

**MINISTRY OF
COMMUNITY, SPORT, CULTURAL
DEVELOPMENT AND MINISTER
RESPONSIBLE FOR TRANSLINK
TRANSITION - BINDER A
August 18, 2015**

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**Ministry of Community, Sport, Cultural Development and Minister
Responsible for TransLink
TRANSITION BINDER A
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MINISTRY PROFILE

Ministry of Community, Sport, Cultural Development and Minister Responsible for TransLink

Ministry Mandate:

The Ministry of Community, Sport, Cultural Development and Minister Responsible for TransLink brings together key government services and supports needed to make B.C. communities great places to live and enable local governments and residents to build vibrant, healthy and sustainable communities that are well-governed, liveable, safe, economically resilient, socially responsible and full of opportunities for participation in sport and the arts.

There are four Divisions within the Ministry: Local Government; Arts, Culture, Gaming Grants and Sport; Integrated Policy, Legislation and Operations; and Management Services. The latter provides shared services to the Ministry of Jobs, Tourism and Skills Training and Responsible for Labour, the Ministry of International Trade and the Ministry of Small Business and Red Tape Reduction and Responsible for Liquor Distribution Branch. Through these Divisions, the Ministry:

- Provides a legislative framework, policies and programs that enable local governments to govern effectively and be accountable to citizens.
- Assists local governments in planning for vibrant, sustainable and healthy communities, and regional growth.
- Ensures that the property assessment system is transparent, flexible and fair.
- Provides funding, advice and other supports to foster effective local government services, infrastructure and governance structures, and to facilitate community economic growth.
- Promotes excellent relations between local governments, First Nations, provincial and federal bodies, the private sector and community groups.
- Provides the provincial sport system with funding and programs that support sport participation, excellence and events – allowing individuals, families and communities across the province to enjoy the health, social and economic benefits of sport.
- Supports artists and cultural organizations to provide opportunities for all British Columbians to participate in a vibrant arts and culture community that is recognized for excellence.
- Supports growth in the global creative economy through investments in B.C.'s creative industries, including: film, television, music, book and magazine publishing, and interactive digital media.



- Provides gaming grant funding to not-for-profit organizations to support and strengthen B.C. communities.
- Responsible for legislation and governance of TransLink.

In addition to the core program responsibilities provided by the Ministry in the areas of local government, arts, culture, gaming grants and sport, the Ministry also has functions that support the Ministry as a whole in policy, legislation, operations and management services. These functions are provided through the following Divisions:

- The Integrated Policy, Legislation, and Operations Division provides the Ministry with leadership and support in the areas of legislation, policy, research, special projects, central agency liaison, Federal/Provincial/Territorial relations, Minister and Deputy Minister correspondence services, as well as executive operations.
- The Management Services Division has responsibility for strong financial and other reporting systems, engaging internal communications, effective use of technology, and strategic human resources.

The following Crown corporations, agencies, boards and commissions overseen by the Ministry are critical partners in achieving the Ministry's mission: the Royal BC Museum, BC Assessment, the BC Arts Council, the BC Games Society, the Audit Council for the Auditor General for Local Government, the Board of Examiners, the Islands Trust Fund Board, the Property Assessment Appeal Board. The Ministry also oversees the University Endowment Lands, administers the annual Property Assessment Review Panel process, and is responsible for legislation and governance of TransLink.

In addition, the Ministry works in close partnership with institutions from across the provincial, federal and municipal governments as well as the private and not-for-profit sectors. Some of these key partners include: a number of federal government organizations; the Union of British Columbia Municipalities (UBCM); the Municipal Finance Authority; the Local Government Management Association; Creative BC, the Government Finance Officers Association; the Municipal Insurance Association and many other provincial ministries and agencies.

The effective delivery of the Ministry's mandate relies on key legislation, including: the *Local Government Act*, the *Community Charter*, the *Arts Council Act*, the *Assessment Act* and the *Vancouver Charter*.



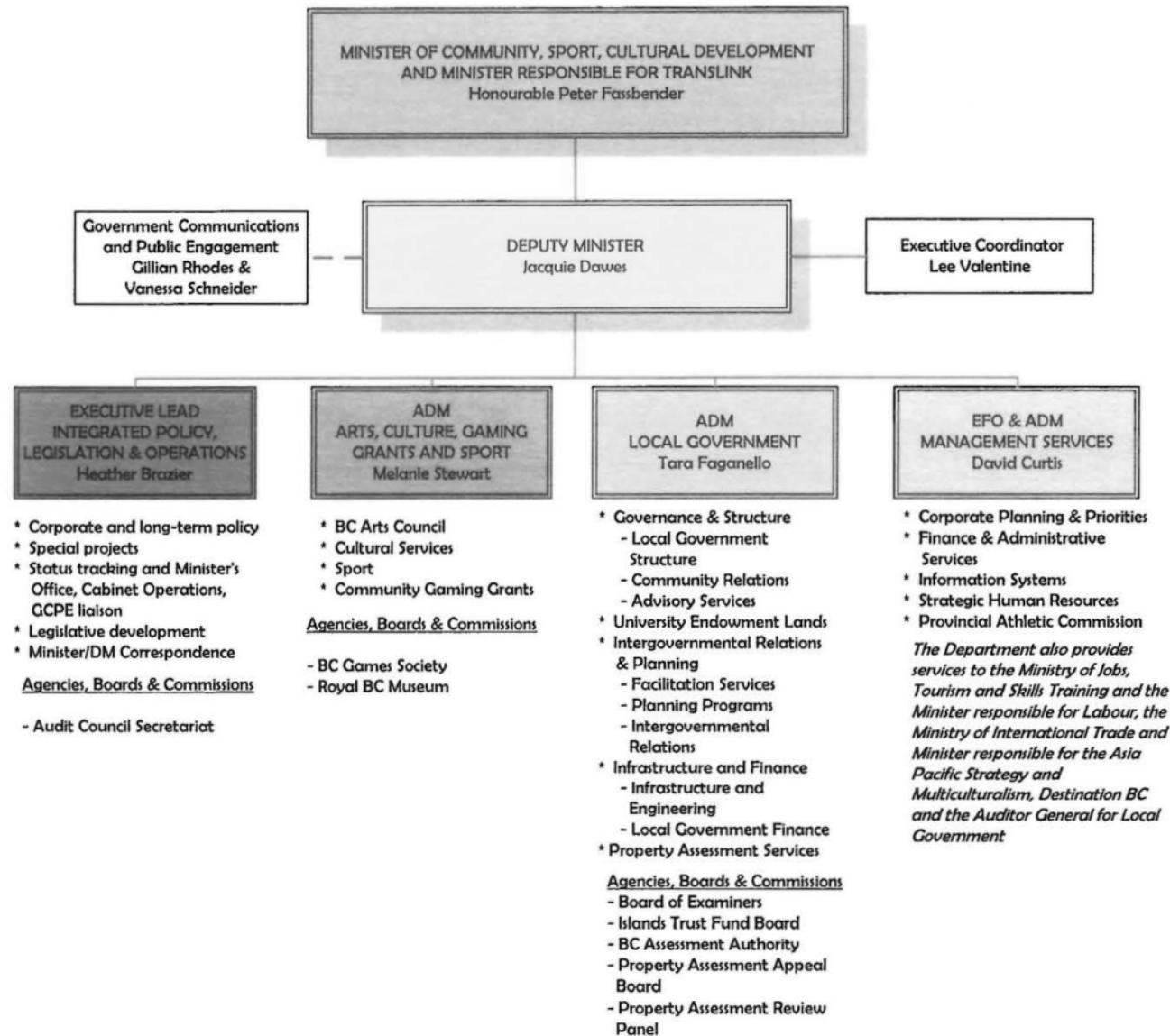
Budget: (in 000's)	2015/16
Local Government	148,607
Arts, Culture, Gaming Grants and Sport *	46,705
Integrated Policy, Legislation and Operations	2,789
Transfers to Crown Corporations and Agencies	11,866
Executive and Support Services	5,861
Total	215,828
BC Arts and Cultural Endowment Special Account	2,500
Physical Fitness and Amateur Sport Fund Special Account	1,700
University Endowment Lands Administration Special Account	8,442
Total	228,470

*Arts, Culture, Gaming Grants and Sport includes \$135m for community gaming grants and (\$135m) of offsetting recoveries

Full Time Equivalents (FTEs): represented as average burn 2015/16 (as at June 2015)

Local Government	89
Arts, Culture, Gaming Grants and Sport	32
Integrated Policy, Legislation and Operations	23
Executive and Support Services	75
Total	219

MINISTRY OF COMMUNITY, SPORT, CULTURAL DEVELOPMENT AND MINISTER RESPONSIBLE FOR TRANSLINK



EXECUTIVE MEMBER BIOGRAPHY

**PETER FASSBENDER
MLA, SURREY-FLEETWOOD**

**AND MINISTER: COMMUNITY, SPORT,
CULTURAL DEVELOPMENT AND
MINISTER RESPONSIBLE FOR
TRANSLINK**



On July 30, 2015 Peter was appointed Minister of Community, Sport, Cultural Development and Minister responsible for TransLink. He was previously appointed as Minister of Education in June of 2013.

Prior to his election to the Legislative Assembly of British Columbia, Peter served as a Councillor for the City of Langley for three years before being elected as Mayor in the November 2005, 2008 and 2011 Civic elections.

Peter also served the community and region in a host of volunteer capacities and on numerous national, provincial and civic committees. Peter was recognized as a leader in his community and the region and was recently awarded a Queen's Diamond Jubilee Medal.

In his business career Peter worked in radio and television as well as a number of other communications fields. For 29 years in his career he was a partner and senior executive with DDB Canada (formerly Palmer Jarvis), one of Canada's largest and most successful marketing and communications firms. In that capacity he dealt with both public and private sector clients at the local, national, and international levels. A major focus of his private sector career was social marketing campaigns including smoking cessation projects for Health Canada and international marketing activities for Industry Canada.

Peter and his wife Charlene have been married for 46 years; they have two adult sons and three grandchildren. Peter and his wife were both raised in Surrey and are still active members of their community.



EXECUTIVE MEMBER BIOGRAPHY

JACQUIE DAWES

DEPUTY MINISTER

**MINISTRY OF COMMUNITY, SPORT, CULTURAL
DEVELOPMENT AND MINISTER RESPONSIBLE
FOR TRANSLINK**



Jacquie was appointed to the position of Deputy Minister, Ministry of Community, Sport, Cultural Development and Minister Responsible for TransLink in July 2015. Previously Jacquie was an Assistant Deputy Minister for the Partnerships Department with the Ministry of Transportation. In that role Jacquie was responsible for the Pacific Gateway program; for provincial transportation property holdings; the BC Pavilion Corporation, BC Transit, TransLink and ICBC; and for policy support to the BC Railway Company. Jacquie will bring her experience and expertise respecting TransLink to her new role as Deputy Minister, as well as her experience with various Federal/Provincial/Territorial Committees.

Jacquie has been a Public Servant^{s.22} when she joined the Ministry of Finance. Her career has included progressively more senior management roles across a number of ministries, including at the Assistant Deputy Minister (ADM) level within the Ministries of Agriculture and Lands, Environment, and Advanced Education.

During her career, Jacquie has been responsible for major policy initiatives reframing public education and funding programs, for government's annual expenditure of \$4 Billion on K-12 education funding, for government's relationship with public colleges and institutes, and the annual \$66 Million Labour Market Agreement.

s.22



EXECUTIVE MEMBER BIOGRAPHY

TARA FAGANELLO, CPA CGA, BA

ASSISTANT DEPUTY MINISTER

LOCAL GOVERNMENT DIVISION



s.22

s.22

Tara has just been appointed to her current position in an area that works with a wide range of partners to develop communities with the capacity to manage change and provide quality, affordable service to all British Columbians. The Division offers a wide range of programs to serve communities. Prior to this position she was Assistant Deputy Minister and Executive Financial Officer serving Ministries of Justice, Finance, Labour and Citizens' Services, Office of the Premier, Public Service Agency and various other entities.

Tara's contributions have been driven by her corporate, collaborative, results-oriented style and ability to work with organizations and their people to resolve challenges that impact the bottom line. This is complemented with strong stakeholder relationships and an appreciation for teamwork. The Local Government Division (LGD) focuses on Stewardship of the Local Government System. Branches include Intergovernmental Relations and Planning; Local Government Infrastructure and Finance; Governance and Structure; as well as Property Assessment Services. LGD also has responsibility as the Inspector of Municipalities and for the Annual UBCM Convention and UBCM relations.

Tara's accomplishments include leading a significant reorganization of the Corporate Management Services Branch of the Ministry of Justice and her leadership of the Assistant Deputy Ministers of Corporate Services Committee as Chair where she has developed the respect of her peers. She demonstrates integrity and the ability to build trust in all areas of her work.

A dedicated public servant^{s.22} in the BC Public Service, Tara inspires those around her with her commitment to the needs of British Columbians. She started her public service career in Internal Audit and Advisory Services. Tara has also assisted other government organizations including Health, Government Agents, Transportation, Agriculture and Lands as well as the Province of Nova Scotia.

s.22



EXECUTIVE MEMBER BIOGRAPHY

MELANIE STEWART

ASSISTANT DEPUTY MINISTER

**ARTS, CULTURE, GAMING GRANTS
AND SPORT DIVISION**



Melanie Stewart is the Assistant Deputy Minister, Arts, Culture, Gaming Grants and Sport Division and has held the position since March 2014. Previously, she held the position of ADM, Agriculture Science and Policy in the Ministry of Agriculture for 2 years.

Melanie has held a variety of other roles in the BC public service^{s.22} including working on environmental and labour market/skills training portfolios. She was privileged to play a key role in the development of the original BC Climate Action Plan and led the creation of the province's first labour market forecasting model to align skills training with future job opportunities. She has also worked to advance the BC Jobs Plan through the development of the BC Agrifoods Strategy and through various initiatives related to the expansion of event hosting and growing BC's creative economy. In all of her roles, Melanie demonstrates commitment, leadership, humour, and strategic thinking.

s.22



EXECUTIVE MEMBER BIOGRAPHY

HEATHER BRAZIER
EXECUTIVE LEAD

**INTEGRATED POLICY, LEGISLATION
AND OPERATIONS DIVISION**



Heather was appointed as the Executive Lead, Integrated Policy, Legislation and Operations Division, Ministry of Community, Sport, Cultural Development and Minister Responsible for TransLink, in January 2012.

Heather has over ^{s.22} experience in the BC Public Service, including ^{s.22} experience with Treasury Board Staff where she worked on a range of complex, sensitive issues. Subsequent to this experience, Heather worked in the Ministries of Sustainable Resource Management, Advanced Education, Housing and Social Development and Public Safety and Solicitor General where she worked on a range of issues, including: a five-year plan for 25,000 new post-secondary student spaces; the creation of UBC's Okanagan campus; and implementation of the new impaired driving laws. ^{s.22}

^{s.22}



EXECUTIVE MEMBER BIOGRAPHY

DAVID CURTIS

ASSISTANT DEPUTY MINISTER

MANAGEMENT SERVICES DIVISION



David Curtis brings a wealth of public sector experience to his role of Assistant Deputy Minister and Executive Financial Officer for the Economy Sector, which includes the Ministries of Community, Sport, Cultural Development and Minister Responsible for TransLink; Jobs, Tourism and Skills Training; and International Trade, and Ministry of Small Business and Red Tape Reduction and Responsible for Liquor Distribution Branch.

David has^{s.22} experience within the BC Public Service with a diverse background including program delivery and performance measurement, strategic business planning and enterprise-wide risk management. David began his career at the Ministry of Forests, working in the Wildfire Management Branch and Para-attack team. Career opportunities lead David to progressively responsible roles in the Ministry of Technology, Innovation and Citizens' Services, Ministry of Finance, Ministry of Social Development and Social Innovation and Emergency Management BC before joining Community, Sport and Cultural Development's Executive team in November, 2014.

David has made significant contributions on a variety of complex files, including leading the Sector through Budget Day and Estimates. Prior to joining the ministry in March 2013 as Executive Director, Strategic Financial Initiatives, David was the Executive Director, Strategic Business Services with Emergency Management BC.

David's expertise in stakeholder engagement and depth of financial knowledge serve him well in this role^{s.22}

s.22



EXECUTIVE MEMBER BIOGRAPHY

GILLIAN RHODES

COMMUNICATIONS DIRECTOR

**GOVERNMENT COMMUNICATIONS
AND PUBLIC ENGAGEMENT**



Gillian is a communications professional with ^{s.22} of experience in the provincial government. The last 4 years have been with the Ministry of Community, Sport and Cultural Development as Communications Manager, and for the past 8 months, Acting Director of Communications. She has valued stakeholder relations within local governments, including regional districts, provincial sporting organizations and the provincial arts community. She has worked closely with senior decision-makers including Cabinet Ministers and Deputy Ministers and has managed major issues for government, while at the same time working on promoting reliable, strong media relations.

Prior to working in this Ministry, Gillian worked in the Ministry of Health and was involved in a leadership role in a number of public consultations, including the Conversation on Health, as well as managing the communications for the H1N1 flu outbreak. Prior to the 2010 Olympics in Vancouver, she was instrumental in creating a communications shop to support the province's focus on Sport and Healthy Living.

Gillian has extensive communications experience in working with federal and other provincial colleagues on FPT meetings, major amateur sporting events, and local government funding projects – including Building Canada, gas tax and other shared infrastructure funding. She has been instrumental in producing joint communications protocols with a number of organizations, including the federal government.

s.22



EXECUTIVE MEMBER BIOGRAPHY

VANESSA SCHNEIDER
COMMUNICATIONS DIRECTOR
(TRANSLINK AND LNG COMMUNITY READINESS)

**GOVERNMENT COMMUNICATIONS AND PUBLIC
ENGAGEMENT**



Vanessa Schneider joined GCPE in May 2015. s.22

s.22

As Director of Communications for the Minister of Sport,
she directed the political communications throughout the Vancouver 2010 Olympic and
Paralympic Games. s.22

s.22

s.22

s.22

Ministry of Community, Sport, Cultural Development and Minister responsible for TransLink Fiscal 2015/16 Budget Summary

Ministerial Contacts phone: (250) 387-1977

*Hon. Peter Fassbender
Joan Dick, Chief of Staff
Vacant, MA
Riley Whitelock, EA
Lia Robbins, AC
Julia Phillips, AA*

Key Communication Contact:

*Gillian Rhodes - phone: (250) 953-3677
Vanessa Schneider: (778)-676-6768
Alison Giles – phone: (250) 356-6305*

**Ministry of Community, Sport, Cultural Development and Minister responsible for
TransLink Budget Overview**

Ministry 2015/16 Operating Budget: \$228.5M (a net increase of \$7.1M or 3.2% from the 2014/15 budget of \$221.4M).

Appropriation Structure:

- **Voted Appropriation:** Vote 18 Ministry Operations
- **Statutory Appropriations:**
 - BC Arts and Culture Endowment Special Account,
 - Physical Fitness and Amateur Sports Fund Special Account, and
 - University Endowment Lands (UEL) Administration Special Account

Vote 18 Ministry Operations:

2015/16 Operating Budget: \$215.8M (a net increase of \$5.1M or 2.4% from the 2014/15 restated budget of \$210.7M).

The \$5.1 million increase in the Ministry's budget is primarily due to a return to normalized funding for Small Community and Traffic Fine Revenue Sharing grants and 1% BCGEU staff salary and benefit increase.

Key Messages, about the current year budget:

- 1% BCGEU staff salary and benefit increase.
- Reduction of Infrastructure funding due to the maturity of the Building Canada Fund.

Key Messages - Ministry Spending since 2001:

- Since 2001, the Province has provided more than \$3.0 billion to B.C.'s local governments over and above previously existing funding streams. This unprecedented level of provincial support includes programs such as:
 - Canada-BC Infrastructure Program (\$272M).
 - Building Canada Fund including Top-Up (\$160M).
 - Infrastructure Stimulus Fund (\$96M).
 - Municipal-Rural Infrastructure Program (\$63M).
 - Traffic Fine Revenue Sharing and Small Community and Regional District Grants (\$1,201M).
 - BC Community Water Improvement Program (\$80M).
 - Towns for Tomorrow (\$50M).
 - LocalMotion (\$40M).
 - Spirit Squares (\$19M).
 - Community Recreation Program (\$32M).

Composition of 2015/16 Gross Operating Expenditures, before Recoveries:

• Salaries and Benefits	\$ 19.174M	5.1%
• Operating Costs	\$ 12.158M	3.2%
• Government Transfers	\$336.280M	89.4%
• Other Expenditures*	\$ 8.494M	2.3%
• Gross Expenditures	\$376.106M	100%

*Note: Other Expenditures includes \$8.4M related to the UEL Special Account

2015/16 Capital Budget: \$1.288M (increased by \$0.455M or (55%) from the 2014/15 restated budget of \$0.833M).

- The Ministry's Capital Budget is fully designated towards development and implementation of the Local Government Information System (LGIS).
- The budget requirements for LGIS were approved by the Office of the Chief Information Officer (OCIO) and the Capital Planning Secretariat.

