Election Act, the Recall and Initiative Act, the Referendum Act and the Local Elections Campaign Financing Act.	<ul style="list-style-type: none"> <li>• Campaign financing, disclosure and election advertising rules as set out under the Local Elections Campaign Financing Act (LECFA). EBC has a keen interest in being apprised, engaged and consulted on changes to LECFA.</li> <li>• EBC representatives on the Elections Technical Advisory Committee to coordinate administration/education/training for local elections.</li> </ul>
LGD	Infrastructure Canada	Honourable Catherine McKenna Minister of Infrastructure & Communities 180 Kent Street Suite 1100 Ottawa, Ontario K1P 0B6 613.949.1759 <a href="mailto:infrc.minister-ministre.infrc@canada.ca">infrc.minister-ministre.infrc@canada.ca</a>  Kelly Gillis, Deputy Minister (MAH DMO to have contact info)	INFC works with all orders of government and key partners to invest in modern public infrastructure and build inclusive, connected and resilient communities across Canada.	<ul style="list-style-type: none"> <li>• Bilateral partner on multiple infrastructure funding programs: <ul style="list-style-type: none"> <li>○ ICIP</li> <li>○ CWWF</li> <li>○ PTIF</li> <li>○ NBCF-SCF</li> </ul> </li> <li>• Collaborates on infrastructure issues</li> <li>• CRD and Metro Vancouver Wastewater Projects</li> </ul>

Branch	Organization	Contact	Description	Key Issues
LGD, SPLUD, BSSB	Local Government Management Association (LGMA)	Nancy Taylor Executive Director 250.383.7032 Ext. 223 <a href="mailto:ntaylor@lgma.ca">ntaylor@lgma.ca</a> <a href="mailto:office@lgma.ca">office@lgma.ca</a> Mark Koch, President; <a href="mailto:mkoch@lakecountry.bc.ca">mkoch@lakecountry.bc.ca</a>	Represents non-elected local government officials within the province. Strives to promote professional management and leadership excellence in local government, and to create awareness of the local government administrator's role in the community. Supports local government through education, training, professional development, and networking.	<ul style="list-style-type: none"> <li>• Matters affecting local government administrators with particular focus on education and training and concerns about good governance of local governments in the province (e.g. codes of conduct; elected-staff relations; local government procedures).</li> <li>• Supports implementation of building official qualifications</li> </ul>
LGD	Municipal Finance Authority of British Columbia (MFA-BC)	Peter Urbanc Chief Executive Officer 250 419.4760 <a href="mailto:peter@mfa.bc.ca">peter@mfa.bc.ca</a>	Owned by local governments, the MFA operates like a credit union to pool the borrowing needs of local governments and provide flexible, low-cost financial services. The MFA provides long-term and short-term financing, investment management, leasing, interim financing and other financial services to local governments and other public institutions in BC.	<ul style="list-style-type: none"> <li>• Long-term debt financing on behalf of Local Governments and generally concerned about maintaining fiscal health of the local government system in BC.</li> </ul>

Branch	Organization	Contact	Description	Key Issues
LGD; SPLUD	Resource Benefits Alliance	<p>Kris Boland, Project Manager, Northwest BC Resource Benefits Alliance</p> <p>250-615-6100</p> <p>info@nwresourcebenefits.ca</p>	<ul style="list-style-type: none"> <li>• association of all 21 local governments across the Northwest; formed in 2014, the RBA includes all member municipalities and electoral areas of the Regional District of Bulkley-Nechako, the Regional District of Kitimat-Stikine, and the North Coast Regional District.</li> <li>• RBA was created to negotiate a funding agreement with the province to capture benefits from economic development in the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Resource benefit sharing; economic development in the Northwest; LNG</li> <li>• Regional grant programs (e.g. Northern Capital and Planning Grants)</li> </ul>

Branch	Organization	Contact	Description	Key Issues
LGD, SPLUD	Union of British Columbia Municipalities (UBCM)	<p>Brian Frenkel, President Personal Information 250. 567.4711</p> <p>Gary MacIsaac, Executive Director <a href="mailto:gmacisaac@ubcm.ca">gmacisaac@ubcm.ca</a> 604. 270.8226 ext 105 (Vancouver) 250. 356.2956 (Victoria)</p>	<p>The UBCM was formed in 1905 to provide a common voice for local government. The annual UBCM Convention is the main forum for UBCM policymaking, and policy resolutions passed at Convention are communicated to Government for response. As the lead Ministry at Convention, MAH is responsible for government's participation at Convention in conjunction with the Premier's office and other ministries. The MAH minister, as host minister, attends key Convention program events including providing a key address to delegates and meets off- program with local government delegates in a series of individually scheduled meetings coordinated by OCRU staff. The MAH minister also attends UBCM Executive Committee meetings quarterly to discuss matters of interest to local government.</p>	<p>MAH is the medium of communication with UBCM for local government matters in the Province.</p> <p>Complete range of issues related to local government / provincial interactions such as:</p> <ul style="list-style-type: none"> <li>• Consultation (statutorily required on certain legislative changes)</li> <li>• Education: <ul style="list-style-type: none"> <li>○ Board of Examiners LG scholarship program</li> </ul> </li> <li>• Infrastructure Funding: <ul style="list-style-type: none"> <li>○ Co-signatories to the Gas Tax Agreement</li> <li>○ Participates in funding program oversight committees</li> <li>○ Key partner on asset management</li> </ul> </li> <li>• Green Communities Committee <ul style="list-style-type: none"> <li>○ Joint UBCM-MAH initiative</li> </ul> </li> <li>• Provincial / UBCM working groups.</li> <li>• Provincial program administration.</li> </ul>



Branch	Organization	Contact	Description	Key Issues
OHCS	Aboriginal Housing Management Association (AHMA)	Margaret Pfoh, CEO <a href="mailto:mpfoh@ahma-bc.org">mpfoh@ahma-bc.org</a> 604-921-2462	AHMA is an umbrella organization composed of 41 Members that are each Indigenous Housing providers.	To lead and advance the housing rights of all Indigenous people living in BC. Actively lobbying the Minister for a broader mandate.
OHCS	BC Housing (BCH)	Shayne Ramsay, CEO <a href="mailto:sramsay@bchousing.org">sramsay@bchousing.org</a> Mobile: Personal Information  Michael Sadler, Director Indigenous Relations <a href="mailto:msadler@bchousing.org">msadler@bchousing.org</a>  Wendy Acheson VP and Registrar, Licensing and Consumer Services <a href="mailto:wacheson@bchousing.org">wacheson@bchousing.org</a> Mobile: Personal Information Work: +1 (604) 646-7066	Crown Corporation that delivers housing programs on behalf of the provincial governments.  Primary contact for Indigenous housing development and programs.	Set via mandate letter from government
OHCS	BC Non-Profit Housing Association (BCNPHA)	Jill Atkey, CEO <a href="mailto:jill@bcnpha.ca">jill@bcnpha.ca</a> Mobile: Personal Information Work: 778-945-2155	Umbrella organization representing BC's non-profit housing sector (alongside AHMA & CHF BC), responsible for education, advocacy and research.	Provided input for Alterations to Existing Buildings (AEB) Strategy. Advice/Recommendations

Branch	Organization	Contact	Description	Key Issues
OHCS	Building Owners and Managers Association of BC (BOMA)	Damian Stathonikos, President  Muneesh Sharma, Director of Government Affairs <a href="mailto:muneesh@boma.bc.ca">muneesh@boma.bc.ca</a>	Association for the commercial real estate industry.	Provided input for Alterations to Existing Buildings (AEB) Strategy.
OHCS	Landlord BC	David Hutniak, CEO  <a href="mailto:davidh@landlordbc.ca">davidh@landlordbc.ca</a>  604-733-9440 ext 202	Member education, resources and support to those owning and managing rental properties in BC.	Represent landlords on RTB Stakeholder Group.  Provided input for Alterations to Existing Buildings (AEB) Strategy.
OHCS	Technical Safety BC	Catherine Roome, CEO <a href="mailto:Catherine.Roome@technicalsafetybc.ca">Catherine.Roome@technicalsafetybc.ca</a>	Independent, self-funded organization that oversees the safe installation and operation of technical systems and equipment across the province.	Delegated authority to enforce Safety Standards Act

# **CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020**

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## **CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020**

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### **A. Introduction**

# Orientation for Ministers 2020

## INTRODUCTION

The Orientation for Ministers briefing materials represent advice from the Public Service that provides an overview for ministers respecting their roles and accountabilities as members of the Executive Council.

The materials provide information about key entities and processes of government, including how Cabinet and its committees function; standards of conduct for ministers and other officials; financial management; information management and FOI; and the roles of statutory officers of the Legislature and statutory decision-makers.

Note that the information in these materials does **not** constitute legal advice.

For more information about the Cabinet and Committee process, see the Cabinet Operations intranet site at <http://gwww.cabops.gov.bc.ca/>.

For more information respecting a minister's role as Member of the Legislative Assembly, including Assembly procedures and services; managing a constituency office; and remuneration and benefits, see the "Member's Guide to Policy and Resources" on the Legislative Assembly's website at <https://members.leg.bc.ca/>.

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### **C. Cabinet Processes**

1. Cabinet and Committee Decision-Making Processes
2. Legislative Process
3. Orders in Council
4. Budget Development Process and Current Year Information
5. Central Agencies of Government



# 1. CABINET AND COMMITTEE DECISION-MAKING PROCESSES

## Cabinet

Cabinet, or Executive Council, is established under section 9 of the *Constitution Act*. It is the ultimate decision-making body for government.

Functionally, Cabinet is a collective body of Ministers deciding significant government issues. Deliberations and decisions are focused on strategic priorities and substantive issues, as well as accepting or rejecting recommendations in relation to such matters. The legal powers of the executive are exercised by those with statutory authority to act (for example the Lieutenant Governor in Council or individual Ministers).

As a matter of course, significant decision or actions are first discussed and collectively agreed on by Cabinet. Cabinet determines and regulates its own procedures. Final decisions on Cabinet procedures rest with the Premier, as chair of Cabinet.

The frequency of meetings of Cabinet is determined according to the wishes of the Premier and according to the volume of material proposed for review. Cabinet's meeting schedule has been both weekly and bi-weekly.

## Cabinet Committees

Cabinet could not operate effectively if all proposals were brought directly to the Cabinet table. Accordingly, Cabinet normally establishes committees to discuss and analyze proposals specific to certain sectors. Cabinet committees provide recommendations to Cabinet for review and approval. This helps focus recommendations to Cabinet on a narrower set of policy options and save time at the Cabinet table, while still allowing for a detailed discussion of the matter at the committee.

The Cabinet committee process is designed to move items efficiently and effectively and promote shared decision-making. Membership of all Cabinet committees is determined by the Premier. The Chair of Treasury Board is the Minister of Finance, as per section 3 (1)(a) of the *Financial Administration Act*. Minutes of all Cabinet committees are recommendations to Cabinet and are not final until approved by Cabinet.

Two committees, Treasury Board and the Environment and Land Use Committee (ELUC) are established in legislation and must be properly appointed if authorities under sections 3 and 4 of the *Financial Administration Act* and sections 2, 3 and 4 of the *Environment and Land Use Act*, respectively, are to be exercised. Additional committees may be established to meet general or specific needs.

Prior to the swearing-in of the new cabinet following the October 2020 election, there were 10 Cabinet committees supporting the Executive Council in its decision-making:

### **Priorities and Accountability**

Ensures items moving through Cabinet and committees are government priorities and consistent with government's strategic plan and priorities. This committee considers items and issues that are potentially controversial and divisive; then discusses and determines how to best shape and present items for Cabinet's consideration. It also sets priorities for legislative drafting and assists Government Communications and Public Engagement in establishing key communication objectives for the year.

### **Treasury Board**

Treasury Board is mandated by the *Financial Administration Act* as a committee of the Executive Council in matters relating to government's accounting policies and practices, management practices and systems and financial management and control. Treasury Board also evaluates the economy, efficiency and effectiveness of government programs and examines matters of government personnel management or other matters referred to it by the Executive Council. The majority of members of the Treasury Board must be members of the Executive Council. Treasury Board has prescribed powers under the Act to make regulations or issue directives.

### **Environment and Land Use Committee**

The Environment and Land Use Committee is mandated by the *Environment and Land Use Act* to establish and recommend programs to foster increased public concern and awareness of the environment. It also considers the preservation and maintenance of the natural environment in the administration of land use and resource development and can make recommendations to the Lieutenant Governor in Council on matters relating to the environment and the development and use of land and other natural resources. The Committee may study any matter related to the environment or land use, prepare reports, and, if advisable, make recommendations to the Lieutenant Governor in Council. It has the power to hold a public inquiry, appoint technical committees and make regulations. The majority of members of the Environment and Land Use Committee must be members of the Executive Council.

### **Legislative Review Committee**

Reviews draft legislation clause by clause to ensure it meets the policy intent and direction approved by Cabinet or one of its Committees. Items are scheduled for the Legislative Review Committee agenda once a Certificate of Readiness of the draft legislation has been signed by the responsible Minister or the Minister's designate. It is the final cabinet-level review of draft legislation before introduction in the House.

### **Cabinet Committee on Sustainable Shared Prosperity**

Reviews proposals that contribute to the creation of a vibrant and environmentally sustainable economy in British Columbia.

### **Cabinet Committee on Social Initiatives**

Reviews proposals for making life more affordable and tackling poverty and inequality.

### **Cabinet Committee on Reconciliation**

Reviews proposals for advancing reconciliation with Indigenous peoples in BC such as the new fiscal relationship and the *Declaration on the Rights of Indigenous Peoples Act*.

### **Cabinet Working Group on Child Care**

Reviews proposals related to development and implementation of a universal child care system.

### **Cabinet Working Group on Mental Health and Addictions**

Reviews proposals responding to the opioid crisis and delivering BC's Mental Health and Addictions Strategy.

### **Cabinet Working Group on Housing**

Reviews proposals to develop cross-government solutions and strategies to meet government's objectives for affordable housing.

## Annual Planning Cycles

The annual planning cycle of government is comprised of three distinct planning cycles: the Strategic Planning Process, the Budget Planning Process, and the Legislative Planning Process.

### Strategic and Performance Planning

Historically, the Strategic Planning cycle begins in preparation for Cabinet's planning session. An analysis of the prior year's public accounts and annual reports is conducted to inform discussions. It is at this session that Cabinet determines the broad objectives and key deliverables for the upcoming year and direction for subsequent years. Decisions and direction are then used by ministries and Crown agencies on the development and annual updating of their individual three-year service plans. Once ministry service plans have been prepared, they are reviewed to ensure they are consistent with the strategic priorities of government as outlined in its strategic plan and to ensure corporate delivery of priorities. Crown agency service plans are reviewed by Crown agency boards. Both are approved by the minister responsible.

The strategic plan and the ministry service plans are tabled in February, as required under sections 12 and 13 of the *Budget Transparency and Accountability Act* and released simultaneously with the budget. The strategic plan provides guidance and direction to the development of ministry plans and corporate initiatives and is directly linked to the budget. The plan is monitored and reported on annually to ensure accountability for delivery and in preparation for the next planning session.

### Budget Cycle

Typically, the budget review process begins in the Fall, and involves Treasury Board reviewing ministry requests for additional resources, for new initiatives or to manage funding pressures. Instructions to ministries on government priorities for the coming years and how ministry requests are to be presented (e.g. whether there are any identified thematic envelopes) are normally issued in the summer months. Treasury Board decisions are made in December using the latest economic and fiscal forecasts. In January, there may be minor adjustments made as budget economic and revenue forecasts are finalized. As a matter of budget confidentiality, there are no Cabinet minutes pertaining to budgetary decisions.

It is important to note that, as per section 6(1)(c) of the *Financial Administration Act*, tax policy decisions are the purview of the Minister of Finance and held in strict confidence. As far as implementing tax policy decisions is concerned, that often requires legislation or regulations and the ultimate decision-maker would then be the Legislature or whoever was empowered to make the regulations (generally Cabinet and the Lieutenant Governor in Council). The Minister of Finance, as Chair of Treasury Board, remains in regular communication with the Premier throughout the budget process to ensure decisions are consistent with government priorities.

## Legislation Cycle

Each year, Cabinet reviews and approves a list of legislative proposals. Policy changes must be considered by Cabinet before any legislative drafting begins.

If a legislative proposal is approved, the ministry will be asked to develop a formal “Request for Legislation” (RFL). The policy proposed by the RFL will be reviewed by an appropriate Cabinet committee, which will make recommendations to Cabinet. If approved, the ministry will receive written notice confirming they should begin working with legislative counsel to draft legislation. The material should be provided to the drafters as soon as possible, ideally several months before the legislation is scheduled to be introduced. The ministry should ensure that it provides full policy support to legislative drafters. Ministers are responsible for monitoring and ensuring progress in the development of their legislation.

Draft legislation is submitted for review to the Legislative Review Committee to ensure the draft is in accordance with approved policy and priorities. Approved drafts are finalized and prepared for introduction into the House. The timing of introduction is managed by the House Leader.

## Orders in Council (OICs) and Regulations

Cabinet also reviews and approves other statutory instruments, such as Orders in Council and regulations, which are made under the authority of a particular Act. An Order in Council may be used to:

- Bring legislation into effect;
- Create or make changes to a regulation; or
- Make or rescind an appointment to a senior position in the public service (e.g. Deputy Minister) and to various agencies, boards and commissions.

The Minister and the ministry are responsible for ensuring that Orders in Council are brought forward well in advance of critical expiry dates and other time pressures.

The Crown Agencies and Board Resourcing Office (CABRO) presents recommendations to Cabinet concerning appointments of heads/ chairs or members of various agencies, boards and commissions. The Minister and the ministry are responsible for ensuring that Orders in Council are brought forward well in advance of critical expiry dates and other time pressures.

## For further reference

The following hyperlink is to the government’s Strategic Plan for 2020 (pre-COVID):

[https://www.bcbudget.gov.bc.ca/2020/pdf/2020\\_Strategic\\_Plan.pdf](https://www.bcbudget.gov.bc.ca/2020/pdf/2020_Strategic_Plan.pdf)

# TREASURY BOARD

Treasury Board is a committee of the Executive Council whose powers, functions and duties are established in section 4 of the Financial Administration Act (FAA), which authorizes Treasury Board to make decisions regarding:

- government accounting policies and practices;
- management practices and systems;
- financial management and control;
- evaluation of government programs as to economy, efficiency and effectiveness;
- government personnel management; and
- other matters referred to it by the Executive Council.

Treasury Board may also make regulations or issue directives to control or limit expenditures or set conditions for any expenditures.

Treasury Board Staff works on behalf of Treasury Board to coordinate with ministries, Crown corporations and agencies to prepare the Province's three-year fiscal plan, and to monitor the management practices and risks and opportunities affecting the operating and debt targets set out in the budget and three-year fiscal plan.

Although Treasury Board is assigned responsibilities under the FAA, it is the primary responsibility of each minister under the general direction of Treasury Board and the Minister of Finance to ensure that the financial affairs of the ministry are properly administered. In addition, ministers may be designated as being responsible for one or more Crown corporations and agencies (including the school districts, universities, colleges, and health organizations, or SUCH sector) whose financial affairs may be subject to Treasury Board regulations, directives and policies, and whose Boards are accountable for ensuring that appropriate financial administration is in place.

The Chair of Treasury Board is the Minister of Finance. The balance of the Treasury Board has been comprised of both Cabinet ministers and Members of the Legislative Assembly. A Cabinet Minister is appointed as Vice-Chair.

## TREASURY BOARD STAFF

**Treasury Board Staff (TBS)** supports the Board and the Minister of Finance by:

- acting as a secretariat for Treasury Board including coordinating and managing Treasury Board meetings throughout the year;
- reviewing and analysing ministry proposals and providing recommendations to Treasury Board which includes assessment of:

- the cost effectiveness and use of financial resources;
  - alignment with government priorities and policy approvals;
  - the feasibility of implementation plans and use of key performance indicators;
  - the legal and accounting treatment and risks and other applicable policies (e.g. procurement policies);
  - previous decisions and precedence that could be set; and,
  - other relevant factors including confirming that Gender Based Analysis+ (GBA+), the *B.C. Declaration on the Rights of Indigenous Peoples Act*, and consultations with appropriate stakeholders have been considered as part of the proposal.
- preparing the government's annual Budget and Three-Year Fiscal Plan, Estimates, economic forecasts, Quarterly Reports/forecasts and the Financial and Economic Review;
  - managing the budget development process and monitoring, forecasting and recommending corrective action related to government revenue, expenditures, capital and debt, and risks and opportunities related to the three-year fiscal plan;
  - evaluating and reviewing commercial Crown corporation initiatives, performance measures, investments, budgets, performance management and related financial issues; and
  - supporting the development, implementation and management of government's ten-year capital plan consistent with the corporate strategic priorities of government.