Special Accounts:

Arts and Culture Endowment Fund:

- **2015/16 Revenue: \$3.1M** (remained unchanged from 2014/15).
- **2015/16 Expense: \$2.5M** (remained unchanged from 2014/15).
 - This special account is comprised of two funds with restricted balances: the BC150 Cultural fund of \$157M and the Arts Legacy fund of \$21M. The restricted balances are invested with BCIMC to generate revenue.
 - Expenses consist of grants to organizations and artists to support the creation, development or presentation of works of art at events or venues that provide significant exposure to those works of art.

Physical Fitness and Amateur Sport Fund:

- **2015/16 Revenue: \$1.7M** (remained unchanged from 2014/15).
- **2015/16 Expense: \$1.7M** (remained unchanged from 2014/15).
 - This special account promotes physical fitness and participation in amateur sport for residents of the province. Interest earned on the account balance is credited to the account as revenue.
 - Expenses consist of government transfers to physical fitness and amateur sports projects, groups and organizations and awards to individuals. Administration costs are provided through the Ministry Operations Vote.

University Endowment Lands (UEL) Administration Account:

- **2015/16 Revenue: \$8.442M** (increased by \$2M from 2014/15).
- **2015/16 Expense: \$8.442M** (increased by \$2M from 2014/15).
 - The University Endowment Lands Administration Special Account provides for services to residents of the University Endowment Lands (UEL).
 - Revenue is derived from University Endowment Lands resident ratepayer contributions including: user fees, licenses and property taxes, land sales and rent from land tenures.
 - Expenditures consist of local government services to the UEL residents (eg. water, garbage collection, parking enforcement, building permits, etc).

Ministry Operations Sub-Vote Summary (excludes Special Account)

Local Government – Tara Faganello (cell: ^{s.17}

2015/16 Operating Budget: \$142.521M (increased by \$5.035M or 3.7% from the 2014/15 restated budget of \$137.486M).

University Endowment Lands – Tara Faganello ^{s.17}

2015/16 Operating Budget: \$5.583M (increased by \$7,000 from 2014/15).

Assessment Services – Robert Fraser ^{s.17}

2015/16 Operating Budget: \$.503M (remained unchanged from 2014/15).

Support for Arts and Culture:

The following budget provides consistent grant funding to the BC Arts Council through 2017/18.

Budget (000's)	<u>2014/15</u>	<u>2015/16</u>	s.13,s.17
Arts and Culture	\$26.063M	\$26.079M	
Arts & Culture Endowment	\$2.500M	\$2.500M	
Special Account			

For fiscal year 2015/16, the Province will provide more than \$60M in arts funding, including:

- o \$24M to the BC Arts Council (including \$2.15M from the BC 150 Cultural Fund);
- o \$350,000 for the Arts Legacy Fund portion of the BC Arts and Culture Endowment;
- o \$2M for Arts and Culture programs;
- o \$2.2M for Arts Branch operations;
- o \$11.86M to the Royal BC Museum;
- o Approximately \$17.5M in Arts and Culture Community gaming grants;
- o \$2.2M for Creative BC (via the Ministry of Jobs, Tourism and Skills Training).

Key Messages – Arts and Culture:

- Our government will spend more than \$60M on artists, arts and culture organizations in 2015/16, including approximately \$17.5M in community gaming grants.
- In 2015/16, the BC Arts Council, an independent agency funded by the Province of British Columbia, will provide \$24M to help individual artists and cultural organizations in communities across British Columbia.
- Since 2001, the BC Arts Council has distributed approximately \$235M in support of B.C. artists and cultural organizations.
- Programs provided by these funds for arts and culture helped make communities in every region of British Columbia great places to live, work and invest.
- Since 2001, the provincial government's support for the arts and culture community in B.C. has totalled more than \$533M.

Support for Sport:

s.13,s.17

	<u>2014/15</u>	<u>2015/16</u>
Budget (000's)	\$20,620	\$20,626
Physical Fitness & Amateur Sport Special Account	\$1,700	\$1,700

In 2015/16, the Province provides approximately \$50M in sport funding. This includes:

- \$28M from community gaming grant funding.
- Over \$21 million in transfers for provincial sector programming:
 - Roughly \$11 million for Participation Programming
 - Close to \$7 million for High-Performance Programming
 - Over \$3 million for BC Games, Hosting BC, and major events

Key Messages – Sport:

- Since 2001 we have invested more than \$1 billion to support sport in BC.
- In 2015/16, the Province will be providing approximately \$50M in sport funding.
- We've invested more than \$690M in new sport infrastructure since 2005, including:
 - Paralympics Training & Development Centre in Kimberley.
 - Charles Jago Northern Sport Centre in Prince George.
 - Pacific Institute for Sport Excellence in Victoria.
 - The Olympic Venues.
 - More than 70 other sport and recreation facilities across the province.

Gaming Policy Branch

- In 2011/12, the Ministry's budget was adjusted to include community gaming grants, in addition to the establishment of eligibility criteria.
 - The budget for community grants increased to \$135M with an offsetting recovery from BC Lotto Corporation of \$135M (this is a \$1K sub-sub vote).
 - Administration of the community gaming grants remains unchanged. The Gaming Staff is now located in the Ministry of Finance and will continue to adjudicate the community gaming grants through an administrative agreement with MCSCD.

Historical Gaming Budget

- Allocation of grant funding:

– 2015/16	\$135.0M
– 2014/15	\$135.0M
– 2013/14	\$135.0M
– 2012/13	\$135.0M
– 2011/12	\$135.0M (\$120M + \$15M)
– 2010/11	\$135.0M (\$120M + \$15M)
– 2009/10	\$160.1M (\$112M + \$48M)
– 2008/09	\$156.2M
– 2007/08	\$145.2M
– 2006/07	\$143.7M
– 2005/06	\$137.1M

Transfer to Crowns – Royal BC Museum – *Melanie Stewart*^{s.17}

2015/16 Operating Budget: \$11.866M (remained unchanged from 2014/15).

Executive and Support Services – *David Curtis*^{s.17}

- **Minister's Office:**
 - **2015/16 Operating Budget: \$0.573M** (remained unchanged from 2014/15).
- **Corporate Services:**
 - **2015/16 Operating Budget: \$5.288M** (increased by \$0.036M from 2014/15).

**Ministry of Community, Sport and Cultural Development and the
Ministry Responsible for TransLink
2015/2016
Budget Questions and Answers**

Contents:

1. What are the key changes in federal/provincial/local government infrastructure program for 2015/2016?
2. Now that the first tranche of the New-Building Canada Fund (N-BCF) projects have been announced, what is the revised expenditure profile for this program?
3. Why did the Ministry accelerating small community/regional district and traffic fine revenue sharing grants in 2014/15 and what is the impact on the 2015/16 budget?
4. What are the funding obligations of the Renewed Peace River Agreement (the Peace River MOU)?

1 What are the key changes to changes in federal/provincial/local government infrastructure program for 2015/2016? (Why is there no funding for infrastructure in the 2015/16 budget?)

- The provincial and federal governments have concluded the New Building Canada Fund (NBCF), \$53 billion over 10 years starting 2014/15 until 2023/24 . The NBCF contains numerous programs resulting in approximately \$14 billion of new federal funding toward the development of critical infrastructure like roads, airports, drinking water and flood protection work in communities across British Columbia.
- Under the NBCF, funding will be provided to local government's under the Gas Tax Fund and GST Rebate Program as well as cost-shared programs targeted to support national and regional priorities and P3 initiatives.
- The first intake of applications to the NBCF commenced in October 2014. This initial intake was estimated to contribute \$150 million (\$50 million from each of the federal, provincial and local governments) toward local government works across BC. Provincial contributions will increase as more NBCF programs are implemented and projects shift from the initial design phases to construction.

Initial Forecasted Provincial New Building Canada Fund Cash-flow (in millions)

Program Year	1	2	3	4	5	6	7	8	9	10	
Fiscal Year	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Commitments	\$0.0	\$50.0	\$59.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$109
Cash-flow (Provincial Expenditures)	\$0.0	\$2.0	\$5.0	\$15.0	\$20.0	\$20.0	\$15.0	\$15.0	\$12.0	\$5.0	\$109

2 Now that the first tranche of the New-Building Canada Fund (NBCF) projects have been announced, what is the revised expenditure profile for this program?

CSCD's Budget letter dated May 14, 2015 states the following: "As part of the 10-year, \$109 million commitment by the Province to cost-share in the funding of the Small Communities Component of the New Building Agreement, your

ministry has been provided with **notional allocations of up to \$2 million in 2015/16, up to \$5 million in 2016/17 and up to \$15 million in 2017/18**. Once costs for 2015/16 have been finalized, the ministry should provide a submission to Treasury Board to secure formal contingencies approval for the year."

In the lead-up to the October 2015 federal election, the Federal Government announced 60% of the NBCF project totalling \$64.4 million in Provincial funding commitments prior to July 31st, not 50% by September 30th as previously agreed. The Fed/Prov/Local Govt funding agreement (a federal contract) state that all costs associated with the project become eligible for funding once the project is announced. The early announcements provide every proponent with the opportunity to start their projects before the end of the 2015 construction season and will likely create funding pressure for CSCD.

One of the early announcements, the Langford Westshore Parkway project is forecasted to require \$800,000 in funding in 2015/16 or 40% of our total notional Contingencies Vote access. s.12,s.13,s.17

s.12,s.13,s.17

3 Why is the Ministry accelerating small community/regional district and traffic fine revenue sharing grants in 2014/15? And what is the impact of the acceleration on the 2015/16 budget?

- The Province accelerated the payment of \$40M in small community/regional district and traffic fine revenue sharing grants payable in 2015/16 and 2016/17 into 2014/15.
- This initiative provides local governments with access to provincial contributions earlier – giving them an ability to commence works and provide services sooner – benefiting communities and local economies and job creation.
- There was no change in funding – only the timing of payments. The accelerated payments in 2014/15 years will result in lower payments in 2015/16 and 2016/17.

4 What are the funding obligations of the Renewed Peace River Agreement (the Peace River MOU)?

Through negotiations with all local governments in the region, the Province and local government leaders in the Peace River (seven municipalities and the regional district) have signed a new Peace River Agreement valued at over \$1.1 billion over the next 20 years.

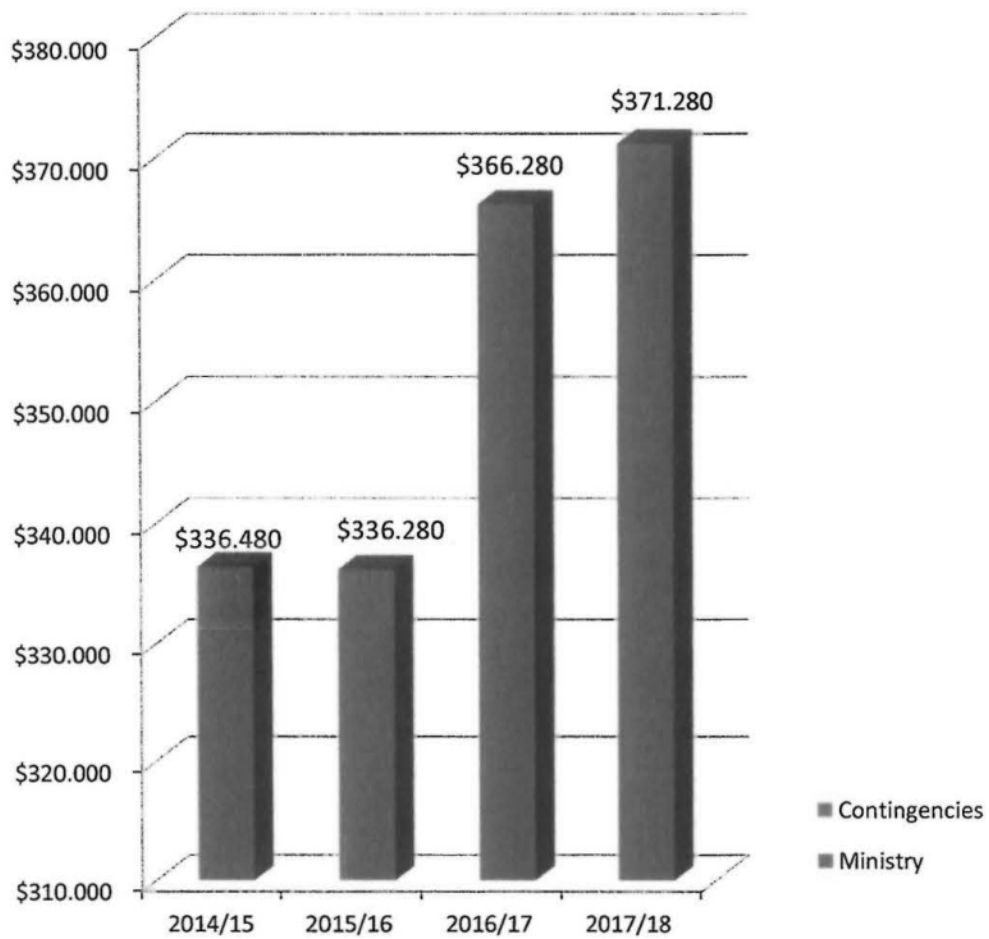
The new agreement will provide a permanent framework for municipalities and rural areas to plan for future needs and provide financial stability and certainty to residents of the region by providing to the local governments annual payments that recognize the lack of access to the industrial tax base in rural, unincorporated areas. These payments will ensure these local governments can continue to make the critical investments in local services and infrastructure over the coming years to maintain the region as a growing service sector for industry, including natural gas.

Key features of the new agreement include:

- Annual payments that start at a base of \$50 million in 2016, and after 2020, will increase at an agreed annual rate for growth, through to at least 2035;
- Opportunities to re-open the annual rate of growth of the payment in both 2023 and 2031, as well as renegotiate a new base and annual rate of growth to take effect after 2035;
- New eligibility, reporting and approval requirements to improve accountability to taxpayers; and
- New provisions to support provincial-regional relationship-building through a new Partnership Committee.

Signatories received an additional \$3 million in 2015 as a special one-time payment(a signing bonus) for approval of the agreement, building on the \$46 million already paid on April 30, 2015, under the previous agreement. One million dollars will also be provided to the Peace River Regional District this year to support the work of the Partnership Committee over the coming years.

Ministry of Community, Sport, Cultural Development and Minister Responsible for TransLink Government Transfers



**Ministry of Community, Sport, Cultural Development and Minister
Responsible for TransLink
Summary of Government Transfers - 4 Year Comparison**

s.13,s.17

Core Business	2014/15 Restated (\$ millions)	2015/16 Estimates (\$ millions)
Local Government		
Grant Programs:		
Small Community Programs	35.100	38.100
Traffic Fine Revenue Sharing	41.100	43.100
Peace River (\$29.6m advanced in 12/13)	41.600	41.600
Bulkley Nechako / Kitimat Stikine RDs	1.414	1.414
CN Accommodation/Aquila	0.492	0.492
Subtotal	119.706	124.706
Entitlement Programs		
Railway Tax Mitigation	0.658	0.658
Grants in Lieu of Taxes	0.465	0.465
Subtotal	1.123	1.123
Transfers Under Agreement (TUAs - General):		
Climate Action Revenue Incentive Program	8.365	8.365
Local Government Structure Grants	0.500	0.500
Subtotal	8.865	8.865
TUAs - Infrastructure Programs:		
Provincial Programs		
BC Community Water Improvement Program	-	-
Infrastructure Planning	0.500	0.500
Provincial Share of Federal/Provincial Programs		
Build Canada Fund	-	-
Subtotal	0.500	0.500
Subtotal for Local Government	130.194	135.194
Other		
UEL - Fire Prevention Services	6.320	6.320
BC Arts Council	21.850	21.850
Arts and Culture	1.984	1.984
Royal BC Museum	11.866	11.866
Sport	19.866	19.866
Community Gaming Grants	135.000	135.000
Subtotal	196.886	196.886
Subtotal for the Ministry	327.080	332.080
BC Art & Culture Endowment (Special Account)	2.500	2.500
Physical Fitness & Amateur Sports Fund (Special Account)	1.700	1.700
Subtotal	4.200	4.200
Total Government Transfers, before Contingencies	331.280	336.280
Approved Contingencies		
Build Canada Fund - funding for project slippage	5.200	-
	-	-
	-	-
Total Approved Contingencies	5.200	-
Total Government Transfers, including Contingencies	336.480	336.280

LOCAL GOVERNMENT DIVISION: LOCAL GOVERNMENT PROGRAMS

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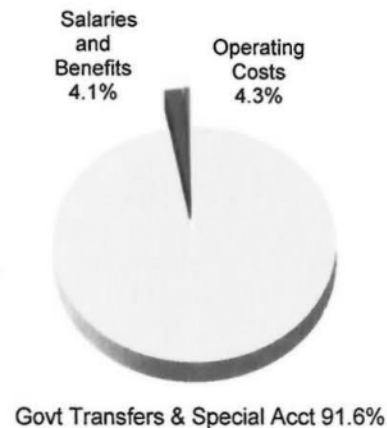
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2015/16 Budget by Expenditure Type

Local Government Division (LGD)

Description:

LGD supports local governments to improve community quality of life by promoting sustainable, livable communities that provide healthy and safe places for British Columbians. Services for local governments include: maintaining and applying the policy and legislative framework; providing advisory services and problem-solving support; and administering grant programs. LGD is also responsible for municipal-like services in the University Endowment Lands (UEL).



Operating Budget (\$000s)	2014/15 Budget Restated ¹	2015/16 Estimates	Increase/ (Decrease)
Salaries and Benefits	6,513	6,968	455
Operating Costs	6,778	8,353	1,575
Government Transfers	144,514	141,514	(3,000)
Other Expenditures	-	12	12
Property Assessment Services	503	503	-
UEL Special Account	6,442	8,442	2,000
Total before Recoveries	164,750	165,792	1,042
Internal Recoveries	(6,443)	(8,443)	(2,000)
External Recoveries	(8,300)	(300)	8,000
Sub-vote & Special Account Total	150,007	157,049	7,042

Source: BCO

Local Government Division: 89 Full-time Equivalents (FTEs)

Includes: Local Government, Property Assessment Policy and Support, Property Assessment Review Panel, Property Assessment Appeal Board, and UEL Administration and Public Works

Division Overview – Administration

Branch	Description	Notional Allocation Operating Budget \$000's	
		2014/15 Budget	2015/16 Estimates
ADM Office 4 FTEs	Oversees the delivery of a full range of programs to serve local governments and local communities. Centralized services for the Division are included.	1,810	1836
Intergovernmental Relations and Planning Branch 16 FTEs	Provides community and regional land use planning, development and management support to local governments and the Islands Trust; supports intergovernmental agreements, the prevention and resolution of intergovernmental conflict, and offers dispute resolution services; coordinates socio-economic effects management planning in response to EA certificates.	1,681	1,681
Infrastructure and Finance Branch 24 FTEs	Provides infrastructure and operating support to local governments and improvement districts; provides local finance advisory services and monitors annual Local Government Data Entry submissions; coordinates approvals for the Deputy Inspectors and Inspector of Municipalities.	2,054	2,054
Governance and Structure Branch 16 FTEs	Supports the work of local governments in three main areas: advising/problem solving on complex local and regional governance issues; overseeing the restructure of local governments, including municipal incorporations and boundary extensions; and supporting the building of productive relationships between local governments and First Nations.	1,747	1,747
Property Assessment Services 9 FTEs	The Property Assessment Services (PAS) Branch works closely with BC Assessment (BCA) to ensure a transparent, flexible, fair and equitable property assessment system. In addition, it administers the annual Property Assessment Review Panel (PARP) program across the Province and supports the management of the Property Assessment Appeal Board (PAAB). <i>(see Property Assessment Program Profiles for more detailed information on Program)</i>	502	502

Branch	Description	Notional Allocation Operating Budget \$000's	
		2014/15 Budget	2015/16 Estimates
Local Government Administration 12 FTEs		7,794	7,820
University Endowment Lands (UEL) Fire Contract	Provides fire protection services to the University of British Columbia, Pacific Spirit Regional Park and the UEL, through a contract with the City of Vancouver.	5,576	5,583
University Endowment Lands Administration – Statutory Appropriation	Provides local government-like services, including: planning; land use regulation; building regulation and inspection; local roads; water; sewerage; drainage; community parks; and bylaw enforcement. The cost of these services is recovered from local taxes through the UEL Special Account.	6,442	8,443
Sub Total	Department Administration & UEL	19,812	21,846
Grants and Transfers (net of UEL and Recoveries)	See Programs Summary	130,194	135,194
Total	Local Government & UEL Special Account Sub-Vote	150,006	157,040

Increases in the amount of \$7,042 include:

\$42K 1% BCGEU staff salary and benefit increase
 \$2M UEL Special Accounts
 \$3M Small Communities Grants
 \$2M Traffic Fine Revenue Sharing

Programs Summary – Grants and Transfers

Programs Description	Operating Budget \$000's	
	2014/15 Budget	2015/16 Estimates
Grant Programs		
<u>Unconditional Grants:</u>		
- Small Community Grants & Regional District Grants Programs: - Provides funding to local governments to sustain basic local governance structures and services. - Traffic Fine Revenue Sharing (TFRS) Program: - Distributes traffic fine revenue based on municipal policing costs to fund community safety initiatives.	*35,000	38,100
*See pages 9 and 11 for full program budget variance explanation		
<u>Peace River Memorandum of Understanding (MOU):</u>		
Provides a stable source of revenue to local governments in the region where much of the oil and gas activities is not subject to local taxation.	41,600	41,600
Transfer Programs		
<u>Planning and Development Transfers:</u>		
- Local Government Structure Grants - Local Service Grant (Bulkley-Nechako/Kitimat-Stikine RDs) - Climate Action Programs	10,279	10,279
<u>Transitional/Special Assistance Transfers:</u>		
- Railway Tax Mitigation - CN Accommodation/Aquila - Grants in Lieu of Taxes	1,615	1,615
Infrastructure Programs		
Infrastructure Planning Grant Program (IPG)	500	500
Grants and Transfers - Total	130,094	135,194

Quick Facts about BC Local Government

Local and Regional Government in BC

- Local governments in BC consist of incorporated municipalities and regional districts.
- 162 municipalities (cities, districts, towns, villages, resort municipalities and regional municipalities) and 27 regional districts.
- The key legislative framework for all local governments, except for the City of Vancouver, is based on the *Community Charter* and the *Local Government Act*.

BC Population	# of mun.'s	% of mun.'s	% of BC pop
>100,000	10	6%	50%
>50,000	10	6%	17%
>10,000	37	23%	16%
>5,000	20	12%	3%
<5,000	85	53%	3%
Total	162	100%	
Unincorporated			11%

Population Distribution

- In 2013, BC had a population of over 4.6 million. 89% of BC's population lived in an incorporated area (municipality), while 11% of the population lived in non-municipal territory.
 - Incorporated municipalities – approx. 4.1 million
 - Electoral/unincorporated areas – approx. 496,000
- Municipal population ranged from under 115 (Zeballos) to over 641,000 (City of Vancouver).
- The average municipal population size was 25,377; however, the median population size was 4,523. 64% of municipalities had a population of less than 10,000.
- Most of BC's urban population (GVRD, FVRD, CRD) inhabits only 1.6% of the province's entire area.
- 53% of BC's population lives in the GVRD, which only accounts for 0.36% of the province's territory.

Regional Growth and Planning

- BC's metropolitan regions are experiencing high growth. An additional 1.4 million people are expected to live in BC by 2041.
- 90% of the population increase is expected to be in the urban areas of BC's high growth regions (Lower Mainland, Southeast Coast of Vancouver Island and the Okanagan Valley).
- Ten regional districts in BC's high growth areas have established regional growth strategies to guide growth and development to ensure a secure high quality of life for communities and regions.
- The Comox Valley, Nanaimo, Capital, Metro Vancouver, Fraser Valley, Squamish-Lillooet, Thompson-Nicola, North Okanagan, Central Okanagan, and Okanagan-Similkameen regional districts have adopted regional growth strategies and are undertaking implementation efforts with over 75 member municipalities and one Treaty First Nation.

Quick Facts About Local Government Finance

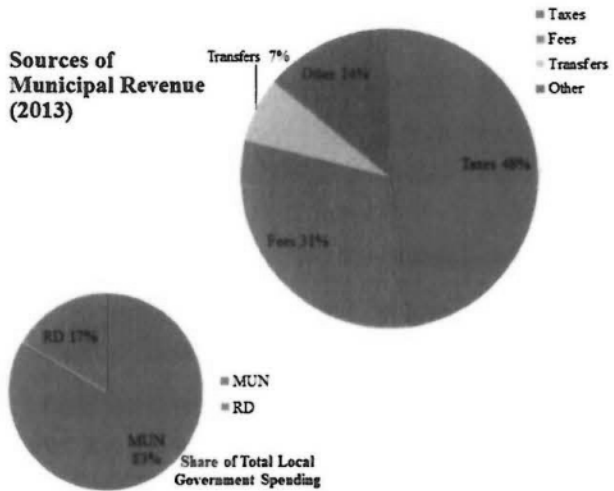
Local Government Expenditures

In 2013, local government spending accounted for approximately 3.6% of BC's Gross Domestic Product at approximately \$8.3 billion.

- Municipal vs. regional district spending:
 - Municipal \$7.0B (84% of local total)
 - Regional \$1.3B (16% of local total)

Local Government Revenue Sources

- In 2013, local government revenue was approximately \$10.1 billion. Local government revenue sources have remained stable for the last 7 years.
- Local government revenue is composed of: property taxes; user fees; transfers from other levels of government; and other sources such as construction permits and business licenses.



Local Government Labour Force

- Approximately 40,100 people make up the local government public sector labour force in BC.
- Between 2003 and 2013, the number of people working in local government in BC increased by 37%. During that same time period, the employment rate in the Federal Government in BC increased by 5% and increased in the provincial government by 14% (BC Stats).

Provincial Support

- Since 2001, our government has provided approximately \$3 billion in additional funding support to BC's local governments. Almost half of this \$3 billion investment has supported local government capital and infrastructure investments, while the remainder has supported local government operations.
- In addition to this provincial investment, since 2001, we have secured more than \$1.5 billion in federal funds for local governments to enhance community infrastructure.
- Over this same period, the Province has committed more than \$517 million towards more than \$1.23 billion-worth of local government water and wastewater infrastructure projects. BC entered into the federal Gas Tax Fund agreement with the Federal Government and the Union of British Columbia Municipalities (UBCM) that saw \$885.6 million in federal funds which were then transferred to BC local governments, over nine years, from 2005/06 to 2013/14. A renewed 10-year agreement was signed in May 2014, for 2014/15 to 2023/24 with a transfer of \$1.3 billion in federal funds to BC local governments over the first five years of the agreement.

Property Assessment

- The total number of properties on the 2015 assessment roll is 1.97 million, an approximate 1% increase from 2014. The total value of real estate on the 2015 roll is \$1.2 trillion, a 5.8% increase from 2014. In 2015, approximately 87.7% of all properties contained a residential component, equating to more than \$912.6 billion of the value of the total assessment roll. BC Assessment's assessment roll provides the foundation for local and provincial taxing authorities to raise more than \$6.8 billion in property taxes each year, funding the many community services provided by local governments around the province, including the public school system.

*Unless otherwise specified, the facts and figures contained in the Local Government Quick Facts are as of December 31, 2013 excluding the Village of Lytton and the Village of Salmo as no financial information has been reported to date.

Small Community Grants (SCG) and
Regional District Grants
Program Profile

Program Objectives:

Annual

- Ensure that small municipalities and regional districts have the fiscal capacity to provide services and support their governance structure.

Program Description:

- *Small Community Grants* are based on a formula involving basic funding, population-based funding, and assessment-based funding.
- *Regional District Grants* are provided to regional districts based on population and the number of local community commissions that serve unincorporated areas; an equivalent transfer is also provided to the Islands Trust in support of local governance.

Grant Formula:

- *Small Community Grants* are allocated based on the formula set out in the Local Government Grants Regulations. A grant is paid when the sum of the following components is \$100,000 or more:
 - A base funding amount of \$200,000;
 - A population funding amount of \$50 per resident up to 5,000, less \$25 per resident after that; and,
 - An assessment equalization funding amount based on the relative size of the local tax base.
- *Regional District Grants* are similarly allocated based on a formula set out in the Local Government Grants Regulations. The grant consists of three components:
 - Up to \$120,000 based on total regional population;
 - Up to \$80,000 based on total combined electoral area population; and,
 - \$5,000 for each Local Community Commission in the regional district.
- The Islands Trust receives a grant in support of local governance that is equivalent to what would be provided under the *Regional District Grants* formula.

Client Profile:

- Most of BC's 162 municipalities.
- All 27 regional districts.
- Islands Trust.

Program Budget	Budget \$000's	
	2014/15 Budget	2015/16 Budget
Small Community Grants	*54,000	38,100

Note: These figures include grants to Regional Districts and Islands Trust.

*Includes \$19 million in Contingencies (All Ministries) and New Programs Vote (2015/16 and 2016/17 accelerated funding)

Explanation of Variance:

- 2014/15 was the final fiscal year for accelerated funding under the Strategic Community Investment Fund.
- 2015/16 and 2016/17 Small Community and Regional District Grant funding was accelerated and partial payment effected in March 2015 (\$17 million for 2015/16 and \$2 million for 2016/17). This \$19 million funding does not appear in the Ministry budget because funding is allocated from the Contingencies (All Ministries) and New Programs Vote held centrally.

	2014/15	2015/16 Budget
Small Community and Regional District Grants		
Original Budget - Before Acceleration	35,000	55,100
Accelerated Funding (Contingencies Vote)	- 19,000	- (17,000)
Revised Program Expenditure - After Acceleration	54,000	38,100

s.13,s.17

Program Outcomes/Service Statistics:

- By 2009, Community, Sport, Cultural Development and Minister responsible for TransLink (CSCD-T) had met government's four-year commitment to double the grants to \$54 million per year – in line with the new, fairer formulas developed in consultation with UBCM.
- The Province remains committed to ensuring that small municipalities have access to the financial resources they need in order to deliver quality services in their communities.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

**Traffic Fine Revenue Sharing (TFRS)
Program Profile**

Program Objectives:

Annual

- Share financial benefits with municipalities that contribute to traffic safety and enforcement.

Program Description:

- The Traffic Fine Revenue Program returns 100 percent of net traffic fine revenue to municipalities whose population is greater than 5,000 and who are responsible for policing costs.
- Traffic Fine Revenue Sharing is distributed based on municipal policing costs and municipalities are required to use the funds towards community safety and policing initiatives.

Grant Formula:

- Consistent with the Local Government Grants Regulations, Traffic Fine Revenue Sharing Grants are distributed to municipalities in accordance to the ratio of an individual municipality's policing costs to the total municipal policing costs, two years previous.
- Municipalities are responsible for submitting detail regarding police expenditures to the Ministry of Justice.
- Annual funding fluctuates based on the amount of traffic fines collected and municipal policing expenditures.

Client Profile:

- 75 of 162 municipalities.

Program Budget	Budget \$000's	
	2014/15	2015/16
TFRS	*62,100	Budget 43,100

*Includes \$21 million in Contingencies (All Ministries) and New Programs Vote (2015/16 and 2016/17 accelerated funding)

Explanation of Variance:

- 2014/15 was the final fiscal year for accelerated funding under the Strategic Community Investment Fund.

- 2015/16 and 2016/17 Traffic Fine Revenue Sharing funding was accelerated and partial payment effected in March 2015 (\$18 million for 2015/16 and \$3 million for 2016/17). This \$21 million funding does not appear in CSCD-T's budget because funding is allocated from the Contingencies (All Ministries) and New Programs Vote held centrally.

	2014/15	2015/16 Budget
Traffic Fine Revenue Sharing Grants		
Original Budget - Before Acceleration	41,100	61,100
Accelerated Funding (Contingencies Vote)	21,000	(18,000)
Revised Program Expenditure - After Acceleration	62,100	43,100

s.13,s.17

Program Outcomes (Impacts)/Service Statistics:

- Since the expansion of the program in 2004, municipalities have boosted their police forces by hiring additional police officers and establishing innovative programs in order to help make BC safer.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

Peace River Agreement Program Profile

Program Objectives:

Annual

- On May 29, 2015, the Peace River Agreement was signed by the Province and the eight local governments in the Peace River area.
- Funding under this agreement provides a stable source of revenue to local governments in the province's major oil and gas producing region where most of the industry assets are not subject to local taxation. The current agreement will go through to 2035.

Program Description:

- The Peace River Agreement is a 20-year agreement signed in 2015 that provides provincial funding to the Peace River Regional District (PRRD) and seven municipalities located within the PRRD based on a funding formula. The formula provides a base amount of \$50 million. Commencing 2020 provincial funding will also include a 2 percent compounding inflation escalator.

Client Profile:

- 1 regional district
- 7 municipalities

Program Budget	Budget \$000's	
	2014/15 Budget	2015/16 Budget
Peace River MOU	41,600	50,000

Service Provider:

- The Province allocates annual funding under this agreement to the PRRD and the seven municipalities based on formulas and procedures set out in an appendix to the agreement.
- This agreement is an extension of a previous agreement (called the Peace River MOU). Between 2005 and 2015, total funding under the MOU was approximately \$337 million, bringing significant benefits to the region and addressing historical deficits in local infrastructure.

Program Outcomes (Impacts)/Service Statistics:

- Funds are primarily directed to Fort St. John and Dawson Creek, the region's two major service centres, but all jurisdictions receive something each year.

2015/16 Priorities/Key Initiatives:

- The agreement allows northeast communities to access new resources to improve the infrastructure that is so crucial to a healthy community and an active business sector. The amount attributable to 2015/16 will be \$50 million.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

Northern Rockies Infrastructure Development Contribution Agreement
Program Profile

Program Objectives:

Annual

- Funding under the Infrastructure Development Contribution Agreement provides a stable source of capital funding to the Northern Rockies (NRRM) to facilitate and accommodate the growth of the NRRM as a regional service centre for the natural gas industry.

Program Description:

- Growth in the natural gas industry will place significant demands on the NRRM for housing, infrastructure and community services.
- In April 2013, the Province entered into a 20-year contribution agreement with the NRRM to facilitate and accommodate the growth of the NRRM as a regional service centre for the natural gas industry.
- Starting in fiscal 2015/16, the Province could provide the NRRM with an annual contribution of up to \$10 million for community infrastructure. The first payment is scheduled to be issued by July 31, 2015.

Client Profile:

- 1 regional municipality

Note: the annual funding for this grant program will not come out of budget, but rather from contingencies.

Program Budget	Budget \$000's	
	2014/15 Budget	2015/16 Budget
Northern Rockies	N/A	10,000

Service Provider:

This program will provide the NRRM with up to \$10 million per year to fund infrastructure works established in an approved capital plan

Program Outcomes (Impacts)/Service Statistics:

The longterm outcome of this funding agreement is to develop the NRRM as a regional centre for oil and gas development.

2015/16 Priorities/Key Initiatives:

- The 20-year agreement provides up to \$10 million per year, allowing the NRRM to access new resources for infrastructure crucial to a healthy community and an active business sector.
- s.13,s.17

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

Transfer Programs – Other
Program Profile

Program Description:

Annual

Other Transfer Programs includes a variety of unique programs, outlined as follows:

- Restructure Program provides funding for studies and implementation of significant changes to the structure (boundaries or other aspects of local governance and service delivery) of local governments.
- Local Services Grants specifically relates to the Province's 15-year commitment to provide an annual grant of approximately \$1 million in lieu of taxes to the Regional Districts of Bulkley-Nechako and Kitimat-Stikine for the Kemano hydroelectric facility. A 1950 agreement between the Province and Alcan exempted Kemano from property taxation, this grant compensates the two districts and allows them to provide and support infrastructure in their regions. The amount is calculated and divided between the two regional districts according to the same formula used for payments in lieu of taxes made by BC Hydro for their generating facilities.
- Climate Action Programs provide additional support to local governments taking action on climate change. Local government signatories to the BC Climate Action Charter who report annually on actions taken to reduce their carbon footprint are eligible for the Climate Action Revenue Incentive Program (CARIP) conditional grant. The Program provides conditional grants to local governments equal to 100 percent of their carbon taxes paid (see CARIP Estimates Note and Appendix R for more detail).

Client Profile:

- Municipalities and regional districts.

Program Budget	Budget \$000's	
	2014/15 Budget	2015/16 Budget
Restructure	500	500
Local Service Grants	1,414	1,414
Climate Action Programs	8,365	8,365
Total	10,279	10,279

Program Outcomes (Impacts)/Service Statistics:

- Assist local governments to become carbon neutral in internal operations and to take other actions to reduce GHG emissions within their communities.
- Annual CARIP reporting requirements enable monitoring of local government climate action progress year over year, assist in measurement of intended program outcomes and support public transparency and accountability.
- The cost of providing local government services is not adversely impacted by the carbon tax.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

**Local Government Structure Grants
Program Profile**

Program Objectives:

Annual

- To assist communities in choosing local government structures that meet local and provincial needs and objectives, including long-term cost savings and service integration.

Program Description:

- The program oversees the restructure of local governments in the province. Restructure can include: incorporation of municipalities; major restructuring of existing municipalities; amalgamation of one or more existing municipalities; extension of municipal boundaries; and restructuring of regional districts.
- The program supports locally initiated restructure processes by providing advice and guidance and provision of financial incentives. Three grants are provided in accordance with the *Local Government Grants Act* and Regulation:
 - *Restructure Planning Grants* assist communities in studying the implications of restructure.
 - *Restructure Assistance Grants* provide an incentive for communities to restructure and support newly incorporated or restructured municipalities with transitional assistance.
 - *Restructure Implementation Grants* support the implementation of approved restructures by providing for interim administration and the transfer of improvement districts to local government.
- The program also works with other ministries, in particular: Transportation and Infrastructure, Justice, Finance, and Aboriginal Relations and Reconciliation.

Client Profile:

- Unincorporated communities interested in restructure, as well as existing municipalities, regional districts and improvement districts seeking to address governance and service challenges.

Program Budget	Budget \$000's	
	2014/15 Budget	2015/16 Budget
Restructure grants	500	500

Service Provider:

- LGD staff, in cooperation with municipalities and regional districts.

Program Outcomes (Impacts)/Service Statistics:

- Monitored emerging restructure requests to form the basis for a restructure program plan to support strategic decision-making on governance study requests.
- Monitored work on an analysis of the potential impact on the Islands Trust if Salt Spring Island were incorporated as a municipality; report developed as companion information for the Salt Spring Island governance study; March 2015 Minister provided \$120,000 funding for Salt Spring Island incorporation study process.
- Continued to implement a digital mapping MOU with GeoBC to convert inventory of municipal and regional district boundary maps to an accurate and cohesive boundary layer that can support links to the OpenData Warehouse and other spatial data functions.
- Processed three municipal boundary extensions and eight improvement district boundary amendments for consideration by Minister. Dissolved three improvement districts, with local service transferred to a regional district service area.
- Supported a local decision process on restructure of the City of Campbell River to include a portion of the adjacent electoral area, resulting in a clear voter decision to remain unincorporated.
- Reached agreement with the City of Fernie, Regional District of East Kootenay and local property owners on a long-term plan to improve critical infrastructure in West Fernie and provide for a coordinated transition of that neighbourhood into the City.
- March 2015 provided governance study funding to Regional District of Okanagan-Similkameen for Electoral Area D (Okanagan Falls and area); and Thornhill/Terrace.

2015/16 Priorities/Key Initiatives:

s.13,s.17

s.13

s.13

. Government's interest coming out of November 2014 referenda in 8 of 13 Capital municipalities; implicit reference in mandate letter. Once process leadership determined, develop detailed terms of reference, procurement process, launch etc

- s.13

Contacts:

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Nicola Marotz, Executive Director, Governance and Structure	(250) 356-6257

Transitional/Special Assistance Transfers
Program Profile

Program Objectives:

- Special purpose grants assist in the resolution of unusual or unique local problems and to provide grants in lieu of taxes on provincially-owned property within a municipality.

Program Description:

- Special purpose grants provide for the resolution of unusual or unique situations including railway property tax reform mitigation and grants in lieu paid under the *Municipal Aid Act*. The latter are given to municipalities for buildings owned by the provincial government and not maintained by Shared Services BC.

Client Profile:

- Local governments including municipalities and regional districts.

Program Budget	Budget \$000's	
	2014/15 Budget	2015/16 Budget
Railway Tax Mitigation	658	658
CN Accommodation/Aquila	492	492
Grants in Lieu of Taxes	465	465
Total	1,615	1,615

2015/16 Priorities/Key Initiatives:

- Continue to support specific agreements.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

Infrastructure Programs

New Building Canada – Small Communities Program Profile

Program Objectives:

2014 Open

- To assist local governments with populations of less than 100,000 with up to 2/3 of total eligible costs of building local public infrastructure. The Province committed \$109 million to match federal funding contributions. Treasury Board approved funding in February 2015.
- Through this Program – with federal and provincial investment and matching local government dollars – over \$327 million will be invested in BC communities.

Program Description:

- On March 21, 2013, the Federal Government announced its \$70 billion Economic Action Plan. This includes the New Building Canada Plan (BCP), \$53 billion over 10 years starting 2014/15 until 2023/24. The BCP contains numerous programs, including the Gas Tax Fund and GST Rebate Program. Ultimately, the new BCP results in approximately \$14 billion of new federal funding as the New Building Canada Fund (NBCF) with the following components:
 - \$4 billion National Infrastructure Component (NIC) that will support projects of national significance;
 - \$10 billion Provincial-Territorial Infrastructure Component (PTIC) for projects of national; regional or local significance:
 - \$1 billion of PTIC is dedicated to the Small Community Fund (SCF), for projects in communities under 100,000 residents – the SCF effectively replaces the current BCF Communities Component; and

○ s.13,s.17

The PTIC allocation to BC is \$1,089,897,436 over the 10-year period. The Federal Government requires that a minimum of 10 percent of each provincial allocation under PTIC is dedicated towards the SCF.