Cabinet Confidences

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## **2. LEGISLATIVE PROCESS**

Cabinet Operations, Legislative Counsel and ministry staff support the development of government's legislative agenda aligned with the priorities set by government.

This document describes the process used to set priorities in developing the legislative agenda. It is provided for information purposes only.

Often the demand for legislation outstrips the capacity for development and debate. Tight coordination of the approval and development process ensures that the finite resources are directed to government's highest legislative priorities.

Under the direction of the Cabinet Secretary, and according to the priorities determined by Cabinet and the House Leader, Cabinet Operations coordinates the legislative processes as described below. Tax related budget legislation follows a different process and is described in the Budget Legislation section below.

### **Setting the Legislative Agenda**

#### **Legislative Proposals**

Cabinet Operations tracks legislative proposals for upcoming and future legislative sessions. A legislative proposal consists of a short, plain-language description of what the proposed legislation or amendment to existing legislation would do. An estimate of the magnitude of the legislative drafting effort (major/minor/moderate) associated with each proposal is also made. Legislative proposals are used to set priorities for legislative development and allow an early check-in with Cabinet and its advisors before ministries or Legislative Counsel invest in the development of Requests for Legislation.

Benefits of development of legislative proposals include:

- Allowing early notice to prepare legislative agenda items (especially important for major initiatives that may require multi-year development);
- Allowing more optimal timelines for required policy work, consultations and Cabinet and Treasury Board approvals;
- Optimizing planning and resource allocation of finite policy and legislative drafting resources; and
- Providing increased opportunities for strategic coordination and scheduling of Bill Introduction and announcement.

#### **Cabinet Approval of Legislative Plans**

Cabinet Operations consults the Cabinet Secretary, Chief of Staff's Office and House Leader's Office to prioritize legislative priorities for upcoming legislative sessions and tracks proposals identified for future

consideration. Priorities are established according to key policy goals of Cabinet, legal and fiscal imperatives. Deputy Ministers are asked to confirm that the legislative proposals associated with their ministry represent the key items required to meet government's priorities. Cabinet is then presented with a proposed corporate priority list for its next legislative session. Legislative Counsel's drafting capacity and available House time are taken into consideration by Cabinet when determining approval of the priority list.

Cabinet's decisions respecting the Legislative Agenda are communicated to Ministers by way of a Cabinet Record of Decision (ROD). Together these decisions comprise Government's Legislative Agenda.

In practical terms, the ROD indicates which items proposed by a ministry are approved to move towards the development of a Request for Legislation (RFL). The ROD may also explicitly indicate which items are not approved or are deferred to a future year.

Cabinet Operations facilitates the preparation of legislative priorities for review by Cabinet, tracks Cabinet's decisions and the assignment of relative priorities. Following the distribution of RODs, approved items are monitored closely, and progress reports are provided to Cabinet.

## **Development of Legislation**

### **Policy Review and Approval**

Policy options should be fully considered and clear policy direction obtained through the regular Cabinet decision-making process before an RFL is submitted for approval. The onus is on the sponsoring Minister to ensure appropriate and timely review (including cross-ministry and Treasury Board approvals) to resolve policy and fiscal issues at the earliest opportunity and ensure progress of the legislative agenda is not delayed. The Ministry is also responsible for addressing any unanticipated policy issues that may emerge during the drafting process.

Cabinet Operations provides information and support to ministries throughout this process and, along with other agencies, coordinates required approvals. Ministries are responsible for ensuring the proposed legislation complies with relevant statutes and agreements. Depending on the purpose and scope of the legislation, examples may include:

- the *Community Charter, Local Government Act or Local Government Grants Act*;
- the *Declaration on the Rights of Indigenous Peoples Act*;
- First Nations with treaties;
- the *Freedom of Information and Protection of Privacy Act*;
- the Canada-United States-Mexico Agreement (CUSMA);
- Canadian Free Trade Agreement;
- the Trade, Investment and Labour Mobility Agreement (TILMA);

- the New West Partnership Trade Agreement; and
- the Public Service Agency, Public Sector Employers' Council Secretariat.

## **Request for Legislation (RFL)**

Ministers are responsible for the timely development and submission of RFLs for all items approved to proceed as communicated in Cabinet's decision respecting the upcoming legislative agenda. The purpose of the RFL is to describe the proposed legislation in sufficient detail for full understanding of the context of the proposal, the problem the legislation is intended to address, and how the legislation is expected to resolve the problem. The RFL also provides detailed drafting instructions to Legislative Counsel.

Ministry staff consult with their solicitor in advance of submitting the RFL to ensure any potential legal issues or conflict of interest that could directly or indirectly affect the initiative are identified.

The RFL is comprised of the following parts:

- Main Body – provides the overview and context, presenting the case for legislation, relevant background details, policy choices and articulates how the proposed legislation will achieve policy objectives;
- Appendix A – Legislative Counsel Comments: legal advice to Cabinet respecting the proposed legislation;
- Appendix B – Treasury Board Staff Comments: assessment of the financial implications, including total cost or benefit to government for implementation of the proposed legislation;
- Appendix C – 3 Column Document: detailed item-by-item breakdown defining the problem, describing the proposed changes and why the proposed approach was chosen; and
- Appendix D – Drafting Instructions: specific details for Legislative Counsel respecting the drafting of the legislative provisions.

## **Committee Review of RFLs**

Cabinet Committees are charged with reviewing the majority of RFLs and making recommendations to Cabinet respecting approvals. Only RFLs most salient to government's key priorities are reviewed by Cabinet or the Priorities and Accountability Committee directly. Approvals are communicated to ministers by way of a Cabinet ROD. This ROD constitutes "approval to draft" legislation and engage Legislative Counsel and other resources as necessary.

## **Drafting Legislation**

Ministers are responsible for monitoring and ensuring progress of their approved legislative items. Ministries are expected to provide full policy support to the drafting process and should be proactive in confirming policy direction or approvals or, where warranted, seek further direction in a timely manner. Legislation drafting teams are led by a ministry Instructing Officer who is responsible for delivery of the

ministry's legislation. Ideally, Instructing Officers should have ready access to ministry decision-makers and keep them well informed respecting development status of the legislative initiative.

Other members of the drafting team include additional policy staff, the ministry's advising solicitor and Legislative Counsel drafters.

Cabinet Operations monitors and tracks the progress of legislation and schedules draft legislation for presentation to the Legislative Review Committee.

## **Legislative Review Committee Approval**

The Legislative Review Committee (LRC) reviews final draft legislation on a clause-by-clause basis to ensure the draft legislation reflects Cabinet's policy intent. All consultations, including Treasury Board review, need to be completed prior to LRC review. LRC is the last Cabinet-level review of legislation before it is introduced in the House.

Once approved by LRC, Legislative Counsel packages the draft legislation for Introduction. The packaging of Bills is directed by the House Leader.

## **Introduction of Legislation in the House**

The timing of Introduction of legislation is directed by the House Leader. Close communication between the House Leader's Office, Cabinet Operations and the Chief of Legislative Counsel is essential to ensuring Bills are ready in accordance with House Leader's schedule for Introduction. Ministries receive information about the timing of introduction from their Minister's Office, who receives the information from the House Leader's Office. Timely communication with the relevant Minister is important to ensure that the Minister's House briefing materials can be prepared by Ministry staff to meet the scheduled introduction date.

## **Budget Legislation**

The Budget legislation (traditionally the *Budget Measures Implementation Act* (BMIA)) is a key part of the provincial government's annual budget package and is a collection of legislative initiatives necessary to implement the budget. This legislation – which may contain both tax and non-tax measures – is part of the Ministry of Finance's budget process and does not follow the regular legislative review process.

### **What is the *Budget Measures Implementation Act*?**

The *Budget Measures Implementation Act* (BMIA) is traditionally tabled on budget day by the Minister of Finance. The bill is composed of initiatives that are necessary to implement the budget or that affect the presentation of the Estimates. The BMIA is typically made up of two parts: tax measures and non-tax measures.

Tax initiatives in the BMIA generally include measures that:

- change tax policy (e.g. changes in tax rates or changes to the tax base including expansions or

contractions such as tax credits, exemptions or refunds);

- change fundamental aspects of a tax scheme; and
- respond to time sensitive or critical issues (e.g. adverse court decisions).

Note: A budget measure to create a new tax would normally be contained in a stand-alone Act separate from the BMIA, but would generally follow the same process as that described below for tax measures contained in the BMIA.

Non-tax initiatives in the BMIA generally include measures that:

- create or eliminate a Special Fund / Special Account / Financing Transaction;
- convert a Vote or a Special Account to a Crown corporation;
- convert a Crown corporation to a new Vote or to be a part of an existing vote;
- provide legislative support required for introduction of a new program that is included in the budget; and
- anything else that affects the Estimates presentation or other aspects of the budget.

## **Budget Measure Requests**

Ministry non-tax budget submissions are submitted by ministries via a Budget Measure Request (modeled after the Request for Legislation). They are reviewed by the Fiscal Planning and Estimates Branch (FPE) of Treasury Board Staff, Ministry of Finance, before being submitted to and vetted by the Deputy Minister of Finance. Ordinarily, only those initiatives considered necessary to the implementation of the budget move beyond this stage. Final approval of budget legislation rests with the Minister of Finance.

Tax-related budget issues are handled internally in the Tax Policy Branch in the Ministry of Finance and do not require a formal budget measure request. These issues are presented by the Branch to the Deputy Minister of Finance and Minister of Finance. The Minister of Finance makes final tax decisions and determines with the Premier how and when to consult Cabinet and others, as part of the decision-making process. The benefits of this inclusive approach have to be weighed against the risks associated with the sensitivity of tax policy information.

All proposals accepted for the budget bill are then forwarded to Legislative Counsel for drafting of legislation. Legislative drafting teams made up of Ministry of Finance staff, sponsoring ministry officials (where applicable), legal counsel and legislative counsel are created to transform the budget measure request into legal text.

Neither tax nor non-tax budget amendments are normally reviewed by the Legislative Review Committee. However, the Premier or Minister of Finance may request that the committee review pieces of significance.

Further details of the Budget legislative process, based on the annual budget cycle for a February Budget, are below.

## **Stages in the Budget Legislative Process**

The following stages of the Budget legislative process are based on the annual budget cycle for a February Budget.

### **Initiative Identification / Policy Development / Decisions**

#### **Tax Measures: August/September to December/January**

- *Issue Identification*

Tax policy issues are identified in a variety of ways, including direction from the Minister to examine particular issues; requests from stakeholders; and issues flagged by provincial tax administrators/tax appeals and/or tax policy experts.

The analysis of some tax issues will involve knowledge of highly confidential taxpayer information (for example, knowledge of tax liabilities of particular corporations). The use and disclosure of this information is the subject of taxpayer confidentiality provisions in tax acts. In other cases, advance knowledge of proposed or final tax policy decisions may confer unfair benefits to individuals and businesses able to take advantage of the knowledge. In either situation, if information is handled incorrectly there will be calls for the Minister of Finance to resign.

As a result, and as is the case in other provinces, the approval process for tax decisions is somewhat different than the process used for approval of other policy decisions.

- *Minister of Finance Briefings for Decision*

An extensive series of staff briefings to review and consider Revenue Binder Notes for decision generally occurs between October and December.

To facilitate legislative drafting prior to Budget Day, most final decisions are made by mid-December (and earlier, if possible). The Minister of Finance makes final tax decisions and determines with the Premier if, how and when to consult Cabinet and others.

#### **Non-Tax Measures: October - December**

- Potential issues that may require legislation / regulation changes are identified throughout the fall. As with tax measures, issues may be identified in a number of ways, including internal Ministry of Finance analysis, requests from other ministries, or as a result of the annual Budget Consultation.
- A Budget Measure Request (BMR) package is completed for each measure put forward. This package includes a briefing note signed by the minister responsible and drafting instructions.
- Final submissions are compiled for review by the Deputy Minister of Finance and the Minister of

Finance for decision. Ministry contacts will be informed of decisions on which proposals have been tentatively accepted into the budget process, and therefore will be moving on to the drafting stage.

## **Drafting Stage / Signoff / Tabling**

### **Tax Measures: October– February**

- Immediately following final decisions being made, a legislation drafting team is assigned to each tax-related budget measure. Drafting teams are responsible for ensuring that the government's policy objectives are accurately and fully reflected in the draft legislation.
- The final tax legislation is reviewed by the Deputy Minister of Finance and the Minister of Finance and a signed Certificate of Readiness is prepared.
- Tax-related budget measures are not reviewed by the Legislative Review Committee.

### **Non-Tax Measures: January - February**

- In early January, a legislation drafting team is assigned to each budget measure selected for inclusion in the bill. Drafting teams are responsible for ensuring that the government's policy objectives are accurately and fully reflected in the draft legislation.
- Measures may be reviewed by the Legislative Review Committee. The sponsoring Minister would ordinarily attend the Legislative Review Committee for this review (ministry staff may attend to deal with technical questions).

## **Debate of Budget Legislation**

### **Tax Measures: Post Budget**

- Budget legislation goes through the same stages of debate as regular legislation.
- The Tax Policy Branch prepares speaking notes and briefing materials regarding the tax measures for each stage of the budget bill's debate (first reading, second reading, committee (section notes), and third reading).
- Staff from the Tax Policy Branch provide support for the Minister of Finance during the committee debates of the tax aspects of the budget bill.

### **Non-Tax Measures: Post Budget**

- Budget legislation goes through the same stages of debate as regular legislation.
- The Fiscal Planning and Estimates Branch (FPE) coordinates the preparation of speaking notes and briefing material for each stage of the budget bill's debate (first reading, second reading,

committee, third reading). These will be based on the information provided in the Budget Measure Request.

- Ministries will be expected to prepare section notes for the committee stage of debates. A template will be provided to ministries to ensure the consistency of section notes.
- A ministry representative may be called upon to provide support during the committee debates of the budget bill.
- The Minister of Finance may also request that the sponsoring Minister respond to questions regarding the sections of the budget bill corresponding to their requested budget measure.



### 3. ORDERS IN COUNCIL

Orders in Council (OICs) are instruments by which the Province implements a variety of staffing, administrative and regulatory changes. They require approval by Cabinet before being advanced to the Lieutenant Governor for signature and enactment. There is a corporate, cross-government process for developing and scheduling OIC materials for review by Cabinet.

#### Current Process

Working with ministries, Cabinet Operations schedules OICs for Cabinet review and reviews each OIC for completeness. Ministries submit an information package and “tagged” OIC (see next section on Legal Advice on OICs) to Cabinet Operations. The information package describes why the OIC is needed, timing considerations, engagement with Indigenous Nations, stakeholder feedback and fiscal matters. Cabinet Operations then prepares an OIC summary document for each Cabinet meeting of the OICs scheduled for review and distributes this summary with other Cabinet meeting materials. Deputy Ministers are responsible to ensure their minister is briefed and prepared to speak to their respective OICs at Cabinet.

If approved by Cabinet, each OIC is provided by Cabinet Operations to the Presiding Member of the Executive Council for signature, and then in turn to the Order in Council Office, which obtains the signature of the Lieutenant Governor (LG), or in the LG’s absence, the Administrator (Chief Justice of the B.C. Court of Appeal). **The moment the LG’s signature is affixed, the OIC becomes law.** The OIC is then posted on Queen’s Printer’s BC Laws website.

Cabinet may also defer or decide not to approve an OIC and in some cases Ministers may decide to withdraw an OIC prior to a Cabinet meeting. OICs that are withdrawn or deferred can be rescheduled once any follow-up is completed. OICs that are not approved by Cabinet do not advance further.

#### Legal Advice on OICs

Legislative Counsel in the Ministry of Attorney General draft OICs on instructions from policy and legal staff in the sponsoring ministry and review background materials and authorizing statutes. Legislative Counsel also prepare a brief legal opinion of the content and statutory authority of each OIC and append the legal opinion to the OIC as a “tag”. There are three colours of tags:

- Green - no identified legal risks or issues.
- Yellow - timing sensitivities, or some legal risks or issues exist if the OIC is approved.
- Red - represents a strong legal caution as the risks or legalities are significant to the point that Legislative Counsel does not recommend the OIC proceed. If a “red-tagged” OIC proceeds to Cabinet for consideration, the sponsoring ministry may be asked to provide a Cabinet submission explaining the issue and decision in detail.

## **Corridor Orders**

Corridor Orders are OICs that are processed and approved without going to Cabinet for deliberation. Approval is provided by the Premier on behalf of Cabinet. Corridor orders are only used in exceptional circumstances where there would be significant consequences from waiting until the next Cabinet meeting. All corridor orders are reported for information to Cabinet at its next meeting.

## **Premier's Prerogative**

There are certain OICs that are based solely on the Premier's prerogative and are processed as corridor orders. Traditionally, these are *Constitution Act* OICs which involve creating or changing members of Executive Council and the organization of the government, including Cabinet committees and ministry responsibilities. They can also include staffing and appointments to the public service, ministers' offices and the Government Communications and Public Engagement. Approval is provided on behalf of the Premier by either the Chief of Staff, or the Cabinet Secretary, depending on the nature of the appointment.

## **Proclamations**

A proclamation is recognition by the provincial government of events or occasions held by groups on their own behalf or for the general public. During the last few years Cabinet has, by OIC, delegated its approval for proclamations to the Attorney General. Through this delegation the Attorney General has authority to approve and sign provincial proclamations on behalf of Cabinet. Approval of proclamations is required each year or time an event or occasion occurs. Types of events or occasions suitable for proclamations are those that are: apolitical; observe milestones, recognize achievements or direct attention to a worthy cause; and would not be considered offensive or frivolous by the public. Each year, the Order in Council Office receives hundreds of requests from individuals, organizations as well as from within government, requesting a provincial proclamation to mark a special day or event. Individuals or groups can submit requests, including draft wording for the proclamation, to the Order in Council office located in the Ministry of the Attorney General. Such requests should be received at least six weeks before the event or occasion.