The estimated minimum federal commitment to BC's SCF is approximately \$109 million (10 percent PTIC allocation) over 10 years. BC will be required to match the federal commitment with operational dollars.

- Through the NBCF-SCF program, the provincial and the Federal Governments will each allocate approximately \$109 million to support infrastructure projects in communities with a population of less than 100,000 people.
- NBCF-SCF funding provides communities with support in addressing their infrastructure needs and will operate concurrently with Gas Tax Funding.
- The NBCF-SCF funding formula is based on 1/3 of project funds contributed by each level of government: federal, provincial and local.
- Funding will provide communities with support in addressing their infrastructure pressures and serve as a complementary instrument to Gas Tax Funding.
- Eligible project categories are:
 - Brownfield Redevelopment;
 - Connectivity and Broadband;
 - Disaster Mitigation;
 - Drinking Water;
 - Green Energy;
 - Highways and Major Roads;
 - Innovation;
 - Local and Regional Airports;
 - Public Transit;
 - Short Sea Shipping;
 - Shortline Railways;
 - Solid Waste Management; and,
 - Wastewater.

Client Profile:

- Primarily local governments.

Program Budget	Budget \$000	
	2014/15 Budget	2015/16 Budget*
	0	0
Total	0	0

*Notional contingencies access of \$ 2 million

2015/16 Priorities/Key Initiatives:

- First round of applications closed February 18, 2015, after which the assessment process followed and funding decisions made.
- There will be two intakes over the life of the program.
- 55 projects have been approved in the first intake providing a provincial contribution of \$64 million.

s.13

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

Building Canada Fund–Communities Component (BCF/BCF-TU)
Program Program Profile

Program Objectives:

2008 – 2009 Closed

- To assist local governments with populations of less than 100,000 with up to 2/3 of total eligible costs of building local public infrastructure. The Province committed \$136 million (with \$111 million for local public infrastructure and \$25 million for flood mitigation projects) to match federal funding contributions.
- The Province committed an additional \$65 million to match federal funding to “top up” the BCF- Communities Component.
- Through this Program – with federal and provincial investment and matching local government dollars – over \$603 million will be invested in BC communities.

Program Description:

- The program is defined in the November 2007 Infrastructure Framework Agreement between Canada and BC's Ministry of Transportation and Infrastructure (MOTI).
- Canada and BC signed the Building Canada Fund – Communities Component Agreement (BCF-CC), part of the larger \$2.2 billion Building Canada Framework Agreement of 2007.
- The BCF-CC funding formula is based on 1/3 of project funds contributed by each level of government: federal, provincial and local.
- The original provincial funding allocation was \$136 million:
 - \$111 million for local public infrastructure; and
 - \$25 million for flood mitigation projects.
- In 2009, the program received a combined federal/provincial funding top-up of \$130 million (\$65 million committed by the Province and the Federal Government). The total provincial contribution to BCF-CC is \$201 million.
- Funding will provide communities with support in addressing their infrastructure pressures and serve as a complementary instrument to Gas Tax Funding.
- Eligible project categories are:
 - Drinking Water, Wastewater;
 - Public Transit;
 - National Highway System;
 - Green Energy;
 - Solid Waste Management;
 - Brownfield Redevelopment;

- Culture;
- Sport;
- Connectivity and Broadband;
- Local Roads;
- Shortline Railways;
- Short Sea Shipping;
- Local and Regional Airports; and
- Tourism and Collaborative Projects.

Approvals under CSCD Ministry Budget

- The first intake closed September 30, 2008, and by April 2009, a total of 41 projects were awarded approximately \$55 million in provincial funding (approximately \$110 million in combined senior government funding):
 - CSCD-T managed – 28 projects approved.
 - MOTI managed – 13 projects approved.
- The second intake closed May 1, 2009, and on September 24, 2009, an additional 84 projects were awarded approximately \$120 million in provincial funding (approximately \$240 million in combined senior government funding). This approval included allocation of the BCF-CC Top-Up funding:
- 26 projects were “standard” BCF-CC and 58 were BCF-CC Top-Up:
 - CSCD-T managed – 31 approved projects.
 - MOTI managed – 42 approved projects.
 - MPSSG (now JUSTICE) managed – 11 approved projects.
- To date, the BCF-CC has allocated approximately \$175 million of provincial funding (\$350 million combined federal/provincial) to 125 projects under CSCD-T budget. All funding has been allocated and another round of intakes is not anticipated.

BCF-CC TOP-UP NOTE:

- To encourage economic investment, the federal government required that projects receiving top-up funding be substantially complete by March 31, 2011. On December 2, 2010, the Federal Government announced an extension to the deadline for Building Canada Fund – Communities Component Top Up (BCF-CC TU) projects to October 31, 2011. The “standard” BCF-CC projects have until March 31, 2015, to complete project construction and March 31, 2016 to meet all program requirements.
- Some applications submitted under the BCF-CC were moved over and awarded funding under the Infrastructure Stimulus Fund.

Program Break-down – Provincial Allocation Only

		CSCD		MOTI		MPSSG (now JUSTICE)		TOTAL Program Funding	TOTAL # Projects per Program
		\$millions	# of projects	\$millions	# of projects	\$millions	# of projects		
BCF-CC	Round 1 (April 09)	\$38.9	28	\$16.3	13			\$55.2	41
	Round 2 (Sept 09)	\$30	18	\$25.3	8			\$55.3	26
	Sub-total	\$68.9	46	\$41.6	21			\$110.5	67
TOP-UP	Sept 09	\$7.5	13	\$52.8	34	\$4.1	11	\$64.4	58
TOTAL		\$76.4	59	\$94.4	55	\$4.1	11	\$174.9	125

* These totals do not include the \$25 million allocated to flood mitigation projects.

Client Profile:

- Primarily local governments.

2015/16 Priorities/Key Initiatives:

- Monitoring of BCF project progress and ensuring all projects have met all contribution requirements in order to pay final claims.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

BC Community Water Improvement Program (BCCWIP)
Program Profile

Program Objectives:

2005 – 2006 Closed

- To assist local governments with funding for building local government infrastructure to improve drinking water and waste water management. This provincial-only program committed \$80 million and provided local governments with up to 2/3 of eligible capital costs. Local governments provided the remaining additional \$21 million.

Program Description:

- Local governments received grants of 2/3 of eligible capital costs of projects to improve drinking water and waste water management.
- The program received 320 applications from 161 different local governments or over five times the amount of available program funding.
- Program funding was allocated to 87 projects, with capital costs of \$122 million from 71 different local governments.
- List of 87 projects were announced in 2005/06.
- In 2008/09, approved BCCWIP projects were provided with funding of up to 85 percent of the approved project costs.
- Payments on claims continue to be processed. Construction of projects was originally to be completed by March 31, 2010. The program was extended to March 31, 2012, and a further extension to March 31, 2015 has been approved to accommodate projects with significantly delayed starts.

Client Profile:

- Local governments.

Program Outcomes (Impacts)/Service Statistics:

- About 236,000 people will benefit from program expenditures to improve the quality of drinking water or for major upgrades to drinking water systems when projects funded by the program are completed.

2015/16 Priorities/Key Initiatives:

- Monitoring of project progress. Final wrap up of outstanding program requirements.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

Towns for Tomorrow (T4T) Program Profile

Program Objectives:

2006 – 2011 Closed

To assist BC's smaller communities in meeting their infrastructure needs, while creating jobs and supporting the economy.

Program Description:

- Projects supported include water quality improvements, environmental energy improvements, protective and emergency infrastructure services, as well as the development of recreation, tourism or cultural amenities with long-term benefits for local citizens.
- Project criteria included:
 - contribution towards community greenhouse gas emissions reductions;
 - improving public and environmental health;
 - advancing the principle of being more physically active; and
 - building seniors-friendly and disability-friendly communities.
- Towns for Tomorrow was a seven-year program that provided up to 80 percent of project funding for municipalities and regional districts with less than 5,000 residents, to a maximum contribution of \$400,000. For communities with 5,000 to 15,000 residents, the Program covered up to 75 percent of eligible project costs, to a maximum contribution of \$375,000.
- In the first round, Spring 2007, 24 communities received provincial contributions of approximately \$7 million dollars.
- In the second round, Spring 2008, 20 communities received provincial contributions of approximately \$7 million dollars.
- In the third round, Spring 2009, 110 communities were supported with provincial contributions of approximately \$36 million dollars. These 110 projects received an accelerated payment of 100 percent of approved project costs in 2008/09. Through the Infrastructure Stimulus Fund, the Federal Government agreed to cost share on 69 of the projects.
- In the fourth round, Spring 2011, 47 projects were approved with communities receiving provincial contributions of approximately \$17.2 million dollars. In October 2011, the ministry entered into an agreement with the Ministry of Transportation and Infrastructure (MOTI) to deliver jointly the 2011 T4T Program. MOTI, via the British Columbia Transportation Financing Authority, is the lead ministry for financing the 2011 projects approved under the Program.
- Initially a three-year \$21 million program for communities with populations up to 5,000, it was extended in 2008 to a \$68.5 million program.

- The funding for this program is now fully committed and an extension to March 31, 2015 has been approved for four projects. An extension to March 31, 2016 has been approved for one project.
- This program has been popular with smaller communities looking to meet their local priority infrastructure needs.

Program Outcomes (Impacts)/Service Statistics:

- Communities have benefitted through Towns for Tomorrow funding for the 201 projects approved.
- Projects have reduced greenhouse gas emissions by more than 4,231 tonnes of CO₂ equivalents per year.
- More than 238,800 British Columbians have benefitted from improvements to their water and wastewater facilities.
- The program has provided increased opportunities for physical activity to more than 588,000 British Columbians.
- At least 18 percent of projects included accessible features to increase mobility of seniors and people with disabilities.

2015/16 Priorities/Key Initiatives:

- Monitoring of project progress.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

Infrastructure Planning Grant Program (IPG)
Program Profile

Program Objectives:

Annual Ongoing

- To assist local governments in developing long-term comprehensive infrastructure plans or studies used for a range of activities related to assessing the technical, environmental and/or economic feasibility of infrastructure projects. The assistance is provided through provincial-only grants of up to \$10,000.
- Eligible projects are those that will improve public health and safety, protect the natural environment and strengthen local and regional economies.
- The provision of a study 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.

Program Description:

- Each year, local governments apply for assistance of up to \$10,000 per application for infrastructure planning projects.
- Grants are based on a formula that provides 100 percent of the first \$5,000 and 50 percent of the next \$10,000.
- The grants help local governments assess feasibility, costs, location, technology and other factors to improve or develop water, sewer, drainage and active transportation infrastructure, increase energy efficiency and reduce greenhouse gas emissions.
- The IPG intake remains open and local governments continue to submit applications. Forty-six (46) grants were awarded in 2013/14.

Client Profile:

- Primarily local governments.

2015/16 Priorities/Key Initiatives:

- s.13,s.14

- s.13,s.17

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
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Gas Tax Agreement (GTA) Funding Program Program Profile

Program Objectives:

- The BC Gas Tax Agreement (GTA) is a federal funding program that provides local governments with predictable, long-term funding for investments in sustainable infrastructure and capacity building.

Program Description:

- The GTA is a tri-partite agreement between the federal and provincial governments and the Union of BC Municipalities (UBCM) that delivers federal funding to BC local governments. The Agreement was signed in May 2014, and renews the previous GTA.
- The Agreement covers a 10-year period and is in effect until March 31, 2024, unless the parties agree to renew it. Between 2014 – 2019, over \$1.3 billion will be transferred to BC communities under the current GTA. Allocations for the subsequent five years of the 10-year GTA will be updated based on 2016 census population data.
- In BC, funding is delivered through a combination of direct allocation to individual local governments, and pooled funding programs.
- No provincial funds will be expended as the GTA provides federal money only.

Client Profile:

- Local governments.

2015/16 Priorities/Key Initiatives:

- Gas Tax funding is transferred by Canada to the Union of BC Municipalities (UBCM) and administered by UBCM in accordance with the GTA. The Ministry has key support responsibilities including program applications and review stages that will occur throughout the implementation of the program.
- The Strategic Priorities Fund (SPF) is an application-based pooled funding program that provides opportunities to local governments outside the Greater Vancouver Regional District for funding for eligible projects that are larger in scale, regional in impact, or innovative and meet national objectives of productivity and economic growth, a clean environment and strong cities and communities.
- Applications for projects under the SPF are being accepted by UBCM until April 15, 2015, and funding decisions are expected by year end.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance
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**CRD Wastewater Treatment Project
Developmental Funding
Program Profile**

Program Objectives:

- To cost-share the funding for the provision of wastewater treatment in the core area of the Capital Regional District (CRD).
- The provision of the grant demonstrates the Province's direct support for local governments' efforts to advance sustainable community infrastructure.

Program Description:

- Provide sewage treatment for the core area that meets new federal and provincial regulatory requirements and incorporates resource recovery.
- The Province has committed to contributing 1/3 of eligible costs to a maximum contribution of \$248 million, dependent on the completion of all project components.
- To ensure the project meets its goals and objectives, and to protect provincial interests, the provincial contribution will be made at substantial completion and after final commissioning of the entire wastewater system.
- The expectation is for these payments to occur in fiscal 2018/19 and fiscal 2019/20. This type of funding commitment is not uncommon for projects with high degrees of complexity.
- The Ministry and the CRD signed the Contribution Agreement in March 2013.
- Subsequent to the 2014 municipal election, the Project is on hold while the CRD Board clarifies the project scope.

Client Profile:

- The CRD core area includes the municipalities of Victoria, Oak Bay, Saanich, Esquimalt, View Royal, Colwood and Langford.
- It is up to the CRD to continue to explore best practices and lowest-cost options and to achieve agreement between member municipalities.
- The Ministry will continue working with the CRD as the project is clarified.

2015/16 Priorities/Key Initiatives:

- The CRD selected a centralized treatment model including one wastewater treatment plant and one biosolids treatment facility (energy centre) in addition to upgrades to pipes and pump stations within the existing conveyance system.

s.13,s.17

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- Provincial policy stipulates that major capital projects with provincial funding in excess of \$50 million be evaluated to consider the value of a partnership arrangement.

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- As seen with large projects such as the Johnson Street Bridge, many factors can contribute to a higher overall cost than originally anticipated. With a PPP model, taxpayers are protected from escalating cost overruns because the risk is borne by the private partner.

s.13,s.17

Contact: Liam Edwards, Executive Director, Infrastructure and Finance
(250) 356-9012

Community Recreation Program (CRP) Program

Program Objectives:

2011 – Closed

Invest in those capital projects that make communities healthier, more active places in which to live. The program supports the provincial Families First and the BC Jobs agenda.

Program Description:

- The Community Recreation Program (Program) was developed to address the unique challenges faced by communities with respect to sustainability and meeting their recreational infrastructure needs.
- Program criteria primarily included: the extent to which the community is advancing the principle of being more physically active; and providing community health benefits.
- The Program provided funding to municipalities and regional districts, with priority given to smaller communities. The cost-sharing formula was up to an 80 percent provincial contribution, with the balance being the applicant contribution. The program had no pre-determined funding cap.
- Each municipality was allowed to submit one application and each regional district was allowed to submit up to three applications for different unincorporated communities within that regional district. Eligible projects included:
 - **Recreation and Sport Projects** – sports or indoor recreation infrastructure, community recreation spaces, community gardens, fields, and parks.
 - **Bike Paths** – capital projects for on-street cycling facilities.
 - **Walkways** – capital projects to improve sidewalks or pedestrian crossings.
 - **Greenways** – multi-use activity (e.g. walking, cycling and other recreational activities such as cross country skiing, jogging or in-line skating) trails. Rails to trails projects, which can provide tourism and economic opportunities, were also considered.
 - **Amenities** – vehicle parking for cyclists, bicycle lock-ups and storage, on road yarrows, changing facilities, signage, lighting, seating, water fountains, barriers from traffic, and enhancements to improve accessibility.
- Application intake opened on October 20, 2011, submission deadline was December 28, 2011.
- 98 projects were approved in March 2012 supporting 98 communities with a provincial contribution of approximately \$30 million dollars.
- The funding for this program has now been fully committed and projects must be completed by March 31, 2015.

Program Outcomes (Impacts)/Service Statistics:

- *Capital projects that get children and youth playing again in communities and parks* – provide access to schools, playgrounds, parks, natural areas, youth centres and other recreational centres.
- Communities have advanced the principles of being more physically active, and are seeing health benefits.

2015/16 Priorities/Key Initiatives:

- Monitoring of project progress. Final wrap up of outstanding program requirements.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance
(250) 356-9012

**Infrastructure Stimulus Funding (ISF)
Program Profile**

Program Objectives:

2009 Closed

- To assist local government with infrastructure funding through a provincial commitment of \$100 million. This funding was provided to match federal contributions introduced by the Government of Canada in collaboration with all levels of government to accelerate infrastructure projects across Canada.
- All projects approved under this program originally were to be completed by March 31, 2011. On December 2, 2010, the Federal Government announced an extension to the deadline for completion of Infrastructure Stimulus Fund (ISF) projects to October 31, 2011. Additional funding was provided for provincial assets managed by the Ministry of Transportation and Infrastructure or Ministry of Forests, Lands and Natural Resource Operations.

Program Description:

- The ISF was used for provincial and local government infrastructure projects. There were no restrictions on community size.
- \$100 million in provincial funding was allocated for local government priorities.
- Eligible projects included water, wastewater, roads and community services infrastructure.
- The Ministry of Community, Sport, Cultural Development and Minister responsible for TransLink (CSCD-T) generally manages water and wastewater projects and the Ministry of Transportation and Infrastructure (MOTI) manages road and other community services projects.
- In 2009, a total of 344 projects received support from ISF representing a provincial commitment of \$386 million:
 - 186 approved for local government priorities and other projects under CSCD-T budget;
 - 150 managed by CSCD-T; and
 - 36 managed by MOTI.
- Of CSCD-T's 150 projects, federal funding was provided for:
 - 32 new approved infrastructure projects;
 - 49 projects originally approved in the 2008/09 LocalMotion (LM) program; and
 - 69 projects originally approved in the 2008/09 Towns for Tomorrow (T4T) program.
- The 118 LM and T4T projects received an accelerated payment of 100 percent of the approved contribution.

- Other projects, approved under ISF, designated as provincial assets as well as additional non government organization projects falling outside CSCD-T's budget have not been included as there is no budgetary impact to CSCD-T.
- Some applications submitted under the BCF-CC were moved over and awarded funding under the ISF.
- All funding has been allocated.

Client Profile:

- Primarily local governments.

2015/16 Priorities/Key Initiatives:

- Final wrap up of outstanding program requirements - ensuring projects met all contribution requirements.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

LocalMotion (LM)
Program Profile

Program Objectives:

2006-2009 Closed

- To assist local governments with funding for capital projects, through a \$40 million provincial-only commitment to maximize the options for healthy, active living within communities.

Program Description:

- This program gave local governments extra resources to improve air quality, safety, reduce energy consumption, and encourage all British Columbians to get out and be more active in their communities.
- The Province committed \$40 million for investment in capital projects including bike paths, walkways, greenways, and improved accessibility for people with disabilities. LocalMotion funds were also available to projects that supported community playgrounds and children's parks activities.
- Program Goals:
 - Reduce community greenhouse gas emissions, with an emphasis on getting people out of their cars;
 - Advance the principle of being physically active; and
 - Build seniors-friendly and disability-friendly communities.
- By providing local governments funding assistance for projects that provide active transportation opportunities and build seniors-friendly and disability-friendly communities, LocalMotion supported the Province's goals of:
 - Environmental Management;
 - Healthy Living;
 - Support for Persons with Disabilities; and
 - Jobs and the Economy.
- Local governments applied for LocalMotion grants based on a 50/50 provincial/local government cost-sharing basis, with a provincial contribution of up to \$1 million a year. The total \$40 million was available over four years.
- Local governments applied for specific projects or enter into funding agreements that cover a range of projects.
- In the first round, spring 2007, 34 projects were approved, supporting 28 communities with a total provincial contribution of approximately \$20 million.
- In the second round, spring 2008, 37 projects were approved, supporting 36 communities with a total provincial contribution of approximately \$10 million.

- In the third round, Spring 2009, 51 projects were approved, supporting 28 communities with a total provincial contribution of approximately \$10 million. These 51 projects received an accelerated payment of 100 percent of approved project costs in 2008/09. Through the Infrastructure Stimulus Fund the Federal Government agreed to cost share on 49 of these projects.
- The funding for this program is now fully committed.
- Two projects were provided extensions to March 31, 2014.

Client Profile:

- Primarily local governments.