## OIC Responsibility Table

Participants, and their roles, in the Order in Council development, review and approval process include:

Organization	Role(s)
Office of the Premier	<ul style="list-style-type: none"> <li>Approves OICs to be signed outside of the Cabinet process (corridor Orders.)</li> </ul>
Cabinet Operations	<ul style="list-style-type: none"> <li>Prepares OIC Summary report for Cabinet binder</li> <li>Supports the Cabinet Secretary to brief the Premier</li> <li>Receives, quality assures and summarizes OICs and associated documents ready for Cabinet review</li> <li>Administers the review and approval processes at Cabinet level (maintains schedules, facilitates review, acquires signatures, maintains files, etc.)</li> <li>Provides Cabinet-approved OICs to Order in Council Office</li> </ul>
Ministries	<ul style="list-style-type: none"> <li>Maintains inventory of required OICs and renewals</li> <li>Issues instructions to Legislative Counsel to create an OIC</li> <li>Obtains DM approval on OIC and associated materials</li> <li>Briefs minister and acquires ministerial sign off</li> <li>Provides final OIC and associated materials to Cabinet Operations</li> </ul>
Legislative Counsel	<ul style="list-style-type: none"> <li>Reviews legal context, drafts and “tags” the OIC, providing legal advice. OICs are “tagged” green, yellow or red.</li> </ul>
Order in Council Office	<ul style="list-style-type: none"> <li>Receives OICs as approved by Cabinet</li> <li>Acquires signature of Lieutenant Governor/ Administrator</li> <li>Uploads completed OICs to BC Laws for publication</li> </ul>
Crown Agencies and Board Resourcing Office	<ul style="list-style-type: none"> <li>Maintains inventory of agency, board and commission appointments, vacancies</li> <li>Maintains a candidate list</li> <li>Assesses candidates and provides recommendations on their suitability</li> <li>Briefs relevant minister, Deputy Minister of Government Communications and Public Engagement</li> <li>Prepares CABRO OIC Summary report for Cabinet binder</li> <li>Provides Cabinet-approved OICs to Order in Council Office</li> </ul>

## Attachment 1 – Example of OIC Summary Document for Cabinet

### ORDERS IN COUNCIL

Cabinet Summary

Month XX, 2020

		FOR DECISION	
	MIN	PURPOSE OF ORDER	STATUTE
		<b>Non-CABRO Appointments</b>	
1.	AG O1234	Appoints Jane Doe of Nanaimo as a Justice of the Peace in and for the Province of British Columbia. The Chief Judge of the Provincial Court of BC has requested this appointment.	<i>Provincial Court Act</i> , R.S.B.C. 1996, s. 30 Approval requested at Cabinet's earliest convenience
		FOR DECISION	
	MIN	PURPOSE OF ORDER	STATUTE
2.	FIN O5678	Approves the remission of property transfer taxes paid in the amount of \$10,000 to Jane Doe. Remission of transfer taxes paid is requested on the basis of great injustice. The Ministry of Finance supports this order.	<i>Financial Administration Act</i> , R.S.B.C. 1996, s. 19 Approval requested at Cabinet's earliest convenience
3.	IRR O3456	Approves the transfer of a 10 hectare parcel of land to Canada for the settlement of a specific claim in accordance with the associated First Nations settlement agreement. This order affects the constituency of XYZ.	<i>Land Act</i> , R.S.B.C. 1996, s. 15 (5) and 31 Approval requested at Cabinet's earliest convenience

4.	AG <b>+0 Reg Count</b> R4567	Approves the request by the District of ABC to be added to the Bylaw Notice Enforcement Regulation effective July 30, 2021. This allows them to participate in an efficient system for issuing notices and resolving matters for minor bylaw infractions (e.g. parking tickets or dog licenses). MLAs XXX and XXX support this order.	<i>Local Government Bylaw Notice Enforcement Act,</i> S.B.C. 2003, s. 29 Approval required by <b>July 30, 2021</b>
<b>FOR INFORMATION ONLY - CORRIDOR ORDERS</b>			
	<b>MIN</b>	<b>PURPOSE OF ORDER</b>	<b>STATUTE</b>
5.	PREM 456	Appoints Jane Doe as Administrative Coordinator in the Office of the Minister of XYZ. <b>- Signed by the Administrator on January 16, 2020</b>	<i>Public Service Act,</i> R.S.B.C. 1996, s. 15
6	PREM 457	Appoints John Doe as Communications Manager with Government Communications and Public Engagement. <b>- Signed by the Lieutenant Governor on February 1, 2020</b>	<i>Public Service Act,</i> R.S.B.C. 1996, s. 15
<b>FOR INFORMATION ONLY - PROCLAMATIONS</b>			
	<b>MIN</b>	<b>PURPOSE OF ORDER</b>	<b>STATUTE</b>
7.	AG	Proclaims January 29 to February 4, 2020 as <i>"Proclamation Week"</i> in the Province of British Columbia. <b>- Signed by the Administrator on January 9, 2020</b>	Prerogative

## Attachment 2 – OIC Information Template Currently Used by Ministries

### Order in Council Cabinet Summary Information

This Template Last Updated: March 6, 2020

Ministry:

Date  
Prepared:

Cliff #:

OIC Log #:

*The information below will enable Cabinet Ministers to have a clear and complete picture of the decision points, shifts in policy, risks, implications, outstanding issues and timing sensitivities related to the Order in Council and that all necessary consultations have been completed. The ministry is responsible for ensuring the information below will enable an informed decision by Cabinet.*

*All sections must be completed unless non-CABRO appointment.*

<b>1. Type of OIC</b>	<input type="checkbox"/> Non-CABRO* appointment – <u>Complete Sections 1 to 5 only</u> <input type="checkbox"/> Not a regulation <input type="checkbox"/> Regulation - provide Regulatory Count: ____
* Crown Agency Board Resourcing Office	
<b>2. Timing Requirements for Cabinet review and approval</b>	

<p>a) Select all that apply. Include rationale.</p>	<p><input type="checkbox"/> <b>No Timing Requirements/At Cabinet's earliest convenience</b></p> <p><input type="checkbox"/> <b>RUSH</b> - Cabinet approval is requested / required by _____ because:</p> <p>(Check all that apply)</p> <p><input type="checkbox"/> Legal requirement - Per Legislative Counsel's comments, the OIC must be made/deposited by the date specified.</p> <p><input type="checkbox"/> Advance Notice - In order to give stakeholders sufficient time to adapt to the proposed change, the ministry would like to provide _____ amount of lead time between when the OIC is approved and when it takes legal effect.</p> <p><input type="checkbox"/> Media requirement. A public announcement is planned.</p> <p><input type="checkbox"/> Other _____</p>
<p>b) Why is the OIC required now and what are the consequences if not approved now?</p>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
<p>c) Should this OIC be held after approval?</p>	<p><input type="checkbox"/> NO - Process normally</p> <p><input type="checkbox"/> RUSH - Process by __DD/MMM/YYYY. Please explain why. _____</p> <p><input type="checkbox"/> YES - Hold until __DD/MMM/YYYY. Please explain why. _____</p>
<p><b>3. Communication</b></p>	
<p>What, (if any), is the current communication plan?</p>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul> <p><b>REMINDER:</b> A copy of this OIC Summary Information document signed by the Deputy Minister is to be submitted to Nammi Poorooshasb, ADM, Strategic Communications Division, GCPE.</p>

<b>4. Authorizing Act and section number(s)</b>	
<b>5. Purpose, Content and Context (OIC "Essence")</b>	•
a) In plain language, please explain what this OIC does? What problem it solves? What is the effect?	•
b) Are there gender and diversity implications that should be considered? Guidance for Gender Based Analysis Plus (GBA+) in Cabinet and Treasury Board Submissions. <a href="#">Click here for more information</a>	<input type="checkbox"/> NO - If no, please explain why there are no implications <hr/> <input type="checkbox"/> YES - If yes, what were the findings? <hr/>
c) Is this OIC in response to direction from Cabinet or one of its Committees or Working Groups?	<input type="checkbox"/> NO <input type="checkbox"/> YES - If yes, provide committee & meeting date: <hr/>
d) Who requested this change? Stakeholder, Cabinet direction, legal requirement, Ministry staff? And why?	•
<b>6. Fiscal Management Considerations</b>	•
a) Is Treasury Board review required?	<input type="checkbox"/> NO - if no, why not? <hr/> <input type="checkbox"/> YES - If yes, provide date of approval: <hr/>



b) Who at Treasury Board Staff reviewed this information and what comments did they provide?	<ul style="list-style-type: none"> <li>[Name of analyst]</li> </ul>
c) Is there a cost to Government to implement this OIC?	<input type="checkbox"/> NO <input type="checkbox"/> YES - If yes, provide amount, percentage increase or decrease, and description of cost: <hr/>
d) Is there a Fine, Fee or Administrative Penalty? For more guidance: <a href="#">Click here</a>	<input type="checkbox"/> NO <input type="checkbox"/> YES - If yes, provide date of Treasury Board approval <hr/>
<b>7. Business and Economic Implications</b>	
a) Has your Ministry submitted/will it be submitting the Business and Economic Implications Form to JEDC?	<input type="checkbox"/> YES, submission date: <hr/> <input type="checkbox"/> NO - If no, please explain why not <hr/>
Briefly summarize the findings of the assessment.  Guidance for the Business and Economic Implications Framework in Cabinet Submissions. <a href="#">Click here for more information</a>	<ul style="list-style-type: none"> <li></li> </ul>
<b>8. Indigenous Peoples</b>	

<p>a) Does this OIC advance Government's commitment to reconciliation?</p> <p>For more guidance: <a href="#">Click here for more information</a></p>	<p><input type="checkbox"/> NO - If no, please explain</p> <p>_____</p> <p><input type="checkbox"/> YES - If yes, please indicate how</p> <p>_____</p>
<p>b) Have the Indigenous Peoples and Indigenous organizations who may be impacted by this OIC been engaged?</p>	<p><input type="checkbox"/> NO - If no, please explain why not</p> <p>_____</p> <p><input type="checkbox"/> YES - If yes, what views were expressed?</p> <p>_____</p>
<p>c) Does this OIC potentially affect Indigenous Peoples' rights and title?</p>	<p><input type="checkbox"/> NO</p> <p><input type="checkbox"/> YES - If this OIC has the potential to adversely affect rights protected under s. 35 of the <i>Constitution Act, 1982</i> (Aboriginal rights and title, treaty rights), <b>attach opinion from the Indigenous Legal Relations, Solicitors Unit</b>, as to the sufficiency of the consultation process undertaken. (Contacts at the ILR: Geraldine Hutchings and Paul Yearwood).</p>
<p>d) Does this OIC potentially affect Indigenous Peoples' treaty rights?</p> <p>If a regulation may/will impact a treaty nation, notification and/or consultation should take place in accordance with the treaty.</p> <p>First Nations with treaties. <a href="#">Click here for more information.</a></p>	<p><input type="checkbox"/> NO</p> <p><input type="checkbox"/> YES - If this OIC has the potential to affect treaty rights, indicate whether the advising solicitor from the <b>Indigenous Legal Relations, Solicitors Unit</b>, is satisfied he consultation process undertaken is sufficient. (Contacts at the ILR: Geraldine Hutchings and Paul Yearwood).</p>

<p><b>9. Stakeholder and Affected Party Consultations</b></p> <p>Who is impacted and when were they consulted? List stakeholders and indicate consultation dates and support or concerns raised. Stakeholders may include local governments, external stakeholders, and Government ministries, Crowns &amp; agencies.</p>	<ul style="list-style-type: none"> <li>•</li> </ul>
<p><b>10. Application &amp; government MLA support</b></p> <p>MLA support is required if the OIC affects specific electoral districts that are represented by a Government MLA. MLA support is not required if the OIC applies province wide, or to an electoral district represented by a non-government MLA. Please complete MLA consultations before submitting the OIC to Cabinet Operations.</p>	<p><input type="checkbox"/> This OIC applies to all electoral districts.</p> <p><input type="checkbox"/> This OIC applies only to the following electoral districts:</p> <p>_____</p> <p>If this OIC applies only to specific electoral districts, do you have written confirmation that Government MLAs from affected electoral districts support this OIC</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO - If no, please explain:</p> <p>_____</p>
<p><b>11. Confidence &amp; Supply Agreement (CASA)</b></p> <p>Is Consultation with the BC Green Party Caucus required?</p> <p>Confidence and Supply Agreement Consultation Guide. <a href="#">Click here for more information.</a></p>	<p><input type="checkbox"/> NO</p> <p><input type="checkbox"/> YES - If yes, has the consultation occurred/been scheduled and what was/is the date: _____</p> <p>If consultation has taken place, what was the outcome?</p>

<p><b>12. Trade Obligations</b></p> <p>The Trade Policy and Negotiations Branch at JEDC has been consulted and confirms:</p> <p>[select applicable box]</p>	<p><input type="checkbox"/> Trade is not affected</p> <p><input type="checkbox"/> The OIC may affect international or domestic trade obligations, and:</p> <p style="margin-left: 40px;"><input type="checkbox"/> Required notifications have been made and any comments received are:</p> <p style="margin-left: 40px;">_____</p> <p style="margin-left: 40px;"><input type="checkbox"/> Required notifications have not been made because:</p> <p style="margin-left: 40px;">_____</p>

**Additional Details**

\_\_\_\_\_  
Deputy Minister

\_\_\_\_\_  
Date Signed

Contact Name:

Title:

Phone Number:

Alternate Contact Name:

Title:

Phone Number:

Prepared By:

Phone Number:

**Attached Appendices:**

- ☐ Distribution Form
- ☐ Regulatory Impact Checklist Exemption Form
- ☐ Regulatory Impact Checklist and Regulatory Count Form
- ☐ Map(s)
- ☐ Other:

## 4. BUDGET DEVELOPMENT PROCESS

The *Budget Transparency and Accountability Act* (BTAA) requires government table a budget on or before the fourth Tuesday of February, or in election years, on or before March 23, or within 120 days of a in the appointment of the Premier (whichever date is later).

### General Budget Development Timelines

Budgeting is a cyclical process, with management and reporting on the current fiscal year happening concurrently with future year budget planning.

Cabinet Confidences

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Withheld pursuant to/removed as

Cabinet Confidences

- In 2020/21, supplementary estimates were passed to create two new Contingencies votes (Vote 52 Contingencies for Pandemic Response and Economic Recovery and Vote 53 for Federal and Provincial Pandemic measures) to provide government with additional spending appropriation to respond to COVID-19. Cabinet Confidences

Cabinet Confidences



# **BUDGET PREPARATION 2021**

Cabinet Confidences

# CURRENT FISCAL YEAR: BUDGET MANAGEMENT & PRESSURES

Cabinet Confidences

Ministry budgets as per the Budget and Fiscal Plan for 2020/21 – 2022/23 are shown below:

(\$ millions)	Updated Forecast 2019/20 <sup>1</sup>	Budget Estimate 2020/21	Plan 2021/22	Plan 2022/23
Office of the Premier .....	11	11	11	11
Advanced Education, Skills and Training .....	2,330	2,366	2,372	2,374
Agriculture .....	98	95	96	96
Attorney General .....	611	652	654	662
Children and Family Development .....	2,068	2,228	2,255	2,259
Citizens' Services .....	561	552	554	554
Education .....	6,577	6,697	6,758	6,765
Energy, Mines and Petroleum Resources .....	180	114	92	92
Environment and Climate Change Strategy .....	247	245	247	246
Finance .....	1,160	838	883	975
Forests, Lands, Natural Resource Operations and Rural Development .....	950	844	856	850
Health .....	20,846	22,190	23,130	23,875
Indigenous Relations and Reconciliation .....	108	97	108	108
Jobs, Economic Development and Competitiveness .....	97	93	94	94
Labour .....	16	17	17	17
Mental Health and Addictions .....	10	10	10	10
Municipal Affairs and Housing .....	828	650	842	812
Public Safety and Solicitor General .....	932	852	857	863
Social Development and Poverty Reduction .....	3,568	3,683	3,750	3,798
Tourism, Arts and Culture .....	164	161	161	161
Transportation and Infrastructure .....	914	929	932	932
<b>Total ministries and Office of the Premier .....</b>	<b>42,276</b>	<b>43,324</b>	<b>44,679</b>	<b>45,554</b>

## Contingencies

The Minister of Finance is responsible for managing Contingencies vote(s) that support government in managing uncertain or volatile costs within the fiscal plan. <sup>Cabinet</sup>  
Cabinet Confidences

In 2020/21, there are three Contingencies Votes as shown in the following table.

Vote Name and Number	Description	2020/21 Appropriation	Current Forecast/ Allocation
Vote 45 Contingencies (All Ministries) and New Program Vote*	Cabinet Confidences		
Vote 52 Contingencies (All Ministries): Pandemic Response and Economic Recovery			
Vote 53 Contingencies (All Ministries): Federal and Provincial Pandemic			

Cabinet Confidences

## Statutory Authority Pressures

A statutory appropriation is an authority to spend out of the Consolidated Revenue Fund through legislation and not a *Supply Act* (i.e. voted appropriation). The general rationale for statutory appropriations is to authorize spending for public policy reasons (e.g., required for immediate health and safety or protection of property such as fighting wildfires or the provision of emergency services in response to natural disasters) for situations that are unpredictable or and difficult to budget for. Cabinet Confidences

Cabinet Confidences

Special Accounts also have statutory authority to make expenditures above the amounts published in the Estimates. A special account is an account in the general fund of the consolidated revenue fund where the authority to spend money from the account is located in an Act other than the *Supply Act*. Legislation specifies the dedicated revenue sources and eligible expenditures/specific purposes for each special account. Cabinet Confidences

Cabinet Confidences

## 5. CENTRAL AGENCIES OF GOVERNMENT

### BC Public Service Agency

The BC Public Service Agency (BCPSA) was formed in April 2003 as a central agency to provide a consolidated human resource management service to the BC Public Service. The organization is responsible for leading a strategic government-wide human resource agenda and supporting the operational business needs of government ministries and agencies through providing human resource management policies, frameworks and guidelines, and a variety of human resource services, products, and programs.

The BC Public Service is one of the largest employers in the province, serving all communities across B.C. The BCPSA is mandated to support this workforce by providing human resources services such as hiring, payroll, labour relations, occupational health and safety, learning and development, workforce planning, and employee engagement supports. The BCPSA also leads corporate human resource strategy and the development of a corporate plan for the BC Public Service that supports a “one-employer” approach to ensure government continues to have the skilled professional public service needed to meet the evolving needs of British Columbians.

As a central agency, the BCPSA most recently fell within the responsibility of the Minister of Finance as the minister responsible for the *Public Service Act*. The Deputy Minister (or Head of the BCPSA) reports to the Minister. Like all deputy ministers, the Head of the BCPSA also has a reporting relationship to the Deputy Minister to the Premier, who is the Head of the BC Public Service. The BCPSA is accountable to government ministries and agencies through its relationship with ministry executives.

### Crown Agencies and Board Resourcing Office

The Crown Agencies and Board Resourcing Office (CABRO) is responsible for Public Sector Organization (PSOs) governance support. CABRO provides oversight of and support regarding Crown governance and corporate accountability in relation to public sector organizations.

CABRO co-ordinates the legislated performance, planning and reporting annual cycle for Crown Corporations under the *Budget Transparency and Accountability Act*, oversees the recruitment and recommendation of candidates for appointments to Crown corporations, agencies, boards and commissions and provides public sector governance advice and training for appointees. CABRO is the secretariat for the Appointment Orders Cabinet Committee, issues cross government drafting instructions for appointments and coordinates the Order in Council board appointments for Cabinet agendas.

Governance support includes:

- overseeing appointments to 264 public sector organizations – which encompasses nearly 2,000 appointees, with a firm commitment to reflecting the Province’s diversity in Provincial appointments (see diversity statement below);

- overseeing the delivery of mandate letters, service plans and annual service plan reports for PSOs;
- provision of guidance on the creation and dissolution of public sector organizations;
- conducting analysis, establishing best practices, providing advice and recommendations on governance issues;
- providing training on governance, public sector transparency, strategic Government priorities, performance planning and reporting; and
- maintaining and updating the Government's Crown Agency Registry and Shareholder's Expectations Manual for British Columbia Crown Agencies.

CABRO supports government's commitment to diversity in board appointments by ensuring:

- To support strong boards that reflect the diversity of our province, women, visible minorities, Indigenous Peoples, persons with disabilities, persons of diverse sexual orientation, gender identity or expression (LGBTQ2S+), and others who may contribute to diversity in public sector board appointments are encouraged to put their names forward for appointments.
- Consideration will be given to individuals with a broad range of backgrounds in community, labour and business environments. The selection process will recognize lived experience and volunteer roles as well as paid employment and academic achievements.

CABRO is headed by a Senior Executive Lead and is within the mandate of the Ministry of Finance.

## **Government Communications and Public Engagement**

The primary role of Government Communications and Public Engagement (GCPE) is to inform the public about government programs, services, policies and priorities.

GCPE is staffed by professionals with experience and education in government and/or corporate communications, media relations, public relations, marketing, social media and digital content. Employees provide a variety of services and expertise, and work closely with other provincial, federal and municipal government representatives, media, industries, associations, interest groups, and the general public.

Through traditional communications practices and, increasingly, through direct engagement and online services, we provide:

- Communications Services
- Corporate Online Services
- Social Media
- Citizen Engagement

- Marketing Services
- Graphic Design Services
- Emergency Communications
- Ministry Communications Offices
- Media Relations
- Writing & Editorial Services
- Event Planning
- Media Monitoring

GCPE is headed by a Deputy Minister and is part of the mandate of the Ministry of Finance. Communications Directors are embedded within each of the individual ministries but report centrally through GCPE. The priority for the ministry-based communication teams is proactive strategic planning and delivering quality, services and products.

## **Intergovernmental Relations Secretariat**

The Intergovernmental Relations Secretariat (IGRS) provides strategic advice and support to the Premier for meetings with the Prime Minister, other Premiers, U.S. leaders, heads of states and governments, and foreign dignitaries. IGRS gathers intelligence on pertinent issues and interests, participates in intergovernmental negotiations in advance of meetings, ensures that B.C.'s interests are represented in defining the agendas, and creates strategic alliances, as required, to influence the direction of policies or programs that affect the province.