Program Outcomes (Impacts)/Service Statistics

- 122 communities have benefited through LocalMotion funding.

2015/16 Priorities/Key Initiatives:

Completed Final Program Report showing how project funding met Program goals, to be publicly posted on the Infrastructure Grants webpage.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

BC Spirit Squares Program (SS)
Program Profile

Program Objectives:

2007-2008 Closed

- To assist local governments with funding for capital projects, through a \$20 million provincial-only commitment. This legacy program for BC150 in 2008 provided funding to BC communities to ensure public gathering places used to commemorate BC150 and future events reflected each community's unique character, heritage and cultural diversity.

Program Description:

- The Province committed \$20 million to create or improve outdoor public meeting and celebration spaces, such as traditional town squares or community commons. Generally projects were to be outdoors, accessible to the community and near other public sites and parks.
- Project criteria included:
 - spaces with flexible and multiple uses;
 - accessibility for persons with disabilities;
 - multi-cultural linkages;
 - community partnerships; and
 - artistic and structural design attributes.
- Local governments applied for BC Spirit Squares based on a 50/50 provincial/local government cost-sharing basis with a maximum provincial contribution of \$500,000. Registered non-profit societies were also eligible to apply with an endorsement from their local government council or board.
- The deadline for BC Spirit Squares applications was February 16, 2007.
- Program funds are fully allocated. Construction of projects was originally to be completed by March 31, 2010. The program was extended to March 31, 2011, with four remaining projects requesting a further extension to October 31, 2011, in order to complete final project details. These extensions were approved and these projects are now complete. Two additional projects were also extended to December 31, 2011. All projects had until March 31, 2012 to provide final reporting details. The program is now closed.

Client Profile:

- Primarily local governments.

Program Outcomes (Impacts)/Service Statistics:

- 64 projects received funding. This does not include withdrawn projects.

2015/16 Priorities/Key Initiatives:

- N/A
- Program is complete and no further program activities are required.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

**Canada-BC Municipal-Rural Infrastructure Fund (MRIF)
Program Profile**

Program Objectives:

2007 – 2008 Closed

- To assist local governments with local public infrastructure funding through a provincial commitment of \$75 million. This funding was provided to match federal contributions under a June 2006 agreement between Canada and B.C. with each contributing up to 1/3 of program funding and local governments providing the remainder. At least 60 percent of program funds were directed towards "green" infrastructure projects.

Program Description:

- The program is defined in the June 2006 agreement between Canada and BC; UBCM is also a signatory. The agreement outlined a \$151 million investment with Canada and B.C. each contributing approximately \$51 million.
- An amendment signed in 2007, required Canada and B.C. to each invest approximately an additional \$24 million into the MRIF program by 2010/11. It leveraged the same \$24 million investment from local government, enabling some \$71 million more in new infrastructure projects for the province.
- This amendment increased the total Canada and BC contribution to approximately \$150 million, with a total funding envelope of \$220 million.
- At least 60 percent of program funds were directed towards "green" infrastructure projects, defined as water, wastewater, public transit and energy efficiency projects. The program provided a contribution of 2/3 of eligible costs, with the remaining 1/3 from local sources.
- No more than 40 percent of program funds was to be allocated to "non-green" infrastructure projects – local roads, cultural, recreational, connectivity or tourism related projects.
- Program application and delivery was the responsibility of a joint federal/provincial/local management committee. The Ministry of Community, Sport, Cultural Development and Minister responsible for TransLink is responsible for the administration of the "green" portion of the program and the entire program budget; the Ministry of Transportation and Infrastructure is the program lead and manages the "non-green" portion of the program.
- The deadline for funding applications was January 31, 2007. 102 projects were approved. This does not include withdrawn projects.
- All projects were originally to have been completed by March 31, 2010. The program was extended to March 31, 2012, and subsequently to March 31 2013.

Client Profile:

- Primarily local governments.

2015/16 Priorities/Key Initiatives:

- Final wrap up of program requirements.

Contact: Liam Edwards, Executive Director, Infrastructure and Finance Branch
(250) 356-9012

University Endowment Lands Program Profile

Program Objectives:

- To provide administration, community planning and a broad range of municipal-like services to residents of the University Endowment Lands (UEL) efficiently and effectively in accordance with the principles of good governance. Provide fire protection services to the UEL, University of British Columbia (UBC) and Pacific Spirit Regional Park through a contract with the City of Vancouver. Provide water to both UEL residents and UBC.

Program Description:

- The Ministry is responsible for the University Endowment Lands in accordance with the *University Endowment Land Act*.
- The Minister hears appeals, primarily of land use decisions of the UEL Manager, and adopts bylaws in accordance with the Act.
- The Minister appoints a Manager to administer the day-to-day operations of the University Endowment Lands. Specific powers and functions are delegated from the Minister, as well as a general power to operate and administer the University Endowment Lands.
- The program provides the community with general administration, community planning, development, water, sewer, garbage collection, local roads, street lighting, parks and other typical municipal services.
- The costs of these services are recovered through a University Endowment Land tax levy administered by the provincial Surveyor of Taxes, revenues from water sales and fees for licences and permits. Property taxes in the UEL are substantially lower than adjacent jurisdictions, but will increase to address aging infrastructure and other service needs.
- Fire protection is provided by the City of Vancouver through a contract with the Province. The portion of the contract cost attributed to the UEL is recovered from UEL residents. The majority of the costs are for protecting UBC and these are paid for by the provincial government.
- The local community has representation through a Community Advisory Council, constituted under the *Society Act*, which has a role in advising the Manager and in reviewing the draft annual budget and draft property tax requisition.

Client Profile:

- The University Endowment Lands is a community of approximately 4,000 people living between Vancouver and the University of British Columbia.
- The UEL community has existed since the 1920's under provincial administration. Historically, it has resisted amalgamation with the City of Vancouver. In 1995, a proposal to incorporate as a municipality was defeated in a referendum. In 2014, the

UEL's Community Advisory Council requested that the Minister fund an incorporation study. Their proposal is only for incorporation as a stand-alone municipality within current UEL boundaries. UBC has declined to comment on the proposal, with Metro Vancouver and the City of Vancouver offering no objection to explorations of governance on the Point Grey Peninsula (see Structure Program profile)

- The UEL is experiencing significant change as new multi-family and single-family dwellings are constructed within the UEL and in adjacent communities. Block F, (transferred to the Musqueam First Nation as fee simple land by the Province), currently undeveloped, is zoned multi-family and is subject to all UEL bylaws.

- s.13,s.16,s.17

s.13,s.16,s.17

Following consultation with the community and feedback from the UEL Administration, the Musqueam revised/resubmitted their proposal; a public open house was held by UEL administration in July 2015. The development of Block F has the potential to significantly increase the UEL's population (2500 people) and have a major impact on the community and its administration.

- More generally, the UEL is seeing a wider interest in rezoning from some other land owners. Rezoning to permit expansion of Regent College, a private, post-graduate religious college, was completed January 2014, and enquiries have been made by some other property owners. In response to current rezoning pressures, bylaw amendments were made for rezoning application requirements, development approval information and rezoning fees –s.13,s.17

s.13,s.17

- The administration has in place a capital plan to respond to the pressures of the area's ageing infrastructure, particularly in respect of water, sewer and local road provision. s.12,s.13,s.17

s.12,s.13,s.17

Service Provider:

- Provincial government.

Program Budget	Budget \$000's	
	2014/15 Budget	2015/16 Budget
Administration & Public Works	6,442	8,442
Fire Prevention Services	5,576	5,583
Total	12,318	14,025

2015/16 Priorities/Key Initiatives:

s.13,s.16,s.17

Contact: Jonn Braman, Manager, University Endowment Lands
(604) 660-1810 Ext. 28

Board of Examiners
Program Profile

Program Description:

- The principal goal of the Board of Examiners is to improve the professional skills of British Columbia'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*.
- The Board is also responsible for issuing scholarship awards to eligible local government employees who wish to work towards 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: Gary Paget (Ministry of Community, Sport, Cultural Development and Minister responsible for TransLink); Ron Poole (Local Government Management Association); and Marie Crawford, (Union of BC Municipalities).

Program Objectives:

- To oversee the certification of local government employees and provide financial support for students.

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.

Website: http://www.cscd.gov.bc.ca/lgd/gov_structure/board_examiners/index.htm

Contact: Gary Paget, Chair
Local Government Division (250) 953-4129

Islands Trust Program Profile

Program Description:

- The Islands Trust (Trust) was established by the provincial government through the *Islands Trust Act* (the Act) in 1974, to address the challenges encountered by regional districts in dealing with increasing development on the Gulf Islands and the threat to the unique natural environment of the Islands.
- The Act establishes the "object" (mandate) of the Islands Trust: "to preserve and protect the Trust area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia."

Program Objectives:

- Over the past decade, the Province has had the objective of increasing the independence of the Trust by reducing provincial approvals. As a result, the Trust is highly autonomous and the provincial role limited to several statutory approvals.
- Currently, the most prominent statutory role is Ministerial approval of Local Trust Committees' (LTC) official community plan bylaws in accordance with section 27 of the Act.
- Official community plan bylaws are reviewed as to their impact on provincial interests, including aboriginal interests. While approval is seldom withheld, citizens have the expectation that the Ministry will provide due consideration to each approval.

Client Profile:

- The Islands Trust is responsible for overall policy for the entire Trust Area and local, land use planning and regulation for 13 Island groupings in the Trust Area (covering over 450 Gulf Islands, running from the US border north to and including Denman Island).
- The Islands Trust does not provide services (e.g. water; sewer) as those are provided by seven regional districts, improvement districts and the Bowen Island Municipality.
- Local governance of the Islands Trust Area is provided by 12 Local Trust Committees, one island municipality and, to a lesser extent, the 7 regional districts that provide services to the local trust areas. The directly elected Local Trust Committees develop land use bylaws for the main islands in the Islands Trust Area except for the Bowen Island Municipality. A 26-person Trust Council comprised of

all trustees makes policy for the entire Trust Area and provides oversight of LTC bylaws.

- The Trust has a budget of \$7 million per year and has 51 staff serving a population of about 26,000. Trust staff are included in the provincial bargaining unit with equivalent status to other provincial public servants.
- The Trust is almost totally self-financing with the provincial grant comprising less than 2 percent of revenues (the grant in 2014/15 was \$119,122). The majority of the revenues come from the annual property tax levy which comprises 87 percent of revenues.
- The Trust has strong relationships with regional, provincial and federal governments and land conservancies; in particular, the closely associated Islands Trust Fund Board, other agencies, community groups and land owners.

Priorities/Key Initiatives:

- The biggest challenge for the Trust over the years has been managing the diversity of the islands, in particular larger more urbanized islands. It is worth noting that Salt Spring Island (population: 10,322) has a population greater than 107 of BC's 162 municipalities, and is second only to Electoral Area A in Metro Vancouver (13,035) in terms of unincorporated area population.
- Bowen Island incorporated in 1999, while Salt Spring Island and Gabriola Island voters rejected incorporation in 2002 and 2004 respectively. In early 2013, CSCD-T provided \$60,000 for a Salt Spring Island Governance Study (Governance Study).
- The Governance Study concluded there was significant interest in incorporation and recommended an incorporation study to follow. The Ministry dedicated \$25,000 for a study on the impacts of a municipal incorporation on the Islands Trust (Islands Trust Impact Analysis) as an organization.
- Salt Spring Island's population of 10,322 represents 40 percent of the Trust's population and 32 percent of assessed value. The Impact Analysis found that incorporation would result in a gap between the Trust's revenue and expenditures of approximately \$800,000, which would need to be offset by increased taxes on remaining Islands or reduction of expenditures or some combination of the two.
- In March 2015, the Minister decided to fund (\$120,000) a Salt Spring Incorporation Study. That announcement followed agreement with the Trust Council that it would develop a strategy to mitigate impacts if Salt Spring Island were to incorporate.

Website: <http://www.islandstrust.bc.ca/>

Contact: Gary Paget, A/ADM, Local Government Division
(250) 953-4129

Islands Trust Fund Board Program Profile

Program Description:

- The Islands Trust Fund Board (ITFB) is a separate corporate entity within the Islands Trust, established by the *Islands Trust Act*.
- The ITFB 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 Islands Trust Fund.
- The ITFB 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.
- From 1992 until March, 2014 the ITFB has accumulated \$7.1 million in land assets and protected more than 1,141 hectares (2,819 acres) of land on 92 properties. Properties are located on 12 of the 13 main islands in the Islands Trust.

Program Objectives:

- To assist the Islands Trust in preserving and protecting the Trust Area, and to administer the fund.

Client Profile:

- The Trust Area consists of islands located in the Georgia Strait and Howe Sound.
- The ITFB has strong relationships with regional, provincial and federal governments and land conservancies.
- Other agencies, community groups and land owners.

Priorities/Key Initiatives:

- Ecosystem protection, focused on natural areas with highest biodiversity values; protecting the working landscape; conserving marine ecosystems; education and outreach to conservation partners.
- Recently acquired protected areas include: acquiring Burren's Acres, a two hectare property on Gabriola Island; and District Lot 58 Nature Reserve, a 40.5 hectare property on Galiano Island.

Website: <http://www.islandstrustfund.bc.ca/>

Contact: Michelle Dann, Director, Advisory Services
Governance and Structure Branch
(250) 387-4059

Sponsored Crown Grants and Nominal Rent Tenures Program Profile

Program

- Local governments or community groups proposing to use Crown land for community use purposes are eligible to apply to the Sponsored Crown Grants and Nominal Rent Tenure (SCG/NRT) program, which was introduced in 2004.
- Sponsored Crown Grants (SCG) are transfers of Crown land from the Province to municipalities and regional districts.
- Nominal rent tenures (NRT) are leases and licences of occupation of Crown land provided to municipalities, regional districts and community groups for token rent.
- Ministry sponsorship of Crown land grants or NRT is available to local governments. Only NRT sponsorship is available to community organizations.
- Where the value of an NRT exceeds \$100,000, the application process requires the Ministry to review applications and confirm sponsorship. Applications for an NRT for land valued at less than \$100,000 can be obtained directly through FrontCounter BC (FCBC).
- The SCG/NRT program meets provincial objectives of fostering enhanced economic and social development by providing Crown land for community infrastructure and public use.

Sponsorship Approvals, Completions and Allocation

- Since 2004/05, Ministry allocations under the Crown Land Special Account (CLSA) were provided to enable sponsorship of proposed uses of Crown land that meet provincial priorities. CSCD-T sponsors applications from local governments and community groups.
- All Crown land applications are submitted through FCBC. If a Ministry sponsors a proposal, the Ministry of Forests, Lands and Natural Resource Operations (FLNRO) engages stakeholders (incl. First Nations) and manages land transfer to applicants.
- Following sponsorship, SCG or NRT process may take 1-3 years to complete land transfer or tenure. At completion, large value NRTs are booked against CSCD-T's CLSA allocation.
- 2014/15 accounting changes now show completed SCG as 0 value against CLSA allocations; therefore CSCD-T's CLSA allocation was able to be lowered from \$10 million to \$1 million.

Year	SCG Sponsored	NRT Sponsored	Total \$ Sponsored
10/11	9	5	\$9.2 million
11/12	5	3	\$8.2 million
12/13	3	6	\$11.3 million
13/14	6	8	\$7.5 million
14/15	2	4	\$1.6 million ¹

¹Sponsorships approved were estimated at \$1.6 Million for 2014/15; budget allocations are on completion, not sponsorship.

2014/2015 Completions	Program Allocation \$000's		
	2014/15 Estimates	2015/16 Estimates	Increase(Decrease)
0	1,000	1,000	(0)

Contact: Dannie Carsen, Senior Program Analyst
Governance and Structure Branch
250-387-2188

Local Government Division - Stewardship of the Local Government System

Support

Advice

Approvals

Problem Solving

Capacity Building

Policy and Legislation

Tara Faganello
ADM

Gary Paget
Senior Advisor

Meggin Messenger
Executive Director
Intergovernmental Relations
and Planning

Liam Edwards
Executive Director
Local Government
Infrastructure and Finance

Nicola Marotz
Executive Director
Governance and Structure

Rob Fraser
Executive Director
Property Assessment
Services

- Advice, education, assistance for community and regional land use planning & development and for intergovernmental collaboration & dispute resolution
- Support development and implementation of regional growth strategies
- Statutory approvals for official community plans, zoning, subdivision, other land use bylaws for Islands Trust, RMOW, Sun Peaks
- Support development & negotiation of intergovernmental agreements (e.g. Gas Tax Agreement)
- Support Climate Action Charter implementation; carbon neutral LG
- Community Readiness (LNG)

- Advice and statutory approvals for LGs and improvement districts finance bylaws
- Development and administration of unconditional grant programs and conditional capital funding programs
- Support planning, financing, construction and maintenance of LG services and infrastructure. (e.g. liquid waste, drinking water and green energy)
- Provide financial data on LGs
- Promote good financial and reporting practices
- Community Readiness (LNG)
- Asset Management for LGs

- Refine LGs' structure and authorities (e.g. boundary changes, incorporations; extra powers/exceptions; ID conversions)
- Support communities' review of governance arrangements, incl. with grants
- Provide advice, education, and problem solving on governance issues (public; LGs)
- Prov. approvals (e.g. RD services); and intervention (e.g. election orders); review Crown Land grant sponsorship requests
- Influence provincial processes, advise MARR and support LG-First Nations engagement
- Support special governance arrangements (e.g. UEL administration)

- Provide strategic government direction to BCA on assessment priorities, policies, issues
- Develop and implement policy/ legislation to address inconsistencies or fairness/equity issues in the assessment system
- Administer the Property Assessment Review Panels (PARPs) and provide strategic direction to the Property Assessment Appeal Board (PAAB)
- Process annual OIC's that establish the value of major regulated properties and provide funding for BCA

Local Government Division: Property Assessment Services

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2015/16 BUDGET BY EXPENDITURE TYPE

Property Assessment:

The Property Assessment Services (PAS) Branch works closely with BC Assessment (BCA) to ensure a transparent, flexible, fair and equitable property assessment system. In addition, it administers the annual Property Assessment Review Panel (PARP) program across the province and supports the management of the Property Assessment Appeal Board (PAAB).

2015/16 Estimates:



Operating Budget (\$000s)	2014/15 Estimates	2015/16	Increase/ (Decrease)
Salaries and Benefits	1,633	1,633	0
Operating and Other Costs	1,880	1,880	0
Gross Operating	3,513	3,513	0
Internal Recoveries	(2,899)	(2,899)	0
External Recoveries	(111)	(111)	0
Total Net Operating	503	503	0

Explanation of Budget Changes:

The 2015/16 budget is unchanged from the prior year's restated budget. PAAB and PARP expenditures are recovered from BCA (internal) or from filing fees (external) charged to property owners for property assessment appeals. \$300,000 is recovered from Ministry of Finance (internal) for systems enhancements that facilitate desk-top reviews using photo imaging technology for assessments.

PROPERTY ASSESSMENT OVERVIEW

Program	Description	2014/15 Restated Budget Estimates (000's)	2015/16 Budget Estimates (000's)
Assessment Policy and Support	PAS works closely with BCA to ensure a transparent, flexible, fair and equitable assessment system.	502	502
Property Assessment Review Panels	The Property Assessment Review Panel program involves the annual appointment of approximately 270 panel members sitting on 75 panels throughout the province. The Panels provide property owners in British Columbia with the first level of appeal in an accessible, affordable and equitable forum.	1,623	1623
Property Assessment Appeal Board	The Property Assessment Appeal Board is a quasi-judicial administrative tribunal independent from the Property Assessment Review Panels, Government and BC Assessment. The Board's objectives are to resolve appeals justly and consistently, in accordance with the principles of procedural fairness and natural justice and to complete appeals in a timely manner, at minimum cost to all parties.	1,388	1388

Note: The above table shows gross expenditures before recoveries. Property Assessment Review Panels and the Property Assessment Appeal Board have a combined net budget of \$1,000 after recoveries from BC Assessment and appeal filing fees.

**PROPERTY ASSESSMENT SERVICES
PROGRAM PROFILE**

Program Objectives:

- PAS is a policy branch that works closely with BC Assessment to ensure a transparent, flexible, fair and equitable assessment system.

Program Description:

- Provides advice on strategic property assessment policy.
- Participates in inter-ministry and inter-agency initiatives related to property assessment and taxation.
- Develops legislative and regulatory changes and amendments related to property assessment.
- Administers the annual Property Assessment Review Panel program across the province and supports the management of the Property Assessment Appeal Board.

Client Profile:

- BC Assessment relies on PAS for legislative, regulatory and policy direction.
- Local governments and regional districts throughout the province rely on the work of PAS and the assessment system to form the base of their property taxation revenues.

Service Provider:

- 9 Full-time Equivalents

	\$000's		
	Restated Estimates 2014/15	Estimates 2015/16	Increase (Decrease)
Program Budget	502	502	0

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

BRITISH COLUMBIA ASSESSMENT AUTHORITY (BC ASSESSMENT) PROFILE

Program Description:

- The British Columbia Assessment Authority, or BC Assessment (BCA), is a service delivery Crown Corporation.
- BCA's mandate is to establish and maintain uniform real property assessments throughout the province, using current market data as a guide, in accordance with the *Assessment Act*.
- BCA determines the correct classification, actual value and tax exemption status of over 1.97 million properties across the province with a total value of more than \$1.2 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.

Program Objectives:

- To establish and maintain uniform real property assessments throughout British Columbia.

Client Profile:

- Local and provincial taxing authorities,
- Residential and non-residential property owners in BC,
- General public, and
- First Nations clients: 83 jurisdictions – 70 under contract and 13 other First Nations (taxing treaty, Nisga'a Nation, Sechelt Indian Government District).

Priorities/Key Initiatives:

The BC Assessment Board of Directors approved the 2015 Strategic Plan, which provides direction to increase our relevance as a Crown corporation.

Our strategic goals continue to focus on our customers, our people, our work and our partners. BC Assessment is committed to becoming a property information leader in BC, through data partnerships, open data, and the provision of innovative property information products and services.

For 2015, BC Assessment has updated its Customer Service Standards, which include commitments to be open & transparent, fair & accurate, timely & accessible, knowledgeable & respectful, and innovative & collaborative.

The 2015/2016 Mandate letter provided to BCA confirms its mandate and directs the corporation to take the following specific strategic priority actions:

1. Replace the existing valueBC information system with NextGen valueBC by 2018 to improve the collection, maintenance and distribution of assessment information.
2. Develop and execute a plan to ensure up-to-date inventory across all property types with the goal of achieving inventory accuracy by 2017.
3. Develop and execute upon a strategy to maintain the average 2015 tax levy on existing taxpayers at levels equivalent to 2014 and ensure any increase on funds generated through non-market change (e.g., new construction) is used to improve customer service.
4. Identify and assess emerging assessment policy or methodology issues that could impact the current or future economic viability of existing property types or economic sectors, and work with the Ministry and key partners to provide policy, regulatory and legislative solutions to ensure fairness and equity.

These specific strategic priority actions have been included and integrated into the corporation's 2015–2017 Service Plan.

Website: www.bcassessment.ca

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

**PROPERTY ASSESSMENT APPEAL BOARD
PROGRAM PROFILE**

Program Objectives:

- To resolve appeals justly and consistently, in accordance with the principles of natural justice and procedural fairness.
- To complete appeals as quickly and efficiently as possible, at minimal cost to the participants.

Program Description:

- The Board is a quasi-judicial administrative tribunal.
- It is the second level of appeal through an entirely new proceeding, providing the parties a fresh opportunity to present their cases.
- The Board is independent from the Property Assessment Review Panels, Government and BC Assessment.

Client Profile:

- The Board's clients are property owners and taxpayers, the taxing jurisdictions (that use the assessments to determine property taxes) and BC Assessment, which sets the assessment roll.

Service Provider:

- The Board has a full-time Chair, two full-time Vice Chairs and 22 part-time Board members.

Program Budget	\$000's		
	Restated 2014/15	Estimates 2015/16	Increase (Decrease)
Operations of the Board	1,388	1,388	0
Recoveries	(1,388)	(1,388)	0
Net Expenses	0	0	0

Note: The Board provides administrative services to the Surface Rights Board, which reports to the Minister of Energy, Mines and Natural Gas. \$45,000 of these services is included in the 2015/16 Estimates figure.

Program Outcomes (Impacts)/Service Statistics:

- With an appeal deadline of April 30th, 2015, the Board's objective is to complete or hear 90-100 percent of the residential appeals by December 31, 2015 and 75-85 percent of the commercial and industrial appeals by March 31, 2016.
- The Board's objective is to assist the parties in settling appeals and 85-92 percent of appeals are settled through the Board's alternative dispute resolution process.

Priorities/Key Initiatives:

- Continue to deliver adjudicative services.

Website: <http://www.assessmentappeal.bc.ca>

Contact: Cheryl Vickers, Chair
(604) 775-1740

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 are appointed by the Minister to provide property owners with an independent, accessible and equitable forum for review and consideration of property assessments.
- Property Assessment Review 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.
- The Property Assessment Review Panel Administration Office manages the appointment of approximately 270 panel members sitting on approximately 70 panels throughout the Province.
- The Property Assessment Review Panel Administration Office is responsible for the training, budgeting and payment, policy development and direction for the Panels as well as overall administration of the property assessment complaint process.

Client Profile:

- Property owners in British Columbia and BC Assessment.

Service Provider:

- The Property Assessment Review Panel Administration Office is part of Property Assessment Services and consists of a Manager, Policy Advisor, Property Assessment Review Panel Coordinator and an Administrative Assistant.

Program Budget	\$000's		
	Restated 2014/15	Estimates 2015/16	Increase (Decrease)
Expenses	1,623	1,623	0
Recoveries	(1,622)	(1,622)	0
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.

Priorities/Key Initiatives:

- Continued delivery of the Property Assessment Review Panel program.

Contact: Steve Feldman, Manager – PARP, Property Assessment Services
(250) 356-5268

Arts, Culture, Gaming Grants and Sport Division

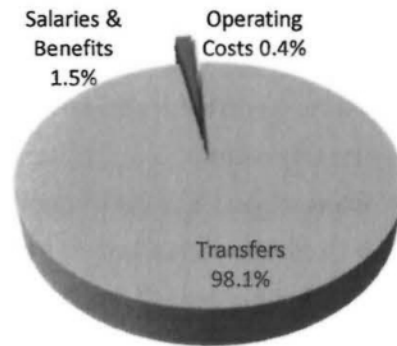
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2015/16 BUDGET BY EXPENDITURE TYPE

Arts, Culture, Gaming Grants and Sport Division Description:

The division supports the development and implementation of policy and programs related to arts, culture, gaming grants and sport, including: the administration and delivery of BC Arts Council programs under the *Arts Council Act*; the administration of the Arts Legacy Fund and the BC 150 Cultural Fund (BC Arts and Culture Endowment); support and funding for sport, physical activity, sport infrastructure, local hosting of events; and the administration of the Physical Fitness and Amateur Sports Fund.



Operating Budget (\$000s)	2014/15 Restated	2015/16 Estimates	Increase/ (Decrease)
Salaries and Benefits	2,674	2,887	213
Operating and Other Costs	786	590	(196)
Government Transfers	178,700	178,700	0
Other Expenses	1	6	5
Gross Operating	182,161	182,183	22
Internal Recoveries	(1)	(1)	0
External Recoveries	(135,477)	(135,477)	0
Total Net Operating	46,683	46,705	22

Note: The above does not include the \$2.5M for the BC Arts and Culture Endowment Special Account or the \$1.7M for the Physical Fitness and Amateur Sports Fund Special Account).

Explanation of Budget Changes

- \$22,000 overall increase due to 1% BCGEU staff salary and benefit increase

The budget for community grants of \$135M is offset by a recovery from BC Lottery Corporation of \$135M (a net budget of zero).

Administration of the community gaming grants remains unchanged. Gaming Staff are located in the Ministry of Finance and continue to adjudicate the community gaming grants through an administrative agreement with CSCD-T.

DIVISION OVERVIEW

Branch/ Program	Description	2014/15 Budget Restated (000's)	2015/16 Budget Estimates (000's)
Art, Culture and BC Arts Council	The Arts, Culture and BC Arts Council Branch (ACBCAC) supports the creative capacity in B.C. communities with a focus on culture as an economic and social catalyst. The Branch develops the creative and innovative capacity of B.C. communities to work together with their artists, arts organizations and and citizens to: • Encourage participation in creative activity; • Improve the quality of life and social cohesion; • Develop, attract and retain skilled and innovative thinkers for the creative economy; • Foster community identity and a sense of place; and • Contribute to local, regional and provincial economies.	26,063	26,079
Gaming Grants	The Ministry has responsibility for managing eligibility policy and grant distribution of \$135M for community gaming grants, which is fully recoverable from the BC Lotto Corp. The Gaming Policy and Enforcement Branch of the Ministry of Finance regulates all gaming in B.C., and administers the Gaming Grants program on behalf of CSCD-T	-	-
Sport Branch	The branch works to maximize the power of sport to create healthier citizens and stronger communities. To this end, it supports participation in organized sport as a way for British Columbians to lead active, healthy lives; the development of internationally competitive athletes; and the hosting of major sport events in B.C. communities.	20,620	20,626
	Sub-vote Total for Arts, Culture Gaming Grants and Sport.	46,683	46,705

ARTS, CULTURE AND BC ARTS COUNCIL BRANCH PROFILE

Program Objectives:

The Arts, Culture and BC Arts Council Branch's (ACBCAC) goal is to enhance the contribution of art, culture and creativity to community economic and social well-being in British Columbia.

Program Description:

The ACBCAC Branch develops the creative and innovative capacity of BC communities to work together with artists, arts organizations, and citizens to:

- Encourage participation in creative activity;
- Improve the quality of life and social cohesion;
- Develop, attract and retain skilled and innovative thinkers for the creative economy;
- Foster community identity and a sense of place; and
- Contribute to local, regional and provincial economies.

The Branch contains two units:

1. Arts and Culture – responsible for research, policy, planning, service plan alignment and mandate commitments.
2. BC Arts Council – delivers the programs of the BC Arts Council and manages the peer review system.

The ACBCAC Branch has responsibility for:

- Delivery of financial assistance to B.C. artists, cultural organizations and communities through the BC Arts Council (see profile below), and the BC Arts and Cultural Endowment;
- Advancement of research and policy development;
- Development of effective relationships to leverage federal funds, develop FPT initiatives, manage cultural infrastructure projects and liaise with crown agencies; and
- Fulfillment of corporate initiatives including participation in the LEAN review of grants processes and management of the BC Art Collection.

Delivery Method:

- Branch staff liaise and consult with other ministries, other levels of government, industry, not-for profit and community stakeholder groups to coordinate policy and initiatives; conduct research; review proposals; and, provide advisory services;
- Contracted resources depending upon available funding;
- Leveraged funding from other organization budgets, such as federal programs;
- Partnerships with other ministries, including Jobs, Tourism, and Skills Training; International Trade, Aboriginal Relations and Reconciliation, Advanced Education; and Education;
- Grants from the Arts Legacy Fund and delivery of the After School Sport and Arts Initiative; and
- Funding to professional artists and professional and community arts and cultural organizations through the programs of the BC Arts Council.

2015/16 Priorities:

s.12,s.13

Arts and Culture Unit Profile: Responsible for research, policy, planning, service plan alignment and mandate commitments.

This includes:

- The BC Art Collection;
- Grants through the Arts Legacy Fund;
- The arts component of the After-school Sport and Arts Initiative;
- Crown Corporations, such as the Royal BC Museum;
- The Federal, Provincial and Territorial Culture and Heritage table; and,
- Research and policy development.

The Arts and Culture area is managed by a Director reporting to the Executive Director of the ACBCAC Branch. There is one Senior Policy Analyst, one Policy Analyst, and a Branch Coordinator (vacant).

Contact: Gillian Wood, Executive Director, Arts, Culture and the BC Arts Council
(250) 356-1725

BRITISH COLUMBIA ARTS COUNCIL

PROFILE

Program Objectives:

- The British Columbia Arts Council (the Council) is an independent agency that supports arts and cultural activity in communities across British Columbia.
- Created by the Arts Council Act, passed in 1995 and proclaimed in 1996, the Council supports a range of activities that include funding for professional artists and arts organizations, community cultural development, early career development and scholarships.
- The Council also acts as an advocate for the arts in B.C., provides public education and conducts research that helps inform provincial policies related to the development of the arts and cultural sector.
- The Council also administers its direct grant funding and the revenues of the BC150 Cultural Fund, a sub-account of the BC Arts and Cultural Endowment, to develop arts and culture throughout the province.

Program Description:

The BC Arts Council provides direct assistance to arts and cultural organizations (in the areas of the performing, media and literary arts), publishers, museums and galleries, community arts councils, community presenter organizations, school districts and individual artists in a variety of disciplines. The Council administers 39 competitive programs and provides awards to more than 1,200 artists and organizations in approximately 200 communities throughout the province. It is the primary deliverer of the Creative Futures Strategy that is targeted to build BC's future creative artists and entrepreneurs.

Two key principles that underly the Council are the board's arm's length relationship with government and the Council's commitment to a peer review process to adjudicate funding requests.

In performing its duties, the Council:

- Allocates the money appropriated annually for the Council by the Ministry.
- Consults with artists, arts and cultural organizations, governments and other interested communities.
- Supports arts and culture in British Columbia through:
 - Awarding funds.
 - The production and distribution of information on the Council and arts and culture in B.C.
 - An open, accountable and impartially administered process for managing provincial funds.

The mission of the Council is to engage all British Columbians in a healthy arts and cultural community that is recognized for its excellence.

Client Profile:

- The major arts and cultural organizations across the province;
- Artists and practitioners in more than 215 communities across B.C.;
- Over 200 regularly-funded professional arts and cultural organizations;
- 71 community arts councils;
- 52 presenters (people that program annual series in venues across the province) representing every region of the province; and
- 60 school districts.

Service Provider:

The Council is governed by an appointed public sector board, and is responsible to the people of B.C. through the Minister. Legislation directs Council to support arts and culture in B.C., but the Council sets its own priorities, goals and strategies. The Council relies upon the Ministry of Community, Sport and Cultural Development and Ministry responsible for TransLink for its human and financial resources, and works closely with the Executive Director and program area staff.

The Board consists of 15 directors, who represent the regions, cultural diversity and artistic communities of British Columbia. Board members are appointed by the Lieutenant Governor (on the recommendation of the Minister) by order in council. The Council office is a government office within the Ministry and is responsible for the day-to-day operations, communications, program and policy development/review, and administration of the Council as a whole.

2015/16 Priorities:

In 2015/16, the BC Arts Council will continue a review of its operating and special projects programs, s.13,s.17. The BC Arts Council offers 39 programs, and currently applicants are submitting applications multiple times per year. s.13,s.17
s.13,s.17

In support of the mission and core values, the Council will continue to implement the 2014-2018 BC Arts Council Strategic Plan. Council's Strategic Plan rests on the strong belief that a thriving arts and cultural community not only creates a civil society, but contributes significantly to economic growth, community development and job creation.

In addition, the Council will continue to be the lead agent for s.13,s.17 of the BC Creative Futures Strategy.

**BRITISH COLUMBIA ARTS COUNCIL
FAST FACTS**

Program Outcomes (Impacts)/Service Statistics:

- In 2014/15, the Arts Council received 2,770 requests totalling more than \$46M and approved 1,373 awards.
- All awards are based on published programs with clear guidelines and evaluative criteria. Applications are peer-reviewed and competitively assessed.
- Council-funded programs are expected to reach more than 200 communities in 2015/16.
- Support provided contributes to the core operational or project costs of professional and community-based arts and cultural organizations throughout B.C.
- Examples include:
 - Assistance to the province's major cultural institutions such as the Vancouver Symphony, Opera, Art Gallery and Arts Club Theatre as well as regionally important cultural institutions throughout the province such as the Two Rivers Art Gallery in Prince George and the Haida Gwaii Museum in Skidegate.
 - Support for thousands of school performances in 60 school districts across B.C. including the First Nations Schools Association, Conseil Scolaire Francophone de C-B, and the Federation of Independent Schools.

Contact: Gillian Wood, Executive Director, Arts, Culture and the BC Arts Council
Branch
250-356-1725

SPORT BRANCH PROGRAM PROFILE

Program Objectives:

- To increase participation in organized sport, thereby contributing to healthy, vibrant communities and families;
- To support youth development and to increase the number of British Columbians on national teams, and the number of medals and championships won by these athletes; and,
- To position B.C. as a sport event hosting destination, thereby contributing to sport, economic, tourism and community development across the province.

Program Description:

The Branch:

- Develops public policy, establishes inter/intra governmental partnerships, sets performance measurement, and oversees government's investments in order to achieve program objectives.
- Key programs include KidSport (provides grants to low income children to play a season of sport); the After School Sport and Arts Initiative (helps schools provide free after-school physical literacy and arts programs for children and youth facing barriers to participation); the Aboriginal Sport Strategy; Team BC (the provincial team that competes at Canada Games) and sport event hosting programs.

Client Profile:

- British Columbians - particularly those facing barriers to sport participation (women, children, aboriginal peoples, seniors, new Canadians, visible minorities, disabled persons).
- Non-profit sport organizations that represent British Columbians in sport such as Provincial Sport Organizations (PSOs e.g. Gymnastics BC, BC Soccer, BC Wheelchair Sports); Multi-Sport Organizations (MSOs e.g. , the BC Games Society, the Canadian Sport Institute Pacific and Pacific Sport regional centres, Special Olympics BC).

Service Provider:

- Programs and services are delivered through alternative service delivery partners.
- Key service delivery partners include:
 - **ViaSport** – formed in partnership with the provincial government, ViaSport is a non-profit organization responsible for creating a unified approach to sport delivery across the province.

- **Directorate of Agencies for School Health (DASH)** – DASH is a non-profit society committed to promoting and supporting the creation of healthy schools in BC and works in partnership with the Ministry to deliver the After School Sport and Arts Initiative.
- **Aboriginal Sport, Recreation and Physical Activity Partners Council** – a non-profit society that developed and oversees the delivery of the Aboriginal Sport Strategy which develops aboriginal coaches and delivers programming to aboriginal youth across the province.
- **Provincial and Multi Sport Organizations** –non-profit organizations that help certify coaches and officials, run provincial championships, train regional, provincial and national athletes, deliver programs that introduce kids to sport and help reduce barriers to sport participation including financial or cultural barriers.

SPORT BRANCH FAST FACTS

Sport Participation

- Over 650,000 British Columbians participate in organized sport and are members of provincial sport organizations (such as BC Hockey Association and BC Wheelchair Sports).
- Sport participants are supported by over 460,000 sport volunteers including more than 40,000 community coaches.
- B.C. is the most active province in Canada – 64 percent of our population ages 12 and over are at least moderately active in their leisure time (2013 Canadian Community Health Survey) – the national average is 55.2 percent.

Athlete Development

- B.C. athletes excel on the national and international podium – B.C. has 13 percent of Canada's population but make up almost 35 percent (as of Jan 2015) of Canada's national teams.
- These BC athletes have contributed significantly to Canada's podium success. Athletes born in BC or training in BC contributed:
 - 32 percent of Canada's medals at the 2014 Winter Olympics and 44 percent at the Paralympics; and
 - 50 percent of Canada's medals at the 2012 Summer Olympics and 26 percent at the Paralympics.

Sport Event Hosting

- British Columbia continues to be a sport event destination of choice. In 2014/15, government invested \$1M to attract national and international events to the province.
- Investments include \$500,000 in support to the Hosting BC Program which brought 76 events to more than 25 communities in 2014/15 including the Panorama Audi Coup North American Cup in Invermere and the Vancouver International Wheelchair Tennis Tournament in Vancouver.
- Investments also include \$500,000 in support to larger events that yielded significant economic returns for the province including the 2014 Special Olympics Canada Summer Games in Vancouver and the 2014 Tim Hortons Brier in Kamloops. The BC Summer and Winter Games are held every two years in communities across the province. The 2014 Games generated a measured \$2M (Nanaimo BC Summer Games) and \$1.6M (Mission BC Winter Games) in direct economic activity.
- Approximately 3,500 athletes aged 55+ compete annually at the 55+ BC Games.

Sport Infrastructure

- While there is no dedicated provincial funding for sport infrastructure currently in place, the Province has invested significant funding in sport infrastructure in B.C. – more than \$690M since 2005. This funding has provided \$30M for the Community Recreation Program; as well as funding for the Olympic venues, the Paralympics Training & Development Centre in Kimberley, the Charles Jago Northern Sport Centre in Prince George, the Pacific Institute for Sport Excellence in Victoria and the National Soccer Development Centre at UBC, as well as more than 70 other sport and recreation facilities across the province. This also includes \$3M as the Province's contribution to capital projects for the 2015 Canada Winter Games in Prince George.

Contact: Margo Ross, Executive Director, Sport Branch
(250) 356-7168

**COMMUNITY GAMING GRANT BRANCH
PROGRAM PROFILE**

Community Gaming Grant Branch Description:

The Community Gaming Grant Branch administers gaming grants to eligible non-profit organizations to support programs and services that benefit British Columbians and their communities. The program is a consolidation of the former direct access and bingo affiliation grant programs.

Program Objectives:

To ensure all eligible non-profit community organizations in B.C. have fair and equitable access to gaming funds to support the delivery of programs and services that benefit their communities.

Program Description:

- The Province allocated \$135M in funding for community gaming grants in 2014/15
- Community gaming grant funding maximums are:
 - \$100,000 annually for organizations offering programs locally—
 - up to \$225,000 for organizations offering programs regionally, and
 - \$250,000 for organizations offering province-wide programs.