The Secretariat is also responsible for the Francophone Affairs Program which is governed by a federal-provincial cooperation agreement on services in French. Collaboration between the B.C. government and the federal government supports ministries, Crown corporations and municipalities in their investments and efforts to ensure access and delivery of French language services.

The Office of Protocol is a division within IGRS that leads and coordinates ceremonial, protocol, honours and diplomatic activities, and manages and administers the *Provincial Symbols and Honours Act* which establishes the Order of BC and the Medal of Good Citizenship. It is also responsible for relations with the Consular corps.

IGRS is headed by a Deputy Minister and is within the mandate of the Office of the Premier.

## **Public Sector Employers' Council Secretariat**

The Public Sector Employers' Council Secretariat is created under the *Public Sector Employers Act* and reports directly to the Minister of Finance as the Minister Responsible for the Act.

### **Secretariat Mandate:**

The Public Sector Employers' Council Secretariat is the central agency supporting government on all

issues related to public sector collective bargaining, non-union compensation, appointee remuneration, and pension plans.

**Labour Relations** — provides strategic advice and the development of bargaining mandates, and implements those mandates and strategies through employers' associations by coordinating employers across the provincial public sector, including health, K-12 public schools, Crown corporations, community social services, post-secondary institutions (colleges, institutes, teaching universities) and research universities, as well as the core Public Service.

**Non-Union Compensation** — works with public sector employers to establish and implement compensation policies and plans for non-union employees such as managers and executives (including CEOs). PSEC Secretariat is responsible for coordinating the two annual statutory disclosures of executive compensation for 123 public sector employers.

**Public Sector Pension Plans** — represents government in its role as a partner under the *Public Sector Pension Plans Act* and the joint trust arrangements established for the four major public sector pension plans. This includes working with other partners to the pension plans to achieve the goals of the plans in a sustainable manner, monitoring government's risk exposure and providing policy advice to both government and public sector employers.

**Board Appointee Remuneration** — supports Treasury Board by chairing and providing secretariat support to the Appointee Remuneration Committee established pursuant to the by Treasury Board Directives that set remuneration guidelines for government appointees to Crown agency boards and administrative tribunals.

The Public Sector Employers' Council Secretariat is created under the *Public Sector Employers Act* and led by a President and CEO who reports directly to the Minister of Finance as the Minister Responsible for the Act.

## Legal Services Branch

The Legal Services Branch's mandate is to deliver legal services to the Government of British Columbia in accordance with the *Attorney General Act*. The Branch provides comprehensive legal and legislative services to government including alternate dispute resolution services; acting for government in civil suits and tribunal proceedings; drafting all government bills and regulations; and preparing the Revised Statutes of British Columbia.

The Branch is a centralized government service, consisting of lawyers, paralegals and administrative staff. Lawyers in the Branch provide legal and legislative services to the Provincial government. The Branch was recently reorganized to consist of five legal group practices (Central Services Group, Litigation Group, Natural Resource, Transportation and Indigenous Legal Group, Justice, Health, and Revenue Group and the Vancouver Group), and the Office of Legislative Counsel and Director's Counsel. More information is available at L@w Matters at <http://www.legalservices.gov.bc.ca/>.



## **Central Agencies in Support of Cabinet**

### **Cabinet Operations**

Cabinet Operations is a non-partisan office that facilitates government decision-making and is the secretariat for Cabinet and its Committees. To fulfil this role, Cabinet Operations acts as the bridge between elected officials and the Public Service, moving information, material and decisions between the two groups. Specific activities include, but are not limited to:

- Providing independent, strategic advice to the Cabinet Secretary on the development of Cabinet agendas.
- Managing the government's strategic policy and legislative processes, including regulations and Orders in Council.
- Liaising with ministries to schedule submissions for review by Cabinet and its Committees and providing advice on appropriate format and content.
- Preparation, scheduling and logistics around all Cabinet and Cabinet Committee meetings (with the exception of Treasury Board).
- Preparation and distribution of Cabinet and Committee materials to members.
- Preparation and distribution of Cabinet and Committee meeting minutes to members and appropriate ministries.
- Office of record for Cabinet and Cabinet Committee meeting documents and decisions.
- Cabinet Operations is also responsible for providing advice and support to ensure continuity of core government operations related to Cabinet during government transition.

Cabinet Operations is headed by a Deputy Cabinet Secretary who reports directly to the Deputy Premier/Cabinet Secretary in the Office of the Premier.

### **Treasury Board Staff**

Treasury Board Staff (TBS) develops, manages, and produces the Budget and Fiscal Plan, the 10-year Corporate Capital Plan, the Estimates, Quarterly Reports, the Financial and Economic Review, and other related documents.

TBS provides financial management advice to support well-informed decisions by Treasury Board and the Minister of Finance, including advice on economic performance, and management of ministry and agency spending, capital plans and spending, revenue and debt. TBS is responsible for developing the economic forecast as well as the 3-year fiscal plan. TBS also develops revenue and spending forecasts and plans; and makes recommendations to Treasury Board and government on expenditure management and related strategies as needed to keep the fiscal plan on track throughout the year.

TBS supports the operations of Treasury Board meetings throughout the year and advises the Board on budgetary requests and spending management issues brought forward by ministries and other government agencies.

TBS is headed by a Deputy Minister who is also the Secretary to Treasury Board.

### **D. Advice to Ministers**

1. Advice to Ministers on Responsibilities and Conduct
  - a. Political Staff Standards of Conduct
  - b. Public Service Standards of Conduct
  - c. Conflict of Interest Disclosure Form
  - d. Guide to Gifts and Personal Benefits
  - e. Records Management Responsibilities of Ministers
  - f. Use of Personal Email Accounts
  - g. Are You Lobbying?
2. Ministers' Salaries, Benefits & Expenses

# **1. ADVICE TO MINISTERS ON RESPONSIBILITIES AND CONDUCT**

## **Introduction**

This section sets out the roles and responsibilities of Ministers and outlines some of the key considerations in standards of conduct for Ministers. It discusses conflict of interest, freedom of information and privacy, lobbying, judiciary matters and legal advice and administrative matters. The information is intended to act as a guide to help ministers in conducting their business and in supporting the Premier in managing the business of government.

## **Roles and Responsibilities**

### **The Transition Process**

Following an election, the Premier will be faced with a significant number of decisions. Some of the more important tasks are:

- determine the size of Cabinet;
- determine the scope of different ministerial portfolios;
- select members of Cabinet;
- prepare mandate letters for each Minister;
- prepare an action plan to implement the policy platform; and
- develop an approach to the public service including key appointments.

In this case, the Premier and their team will have already considered many of these issues during the preparatory process leading up to the election. However, some of the tasks - like selecting Cabinet members - can take place only after the election is over.

Many Ministers will be new to political life. Some of the early tasks they face will include:

- establishing a working relationship with other Cabinet members as well as with the Premier;
- understanding the role and structure of Cabinet and its committees;
- setting up their own office;
- getting to know key public servants, including the Deputy Minister and Assistant Deputy Ministers;
- reviewing the briefing documents prepared by the public service; and
- making an assessment of the status of programs and policies in place.

The accomplishment of these tasks depends on having clear understanding of the roles, powers, and limitations of the various actors in the Westminster political system. The following notes provide a quick overview of some of the crucial "building blocks" of the Westminster system.

## **The Role of the Premier**

The role of the Premier is to provide overall political leadership to the government. As head of government, the Premier has both a political role and an administrative one. Political priorities do not always correspond to administrative resources and constraints. As a result, most governments are organized to provide separate but coordinated streams of advice to the Premier.

The political stream of advice normally comes from the Chief of Staff, Office of the Premier, while the administrative (non-partisan) advice comes from the Deputy Minister to the Premier. Both are deliberately located in the Office of the West Annex in order to keep coordination and cooperation to a maximum.

One way of summarizing the difference is that the Chief of Staff and their team are politically driven and administratively sensitive, while the Deputy Minister to the Premier and their team are administratively driven and politically sensitive.

Below is a general description of each office.

### **The Office of the Premier: Chief of Staff**

- is politically driven;
- is the Premier's personal support or service centre;
- is headed by a close personal and political aide to the Premier;
- assists the Premier in their political roles – as the leader of the government and as a member of the legislature;
- plays a lead role in setting the government's agenda;
- determines whether a policy meets the needs and wishes of the government's external constituencies, i.e. its political soundness; and
- develops a strategy and programs to ensure government policy is adequately communicated.

### **The Office of the Premier: Deputy Minister to the Premier**

- is strategically driven, to meet the public policy program set out by Premier and Cabinet;
- is headed by the Deputy Minister to the Premier, who is also the Head of the BC Public Service and the Cabinet Secretary;
- is responsible for managing the decision-making process of Cabinet and ensuring implementation;

- advises on soundness of proposed policy, legislation and expenditures;
- advises the Premier on issues of government organization and structure; and
- advises the Premier on senior full-time appointments to the public service and its agencies.

## **The Role of the Minister**

Cabinet Ministers are accountable to the Premier and to the Legislative Assembly for the exercise of two fundamental responsibilities:

1. individual performance related to their portfolio responsibilities within the government; and
2. the collective performance of the government.

A useful aid to achieving this is a mandate letter to each Cabinet Minister specific to their portfolio from the Premier outlining the main issues the Premier wants the Minister to focus on.

The mandate letter would normally include:

- the Premier's expectations for Cabinet Ministers' conduct;
- priority areas for the Cabinet Minister's specific portfolios;
- issues to focus on within specific timeframes;
- responsibilities within the portfolios; and
- any immediate action that, in the Premier's view, must be taken in the portfolio.

## **Individual Responsibility and Accountability**

Ministers are:

- sworn to carry out the powers, duties and functions of their portfolios;
- responsible for the policies, programs, and administration of their Ministries;
- a source of policy and program initiatives;
- vested with ministerial powers, duties and functions through various acts (officials have the required knowledge to advise Ministers on the nature and extent of such powers, obligations and constraints);
- individually responsible to the Legislative Assembly for:
  - their own actions;
  - the policies and practices of their Ministry, including the actions of all officials under their management and direction; and
  - the policies and practices of any non-ministerial bodies, such as agencies, boards and

commissions within the Minister's portfolio.

### **Collective Responsibility**

Ministers are:

- appointed by the Premier and serve at the Premier's pleasure;
- expected to participate fully in Cabinet decision making, including appropriate Cabinet committees;
- expected to defend the government's actions and policies; and
- solemnly obliged to uphold the rule of Cabinet confidentiality.

### **Participation in Cabinet Decision Making**

The Cabinet is the forum in which Ministers reach a consensus and coordinate their views and decisions on issues. It is chaired by the Premier and supported by the Secretary to the Cabinet and their staff. It provides a strategic direction and sets priorities for the government, in addition to addressing specific program and policy issues.

Cabinet decision making will also involve Cabinet Committees and, if established, Working Groups, as determined by the Premier. Working Groups are typically very focused Committees of Cabinet and have equal decision-making powers as other Committees of Cabinet. Committees and Working Groups receive and evaluate submissions and make recommendations to Cabinet, which makes the final decision on the issue.

### **Consensus**

- Cabinet works through a process of presentation, discussion and consensus in order to reach decisions.
- Through discussion and debate by Cabinet, and following any final thoughts expressed by Ministers, the Premier will sum up the consensus among the Cabinet members.
- The Secretary to the Cabinet Committee, typically the Deputy Cabinet Secretary, then records the decision and communicates it to appropriate Deputy Ministers for implementation.

### **Consultation**

- Policy and legislation proposals are brought to Cabinet through a formal process and set out in documents called Cabinet Submissions. Cabinet Operations establishes a common format for submissions, and routes the submission to the appropriate Cabinet Committee.
- Meetings are not the forum to verbally introduce new policy issues for decision.
- Consultations among relevant Ministers (or among their ministries) often precedes the submission of a proposal to Cabinet.
- Cabinet focuses on the need to resolve differing points of view, or to confirm the course a Minister proposes to follow.

- Officials are expected to ensure that other ministries are informed in advance so that their Ministers can be prepared for Cabinet discussions.

## The Public Service

This section discusses the distinct but complementary roles of public servants and exempt staff in supporting Ministers in performing duties related to their portfolio responsibilities.

The BC Public Service is non-political and non-partisan and is expected to serve the politically elected government of the day to the best of its ability. Its three main roles include:

- Providing policy advice and functional expertise to Ministers;
- Implementing government policy and programs; and
- Delivering government services to citizens.

### Public Service versus Political Positions/Roles

There is a distinction between public service employees and employees considered to have political affiliation.

BC Public Service employees are appointed under the *Public Service Act* and are governed by its provisions. Public service employees are expected to be non-political and non-partisan.

Staff in Ministers' Offices, including ministerial assistants, executive assistants, administrative co-ordinators and support staff, are appointed by Order in Council (OIC) under section 15 of the *Public Service Act*, which excludes them as public service employees. Their terms and conditions of employment are established by OIC and they are designated as appointees. As such, application of the merit requirement does not apply in their hiring, nor must they remain non-political/non-partisan in their working roles. However, ministers' office staff must inform themselves about the standards of conduct that apply to them, as well as the standards for public service employees, and their actions must respect the non-partisanship and impartiality of public service employees. (See attached *Standards of Conduct* documents.)

### Ministers and Deputy Ministers

For both Ministers and Deputy Ministers to be successful in their respective roles, a good working relationship, based on trust and mutual understanding, is critical. Each Deputy Minister must be well versed in their Minister's priorities and work styles; conversely, in developing a relationship with their Deputy, each new minister should remember that Deputy Ministers are:

- professional, non-partisan public servants who are expected to serve and advise their Ministers with integrity, expertise, and frankness;
- accountable to the Minister, the Premier, and the Cabinet Secretary;
- the official entry point/channel through which the Minister should typically access the public service and its employees; and
- governed by the *Standards of Conduct* for public service employees.

Ministers are also bound by ethical standards, including those outlined in the *Members' Conflict of Interest Act*; however, there are several differences between the provisions of this Act and the *Standards of Conduct* for public service employees. These differences include scope, the non-partisan emphasis of the latter, and mechanisms for addressing potential conflicts/issues as they arise.

## Conflict of Interest

The *Members' Conflict of Interest Act* ("the Act") prohibits acting in an official capacity if a conflict of interest or an apparent conflict of interest exists. A conflict of interest exists if the Member exercises an official power or performs an official duty or function and at the same time knows that in the performance of the duty or function there is the opportunity to further their private interest. A private interest does not include an interest that applies to the general public or affects a Member as a broad class of people.

The Conflict of Interest Commissioner is an independent, non-partisan Officer of the Legislative Assembly who is responsible for independently and impartially interpreting and administering the Act. Members of the Legislative Assembly are expected to act in the public interest at all times, and must not use their official position for personal gain or advantage. The rules governing conflict of interest for Members are set out in the Act and ensure that those who are elected to public office are held to high standards of conduct.

Members must avoid both actual and apparent conflicts of interest, and must arrange their private affairs to prevent such conflicts from arising. Members are expected to resolve any conflicts which do arise promptly and transparently. In determining whether an apparent conflict of interest exists, the Commissioner must consider not only whether the Member is in receipt of a benefit amounting to a private interest, but also whether in all of the circumstances a reasonably well informed person could perceive that this private interest could affect the exercise or performance of an official power, duty or function.

The Act includes the following prohibitions:

- A general prohibition against **conflicts of interest**
- A prohibition against using **insider information**
- A prohibition against using one's **influence** inappropriately
- A prohibition against accepting **extra benefits**.

Section 16(1) of the Act requires that all Members of the Legislative Assembly of BC file a confidential disclosure statement with the Commissioner within 60 days of being elected, and after that annually. Members must complete a confidential disclosure form pursuant to the regulations to the Act which contains a statement of the nature of the assets, liabilities and financial interests belonging to the Member and their spouse. Separate disclosure forms are required if the Member has any minor children, and if the Member, their spouse or minor child has a controlled private corporation.

Once the contents of the confidential disclosure statement have been finalized, a Public Disclosure Statement (PDS) is prepared. The PDS contains most, but not all, of the information contained in the Member's confidential disclosure statement. It is filed with the Clerk of the House and is available for public inspection.



The following members' forms can be found on the Conflict of Interest Commissioner's website at [www.coibc.ca](http://www.coibc.ca).

- Member's Confidential Disclosure Statement
- Disclosure Statement for Minor Children
- Controlled Private Corporation Statement
- Member's Statement of Material Change
- Member's Statement of Gifts and Personal Benefits

### **Declaring a conflict that arises at a Cabinet or Committee of Cabinet meeting**

The Act requires that Ministers who have a conflict of interest or an apparent conflict of interest, or have reasonable grounds to believe that they have a conflict of interest must, if present at a meeting of Cabinet or any Committee of Cabinet:

1. Disclose the general nature of the conflict of interest or the private interest; and
2. Withdraw from the meeting without voting or participating in the discussion of the matter.

Ministers should ensure that the Cabinet Secretary or the Secretary to Treasury Board is made aware of any conflict issues that may arise in meetings of Cabinet, Cabinet Committees, or Treasury Board. Cabinet Operations and Treasury Board Staff will provide forms to Ministers and members of Cabinet Committees to ensure that they record their conflict, and their withdrawal from the meeting. (See attached Conflict of Interest Disclosure Form.)

The Cabinet Secretary and the Secretary to Treasury Board are required to file monthly reports with the Conflict of Interest Commissioner that record conflicts of interest that have been identified by members of Cabinet and Treasury Board, and the nature of the conflict. The conflicts identified are only reported to the Commissioner AFTER the matter on which the conflict was identified, becomes public.

Questions should be discussed with the Conflict of Interest Commissioner.

### **Gifts and Personal Benefits**

Members are prohibited from accepting gifts or personal benefits in connection with the performance of their official duties. However, there is an exception for gifts or personal benefits received "as an incident of protocol or social obligations". In most cases this means a token expression of appreciation or complimentary hospitality in the context of some official interaction.

Before accepting a gift, Members must consider whether the donor is someone whose interests could be affected by a decision the Member may be called upon to make, and whether accepting the gift would – or would appear – to place the Member under an obligation to the donor. Generally, if the donor has any official dealings with the government, the gift should not be accepted.

Members are required to disclose and provide details of any gifts or personal benefits they have received, if the value of the gift exceeds \$250 or if the combined value of multiple gifts from the same

donor exceeds \$250 in a twelve-month period. A summary of gifts received is included in the Member's Public Disclosure Statement.

The Office has published a booklet "Accepting and Disclosing Gifts: A Guide for Members". The Guide provides general information to assist Members to understand their obligations, but Members are still encouraged to seek the Commissioner's advice if in any doubt about the propriety of accepting a gift or personal benefit.

See the attached *Guide to Gifts and Personal Benefits*. It is also available at <https://coibc.ca/resources-for-members/>

For further information contact the Conflict of Interest Commissioner, Victoria Gray, Q.C., at:

Telephone: (250) 356-0750

Email: [conflictofinterest@coibc.ca](mailto:conflictofinterest@coibc.ca)

Web site: [www.coibc.ca](http://www.coibc.ca)

## **Freedom of Information and Protection of Privacy Legislation**

The Office of the Information and Privacy Commissioner (OIPC) provides independent oversight and enforcement of B.C.'s access and privacy laws, including:

The *Freedom of Information and Protection of Privacy Act* (FOIPPA), which applies to over 2,900 public bodies, including ministries, local governments, schools, crown corporations, hospitals, municipal police forces, and more.

The Commissioner has the power to:

- Investigate, mediate and resolve appeals concerning access to information disputes, including issuing binding orders;
- Investigate and resolve privacy complaints;
- Initiate Commissioner-led investigations and audits of public bodies or organizations, if there are reasonable grounds of non-compliance or if it is in the public interest;
- Comment on the access and privacy implications of proposed legislation, programs or policies;
- Comment on the privacy implications of new technologies;
- Conduct research into anything affecting access and privacy rights; and
- Educate the public about their access and privacy rights and the relevant laws.

## **Disclosure**

FOIPPA creates a broad-based obligation to disclose information that is in the possession of a ministry or a Minister's Office, upon request for disclosure. It is the duty of a ministry to respond to this request in

a timely way. Normally the time limitation is 30 days. Consideration and coordination of ministry responses to requests to disclose information are supported by the central Corporate Information and Records Management Office.

There are 12 exceptions to the requirement to disclose. Some exceptions are mandatory while others are discretionary and/or require a test to be met. Among the most important exceptions are:

- Any material that could reveal the substance of deliberations of Cabinet or any of its committees, including any advice, recommendations, policy considerations, or draft legislation or regulations submitted or prepared for submission to the Cabinet or any of its committees;
- Personal information;
- Legal advice to a minister or ministry;
- Policy advice to a minister or ministry;
- Information harmful to law enforcement;
- Information harmful to intergovernmental negotiations; and
- Information harmful to government's economic interests, or the business interests of a third party.

Persons denied access to information can appeal the denial to the Information and Privacy Commissioner. While some of the exceptions noted above may appear to be broad, the Commissioner may give them a narrower interpretation. Information Access Operations staff are familiar with the Office of the Information and Privacy Commissioner case law and will work with ministry staff to respond to any requests.

Careful attention should also be paid to private or personal information about third parties. It is never appropriate to disclose such information without the consent of the third party.

Ministers' calendars are proactively disclosed each month and published on Open Information after appropriate severing of information that might be "excepted" under one of the categories noted above. Consider carefully the amount of information contained in a calendar, on the assumption that such information might become accessible to the public.

## **Guidance on Use of personal Email accounts for Public Business**

The Office of the Information and Privacy Commissioner also publishes guidance documents to inform citizens and promote compliance with B.C.'s access and privacy laws. For example, see the attached *Use of Personal Email Accounts*. This document explains the implications under the FOIPPA for use of personal email accounts for work purposes by employees of public bodies.

For further Information Contact Michael McEvoy, the Information Privacy Commissioner at:

Telephone: (250) 387-5629

E-mail: [info@oipc.bc.ca](mailto:info@oipc.bc.ca)

Website: <http://www.oipc.bc.ca/>

## **Lobbyists and Lobbying**

The Office of the Registrar of Lobbyists (“ORL”) is responsible for monitoring compliance with British Columbia’s *Lobbyists Registration Act* (“LRA”) and the associated regulations. The underlying objective of the LRA is to ensure transparency of legitimate lobbying activities so that members of the public are made aware of who is attempting to influence government decisions. Lobbyists are required by the LRA, to register. This is done by filing a return with the Registrar for Lobbyists.

The LRA regulates lobbying in British Columbia. “Lobbyists” are persons who, on behalf of their employers or clients, communicate with public office holders in an attempt to influence their decisions. The LRA promotes transparency in the lobbying process by requiring lobbyists to declare details of their lobbying effort, including on whose behalf they are lobbying, who they are targeting, on what subject matter and toward what outcome. All of this information is available for the public to view, free, at any time.

Under the Act, lobbying is broadly defined. It includes individuals who are paid to lobby (“consultant lobbyists”), or whose duties as an employee include lobbying as a significant component. The act of lobbying includes communicating with an office holder to influence the development of legislation, regulations, policy and the awarding of contracts or conferral of benefits. In relation to a consultant lobbyist, it can include simply trying to arrange a meeting between office holder and any other person.

Ministers may choose to meet with lobbyists whether they are registered or not. While it is the lobbyist’s duty to comply with the Act and ensure appropriate registration, problems may be avoided by asking or having staff ask about registration of any person who might be considered to be “lobbying”. For a guide on how to determine if someone is lobbying the attached *Are You Lobbying?*

The Information and Privacy Commissioner for the Province of B.C. is also the registrar of lobbyists. For further information contact Michael McEvoy at the Office of Registrar for Lobbyists at:

Telephone: (250) 387-2686

Email: [info@bcorl.ca](mailto:info@bcorl.ca)

Web site: <http://www.lobbyistsregistrar.bc.ca>

## **Judiciary/Matters before the Courts**

Ministers should not comment publicly on matters that are before the Courts, or before administrative tribunals that are acting in a “judicial” capacity. Comments that are strictly regarding the facts of the matter may be appropriate. Before commenting, however, the Attorney General or Deputy Attorney General should be consulted.

Ministers should not communicate with:

- Members of the judiciary or administrative tribunals that are making judicial decisions concerning any matter that is before the court of tribunal;
- Crown prosecutors (without prior consultation with the Ministry of Attorney General); and
- Police officers or law enforcement agencies (without prior consultation with the Ministry of Attorney General) concerning matters under investigation (unless the Minister has been asked to assist).

Ministers should refrain from writing letters of character reference for persons involved in the proceedings.

## **Legal Advice and Legal Proceedings**

The Attorney General is government's chief law officer. Legal advice to Ministers and their ministries must be obtained from or through Ministry of Attorney General staff. The confidentiality of legal advice is protected by solicitor/client privilege, and should not be shared or discussed with any individual who is not an employee of the Province of British Columbia.

The Ministry of Attorney General represents government in litigation before courts and administrative tribunals. Lawyers who represent government in these proceedings must be employed or retained by the Ministry of Attorney General.

A Minister may be eligible for indemnity coverage under the Excluded Employees (Legal Proceedings) Indemnity Regulation if, as a result of the performance of their ministerial duties, legal proceedings are brought or likely to be brought against the Minister. Legal proceedings covered by the Regulation are civil proceedings (including defamation), professional body proceedings, human rights proceedings, penalty proceedings and criminal prosecutions. Where a Minister becomes aware that proceedings have been or are likely to be commenced, the Minister (in order to obtain coverage) must immediately notify the Deputy Minister to the Premier in writing of the proceedings and that they are likely to be seeking coverage, and, within a reasonable time thereafter, must make a written request for coverage in the form required by the Deputy Minister to the Premier. A Minister may also be eligible for coverage under the Regulation in connection with their ministerial duties if the Minister is to appear as a witness in proceedings or if the Minister wishes to bring proceedings against someone for defamation. For details about the coverage, the Regulation can be found at:

[http://www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/62\\_2012](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/62_2012)

Members of Executive Council are disqualified from jury duty.

## **Administrative Matters**

Within the Ministry of Finance is the Ministers' Office Support Services (MOSS) group. MOSS provides Ministers with guidance and support on administrative matters. Their intranet site at <http://gww.fin.gov.bc.ca/gws/camss/moss/> provides Minister's Offices with information related to financial, human resources, information systems and other administrative policies and procedures on the following subjects:

- Accounts Payable

- Budget Information
- Information Technology (IT)
- Facilities
- Freedom of Information
- Payroll
- Records Management
- Human Resources
- Telecommunications
- Travel
- Vehicles

## **Standards of Conduct for Political Staff**

"Political staff" are persons appointed under section 15(1)(a) of the Public Service Act who report through to the Chief of Staff to the Premier or provide support to a Minister, and who are not assigned job duties of a primarily administrative, technical or communications nature. Most appointees working in the Office of the Premier and supporting Minister's Offices are political staff (e.g., Ministerial Assistants and Executive Assistants). Appointees to Government Communications and Public Engagement are not political staff.

Political staff will exhibit the highest standards of conduct. Their conduct must instill confidence and trust and not bring the Province of British Columbia into disrepute.

The requirement to comply with these standards of conduct is a condition of employment. Political staff who fail to comply with these standards may be subject to disciplinary action up to and including dismissal.

The Standards of Conduct for Political Staff closely resemble the Standards of Conduct applicable to employees of the BC Public Service. However, the Standards of Conduct for Political Staff recognize the unique partisan role performed by political staff and provide guidance on how political staff may exercise their partisan duties while also respecting the non-partisan role of employees in the BC Public Service.

### **Role of Political Staff**

Political staff are generally employed to help Ministers on matters where the non-political and political work of Government overlap and where it would be inappropriate for permanent public servants to become involved. Political staff serve as advisors and assistants who share the ruling party's political commitment, and who can complement the professional, expert and non-partisan advice and support of the permanent public service.

Political staff should ask the manager to whom they report, or the Chief of Staff to the Premier, if they have any questions regarding their role and responsibilities.

### **Loyalty**

Political staff have a duty of loyalty to the government as their employer. They must act honestly and in good faith and place the interests of the employer ahead of their own private interests. The duty committed to in the Political Staff Oath requires political staff to serve the government of the day to the best of their ability.

### **Confidentiality**

Confidential information, in any form, that political staff receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Political staff with care or control of personal or sensitive information, electronic media, or devices must handle and dispose of these appropriately. Staff who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing, releasing, or transmitting it.

The proper handling and protection of confidential information is applicable both within and outside of government and continues to apply after the employment relationship ends.

Confidential information that political staff receive through their employment must not be used for the purpose of furthering any private interest, or as a means of making personal gains. (See the Conflicts of Interest section below for details.)

## **Public Comments**

Political staff may comment on public issues but must not engage in any activity or speak publicly where this could be perceived as an official act or representation (unless authorized to do so). Staff must not use their position in government to lend weight to the public expression of their personal opinions.

## **Service to the Public**

Political staff must provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Staff must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.

## **Workplace Behaviour**

Political staff are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the Human Rights Code. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, gender identity or expression, age, political belief and conviction of a criminal or summary offence unrelated to the individual's employment.

Further, the conduct of political staff in the workplace must meet acceptable social standards and must contribute to a positive work environment. Bullying or any other inappropriate conduct compromising the integrity of the Province of BC will not be tolerated.

All political staff may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes attempted and threatened use of force.

Political staff must report any incident of violence. Any staff who become aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately. Staff must report a safety hazard or unsafe condition or act in accordance with the provisions of the WorkSafeBC Occupational Health and Safety Regulation.

Political staff must conduct themselves professionally, be fit for duty, and be free from impairment (e.g., from alcohol or drugs).

## **Interactions with the Permanent Public Service**

In meeting their responsibility to respect the non-partisanship of ministry staff, political staff have an obligation to inform themselves about the appropriate parameters of conduct set out in the Standards of Conduct for Public Service Employees, and to actively assess their own conduct and any requests they make to ministry employees in light of these parameters.

To the extent possible, relations between political staff and ministry staff should be conducted through the Deputy Minister's Office. The Deputy Minister's Office should be informed about any significant contact between political staff and ministry employees. Ministers, Deputy Ministers, the Chief of Staff to the Premier, and other managers to whom political staff may report should be vigilant in ensuring the appropriate parameters of interaction between political staff and ministry staff are observed.

Political staff may ask ministry employees for information, transmit the Minister's instructions, or be informed of decisions in order to address communications and strategic issues. However, they do not have a direct role in ministry operations and have no legal basis for exercising the delegated authority of Ministers. Nor may political staff give direction to ministry employees on the discharge of their responsibilities.



Examples of appropriate and inappropriate conduct include, but are not limited to, the following:

Appropriate Conduct	Inappropriate Conduct
<ul style="list-style-type: none"> <li>▶ Convey to ministry employees the Minister's view of issues and direction on work priorities;</li> <li>▶ Request ministry employees prepare information and analyses;</li> <li>▶ Hold meetings with ministry employees to discuss advice being prepared for the Minister.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ask a ministry employee to do anything inconsistent with their obligations under the Standards of Conduct;</li> <li>▶ Authorize the expenditure of public funds, have responsibility for budgets, or have any involvement in the award of external contracts;</li> <li>▶ Exercise any power in relation to the management of employees within their ministry (except in relation to other political staff), including but not limited to playing any role in human resource decisions affecting a public service employee;</li> <li>▶ Suppress or supplant advice prepared for the Minister by ministry employees (although they may comment on such advice); or substitute advice for that of ministry employees.</li> </ul>

### Conflicts of Interest

A conflict of interest occurs when a political staff member's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the staff member's duties or responsibilities in such a way that:

- the staff member's ability to act in the public interest could be impaired; or
- the staff member's actions or conduct could undermine or compromise:
  - the public's confidence in the staff member's ability to discharge work responsibilities; or
  - the trust that the public places in the Province of BC.

While the government recognizes the right of political staff to be involved in activities as citizens of the community, conflict must not exist between their private interests and the discharge of their employment duties. Upon appointment, political staff must arrange their private affairs in a manner that will prevent conflicts of interest, or the perception of conflicts of interest, from arising.

Political staff who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their manager or the Chief of Staff to the Premier. Examples of conflicts of interest include, but are not limited to, the following:

- A staff member uses government property or equipment or their position, office, or government affiliation to pursue personal interests or the interests of another organization;
- A staff member is in a situation where they are under obligation to a person who might benefit from or seek to gain special consideration or favour;
- A staff member, in the performance of official duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the staff member, or a relative or friend, has an interest, financial or otherwise;
- A staff member benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of their employment;
- A staff member benefits from, or is reasonably perceived by the public to have benefited from, a government transaction over which they can influence decisions (e.g., investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments);
- A staff member accepts from an individual, corporation, or organization, directly or indirectly, a personal gift or benefit that arises out of their employment with the Province of BC, other than:
  - the exchange of hospitality between persons doing business together;

- tokens exchanged as part of protocol;
- the normal presentation of gifts to persons participating in public functions; or
- the normal exchange of gifts between friends; or
- A staff member accepts gifts, donations, or free services for work-related leisure activities other than in situations outlined above.

The following four criteria, when taken together, are intended to guide the judgment of political staff who are considering the acceptance of a gift:

- The benefit is of nominal value;
- The exchange creates no obligation;
- Reciprocation is easy; and
- It occurs infrequently.

Political staff will not solicit a gift, benefit, or service on behalf of themselves or other employees.

### **Conflict of Interest Guidelines for Political Staff**

Guidelines have been established to assist political staff, their managers and the Chief of Staff to the Premier in managing conflict of interest issues. Please see the MyHR section of the BC Government website for more information.

### **Allegations of Wrongdoing**

Political staff have a duty to report any situation relevant to their employment that they believe contravenes the law, misuses public funds or assets, or represents a danger to public health and safety or a significant danger to the environment. Staff can expect such matters to be treated in confidence, unless disclosure of information is authorized or required by law (e.g., the Freedom of Information and Protection of Privacy Act). Staff will not be subject to discipline or reprisal for bringing forward, in good faith, allegations of wrongdoing in accordance with this policy statement.

Political staff must report their allegations or concerns in writing to the manager to whom they report or the Chief of Staff to the Premier, who will acknowledge receipt of the submission and have the matter reviewed and responded to in writing within 30 days of receiving the staff member's submission. Where an allegation involves the staff member's manager, the employee must forward the allegation to the Chief of Staff to the Premier. Where an allegation involves the Chief of Staff to the Premier, the allegation must be forwarded to the Deputy Minister to the Premier.

In addition to these reporting requirements, it is expected political staff will also report to the Comptroller General any irregularities related to the expenditure of public funds as outlined in Section 33.2 of the Financial Administration Act.

Where a political staff member believes that the matter requires a resolution and it has not been reasonably resolved by their employer, they may then refer the allegation to the appropriate authority.

If the staff member decides to pursue the matter further, then:

- Allegations of criminal activity are to be referred to the police in accordance with the Procedure for Reporting Employee Misconduct in Non-Emergency Situations to the Police;
- Allegations of a misuse of public funds are to be referred to the Auditor General;
- Allegations of a danger to public health must be brought to the attention of health authorities; and
- Allegations of a significant danger to the environment must be brought to the attention of the Deputy Minister, Ministry of Environment and Climate Change Strategy.

Employees may also report wrongdoing under the Public Interest Disclosure Act to their supervisor, Chief of Staff to the Premier, designated officer or the Ombudsperson. Employees can find information about

what types of wrongdoing may be reported under PIDA and the process for reporting in the HR Policy on Public Interest Disclosure, and the Managing Public Interest Disclosure Procedures for Political Staff.

Employees who are unsure about whether their concerns could be considered under PIDA can seek advice from their supervisor, designated officer or the Ombudsperson.

An employee reporting a wrongdoing under the Public Interest Disclosure Act to the Ombudsperson is not required to report the same wrongdoing to their employer unless the Ombudsperson does not investigate or does not refer their disclosure. Reporting a wrongdoing to the Ombudsperson does not affect an employee's obligations to cooperate in any investigation into the subject matter of the wrongdoing.

### **Legal Proceedings**

Political staff must not sign affidavits relating to facts that have come to their knowledge in the course of their employment duties for use in court proceedings unless the affidavit has been prepared by a lawyer acting for government in that proceeding or unless it has been approved by a ministry solicitor in the Legal Services Branch, Ministry of Attorney General. Political staff are obliged to cooperate with lawyers defending the Crown's interest during legal proceedings.

A written opinion prepared on behalf of government by any legal counsel is privileged and is, therefore, not to be released without prior approval of the Legal Services Branch.

### **Working Relationships**

Political staff involved in a personal relationship outside work that compromises objectivity, or the perception of objectivity, should avoid being placed in a direct reporting relationship to one another. For example, staff who are direct relatives or who permanently reside together may not be employed in situations where:

- A reporting relationship exists where one staff member has influence, input, or decision-making power over the other's performance evaluation, salary, premiums, special permissions, conditions of work, and similar matters; or
- The working relationship affords an opportunity for collusion between the two staff members that would have a detrimental effect on the employer's interest.

The above restriction on working relationships may be waived provided that the Chief of Staff to the Premier is satisfied that sufficient safeguards are in place to ensure that the employer's interests are not compromised.

### **Human Resource Decisions**

Political staff are to disqualify themselves as participants in human resource decisions when their objectivity would be compromised for any reason or a benefit or perceived benefit could accrue to them.

For example, staff are not to participate in staffing actions involving direct relatives or persons living in the same household.

### **Outside Remunerative and Volunteer Work**

Political staff may hold jobs outside government, carry on a business, receive remuneration from public funds for activities outside their position, and engage in volunteer activities provided it does not:

- Interfere with the performance of their employment duties;
- Bring the government into disrepute;
- Represent a conflict of interest or create the reasonable perception of a conflict of interest;
- Appear to be an official act or to represent government opinion or policy;

- Involve the unauthorized use of work time or government premises, services, equipment, or supplies; or
- Gain an advantage that is derived from their employment with the Province of BC.

Political staff who are appointed as directors or officers of Crown corporations are not to receive any additional remuneration beyond the reimbursement of appropriate travel expenses except as approved by the Lieutenant Governor in Council.

## **Responsibilities**

### **Chief of Staff to the Premier and Deputy Chief of Staff to the Premier**

- Advise managers of political staff of the required standards of conduct and the consequences of non-compliance, including providing comprehensive orientation to new managers of political staff regarding the Standards of Conduct for Political Staff;
- Provide timely advice and direction to managers of political staff and political staff respecting the application of this policy statement, including guidance on an appropriate employer response to transgressions of this policy;
- Coordinate the development of awareness, training, and communication programs in support of this policy;
- Seek out advice as required on issues that are complex or cannot easily be resolved (e.g., advice from legal counsel, or the Head of the BC Public Service Agency);
- Where a political staff member has no other direct manager to whom they report, the Chief of Staff to the Premier or Deputy Chief of Staff to the Premier assumes the responsibilities assigned below to managers of political staff; and
- Establish procedures for providing advice and managing investigations of serious wrongdoing under the Public Interest Disclosure Act and reporting annually.

### **Managers of Political Staff**

- Provide comprehensive orientation to new political staff regarding the Standards of Conduct for Political Staff;
- Advise political staff of the required standards of conduct and the consequences of non-compliance;
- Promote a work environment that is free of discrimination;
- Respond to reports of bullying, breaches of the Standards of Conduct for Political Staff, and wrongdoing, or refer them to the next level of manager not involved in the manner;
- Deal with breaches of this policy in a timely manner, taking the appropriate action based upon the facts and circumstances, and conferring with the Chief of Staff to the Premier as appropriate;
- Waive the provision on working relationships under the circumstances indicated;
- Delegate authority and responsibility, where applicable, to apply this policy within their organization; and
- Provide advice to and receive disclosures from political staff under the Public Interest Disclosure Act.

### **Political Staff**

- Fulfill their assigned duties and responsibilities, regardless of the party or persons in power and regardless of their personal opinions;
- Disclose and resolve conflicts of interest or potential conflict of interest situations in which they find themselves;
- Maintain appropriate workplace behaviour;
- Report incidents of bullying, breaches of the Standards of Conduct for Political Staff, and wrongdoing.
- Avoid engaging in discriminatory conduct or comment; and,

- Check with their manager or Chief of Staff to the Premier when they are uncertain about any aspect of this policy.

# STANDARDS OF CONDUCT



Where ideas work

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This policy statement applies to all persons and organizations covered by the Public Service Act. The policy statement supports the core policy objective that “public service employees exhibit the highest standards of conduct.”