Client and Stakeholder Profile:

- Non-profit organizations with open membership and elected Boards that provide programs and services to the community (i.e., not only to their own membership), may be eligible after having delivered their programs for at least twelve months
- Types of organizations include those in the arts and culture sector, sports sector, environment sector, public safety sector, human and social services sector and Parent Advisory Councils.
- Specific intake time periods are allotted for each sector.
- An organization may only apply for a grant once each year.

**COMMUNITY GAMING GRANT BRANCH
FAST FACTS**

Program Outcomes (Impacts)/Service Statistics

- Approximately 5000 community organizations received gaming grants in 2014/15.

2015/16 Priorities/Key Initiatives

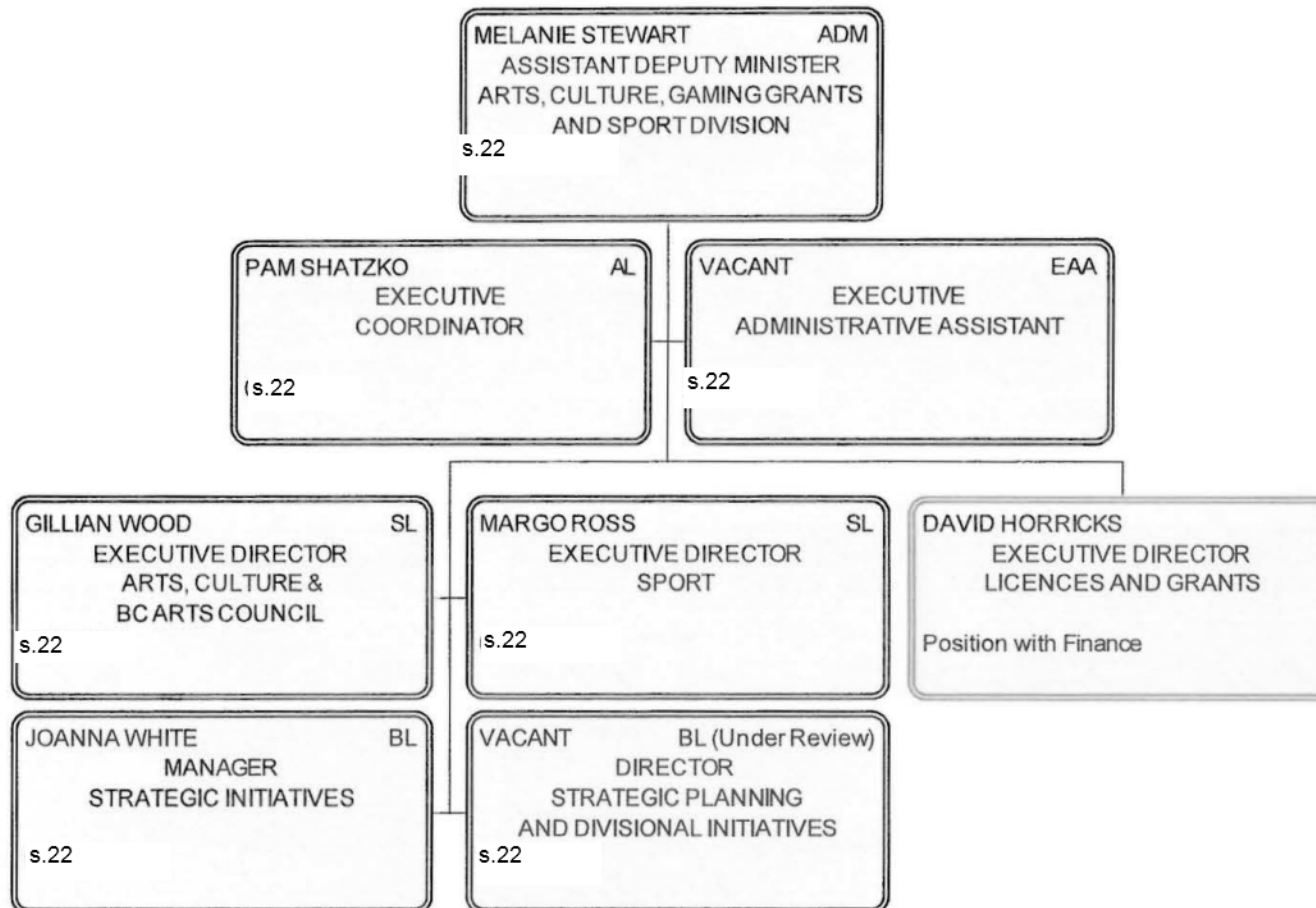
- Sectors eligible for funding in 2014/15 carry over to 2015/16.
 - S
 - Arts & Culture
 - Adult Arts & Culture
 - Fairs, Festivals & Museums
 - Youth Arts & Culture
 - Sport
 - Sport for Adults
 - Sport for Disabled Persons
 - Sport for Youth
 - Environment
 - Conservation of the environment
 - Human and Social Services
 - Community Education
 - Community Service Organizations
 - Disadvantage Distress Poverty
 - Enhancement of Youth
 - Public Community Facilities
 - Public Health in the Community
 - Parent Advisory councils and District Parent Advisory Councils
 - Public Safety
 - Enhancement of Public Safety

Contact: David Horricks, Community Gaming Grant Branch
(250) 953-3078

Ministry of Community, Sport, Cultural Development
and Minister Responsible for TransLink

August 2015

Arts, Culture, Gaming Grants and Sport Division



FACTSHEET

August 2015

Ministry of Community, Sport, Cultural
Development and Minister Responsible for
TransLink

2015 Arts and Culture

- Arts and culture are thriving in British Columbia. B.C. has the highest number of artists per capita in Canada. The province has produced many internationally renowned artists.
- Since 2001, the B.C. Government has provided arts and cultural organizations with more than half a billion dollars -- more than any other government in B.C. history.
- The B.C. Government will spend more than \$60 million on artists, arts and culture organizations in 2015-16, including approximately \$17.5 million in community gaming grants – the same funding as last year. This includes:
 - \$24 million for the BC Arts Council (includes \$2.15 million from the BC 150 Cultural Fund).
 - \$350,000 for the Arts Legacy Fund [portion of the BC Arts and Culture Endowment.
 - \$2.2 million for the Arts Branch operations.
 - \$2 million for arts and culture programs.
 - \$11.86 million for the Royal BC Museum.
 - \$2.24 million for Creative BC (via the Ministry of Jobs, Tourism and Skills Training).
 - Approximately \$17.5 million in arts and culture community gaming grants.
- In 2015-16, the BC Arts Council, an independent agency funded by the Government of British Columbia, will provide \$24 million to help artists and cultural organizations flourish in communities throughout the province.
- Community arts councils, galleries, performing arts organizations, festivals, museums and individual artists across British Columbia receive BC Arts Council funding.
- Arts and culture programs supported by B.C. Government funding help make communities in every region of British Columbia great places to live, work, invest and visit.

In 2015 the B.C. Government invested \$250,000 in EventHostBC, a one-time initiative that help local communities maximize smaller arts and cultural events to attract visitors, while building their volunteer base and hosting capacity.

Integrated Policy, Legislation and Operations Division

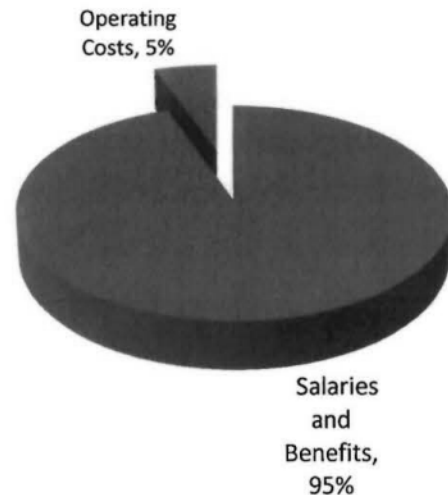
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Integrated Operations Branch Program Profile	6
Integrated Special Projects Branch Program Profile	6

2015/16 Budget by Expenditure Type

Integrated Policy, Legislation and Operations Division Description:

The Division delivers key initiatives and functions that help fulfill the mandate of the Ministry of Community, Sport, Cultural Development and Ministry Responsible for TransLink and advance the priorities of government. The division reports to the Deputy Minister through the Executive Lead and provides the ministry with leadership and support in the areas of legislation, policy, research, central agency liaison, executive operations, Federal/Provincial/Territorial relations, and Minister and Deputy Minister correspondence services.



Operating Budget (\$000s)	2014/15 Restated	2015/16 Estimates	Increase/ (Decrease)
Salaries and Benefits	2,633	2,639	6
Operating and Other Costs	149	149	0
Government Transfers	0	0	0
Other Expenditures	0	4	4
Gross Operating	2,782	2,792	10
Internal Recoveries	(2)	(1)	1
External Recoveries	(1)	(2)	(1)
Total Net Operating	2,779	2,789	10

Explanation of Budget Changes

- \$10,000 overall increase due to 1% BCGEU staff salary and benefit increase
- \$4,000 decrease in salaries and benefits were allocated to other expenditures due to benefits chargeback rate decreasing from 25% to 24.8%.

Integrated Policy, Legislation and Operations Division Overview

The Integrated Policy, Legislation and Operations Division delivers key initiatives and functions that help fulfill the mandate of the Ministry of Community, Sport, Cultural Development and Ministry Responsible for TransLink and advance the priorities of government. The division reports to the Deputy Minister through the Executive Lead and provides the ministry with leadership and support in the areas of legislation, policy, research, central agency liaison, executive operations, Federal/ Provincial/Territorial relations, and Minister and Deputy Minister correspondence services.

The IPLO division does not deliver ongoing government programs. Its specific areas of focus change over time in response to ministry and government priorities. Currently, the division is:

- Developing policy and legislation to implement an expense limits framework for local government elections, to be in place for the 2018 local elections.
- Developing amendments to the Auditor General for Local Government for the Fall 2015 legislative session.
- Providing secretariat support to the Audit Council which oversees the Auditor General for Local Government. This includes supporting the Audit Council with recruitment of a new AGLG.
- Working with the Public Service Agency and the Public Sector Employers Council Secretariat to apply the Taxpayer Accountability Principle of appropriate compensation to the local government sector.
- Supporting the Local Government Division to engage with UBCM on its Strong Fiscal Futures report.

The division is also responsible for coordinating and tracking strategic materials and initiatives. The branch acts as the key contact point between the Ministry and clients such as the Minister's Office, Cabinet Operations, and Government Communications and Public Engagement. It manages Minister's Office liaison on all information requests as well as briefings coordination, Deputy and Ministerial correspondence, transition material preparation, Deputy Minister's Committee support, and tracking government priorities. In addition, the Executive Lead for the division is the Lean Executive Sponsor for the ministry; Lean is a government-wide initiative that utilizes a problem-solving approach to improve the effectiveness and efficiency of government processes and practices.

Branch Overviews

Branch/Program	Description	2014/15 Budget Restated (000's)	2015/16 Estimated Budget (000's)
Executive Lead & Integrated Special Projects Branch	The branch provides leadership for the Division and is responsible for managing time limited special projects, as necessary to address government priorities.	438	448
Integrated Policy Branch	The branch provides services and leadership in policy development, program development, corporate government initiatives and research.	803	803
Integrated Legislation Branch	The branch provides services and leadership in policy and legislative development related to local government, sport, arts and culture, program management, intergovernmental relations and research.	789	789
Integrated Operations Branch	The branch is responsible for executive operations activities such as coordinating and tracking strategic materials and initiatives. The branch acts as the key contact point between the Ministry and clients such as the Minister's Office, Cabinet Operations, and Government Communications and Public Engagement.	749	749
Integrated Policy, Legislation and Operations		2,779	2,789

Integrated Policy Branch Program Profile

The Integrated Policy Branch provides services and leadership in policy development, program development, corporate government initiatives and research. Key responsibilities include:

- Managing corporate and long-term policy issues related to local government, sport, arts and culture, as well as supporting various cross-government initiatives (e.g., Core Review), and larger Government initiatives..
- Leading and supporting the implementation, evaluation and communication on strategic policy initiatives.
- Providing secretariat support to the Audit Council of the Auditor General for Local Government.

Integrated Legislation Branch Program Profile

The Integrated Legislation Branch provides services and leadership in policy and legislative development related to local government, sport, arts and culture, program management, intergovernmental relations and research. Key responsibilities include:

- Legislative program management and planning, including development of the ministry's Legislative Plan and leading and coordinating ministry legislative initiatives.
- Leading, managing and supporting strategic policy and legislative initiatives such as the development and implementation of the *Local Elections Campaign Financing Act*.
- Supporting other ministries' legislative initiatives.
- Supporting the Minister's Office on legislative initiatives.
- Managing provincial response to UBCM Resolutions.
- Management of ministry library and resource collection.

Integrated Operations Branch Program Profile

The branch is responsible for executive operations activities such as coordinating a number of strategic materials, issues management, status tracking and communications across the Ministry, with client organizations including the Minister's Office, Cabinet Operations, Government Communications and Public Engagement and programs. The branch also provides strategic oversight on all central agency requirements including Orders-In-Council, Board Appointments, Ministerial Orders, Cabinet Submissions and Treasury Board Submissions.

Key responsibilities include:

- Orders in Council, Board Appointments and Ministerial Orders, including tracking, administration and strategic oversight.
- Cabinet Submissions coordination, tracking and records management.
- Minister's Correspondence including eApprovals.

In addition, the branch manages Minister's Office liaison on all information requests, Deputy Minister's Committee support, and tracking government priorities.

The Branch also provides support to the ministry's Executive by coordinating various initiatives on an as-needed basis. These types of requests include:

- Representing the ministry on cross-ministry working groups that have cross-divisional scope.
- Leading the development of transition materials.
- Coordinating cross-divisional program evaluation and reporting.
- Coordination and preparation for federal/provincial/territorial Ministers' Tables.
- Managing the process for tabling annual reports in the House.
- Coordinating provincial Ministry issues to support Ministerial and Deputy Minister community/regional visits.

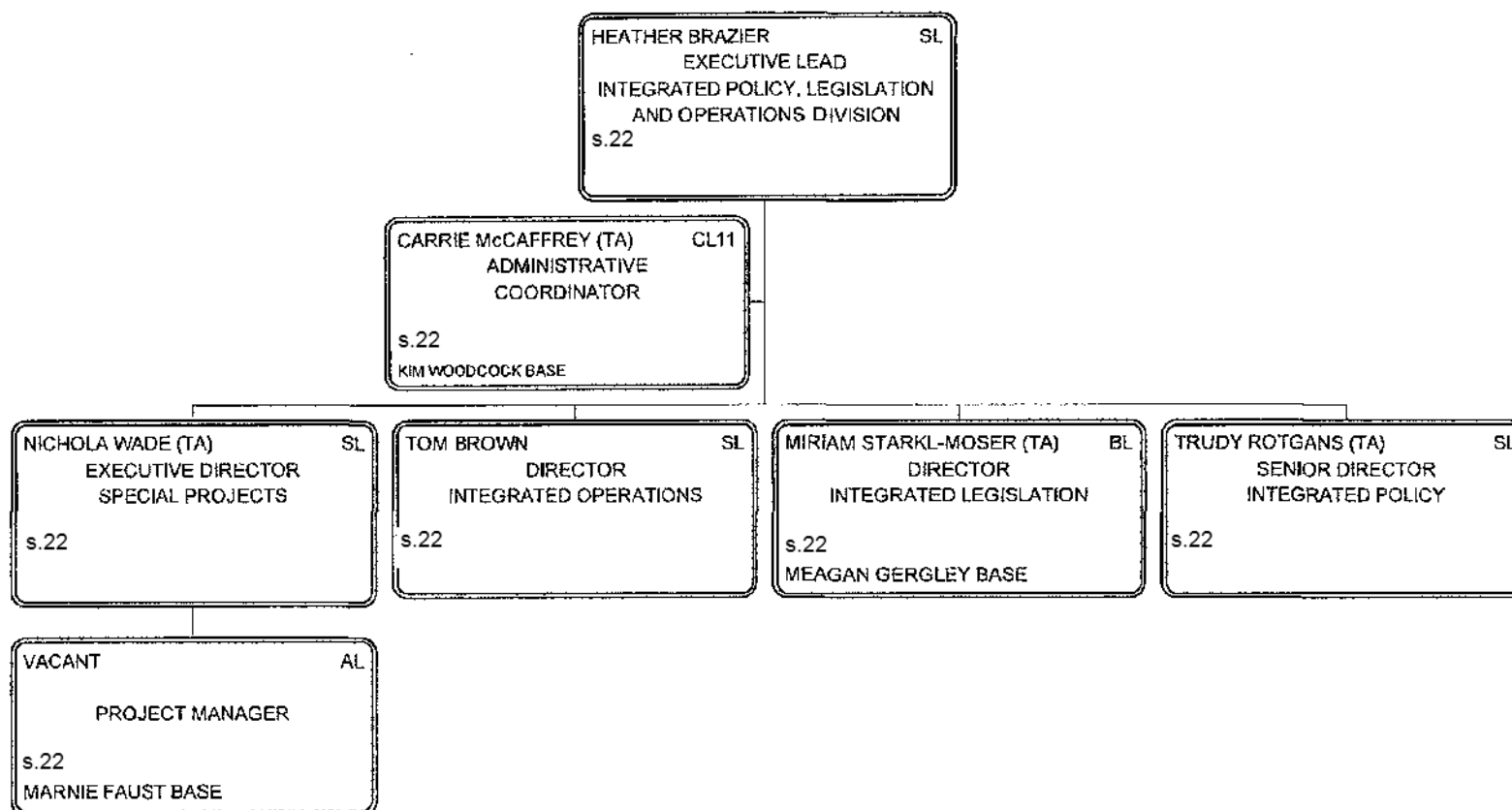
Integrated Special Projects Branch Program Profile

The Integrated Special Projects Branch is responsible for managing time-limited special projects, accessing additional resources from within the Ministry and elsewhere to complete projects as necessary to address government priorities. Currently, this capacity is being used to support the Northwest Community Readiness initiative. Previous initiatives include the Community Gaming Grants Review, and setting up the Office of the Auditor General for Local Government.

Ministry of Community, Sport, Cultural Development
and Minister Responsible for Translink

August 2015

Integrated Policy, Legislation and Operations Division



Management Services Division Profile

The primary function of the Management Services Division is to develop infrastructure and internal systems within the Ministry that support programs and contribute to improved service delivery capabilities. This includes sound financial management and reporting, support for business planning and performance management, effective use of information and technology, support for legislative changes and board appointments (for JTST & MIT only), and a strategic approach to human resources.

The Management Services Division provides services to the Ministry of Community, Sport, Cultural Development and Minister Responsible for TransLink, the Ministry of Jobs, Tourism and Skills Training, the Ministry of International Trade and Minister Responsible for Asia Pacific Strategy and Multiculturalism and the Ministry of Small Business and Red Tape Reduction and Minister Responsible for Liquor Distribution Branch.