Employees will exhibit the highest standards of conduct. Their conduct must instill confidence and trust and not bring the BC Public Service into disrepute. The honesty and integrity of the BC Public Service demands the impartiality of employees in the conduct of their duties.

The requirement to comply with these standards of conduct is a condition of employment. Employees who fail to comply with these standards may be subject to disciplinary action up to and including dismissal.

## **Loyalty**

Public service employees have a duty of loyalty to the government as their employer. They must act honestly and in good faith and place the interests of the employer ahead of their own private interests. The duty committed to in the Oath of Employment requires BC Public Service employees to serve the government of the day to the best of their ability.

## **Confidentiality**

Confidential information, in any form, that employees receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Employees with care or control of personal or sensitive information, electronic media, or devices must handle and dispose of these appropriately. Employees who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing, releasing, or transmitting it.

The proper handling and protection of confidential information is applicable both within and outside of government and continues to apply after the employment relationship ends.

Confidential information that employees receive through their employment must not be used by an employee for the purpose of furthering any private interest, or as a means of making personal gains. (See the Conflicts of Interest section of this policy statement for details.)



## Public Comments

BC Public Service employees may comment on public issues but must not engage in any activity or speak publicly where this could be perceived as an official act or representation (unless authorized to do so).

Employees must not jeopardize the perception of impartiality in the performance of their duties through making public comments or entering into public debate regarding ministry policies. BC Public Service employees must not use their position in government to lend weight to the public expression of their personal opinions.

## Political Activity

BC Public Service employees may participate in political activities including membership in a political party, supporting a candidate for elected office, or seeking elected office. Employees' political activities, however, must be clearly separated from activities related to their employment.

If engaging in political activities, employees must remain impartial and retain the perception of impartiality in relation to their duties and responsibilities. Employees must not engage in political activities during working hours or use government facilities, equipment, or resources in support of these activities.

Partisan politics are not to be introduced into the workplace; however, informal private discussions among co-workers are acceptable.

## Service to the Public

BC Public Service employees must provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Employees must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.

## Workplace Behaviour

Employees are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the Human Rights Code. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, gender identity or expression, age, political belief or conviction of a criminal or summary offence unrelated to the individual's employment.

Further, the conduct of BC Public Service employees in the workplace must meet acceptable social standards and must contribute to a positive work environment. Bullying or any other inappropriate conduct compromising the integrity of the BC Public Service will not be tolerated.

All employees may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes an attempt or threatened use of force.

Employees must report any incident of violence. Any employee who becomes aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately.

Employees must report a safety hazard or unsafe condition or act in accordance with the provisions of the WorkSafeBC Occupational Health and Safety Regulations.

Employees must conduct themselves professionally, be fit for duty, and be free from impairment (for example: from alcohol or drugs).

## Conflicts of Interest

A conflict of interest occurs when an employee's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the employee's duties or responsibilities in such a way that:

- the employee's ability to act in the public interest could be impaired; or
- the employee's actions or conduct could undermine or compromise:
  - the public's confidence in the employee's ability to discharge work responsibilities; or
  - the trust that the public places in the BC Public Service.

While the government recognizes the right of BC Public Service employees to be involved in activities as citizens of the community, conflict must not exist between employees' private interests and the discharge of their BC Public Service duties. Upon appointment to the BC Public Service, employees must arrange their private affairs in a manner that will prevent conflicts of interest, or the perception of conflicts of interest, from arising. Employees who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their supervisor, manager, or ethics advisor. Examples of conflicts of interest include, but are not limited to, the following:

- An employee uses government property or equipment or the employee's position, office, or government affiliation to pursue personal interests or the interests of another organization;
- An employee is in a situation where the employee is under obligation to a person who might benefit from or seek to gain special consideration or favour;

- An employee, in the performance of official duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the employee, or a relative or friend of the employee, has an interest, financial or otherwise;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of the employee's employment;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, a government transaction over which the employee can influence decisions (for example, investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments);
- An employee accepts from an individual, corporation, or organization, directly or indirectly, a personal gift or benefit that arises out of employment in the BC Public Service, other than:
  - the exchange of hospitality between persons doing business together;
  - tokens exchanged as part of protocol;
  - the normal presentation of gifts to persons participating in public functions; or
  - the normal exchange of gifts between friends; or
- An employee accepts gifts, donations, or free services for work-related leisure activities other than in situations outlined above.

The following four criteria, when taken together, are intended to guide the judgment of employees who are considering the acceptance of a gift:

- The benefit is of nominal value;
- The exchange creates no obligation;
- Reciprocation is easy; and
- It occurs infrequently.

Employees will not solicit a gift, benefit, or service on behalf of themselves or other employees.

## Conflict of Interest Guidelines

To assist employees, managers, ethics advisors and deputy ministers in managing conflict of interest issues, the BC Public Service has established guidelines, tools and other resources. Please see the MyHR section of the BC Government website for more information.

## Allegations of Wrongdoing

Employees have a duty to report any situation relevant to the BC Public Service that they believe contravenes the law, misuses public funds or assets, or represents a danger to public health and safety or a significant danger to the environment. Employees can expect such matters to be treated in confidence, unless disclosure of information is authorized or required

by law (for example, the Freedom of Information and Protection of Privacy Act). Employees will not be subject to discipline or reprisal for bringing forward to a Deputy Minister, in good faith, allegations of wrongdoing in accordance with this policy statement.

Employees must report their allegations or concerns as follows:

- Members of the BCGEU must report in accordance with Article 32.13;
- PEA members must report in accordance with Article 36.12; or
- Other employees must report in writing to their Deputy Minister or other executive member of the ministry, who will acknowledge receipt of the submission and have the matter reviewed and responded to in writing within 30 days of receiving the employee's submission. Where an allegation involves a Deputy Minister, the employee must forward the allegation to the Deputy Minister to the Premier.

These reporting requirements are in addition to an employee's obligation to report to the Comptroller General as outlined in Section 33.2 of the Financial Administration Act. Where an employee believes that the matter requires a resolution and it has not been reasonably resolved by the ministry, the employee may then refer the allegation to the appropriate authority.

If the employee decides to pursue the matter further then:

- Allegations of criminal activity are to be referred to the police in accordance with the Procedure for Reporting Employee Misconduct in Non-Emergency Situations to the Police (please see the MyHR section of the BC Government website for more information);
- Allegations of a misuse of public funds are to be referred to the Auditor General;
- Allegations of a danger to public health must be brought to the attention of health authorities; and
- Allegations of a significant danger to the environment must be brought to the attention of the Deputy Minister, Ministry of Environment.

Employees may also report wrongdoing under the Public Interest Disclosure Act to their supervisor, ministry designated officer, Agency designated officer or the Ombudsperson. Employees can find information about what types of wrongdoing may be reported under the Act and the process for reporting in the HR Policy on Public Interest Disclosure and the Procedures for Managing Disclosures. Please see the MyHR section of the BC Government website for more information.

Employees who are unsure about whether their concerns could be considered under the Public Interest Disclosure Act can seek advice from a supervisor, a designated officer or the Ombudsperson.

An employee reporting a wrongdoing under the Public Interest Disclosure Act to the Ombudsperson is not required to report the same wrongdoing to their employer unless the

Ombudsperson does not investigate or does not refer their disclosure. Reporting a wrongdoing to the Ombudsperson does not affect an employee's obligations to co-operate in any investigation into the subject matter of the wrongdoing

## Legal Proceedings

Employees must not sign affidavits relating to facts that have come to their knowledge in the course of their duties for use in court proceedings unless the affidavit has been prepared by a lawyer acting for government in that proceeding or unless it has been approved by a ministry solicitor in the Legal Services Branch, Ministry of Attorney General. In the case of affidavits required for use in arbitrations or other proceedings related to employee relations, the Labour Relations Branch of the BC Public Service Agency will obtain any necessary approvals. Employees are obliged to cooperate with lawyers defending the Crown's interest during legal proceedings.

A written opinion prepared on behalf of government by any legal counsel is privileged and is, therefore, not to be released without prior approval of the Legal Services branch.

## Working Relationships

Employees involved in a personal relationship outside work which compromises objectivity, or the perception of objectivity, should avoid being placed in a direct reporting relationship to one another.

For example, employees who are direct relatives or who permanently reside together may not be employed in situations where:

- A reporting relationship exists where one employee has influence, input, or decision-making power over the other employee's performance evaluation, salary, premiums, special permissions, conditions of work, and similar matters; or
- The working relationship affords an opportunity for collusion between the two employees that would have a detrimental effect on the Employer's interest.

The above restriction on working relationships may be waived provided that the Deputy Minister is satisfied that sufficient safeguards are in place to ensure that the Employer's interests are not compromised.

## Human Resource Decisions

Employees are to disqualify themselves as participants in human resource decisions when their objectivity would be compromised for any reason or a benefit or perceived benefit could accrue to them.

For example, employees are not to participate in staffing actions involving direct relatives or persons living in the same household.

## Outside Remunerative and Volunteer Work

Employees may hold jobs outside government, carry on a business, receive remuneration from public funds for activities outside their position, or engage in volunteer activities provided it does not:

- interfere with the performance of their duties as a BC Public Service employee;
- bring the government into disrepute;
- represent a conflict of interest or create the reasonable perception of a conflict of interest;
- appear to be an official act or to represent government opinion or policy;
- involve the unauthorized use of work time or government premises, services, equipment, or supplies; or
- gain an advantage that is derived from their employment with the BC Public Service.

Employees who are appointed as directors or officers of Crown corporations are not to receive any additional remuneration beyond the reimbursement of appropriate travel expenses except as approved by the Lieutenant Governor in Council.

## Responsibilities

### Agency Head

- Provide timely advice to managers, ethics advisors and deputy ministers respecting the application of this policy statement including guidance on an appropriate employer response to transgressions of the policy statement;
- Coordinate the development of awareness, training, and communication programs in support of this policy statement; and,
- Establish procedures for managing investigations of serious wrongdoing under the Public Interest Disclosure Act and reporting annually.

### Deputy Ministers

- Advise employees of the required standards of conduct and the consequences of non-compliance;
- Designate a senior staff member in their organization as ethics advisor for matters related to the standards of conduct;
- Promote a work environment that is free of discrimination;
- Deal with breaches of this policy statement in a timely manner, taking the appropriate action based upon the facts and circumstances;
- Seek out guidance and advice from the Agency Head on issues that are complex and/or cannot be easily resolved;
- Waive the provision on working relationships under the circumstances indicated; and
- Delegate authority and responsibility, where applicable, to apply this policy

- statement within their organization; and,
- Designate a ministry designated officer for the purposes of providing advice to employees and receiving disclosures from employees under the Public Interest Disclosure Act. The designated officer may be the ministry ethics advisor or another senior official.

## **Ethics Advisors**

- Provide advice on standards of conduct issues to employees and managers in their organization, including in regards to assessing and addressing possible conflicts of interest;
- Seek out guidance and advice from the BC Public Service Agency on issues that are complex and/or cannot be easily resolved;
- Determine whether an issue requires consideration and/or decision by the deputy minister and provide briefings to the deputy as necessary;
- Document any advice provided and/or decisions made; and
- Participate as ministry representative in working with the Corporate Ethics Lead to ensure a consistent and coordinated approach to ethics management across the public service.

## **Ministry Designated Officers**

- Receive disclosures and provide advice to employees under the Public Interest Disclosure Act.
- Transfer disclosures to the Agency Designated Officer in a timely manner.

## **Line Managers**

- Provide comprehensive orientation to new employees related to the Standards of Conduct;
- Advise staff on standards of conduct issues, including in regards to assessing and addressing possible conflicts of interest;
- Respond to reports of bullying, breaches of the Standards of Conduct, and wrongdoing, or refer them to the next level of excluded manager not involved in the matter;
- Engage the ministry-designated ethics advisor and seek advice from the BC Public Service Agency as may be appropriate in the circumstances;
- Document any advice provided and/or decisions made;
- Contribute to a work environment that is free of discrimination;
- Provide advice to and receive disclosures from employees under the Public Interest Disclosure Act; and,
- Transfer disclosures to the Agency Designated Officer in a timely manner.

## **Employees**

- Objectively and loyally fulfill their assigned duties and responsibilities, regardless of the party or persons in power and regardless of their personal opinions;

- Disclose and cooperate with the employer to resolve conflicts of interest or potential conflict of interest situations in which they find themselves;
- Maintain appropriate workplace behavior;
- Report incidents of bullying, breaches of the Standards of Conduct and wrongdoing.
- Avoid engaging in discriminatory conduct or comment; and
- Check with their supervisor or manager when they are uncertain about any aspect of this policy statement.

This document has been  
checked for accessibility.





## Conflict of Interest Disclosure

I, \_\_\_\_\_, withdrew from the  
*(Committee Member Name)*

discussion of \_\_\_\_\_  
*(Topic / Description)*

at \_\_\_\_\_ on \_\_\_\_\_ as I have a conflict  
*(Committee)* *(Date)*

due to \_\_\_\_\_.  
*(General nature of the conflict, e.g. personal reasons)*

\_\_\_\_\_  
*(Signature of person making the disclosure)*

Received by: \_\_\_\_\_ on \_\_\_\_\_  
*(Signature of Cabinet Committee Secretary)* *(Date)*

## Excerpt from the *Members' Conflict of Interest Act*

An excerpt from the *Members' Conflict of Interest Act* is noted below. **Section 10 (1)** outlines the responsibility of the committee member.

### **Procedure on conflict of interest<sup>1</sup>**

**10 (1)** A member who has reasonable grounds to believe that he or she has a conflict of interest in a matter that is before the Legislative Assembly or the Executive Council, or a committee of either of them, must, if present at a meeting considering the matter,

(a) disclose the general nature of the conflict of interest, and

(b) withdraw from the meeting without voting or participating in the consideration of the matter.

(2) If a member has complied with subsection (1), the Clerk of the Legislative Assembly or secretary of the meeting must record

(a) the disclosure,

(b) the general nature of the conflict of interest disclosed, and

(c) the withdrawal of the member from the meeting.

(3) The Clerk of the Legislative Assembly or secretary of the meeting must file the information recorded under subsection (2) with the commissioner,

(a) in the case of a meeting of the Legislative Assembly or a committee of the Legislative Assembly, as soon as practicable, and

(b) in the case of a meeting of the Executive Council or a committee of the Executive Council, as soon as practicable after the Executive Council's decision on the matter which has been the subject of the disclosure is made public.

(4) The commissioner must keep all information filed under subsection (3) in a central record kept for that purpose and must

(a) make the central record available for inspection by any person without charge during normal business hours, and

(b) on request by any person provide a copy of the record or portion of it on payment of a reasonable copying charge.

---

<sup>1</sup> *Members' Conflict of Interest Act*, [RSBC 1996] CHAPTER 287,

[http://www.qp.gov.bc.ca/statreg/stat/M/96287\\_01.htm](http://www.qp.gov.bc.ca/statreg/stat/M/96287_01.htm)

# RECORDS MANAGEMENT RESPONSIBILITIES OF MINISTERS

Government information created and held by BC's Cabinet ministers and their staff is a valuable public asset. The appropriate creation and maintenance of government information supports openness and transparency, facilitates effective decision making, provides evidence of government policies, programs and decisions, and contributes to the historical record for future generations.

Information is considered "Government information" if it is created or received by ministers and their staff *as ministers of the Crown*. Government information comes in many forms and includes books, documents, maps, drawings, photographs, letters, vouchers, papers and any other thing on which information is recorded or stored by any means whether graphic, electronic, mechanical or otherwise. Government information does not include MLA records or personal records.

"Transitory information" is information of temporary usefulness that is only needed for a limited period of time to complete a routine action, enter into a digital system, or prepare an official record. Transitory information does not have ongoing value for supporting or documenting the work of the Minister's Office, and therefore does not need to be maintained as part of the official records of the office. Note that it is the content and use of a record that determines its value, not its form (e.g. an email may be transitory or official.)

## Next Steps

Like the rest of government, Ministers' Offices must adhere to legislative and policy requirements regarding information management, freedom of information, and privacy.

Shortly after taking office, Ministers and their staff should:

1. Familiarize themselves with the following:
  - a. [Appropriate Use Policy](#)
  - b. [Managing Government Information Policy \(MGIP\)](#)
  - c. [CRO Directive and Guidelines on Documenting Government Decisions](#) (also known as "Duty to Document"). A decision must be documented if it describes the evolution of government programs, protection of legal or financial rights or obligations and/or facilitates accountability
2. Develop procedures within their office for keeping government information separate from non-government information, including establishing the practice of using government accounts to conduct government business. More information can be found in Attachment A - [Government Records Service Guide to Managing Minister's Office Records](#).
3. Work closely with their Deputy Minister's Office to clarify what records will be held in the Minister's Office. While practices may vary somewhat among offices, the following are best practices: For most records received by or sent from a Minister's Office, the Office of Primary Responsibility (OPR) is the Deputy Minister's Office (i.e. most records are sent to the Deputy Minister's Office for retention, when no longer needed by the Minister's Office).

4. Develop practices around the regular deletion of transitory information. It is good practice for all offices to regularly dispose of transitory information when it is no longer useful, as this makes it easier to identify and manage the official records. Transitory information can and should be disposed of when it is no longer of value (e.g. deleted from an individual's email account). For further guidance see the Transitory Records Guide.

## Summary

The Corporate Information and Records Management Office (CIRMO) is available to assist with Records Management and Freedom of Information questions. They offer dedicated, in-person training for Ministers and their staff and will be in touch in the early days of the administration to schedule a session. If you have questions in the meantime, please do not hesitate to reach out (contact information below).

Attachment(s): A – Government Records Service Guide to Managing Minister's Office Records

Contact: Kerry Pridmore, Assistant Deputy Minister  
Corporate Information & Records Management, Ministry of Citizens' Services  
778-698-1591



# Managing Minister's Office Records

## Overview

Government information created and held by British Columbia's cabinet ministers and their staff is a valuable public asset. The appropriate creation and maintenance of government information supports openness and transparency, facilitates effective decision making, provides evidence of government policies, programs and decisions, and contributes to the historical record for future generations.

Like the rest of government, ministers' offices are subject to statutory and policy requirements regarding information management, freedom of information, and privacy. They are also subject to the government-wide directive on appropriate use of information and information technology resources ("[Appropriate Use Policy](#)") and the Chief Records Officer Directive on [Documenting Government Decisions](#) (CRO 01-2019). Minister's Office employees must also adhere to their Oath and to the Standards of Conduct.

A minister's office typically has three categories of records:

- **Non-government Records** that relate to the private life and personal interests of the minister and staff.
- **Member of Legislative Assembly (MLA) Records**, which are the political and constituency records generated by ministers in their capacity as members of the Legislative Assembly.

*Personal and MLA records should be managed separately from government records, in order to protect privacy and avoid having to separate them later on (it is unlikely that an incoming minister and staff would have access to the personal and MLA records of their predecessors).*

- **Government information** that is created or received by ministers and their staff as ministers of the Crown. These include both official and transitory records and are subject to the [Information Management Act \(IMA\)](#) and the [Freedom of Information and Protection of Privacy Act \(FOIPPA\)](#).

## Official Records

Given the level of responsibility of a minister's office, official records must be maintained in an appropriate recordkeeping system. This includes the master or file copies of records that document decisions, decision-making processes, and substantive activities of the office.

A government body should document a decision where a record would serve one or more of the following purposes:

- Informing the government body or others about the evolution of the government body's programs, policies or enactments;
- Protecting the legal or financial rights or obligations of the government body, the Crown, or any person, group of persons, government or organization that is directly and materially affected by the decision;
- Facilitating the government body's accountability for its decisions, including through internal or external evaluation, audit or review.

## RECORDS MANAGEMENT GUIDE

For more information on how to identify decisions that should be documented, see the Chief Records Officer [Guidelines on Documenting Government Decisions](#). Minister's office records now are increasingly digital (e.g. electronic messages and documents) and are maintained in many locations by multiple responsible bodies. Records are typically received from many offices, acted upon by the minister's office, and then routed to other offices for action and/or retention.

While practices may vary somewhat among offices, the following are best practices: **For most records received by or sent from a minister's office, the Office of Primary Responsibility (OPR) is the deputy minister's office** (i.e. with such exceptions as listed below, most records are sent to the deputy minister's office for retention, when no longer needed by the minister's office).

*The deputy minister's office is able to provide continuity and appropriate public service administration of the records of successive ministers. In some cases, certain minister's office records are best maintained along with other related records within the appropriate functional area.*

- **Cabinet records go to Cabinet Operations.**
- **Expense records go to the Ministry of Finance.**
- **Other types of records** (e.g. approved decision notes) may go to the **relevant ministry program area OPR** for the subject matter.

## Recordkeeping Requirements for Official Records

Since ministers' office records are maintained by a variety of responsibility centres, it is important to maintain documentation of where specific types of records are routed. Best practice is to maintain this documentation within the deputy minister's office.

**Appendix A** provides an overview of the basic routing and documentation requirements, which are:

- **Identify the offices responsible for maintaining official records received from the minister's office.** See the records' location and types list at the end of Appendix A for an example of an easy way to track designated responsibility centres for various types of records.
- **Ensure that offices identified as responsibility centres are aware of their role.** Offices receiving the master "file copies" of minister's office records need to be aware that they are responsible for maintaining the records for the required length of time, in a secure, accessible manner. (Under current information schedules, official records of minister's offices must be retained at least 10 years). See the [Recordkeeping Systems](#) guide for more information on appropriate recordkeeping systems and practices.
- Keep Government Records separate from the records related to their personal affairs, caucus or political party work, constituency business, or Legislative Assembly business. This will avoid potential confusion should an FOI request be made for the government information
- **When a freedom of information (FOI) request or litigation search occurs, use the above documentation to provide relevant information about where the requested records are held.**

## RECORDS MANAGEMENT GUIDE

### Transitory Information

Transitory information is information of temporary usefulness that is only needed a limited period of time to complete a routine action, enter into a digital system, or prepare an official record. This information does not have ongoing value for supporting or documenting the work of the minister's office, and therefore does not need to be maintained as part of the official records of the office.

*Note that it is the content and use of a record that determines its value, not its form (e.g. an email may be transitory or official.)*

It is good practice for all offices to regularly dispose of transitory information when it is no longer useful. This makes it easier to identify and manage the official records. Transitory information can and should be disposed of when it is no longer of value (e.g. deleted from an individual's email account).

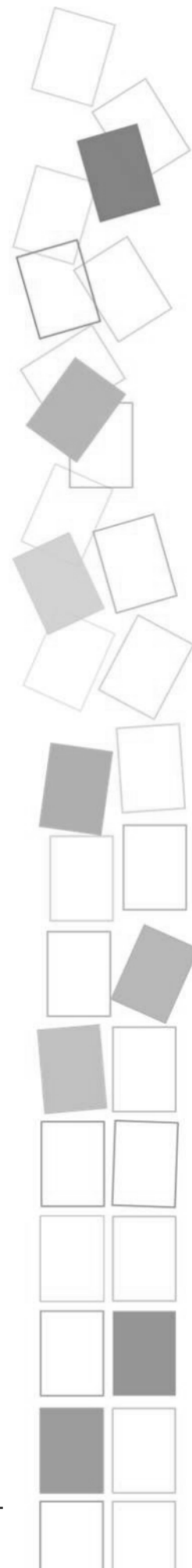
For further guidance see the [Transitory Records Guide](#). See **Appendix B** below for scenarios regarding transitory information and official records of minister's offices.

### Freedom of Information and Protection of Privacy

Government records within a minister's office are subject to *the Freedom of Information and Protection of Privacy Act (FOIPPA)* and must be searched in response to an FOI request. Designated FOI contacts for ministers' offices are located within the deputy ministers' office. Ministers' offices are also subject to government-wide privacy policies.

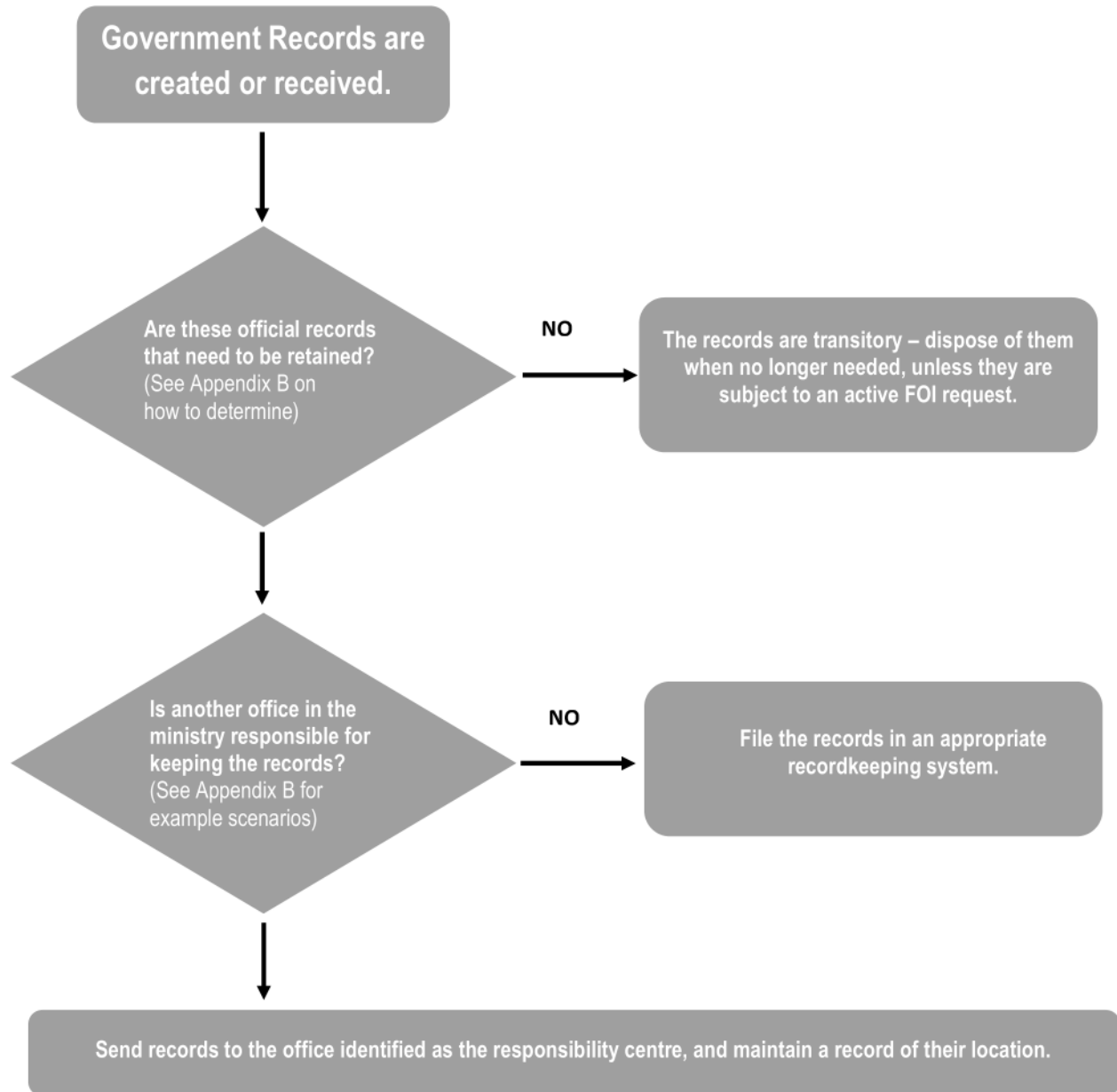
**If the minister's office receives a freedom of information or litigation search request, ALL relevant records must be provided, including transitory information.** Transitory information that is subject to such requests must be retained pending completion of the applicable FOI response process and review period or the applicable litigation activities (contact Information Access Operations and Legal Services Branch, respectively, for guidance on particular cases).

Where a single record (e.g. an email thread) contains information related to an MLA's personal affairs, caucus or political party work, constituency business, or Legislative Assembly business, and that information is inseparable from and integrated into a government record (e.g. in a single email thread or on the same page of a notebook), the entire record is subject to FOIPPA and must be treated as responsive to an FOI request.



## APPENDIX A

### Ministers' Office Records Processes





# RECORDS MANAGEMENT GUIDE

## APPENDIX B

### Scenarios Regarding Transitory Information and Official Records

The following scenarios illustrate the variety of functions performed by a minister's office (MO) and the types of records it receives and creates. These scenarios assume that many of the official records for a minister's office will typically be filed and saved by the deputy minister's office (DMO) or other appropriate responsibility centre. Under this practice, residual copies remaining in the minister's office are transitory and may be disposed of when no longer needed.

#### Scenario 1 – Speeches and Presentations

The minister has been asked to speak about a new ministry initiative at a conference at UNBC. The MO works with the ministry program area on the speech/presentation.

Function/Process	Records are
Event planning correspondence (email strings around choices of hotel, flights, government vehicle use)	<u>Transitory</u> <ul style="list-style-type: none"><li>• Dispose of when no longer useful.</li></ul>
Official invitations and itinerary (e.g. purpose for minister's attendance, background on the event, venue, dates)	<u>Official records</u> <ul style="list-style-type: none"><li>• Retain records in MO or DMO.</li><li>• Any attachments need to be removed from calendar entry and filed separately.</li></ul>
Minister's speech or presentation (e.g. text, audio-video)	<u>Official Records</u> <ul style="list-style-type: none"><li>• Government Communications and Public Engagement (GCPE) retains the official record of the minister's speech or presentation.</li><li>• Official copies of presentation material may be retained by the originating program area if they are of continuing value to that program.</li></ul> <u>Transitory</u> <ul style="list-style-type: none"><li>• Residual copies may be retained by the MO or DMO for reference purposes until no longer useful.</li></ul>

## RECORDS MANAGEMENT GUIDE

### Scenario 2 – Travel Planning and Expenses

The minister is travelling to Ottawa to attend an annual meeting of Federal/Provincial/Territorial ministers.

Function/Process	Records are
Travel planning correspondence (Email strings relating to choice of flights, airport transports, car rentals, hotels etc.)	<u>Transitory</u> <ul style="list-style-type: none"> <li>Dispose of when no longer useful.</li> </ul>
Travel and meeting itineraries  (e.g. purpose of trip, planned meetings, dates, venues, attendees)	<u>Official records</u> <ul style="list-style-type: none"> <li>Retain records in either MO or DMO. If the official records are retained in the DMO, then residual MO copies are transitory.</li> </ul>
Invitation logged in Outlook calendar	<u>Official records</u> <ul style="list-style-type: none"> <li>MO will save a pdf of the calendar each month.</li> <li>These records will be retained in MO or DMO.</li> </ul>
Meeting-related records prepared by ministry (e.g. briefing notes, handouts, slides)	<u>Transitory</u> (residual MO copies) <ul style="list-style-type: none"> <li>Official records are retained in DMO and/or other appropriate responsibility centre.</li> <li>MO copies should be disposed of when no longer needed.</li> </ul>
Meeting related records received before or at meeting  (agenda, minutes, notes, content provided by other attendees)	<u>Official records</u> <ul style="list-style-type: none"> <li>Retain records in either MO or DMO. If the official records are retained in the DMO, then residual MO copies are transitory.</li> </ul>
Travel expenses for Minister and accompanying staff  (e.g. transportation and accommodation costs, per diem, receipts)	<u>Official records</u> <ul style="list-style-type: none"> <li>Travel vouchers and receipts are sent to Ministry of Finance.</li> <li>Residual MO copies are transitory.</li> </ul>
Presentations or speeches by Minister	<ul style="list-style-type: none"> <li>See Speeches and Presentations scenario.</li> </ul>

## RECORDS MANAGEMENT GUIDE

### Scenario 3 – House briefing materials

Ministry program areas have been asked to provide the Minister with material for the budget estimates debate in the House.

Function/Process	Records are
Briefing materials and questions  (e.g. hardcopy binders, documents attached in CLIFF)	<u>Transitory</u> (residual MO copies) <ul style="list-style-type: none"><li>• Official records are retained in the DMO or other relevant responsibility centre.</li><li>• Copies in MO should be disposed of when no longer useful.</li></ul>
Correspondence relating to direction on preparation of budget estimates	<u>Transitory</u> (residual MO copies) <ul style="list-style-type: none"><li>• Official records are retained in the DMO.</li></ul>

### Scenario 4 – Non-Cabinet Committees/Meetings

The minister is attending a meeting with key stakeholders about progress to date on a ministry-sponsored project.

Function/Process	Records are
Meeting invitation in Outlook Calendar	<u>Official records</u> <ul style="list-style-type: none"><li>• The MO will save a PDF calendar each month for filing.</li><li>• These records will be retained in the MO or DMO.</li></ul>
Meeting preparation  (includes background/briefing materials and reports developed by the ministry, content prepared for meeting stakeholders)	<u>Transitory</u> (residual MO copies) <ul style="list-style-type: none"><li>• Official records are retained in the DMO or other appropriate responsibility centre.</li><li>• Minister's office copies should be disposed of when no longer useful.</li></ul>
Meeting records  (includes agenda, records received from stakeholders, agenda, minutes, notes)	<u>Official records</u> <ul style="list-style-type: none"><li>• These records will be retained in the MO or DMO. If the official records are retained in the DMO, then residual MO copies are transitory.</li></ul>

# RECORDS MANAGEMENT GUIDE

## Scenario 5 – Unfiled Minister's Office E-Mail

Due to volume, MO personnel have accumulated e-mail that has not been disposed of over time as clearly transitory or filed in other systems (e.g. EDRMS Content Manager).

Function/Process	Records are
Accumulation of email messages in Outlook folders	<p><u>Official records</u></p> <ul style="list-style-type: none"><li>• MO retains these records until they have been either filed in another office system or transferred to the DMO (e.g. when the minister transfers to another portfolio).</li><li>• MO personnel should continue to dispose of transitory messages (per the Transitory Records Guide) consistent with policy direction, except those identified in FOI and litigation searches, and to remove or dispose of any MLA or personal messages.</li><li>• DMO will ultimately assume responsibility for these e-mail accumulations.</li></ul>

## Additional Information

Contact your [Records Team](#) or check out the [Records Management website](#).



OFFICE OF THE  
INFORMATION & PRIVACY  
COMMISSIONER  
*for British Columbia*

Protecting privacy. Promoting transparency.

## USE OF PERSONAL EMAIL ACCOUNTS FOR PUBLIC BUSINESS

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**lobbyist**  
in BC?



## 2. MINISTERS' SALARIES, BENEFITS & EXPENSES

Pursuant to the *Members' Remuneration and Pensions Act*, each Member of the Legislative Assembly (MLA) receives basic compensation, with an additional salary if they hold a ministerial or parliamentary position. Information on Members' compensation is reported publicly on the Legislative Assembly website and annually in the provincial Public Accounts.

Members who hold ministerial or parliamentary office receive an additional salary that corresponds to a percentage of their basic compensation. If a Member holds two or more positions for which an additional salary is granted, the Member will receive only the higher amount.

The following table outlines the amount paid with respect to service in any of the listed positions. The amount is paid in addition to the basic compensation on the bi-weekly payroll and is fully taxable.

Please note that only salaries related to Ministers or parliamentary positions are listed in this Appendix. For MLA-specific information, including pension and other benefits, constituency travel, etc. please see the Legislative Assembly of BC Members' Guide to Policy and Resources at:


<https://members.leg.bc.ca/home/remuneration-benefits/>.

Further information about Ministers' travel/vehicle expenses policies can be found on the website for Ministers' Office Support Services in the Ministry of Finance: <http://gwww.fin.gov.bc.ca/gws/camss/moss>.

Position	% of Basic Compensation	Additional Salary (annual)	(bi-weekly)
	100 %	\$111,024.19	\$ 4,258.46
Premier	90 %	\$ 99,921.77	\$ 3,832.62
Minister	50 %	\$ 55,512.10	\$ 2,129.23
Minister of State	35 %	\$ 38,858.47	\$ 1,490.46
Speaker	50 %	\$ 55,512.10	\$ 2,129.23
Deputy Speaker	35 %	\$ 38,858.47	\$ 1,490.46
Assistant Deputy Speaker	35 %	\$ 38,858.47	\$ 1,490.46
Government Whip	20 %	\$ 22,204.84	\$ 851.69
Deputy Government Whip	15 %	\$ 16,653.63	\$ 638.77



Government Caucus Chair	20 %	\$ 22,204.84	\$ 851.69
Deputy Chair, Committee of the Whole	20 %	\$ 22,204.84	\$ 851.69
Parliamentary Secretary	15 %	\$ 16,653.63	\$ 638.77
Leader of the Official Opposition	50 %	\$ 55,512.10	\$ 2,129.23
Official Opposition House Leader	20 %	\$ 22,204.84	\$ 851.69
Official Opposition Whip	20 %	\$ 22,204.84	\$ 851.69
Official Opposition Deputy Whip	15 %	\$ 16,653.63	\$ 638.77
Official Opposition Caucus Chair	20 %	\$ 22,204.84	\$ 851.69
Leader of the Third Party	25 %	\$ 27,756.05	\$ 1,064.62
Third Party House Leader	10 %	\$ 11,102.42	\$ 425.85
Third Party Whip	10 %	\$ 11,102.42	\$ 425.85
Third Party Caucus Chair	10 %	\$ 11,102.42	\$ 425.85
Chair, Select Standing or Special Committee	15 %	\$ 16,653.63	\$ 638.77
Deputy Chair, Select Standing or Special Committee	10 %	\$ 11,102.42	\$ 425.85



# GUIDE TO GIFTS AND PERSONAL BENEFITS

# COIBC

OFFICE OF THE CONFLICT OF INTEREST  
COMMISSIONER

JUNE 2020

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# COIBC

## OFFICE OF THE CONFLICT OF INTEREST COMMISSIONER

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[www.coibc.ca](http://www.coibc.ca)

### **E. Statutory Officers of the Legislature**

# STATUTORY OFFICERS OF THE LEGISLATURE

## Table of Contents

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## Overview of Current Statutory Officers

Position	Incumbent	Appointment and Term	Authority
Auditor General	Michael Pickup	Appointed: Resolution of Legislative Assembly Term: 8 years Start: July 27, 2020 End: July 26, 2028	<i>Auditor General Act</i> Ministry of Finance
Chief Electoral Officer	Anton Boegman	Appointed: Lieutenant Governor (Certificate) on recommendation of Legislative Assembly Term: Two elections plus 12 months Start: June 1, 2018 End: TBD	<i>Election Act</i> Ministry of Attorney General
Human Rights Commissioner	Kasari Govender	Appointed: Legislative Assembly Term: 5 years Start: September 2, 2019 End: September 3, 2024 (may be reappointed for one further term)	<i>Members' Conflict of Interest Act</i> Ministry of Attorney General
Information and Privacy Commissioner and Registrar for Lobbyists	Michael McEvoy	Appointed: Lieutenant Governor (Certificate) Term: 6 years Acting appointment: Lieutenant Governor in Council Start: April 1, 2018 End: March 30, 2024	<i>Freedom of Information and Protection of Privacy Act</i> Ministry of Citizens' Services  <i>Lobbyists Registration Act</i> Ministry of Attorney General
Members' Conflict of Interest Commissioner	Victoria Gray, Q.C.	Appointed: Lieutenant Governor in Council Term: 5 years Start: January 6, 2020 End: January 5, 2025 (may be reappointed for further term or terms)	<i>Members' Conflict of Interest Act</i> Ministry of Attorney General
Merit Commissioner	Fiona Spencer	Appointed: Lieutenant Governor in Council Term: 3 years Start: April 5, 2016 End: April 5, 2019	<i>Public Service Act</i> Ministry of Finance
Ombudsperson	James (Jay) Michael Chalke, Q.C.	Appointed: Lieutenant Governor (Certificate) Term: 6 years Start: July 1, 2015 End: July 1, 2021	<i>Ombudsperson Act</i> Ministry of Attorney General
Police Complaint Commissioner	Clayton Pecknold	Appointed: Resolution of Legislative Assembly Term: 5 years Start: March 1, 2015 End: March 1, 2019	<i>Police Act</i> Ministry of Attorney General

Position	Incumbent	Appointment and Term	Authority
Representative for Children and Youth	Jennifer Charlesworth	Appointed: Resolution of Legislative Assembly Term: 5 years Start: October 1, 2018 End: September 30, 2023	<i>Representative for Children and Youth Act</i> Ministry of Attorney General

## Statutory Officers of the Legislature

Statutory officers help the Members of the Legislative Assembly monitor and assess government programs, procedures and performance, or perform specific functions at arms-length from government. Statutory officers serve for fixed terms that vary according to the statute governing each position. The following section briefly summarizes the role of each statutory officer. There are nine Statutory Officers of the Legislative Assembly. They are:

- Auditor General;
- Chief Electoral Officer;
- Human Rights Commissioner;
- Information and Privacy Commissioner;
- Members' Conflict of Interest Commissioner;
- Merit Commissioner;
- Ombudsperson;
- Police Complaint Commissioner; and
- Representative for Children and Youth.

## How the Officers are appointed

Of the nine positions, the four following Officers are appointed by resolution of the Legislative Assembly upon unanimous recommendation by a Special Committee of the Legislative Assembly:

- Auditor General;
- Human Rights Commissioner;
- Police Complaint Commissioner; and
- Representative of Children and Youth.

Of the remaining five Officer positions, three are appointed by the Lieutenant Governor upon unanimous recommendation of a Special Committee and recommendation by the Legislative Assembly:

- Chief Electoral Officer;



- Information and Privacy Commissioner; and
- Ombudsperson.

The last two Officer positions are appointed by the Lieutenant Governor in Council:

- Members' Conflict of Interest Commissioner (motion of the Premier in the Legislative Assembly and recommendation of 2/3 Members present); and
- Merit Commissioner (unanimous recommendation of a Special Committee and recommendation by the Legislative Assembly).

## **Office Budgets**

Unlike government ministries, the independent statutory officers submit three-year rolling budget proposals each year to the Select Standing Committee on Finance and Government Services, which in turn reports to the Legislative Assembly with recommendations for funding.

Detailed information on each Officer follows.

# Auditor General

Michael Pickup

## Authority

*Auditor General Act*, Ministry of Finance

## Profile

The Auditor General is the Legislative Assembly of British Columbia's independent auditor. Under the *Auditor General Act*, the Office of the Auditor General serves the people of British Columbia and their elected representatives by conducting independent audits and advising on how well government is managing its responsibilities and resources.

## Term

Eight years. May not be reappointed.

## Term Expiry

July 27, 2028.

## Budget and Staff

For 2019/20, the Office's budget was \$18.2 million. There are 117 FTEs.

## Remuneration, Pension and Expenses

The salary of the Auditor General is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Sector Pension Plan applies to the Auditor General.

## Mandate

Under the *Auditor General Act*, the auditor general has a mandate to audit the government reporting entity, which includes ministries, Crown corporations and other organizations controlled by, or accountable to, the provincial government. This includes school districts, universities, colleges, health societies and health authorities.

**Financial audits** are independent opinions on the financial statements of government organizations. Through these audits, the Auditor General can determine if those statements are presented fairly and free of material errors, misstatements and omissions. The largest financial audit is of the Summary Financial Statements of the Government of British Columbia, which encompasses 143 public sector entities and ministries.

**Performance audits** provide assurance to legislators that provincial programs, services and resources are operating with efficiency, economy and effectiveness. Through these audits, the office also makes recommendations for improvement. Topics include health care, education, transportation, information technology, the environment, financial management, and more. The performance audit team is dedicated to delivering the performance audit coverage plan. Similarly, auditors choose performance audits by considering the direct impact of programs on people in British Columbia, as well as the financial implications for taxpayers.

As well, the office may publicly report on work that is not an audit, such as a review or an examination.

# Chief Electoral Officer

Anton Boegman

## Authority

*Election Act*, Ministry of Attorney General

*Local Elections Campaign and Financing Act*, Ministry of Municipal Affairs and Housing

## Profile

The Chief Electoral Officer (CEO) is responsible for the impartial administration of provincial electoral events and referendums, recalls and initiatives in accordance with the *Election Act*. The CEO is also responsible for the maintenance of the provincial voters list and voter education. The CEO ensures the fairness, openness and impartiality of the electoral process and cannot be a member of a political party, cannot give money to a political party or candidate and cannot vote in a provincial election.

Under the *Local Elections Campaign and Financing Act*, Elections BC administers campaign financing, disclosure and election advertising rules for local government elections. Elections BC does not administer voting or candidate nominations for these elections.

## Term

The term is from the date of appointment until 12 months after the date set for the return of the last writ for the second general election for which the Chief Electoral Officer (CEO) is responsible. Mr. Boegman was appointed June 1, 2018 and the October 2020 election is Mr. Boegman's first. If the next provincial election is a scheduled election under the *Constitution Act* (i.e. October 2024), term expiry will be November 2025. The CEO may be reappointed to further terms of office.

## Term Expiry

Unknown – see "Term".

## Budget and Staff

For 2019/20, the budget for Elections BC was \$18.2 million. Uniquely among the officers, Elections BC's budget is highly event-driven and may fluctuate dramatically from year to year. For 2020/21 the budget will be significantly increased due to the conduct of the October 2020 general election – the 2017 general election cost \$39.45 million to administer. There are approximately 55 permanent employees.

## Remuneration, Pension and Expenses

The salary of the CEO is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the CEO.

## Mandate

Elections BC administers provincial general elections, by-elections, recall petitions, initiative petitions, initiative votes, referenda and plebiscites, and oversee campaign financing and advertising rules at the local level.

Elections BC is an independent and non-partisan Office of the Legislature, and its mandate comes from several Acts, including the *Election Act*, *Recall and Initiative Act*, *Referendum Act* and *Local Elections Campaign Financing Act*. Together, these Acts define the office's responsibilities and set out the duties of the Chief Electoral Officer.

Elections BC administers the most comprehensive range of electoral legislation in Canada, with the *Recall and Initiative Act* being unique in the Commonwealth.

Elections BC is responsible for maintaining the Provincial Voters List and regulating access to it.

The CEO is a member of the independent Electoral Boundaries Commission, and Elections BC has responsibility for maintaining a geospatial database of BC's electoral boundaries.

# Human Rights Commissioner

Kasari Govender

## Authority

*Human Rights Code*, Ministry of Attorney General

## Profile

The Human Rights Commissioner and her office work to address the root causes of inequality, discrimination and injustice in B.C. by shifting laws, policies, practices and cultures through education, research, advocacy, inquiry and monitoring. The office was created in legislation in 2018.

## Term

Five years.

## Term Expiry

September 3, 2024.

## Budget and Staff

For 2019/20 the budget for the Office of the Human Rights Commissioner was \$2 million, increasing to \$5.5 million in the current fiscal year as the office assumes its full responsibilities.

## Remuneration, Pension and Expenses

The compensation of the Commissioner is set by the Lieutenant Governor in Council and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the Commissioner.

## Mandate

- Identify and promote the elimination of discriminatory practices, policies and programs;
- Develop, deliver and support research and education about human rights;
- Create policies, guidelines and recommendations to prevent discrimination and ensure policies, programs and legislation are consistent with the BC Human Rights Code;
- Promote compliance with international human rights obligations;
- Approve special programs to improve conditions of disadvantaged individuals or groups;

- Intervene or represent complainants in human rights proceedings before the BC Human Rights Tribunal and other courts and tribunals;
- Conduct human rights investigations and inquiries and issue reports and recommendations;
- Make special reports to the Legislature about human rights in B.C.;
- Inquire into matters referred to BC's Human Rights Commissioner by the Legislative Assembly.

# **Information and Privacy Commissioner and Registrar of Lobbyists**

Michael McEvoy

## **Authority**

*Freedom of Information and Protection of Privacy Act*, Ministry of Citizens' Services

*Lobbyists Registration Act*, Ministry of Attorney General

## **Profile**

This position is unique amongst the BC statutory officers in that it encompasses two sets of responsibilities. Under the *Freedom of Information and Protection of Privacy Act* ("FOIPPA") and the *Personal Information Protection Act* ("PIPA"), the Office of the Information and Privacy Commissioner is to review public bodies' decisions respecting access to information and protection of privacy, and to comment on information and privacy implications of government legislation and program.

Under the *Lobbyists Registration Act* ("LRA"), the Office of the Registrar of Lobbyists manages the publicly-accessible lobbyists registry and enforces compliance with the LRA.

## **Term**

Six years.

## **Term Expiry**

March 30, 2024.

## **Budget and Staff**

For 2019/20, the Office of the Information and Privacy Commissioner's budget was \$6.7 million. There are approximately 40 employees.

## **Remuneration, Pension and Expenses**

The salary of the Commissioner is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Lieutenant Governor in Council may apply the Public Sector Pension Plan to the Commissioner.

## **Mandate**

Under FOIPPA, the Commissioner has the power to:



- investigate, mediate and resolve appeals concerning access to information disputes, including issuing binding orders;
- investigate and resolve privacy complaints;
- initiate Commissioner-led investigations and audits of public bodies or organizations, if there are reasonable grounds of non-compliance or if it is in the public interest;
- comment on the access and privacy implications of proposed legislation, programs or policies;
- comment on the privacy implications of new technologies and/or data matching schemes;
- conduct research into anything affecting access and privacy rights; and
- educate and inform the public about their access and privacy rights and the relevant laws.

The Commissioner's jurisdiction extends to approximately 2,900 public bodies, including the core provincial government, provincial agencies, boards and commissions, and local governments. A full list of public bodies is set out in Schedule 2 of FOIPPA.

Under the Lobbyists Registration Act ("LRA"), the mandate of the Office of the Registrar of Lobbyists is to:

- Promote awareness among lobbyists of registration requirements;
- Promote awareness among the public of the existence of the lobbyists registry;
- Manage registrations submitted to the lobbyists registry; and
- Monitor and enforce compliance with the LRA.

# **Members' Conflict of Interest Commissioner**

Victoria Gray, QC

## **Authority**

*Members' Conflict of Interest Act*, Ministry of Attorney General

## **Profile**

The Commissioner has three primary roles:

- to provide confidential advice to Members about their obligations under the Act;
- to oversee the disclosure process, including meeting with each Member at least annually to review the disclosure of the Member's financial interests;
- to respond to allegation that a Member has contravened the Act, and conduct an Inquiry if warranted.

## **Term**

The Commissioner is appointed for a five-year term and may be reappointed for a further term or terms.

## **Term Expiry**

January 5, 2025.

## **Budget and Staff**

For 2019/20, the budget for the Office of the Conflict of Interest Commissioner was \$718,000. The office has five staff, three of whom are part-time.

## **Remuneration, Pension and Expenses**

The salary of the Commissioner is specified in the appointment by the Lieutenant Governor in Council and is set at \$226,800 for 2020, with an annual cost of living adjustment of 2% per year. This initial salary is equal to 75% of the salary of the Chief Judge of the Provincial Court. The legislation does not provide for reimbursement for travelling and out of pocket expenses, nor does it provide for application of the Public Sector Pension Plan to the Commissioner. However, the Order in Council provides that all of the benefits received by the Auditor General may be received by the Conflict of Interest Commissioner and the Auditor General receives reimbursement for travelling, out of pocket expenses and that the Public Sector Pension Plan applies.

## **Mandate**

The Commissioner performs three separate but related roles:

First, the Commissioner acts as an advisor to Members of the Legislative Assembly so the Members know what their obligations are and that the steps they have taken or propose to take will fulfill those obligations.

Second, the Commissioner meets with each Member at least annually to review the disclosure of the Member's interests and general obligations imposed by the Act.

Third, the Commissioner will undertake investigations and make inquiries into alleged contraventions of the *Members' Conflict of Interest Act* or section 25 of the *Constitution Act*. The Commissioner may provide written opinions on application by any individual Member, the Executive Council, the Legislative Assembly, or by a member of the public and may at the request of the Lieutenant Governor in Council, or of the Legislative Assembly undertake such special assignments as the Commissioner considers appropriate.

## **Merit Commissioner**

Maureen Baird, QC

### **Authority**

*Public Service Act*, Ministry of Finance

### **Profile**

The Merit Commissioner provides oversight and insight into the conduct of merit-based hiring in the BC Public Service.

### **Term**

The Commissioner is appointed for three years and may be reappointed for a further three years.

### **Term Expiry**

January 13, 2023.

### **Budget and Staff**

For 2019/20 the Office of the Merit Commissioner's budget was \$1.365 million. There are 4 full-time and two part-time employees.

### **Remuneration, Pension and Expenses**

The salary of the Commissioner is specified in the appointment by the Lieutenant Governor in Council and is set at \$610 for each full day of work up to a maximum of \$79,910 in a calendar year. The legislation provides for reimbursement for travelling and out of pocket expenses. The legislation does not mention a pension plan.

### **Mandate**

The Commissioner has responsibility for oversight which includes examining the extent to which the merit principle is being applied to public service hiring and promotions, whether there is compliance with the *Public Service Act* and related policies and, if not, what remedies exist to address non-compliance. Responsibility for oversight ensures decision-makers are provided with an independent assessment of appointment practices, policies, and results.

# **Ombudsperson**

Jay Chalke, QC

## **Authority**

*Ombudsperson Act*, Ministry of Attorney General

*Public Interest Disclosure Act*, Ministry of Attorney General

## **Profile**

The Ombudsperson generally oversees the administrative actions of provincial and local government authorities. Thorough, impartial and independent investigations of complaints are conducted and possible resolutions of complaints are presented.

## **Term**

The Ombudsperson is appointed for six years and may be reappointed for additional 6-year terms.

## **Term Expiry**

July 1, 2021.

## **Budget and Staff**

For 2019/20 the budget for the Office of the Ombudsperson was \$8.873 million. There are approximately 61 FTEs.

## **Remuneration, Pension and Expenses**

The salary of the Ombudsperson is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Sector Pension Plan applies to the Ombudsperson.

## **Mandate**

The office oversees more than 1,500 provincial, regional and local public sector organizations.

Under the *Ombudsperson Act*, the office:

- Assesses and responds to enquiries and complaints from the public;
- Conducts thorough, impartial and independent investigations;
- Resolves complaints and recommends improvements to policies, procedures and practices;
- Educates citizens and public organizations about how to be fair in the delivery of services; and
- Reports publicly to bring attention to issues that impact the public.

Under BC's new whistleblower protection law (the *Public Interest Disclosure Act*) the Office investigates allegations of wrongdoing and reprisal brought forward by current and former provincial government employees.

# Police Complaint Commissioner

Clayton Pecknold

## Authority

*Police Act*, Ministry of Attorney General

## Profile

The Office of the Police Complaint Commissioner (OPCC) is a civilian, independent office of the Legislature which oversees and monitors complaints and investigations involving municipal police in British Columbia and is responsible for the administration of discipline and proceedings under the *Police Act*.

## Term

The Police Complaint Commissioner is appointed for five years and may be appointed for a second term of up to five years as specified in the reappointment.

## Term Expiry

February 14, 2024.

## Budget and Staff

For 2019/20 the budget for the Office of the Police Complaint Commissioner was \$3.822 million. There are 20 employees in addition to the Commissioner.

## Remuneration, Pension and Expenses

The salary of the Commissioner is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Sector Pension Plan applies to the Commissioner.

## Mandate

The Office of the Police Complaint Commissioner (the OPCC) performs an active oversight function by determining the admissibility of complaints received from the public, initiating investigations and, when appropriate, referring matters for adjudicative review. The OPCC ensures that investigations by police agencies under the *Police Act* are thorough and professional and are undertaken with impartiality and fairness to all parties involved. The OPCC maintains records of all police complaints and *Police Act* investigations involving municipal police officers and the investigation outcomes. The office compiles statistical information and reports regularly to the public about these complaints and investigations.

The Police Complaint Commissioner (the Commissioner) is responsible for advising, informing and assisting all parties involved in the complaint process; this includes complainants, police officers, Discipline Authorities, police boards and adjudicators appointed under the *Police Act*.



# **Representative for Children and Youth**

Dr. Jennifer Charlesworth

## **Authority**

*Representative for Children and Youth Act, Ministry of Attorney General*

## **Profile**

The Representative's role is to:

- Advocate on behalf of children, youth and young adults to improve their understanding of and access to designated services;
- Monitor, review, audit and publicly report on designated services for children and youth;
- Conduct independent reviews and investigations into the critical injuries or deaths of children receiving reviewable services.

## **Term**

The representative is appointed for 5 years and may be reappointed for a further five years.

## **Term Expiry**

September 30, 2023.

## **Budget and Staff**

For 2019/20 the budget for the Office of the Representative for Children and Youth was \$9.75 million. There are approximately 61 FTEs.

## **Remuneration, Pension and Expenses**

The salary of the Representative is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Sector Pension Plan applies to the Representative.

## **Mandate**

The mandate of the Representative for Children and Youth is to improve services and outcomes for children in B.C. through advocacy, accountability and review.

**Advocacy:** The Representative advocates on behalf of children and youth to ensure services meet their needs. The Representative also advocates for improvements to the system of services for children, youth and their families. It is the responsibility of the Representative to initiate reviews and investigate

government agencies that provide services to children in B.C.

**Accountability:** The Representative independently reviews and investigates deaths and critical injuries of children and youth receiving services, with an emphasis on preventing children and youth from being harmed in any way. The Representative also has the power to release reports that are independent of government approval and that uniquely focus on the child welfare system.

**Review:** The Representative holds the system of care to account by conducting independent audits, and monitoring and reviewing government services. The Representative has the power to investigate a child's critical injury or death.

## **CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020**

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### **F. Statutory Decision-Makers**

# STATUTORY DECISION-MAKERS

## Introduction

The resolution of disputes involving government laws and how they are applied is called administrative law.

Statutory decision-makers (SDMs), also frequently referred to as “administrative law decision-makers”, are a critical component of the civil justice system. SDMs make hundreds of decisions in individual circumstances about:

- licences, permits and benefits;
- compliance with regulations; and
- conduct of members of self-governing professions.

Many SDMs also have the authority to impose penalties.

The courts could not make all these decisions, nor would it be an appropriate use of resources for them to do so.

SDMs do not possess the same level of independence as the judiciary, and may be mandated to implement government policies. But like the courts, SDMs must make their decisions fairly and in accordance with the law. For this reason, and also because these decisions can have significant impacts on the affected individuals and businesses, it is important that the affected persons not only understand *why* a particular decision was made, but can also accept the decision as fairly made, even if they do not agree with the outcome.

## Statutory/Administrative Decision-making Bodies and Government

There are many types of statutory decision-making bodies in BC including:

- tribunals;
- boards;
- agencies; and
- commissions.

In addition, there are regulatory branches of government that administer policy, programs, and enforcement in areas such as liquor control and licensing, gaming, the financial services industry, and residential tenancies. Employees of these offices are also decision-makers subject to the rule of law, including the rules of procedural fairness described below.

The number of administrative decision-making bodies in British Columbia varies over time, as the executive branch of government chooses to expand or contract the scope of its statutory delegation of authority. For a list of administrative decision-making bodies, see the BC Directory of Administrative Tribunals & Agencies at <https://www.adminlawbc.ca/tribunals>.

Most decision-making bodies report to the Legislature, and thus the public, through a government ministry. For example, the Property Assessment Appeal Board, which deals with parties who wish to appeal their property assessments, reports to the legislature through the Ministry of Attorney General. The responsible Minister and ministry are called the decision-making body's "host ministry".

A decision-making body is governed by:

- its enabling legislation (Act and Regulations);
- in BC, the *Administrative Tribunals Act*, a procedural statute of general application for specified decision-making bodies;
- rules enacted by the decision-making body in accordance with its enabling legislation; and
- the common-law requirements of procedural fairness.

Procedural fairness refers to the principles that govern the processes to be followed by administrative decision-makers. They have been described as "fair play in action". There are four fundamental principles:

- a person has the right to be heard before a decision affecting their interests is made;
- a person has the right to an impartial decision-maker;
- the person who hears the issue must decide it; and
- the decision-maker must provide reasons for the decision.

Decisions of SDMs may be subject to review, appeal, or reconsideration, and ultimately will always be subject to judicial review by the courts.

## **Independence of Decision-making Bodies and Decision-makers**

SDMs are expected to ensure that they are not improperly influenced in their decision-making by other members of the body, the government, or external sources. Both decision-making bodies and individual members must have the independence within their statutory framework to decide each case on the basis of the relevant evidence and on its merits. In order to protect independence, there must be safeguards against various institutional pressures, including those resulting from the relationship with a decision-making body's host ministry.

[Source material excerpted from: *BC Administrative Decision-maker's Manual*, B.C. Council of Administrative Tribunals, May 1, 2016]