Branch Overviews:

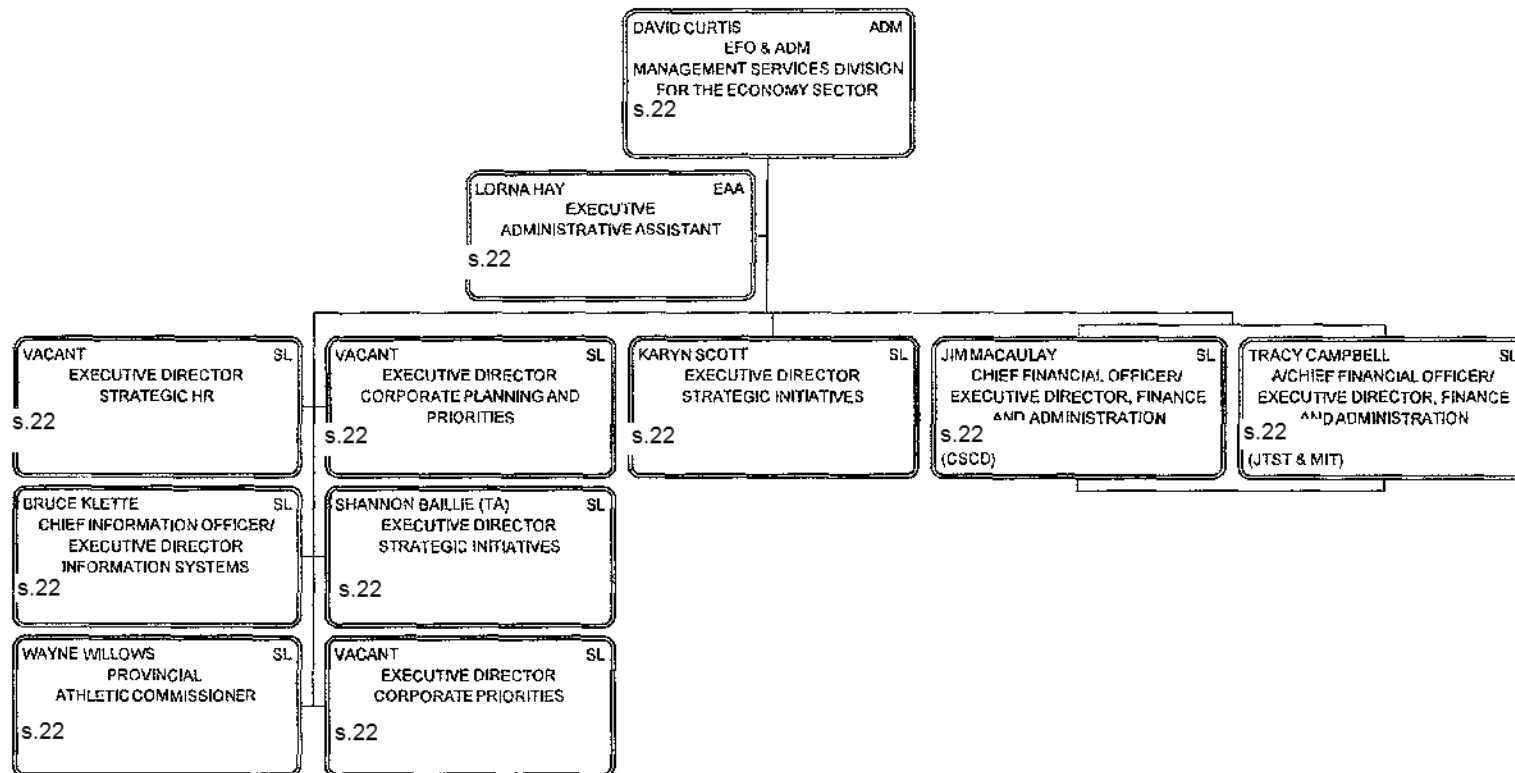
Executive	Deputy Minister's Office, including administrative support staff.
ADM's Office	Oversees a range of corporate management services provided to Ministry programs.
Finance and Administration	Provides financial management and oversight of ministry budgets. Includes financial planning and reporting (budgets); financial operations (accounts); contracts policy and review; FOI response; and facilities and administration services.
Information Systems	Provides information technology services including business needs analysis; technology acquisition and support (help desk); training; and standards compliance.
Strategic Human Resources	Provides professional strategic HR services including workforce planning; organizational design assistance; engagement, recognition and wellness programs; learning and development programs; and diversity strategy.
Corporate Planning and Priorities	Leads corporate work in a variety of areas including performance management (service plans, annual reports, program evaluation); risk management and business continuity planning; internal communications; legislative changes and board appointments (for JTST, MIT & SBRTR-LDB only); and executive support services.

Contact: David Curtis, ADM, Management Services Division
250 387-9180

Ministry of Community, Sport, Cultural Development
and Minister Responsible for TransLink

August 2015

Management Services Division



Corporate Planning and Priorities

The Corporate Planning and Priorities (CPP) Branch is responsible for all aspects of corporate and economy sector performance management planning and corporate statutory reporting. Priorities include the ministries' enterprise risk management and business continuity planning programs; crown corporation compliance reporting as well as legislative portfolio management for three of the four sector ministries (excluding Community, Sport, Cultural Development and Minister Responsible for Translink). The branch's legislative portfolio includes responsibility for JTSTL, MIT and SBRTR's relevant statutes, Orders in Council, Board Appointments, Proclamations, and Ministerial Orders.

CPP plays an important role in leading the sector's compliance reporting and initiatives to ensure alignment with government's strategic corporate agenda and to deliver consistency across the economy sector. Our team leads all client ministries' Service Planning and Annual Report processes, Multiculturalism Reports, Estimates Materials Preparation, Crown Portfolio services and directs the regulatory reform portfolios.

For CSCD-T we benefit from a strong collaborative working relationship with the Integrated Policy, Legislation and Operations (IPLO) division. We partner with IPLO on strategic initiatives, regulatory reform and executive support.

Performance Management

CPP leads the development of measures and targets to support effective performance management and program delivery across the sector. The branch provides programs and services to the four client ministries in the economy sector, including Executives and staff at all levels. In addition to comprehensive compliance reporting, the branch leads each ministry's Service Planning and Annual Report cycles.

Business Continuity Planning and Risk Management

The branch is responsible for delivery and maintenance of the sector's Business Continuity Plans, Ministry Operations Centre Plans, and Risk Registers.

Executive Support

The branch provides comprehensive Estimates and Budget materials preparation support for all clients, as well as briefing materials to support Executive offices to support the four client ministries across the sector. We also provide UBCM materials preparation support for three of the four sector ministries (excluding CSCD-T).

Crown Portfolio Management

Corporate Planning and Priorities provides support to sector program leads and their Crown Corporations to deliver a consistently high level of service for all economy sector crowns.

Branch services include leading Crown Service Planning, Crown Annual Service Plan Reports, Mandate Letters, Evaluation Plans, Engagement Plans and corporate initiatives like the Taxpayer Accountability Principles.

Lean

CPP is responsible to lead the development of the Lean Culture Strategy for the Ministries in the Economy Sector and to execute the actions in those strategies to meet each ministry's Lean commitments. Heather Brazier is the Lean Executive Sponsor for CSCD; David Curtis is the Lean Executive Sponsor for JTSTL and MIT.

Legislative Portfolio Management

The branch prepares the ministries' three year legislative plans, develops legislation and supports Board Appointments, Orders in Council, Proclamations, and Ministerial Orders for JTST, MIT and the Ministry of Small Business and Red-Tape Reduction and Minister Responsible for the Liquor Distribution Branch. These functions are delivered by IPLO for CSCD.

Finance and Administrative Services Profile

To support the Economy Sector, Finance and Administrative Services Branch provides financial management and oversight of ministry budgets. The branch offers cost-effective financial and administrative service support in the areas of financial planning and reporting, financial operations, contract policy and review, and freedom of information and records management.

Financial Planning and Reporting (Budgets)

A key function of the branch is ensuring that the Ministry has the ability to discharge its financial reporting duties addressing expenditures, revenue, capital, FTEs and forecasting. The branch provides the following budgetary services:

- ensuring that the Ministry's Executive and Ministers have appropriate financial information and briefing materials on a timely basis upon which to make key financial decisions;
- coordinating the Ministry's estimates, budgets and monthly forecasts for program managers, and Executive;
- coordinating the quarterly forecast (signed by the Deputy Minister) to Treasury Board; The Q3 forecast becomes the basis for the DM's and ADM's salary holdback.
- coordinating the development of the Ministry's account structure (Chart of Accounts, STOB listing and rollup values);
- ensuring ministry staff has access to financial report training – building financial capacity into the program areas;
- producing monthly financial reports for program managers;
- coordinating the development of all Treasury Board Submissions with ministry program staff and Treasury Board Staff, and advise on financial aspects of cabinet and treasury board submissions; and,
- coordinating the presentation of the Ministry's annual financial performance in the public accounts with the Ministry of Finance.

Financial Operations (Accounts)

Financial Operations provides a comprehensive suite of account services including fiscal year-end coordination, analysis and reporting, asset capitalization administration, purchasing and travel card administration, Goods and Services Tax administration, and payment and journal entry processing.

Contract Policy and Review

The branch manages the ministry's procurement practices by providing advice and expertise on all aspects of compliance with government procurement policy and process. This work includes managing the vendor complaint process and contract monitoring services.

Freedom of Information

The branch manages the internal information access request process by coordinating the gathering of records, identifying harms (exceptions to disclosure), tracking requests, liaising with government's Central Agency (Information Access Operations) and obtaining ministry approvals.

Records Management

The branch leads the Ministry's internal records management program. This is a new function and current focus is on developing a ministry-wide strategic plan for records management. A key component of the plan includes future implementation of a new system (TRIM) to effectively manage the ministry's electronic, hardcopy and multi-media records. The branch will be responsible for providing staff training and ongoing support services to facilitate the transition, and ensure government standards and accepted record-keeping practices are being maintained.

August 6, 2015

Page 2 of 2

Information Systems Branch

To support the Economy Sector and the office of the Government Chief Information Officer, the Information Systems Branch (ISB) oversees the procurement, development and deployment of technology solutions ranging from workstations and mobile devices through to large internationally accessible business applications. The work the branch undertakes is guided by Sector priorities as well as Government priorities.

Program Management and Oversight

ISB is responsible for overseeing and implementing corporate Information Technology programs and initiatives at the Sector level including the Virtualisation and Modernisation Project, The Workstation Refresh and the deployment of Managed Print Services.

ISB provides IT Business consulting services for the purposes of overseeing the delivery of vendor services and the alignment of those services to client needs, providing IT strategic and functional planning and aligning activities to corporate priorities such as the Internet Strategy, open Data and Citizens at the Centre.

ISB assists the program areas in needs assessment, preparing business cases, defining system requirements, quality assurance and application implementation support as well as managing expenditure against project budgets.

Strategic Planning

ISB leads or participates in the transformation planning process overseen by DMCTT as well as assisting in the development of individual business cases and the alignment of those business cases to corporate and sector priorities for the purpose of acquiring capital funding.

Legislative / Policy Compliance, Intellectual property protection

Through the use of various industry tools, strategies and best practices, ISB assists the economy sector in meeting the requirements set out in *FOIPPA* and the *Electronic Transactions Act*, as well as meeting the extensive IM/IT and Data Stewardship policies outlined through Core Government and O/CIO policy.

ISB is responsible for the procurement and ongoing contract management of specialised goods and services to meet the business needs of the sector.

Information Security and Privacy

The ISB Information Security and Privacy team provide the Economy Sector with the expertise required to protect Information Technology assets from unauthorised access and ensuring that personal information trusted to the sector is stored and accessed in an appropriate manner. These protections are gained through the proactive activities of Security

Threat and Risks Assessments, Educational awareness and ongoing security audits as well as the investigation and management of incidents. Managing personal information and the access to that information is accomplished through Privacy Impact Assessments for every initiative and Information Sharing Agreements where required as well as ongoing education and training. The ISB Information Security team are required to manage, communicate and remediate in the event of a privacy breach.

IT Operations & Application Development

The ISB operations team provides desktop mobile device support to the sector as well as managing the larger system and network infrastructure required for the sector's line of business applications to continue operating successfully.

The development of new applications is supported through the provision of architecture and specialised technical expertise along with defined processes that support the Branch's IT security mandate, ensure the quality of vendor deliverables and secure the intellectual property delivered by vendors under contract.

Strategic Human Resources

To support the Economy Sector, the Strategic HR Branch oversees human resource and internal communications programs, planning and reporting as well as customised advisory services focused on enhancing organizational excellence and an exceptional employee experience. The work of the branch is guided by "Being the Best", Sector priorities and the Work Environment Survey.

Program Management and Oversight

Strategic HR is responsible for overseeing corporate programs and initiatives at the Sector level including Pacific Leaders Scholarship Program, Long Service Awards, Premiers Awards, Performance Management (My Performance), Time and Leave Management and Security Screening Designation refresh. The branch also promotes corporate offerings including the Learning Centre and coaching services.

SHR is also responsible for the development and delivery of unique customised programs for the Sector including Orientation and Onboarding, Sector professional development, Ministry informal recognition programs, health and wellness offerings as well as Ministry specific events including all staff forums and manager meetings.

Strategic HR Planning

Strategic HR leads the development of the annual workforce plan for the Sector. This includes working with the Sector to identify human resource priorities, using information to analyze the current workforce and plan for the future by developing and implementing strategies for each ministry and/or the sector as a whole. This also includes providing workforce analysis and reporting services, such as WES analysis and other workforce reports including STIIP, LTD, WCB, attrition, retirement, new hires and demographics.

Customised Advisory Services

Strategic HR provides support and advice including organizational design, managed staffing strategies, change management, facilitation and customised team sessions (ex. Myers Briggs, WES unpacking and action planning) and Management Compensation and Classification advice. Strategic HR provides ongoing support and advice through representation in a variety of committees including Ministry Employee Advisory Committees, Article 29 Committees and special project committees.

Internal Communications

Internal Communications supports with facilitating conversations and two-way dialogue throughout the organisations that make up the Economy Sector. This includes oversight of the Ministry intranets, Ministry weekly newsletters and face to face communication to support collaboration and understanding of the corporate and sector priorities.

**2015/16 Transition Note
Advice to the Minister**

Title: Minister's Office Budget

Revised: April 13, 2015

Issue: Minister's Office budget in 2015-16

Response:

- s.17

- The Minister's Office is currently staffed with 5 employees (details below).

Additional Information:

Minister's Office budget details:

Minister's Office			
Expenditure Type	FY15 Estimates (\$)	FY16 Estimates (\$)	FY16 compared to FY15
Base Salaries	s.17		
Employee Benefits			
Leg Sal-Indemnities			
Public Servant Travel Expenses			
Information Systems-Operating			
Office and Business Expenses			
Operating Equip Vehicles and Other			
Other Expenses			
Total			

2015/16 Transition Note Advice to the Minister

- **Information Systems** - represents data communications charges (e.g. email)
- **Office and Business** - includes Queens Printer charges, shipping, business meeting expenses and office supplies
- **Other Expenses:**
 - Includes Ministry of Finance chargeback for VIP computer support (24 hr).
 - *Other Expenses* also includes purchasing card transactions that have not yet been allocated to appropriate STOBs (e.g. office and business). These charges are entered and adjusted by Ministry of Finance, usually on a monthly basis.
- **Salary and Benefit Info (excludes legislative salaries and benefits)**

Minister's Office	Level	Salary	Benefits	Total
Chief of Staff	Band A	70,904	17,584	88,488
Exec Assistant	Band A	66,177	16,412	82,589
Administrative Coordinator	ADMIN	58,615	14,537	73,152
Exec Assistant	Band B	58,165	14,425	72,590
Clerk Support Staff	Clerk 9	38,009	9,426	47,435
TOTAL		291,870	72,382	364,254

- The Minister's Office was on budget in 2014/15.

2015/16 Transition Note Advice to the Minister

Title: Deputy Minister's Office Budget

Revised: August 6, 2015

Issue: Deputy Minister's Office budget in 2015-16.

Response:

- s.17

Background / Status:

Year over year Deputy Minister's Office budget:

Estimates Budget	FY15	FY16	Change
Salaries and Benefits	s.17		
Travel			
Information Systems			
Office and Business			
Operating Equipment			
Amortization			
Other Expenses			
TOTAL			

Budget Reallocation:

- For fiscal 2015/16 ministries were given the opportunity to adjust budget balances in order to realign with operational requirements.

Salaries:

- There are 3 FTEs in the Deputy's Office, including the deputy, unchanged from prior year.

Travel:

- DMO Travel expense was approximately \$22,000 in 2014/15
- Deputy Minister Travel expenses was \$19,483 in 2014/15.

Deputy Minister Office's Expenses FY 2015:

- The Deputy Minister's office was on budget in fiscal 2015

**Management Services Division
BC Athletic Commissioner**

- In 2013, the B.C. government instituted a new regulatory regime for professional boxing and mixed martial arts (MMA) as well as for amateur MMA, kickboxing, Muay Thai and pankration.
- The BC Athletic Commissioner (BCAC) was established under the *Athletic Commissioner Act*, which came into force May 30, 2013, to regulate professional boxing and MMA events in the Province.
- Due to changes to the Criminal Code of Canada in June of 2013, the BCAC was also designated to regulate amateur MMA, kickboxing, Muay Thai, and pankration events in the Province. This designation occurred by OIC on August 1, 2013.
- The BCAC now oversees the conduct of professional boxing and MMA as well as amateur MMA, kickboxing, Muay Thai, and pankration events throughout the Province of BC.
- The Athletic Commissioner is committed to the safety and integrity of professional boxing, MMA, amateur MMA, kickboxing, Muay Thai, and pankration.
- The Ministry continues to work with the federal government and study whether professional kickboxing and Muay Thai competitions can be allowed in this province under the existing provisions of the Criminal Code of Canada. Currently, under Section 83 of the Criminal Code of Canada (s.83), "prize fighting" is prohibited. Exempted from the definition of prize fight are any professional boxing or MMA contests held with the permission or under the authority of an athletic board or commission or similar body established by or under the authority of the legislature of a province for the control of sport within the province.
- Some provinces have chosen to interpret s.83 to allow professional kickboxing and Muay Thai as well as MMA and boxing. Advice from legal counsel in BC is that there is a risk to interpreting s.83 in such a way. BC is continuing to study the issue and work with the federal government to clarify the relevant sections of the Criminal Code. Currently, professional kickboxing and Muay Thai are not allowed in BC.
- Subsequent to the establishment of the BCAC for regulation of professional boxing and MMA, the federal government made changes to the Criminal Code of Canada (June of 2013) that required the provinces to determine how to regulate amateur combat sports. BC chose to have the BCAC regulate amateur MMA, kickboxing, Muay Thai, and pankration as these sports are among those combat sports with a higher potential for injury.
- Other amateur combat sports remain unregulated within BC. Amateur boxing is one of the sports the province chose to not regulate. Amateur boxing has been successfully self-regulating for many years in this province.
- Beginning on May 30, 2013, the BCAC commenced operations. Promoters, contestants, matchmakers, seconds, and officials now require licenses and event permits issued by the BCAC before they can plan or participate in a professional boxing, MMA, kickboxing, Muay Thai or pankration event.

**Management Services Division
BC Athletic Commissioner**

- Similar provincial Athletic Commissioner offices have been, or are being, established across Canada.
- The function of the BCAC is similar to other offices such as Gaming Policy and Enforcement Branch which operate a licensing and permitting framework with an ability to audit and enforce that framework.
- The BCAC has been involved in two to five events per month to date. There have been approximately 380 amateur athletes and 190 professional athletes who have participated in over 30 events throughout the province (including Victoria, Nanaimo, Vancouver, Fort St. John and Kamloops).
- The BCAC employs one staff full time and one staff part time with a budget of approximately \$350,000 per year. It is anticipated that a large portion of this expenditure will be offset by revenues from licencing fees for the regulated events. The Ministry will cover expenditures that exceed revenues from existing funding.
- Currently there are no fees for amateur events.

Contact:

BC Athletic Commissioner	Wayne Willows	CSCD	250 952 6735
Management Services Division	David Curtis	CSCD	250 387 9180

AUDIT COUNCIL OF THE AUDITOR GENERAL FOR LOCAL GOVERNMENT PROFILE

Program Description:

The Auditor General for Local Government is an independent office appointed and funded by the Province. The Auditor General for Local Government and his or her staff will conduct performance audits (or 'value for money' audits) of the operations of local governments. The purpose of the Auditor General for Local Government through conducting performance audits is 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 Audit Council is responsible for reviewing and monitoring the performance of the Auditor General for Local Government.

In fulfilling its role, the Audit Council's principal responsibilities under the Auditor General for Local Government Act are to:

- Recommend to the Minister a list of individuals qualified to be appointed as Auditor General for Local Government;
- Recommend to the minister suspension or removal of the Auditor General for Local Government;
- Provide comments on and make/recommend changes to the Annual Service Plan of the Auditor General for Local Government;
- Provide comments on performance audit reports and other reports of the Auditor General for Local Government;
- Consider matters requested by the Auditor General for Local Government; and,
- Disseminate information about recommendations made in reports of the Auditor General for Local Government.

In addition, the Audit Council is responsible for establishing its own business procedures and adopting a code of conduct and ethics.

The Audit Council is composed of at least five individuals with relevant professional expertise in accounting, auditing, local and regional governance or provincial governance. One member of the Audit Council is designated as the chair. The chair of the Audit Council appoints a vice-chair. Audit Council appointments are for terms of up to three years and different terms may be set for different members.

Mandate:

Review and monitor the performance of the Auditor General for Local Government and ensure an appropriate balance between the accountability and independence of Auditor General for Local Government.

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The Audit Council operates at "arm's length" from the Government. The principle of independence requires that members of the Audit Council reach decisions on the matters before them based solely on their merits and the law, in an environment that is free from executive government or ministry influence and pressure.

While it operates at arm's length with respect to decision making, the Audit Council falls under the responsibility of the Minister of Community, Sport, Cultural Development and Minister Responsible for TransLink. The Audit Council is accountable to citizens through the Minister.

What's Involved:

The Audit Council is required to meet at least three times each fiscal year. Meetings may be convened either by the chair or by two members with prior notice to the chair. The Auditor General for Local Government Act also requires the Audit Council to meet as soon as practicable:

- At the request of the Auditor General for Local Government;
- If there is no Auditor General for Local Government or there will be no Auditor General

Website: <http://www.aqlg.ca/about-the-audit-council/>

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Contact: Heather Brazier, Executive Lead
Integrated Policy, Legislation and Operations Division (250) 387-3860

Ministry of Community, Sport, Cultural Development and Minister responsible for TransLink

Agencies, Boards and Commissions

**Audit Council
for Auditor General for Local Government**

Board Appointments by Order in Council

Board members as of March 31, 2015

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Heney, J. Richard	Member	2012-04-25	2014-03-31	2016-03-31	2.80
MacDonald, Donalda	Member	2012-04-25	2014-03-31	2016-03-31	2.80
Ariganello, Antonio	Chair	2012-04-25	2015-03-31	2018-03-31	2.80
Payne, Lisa	Member	2012-04-25	2015-03-31	2018-03-31	2.80
Wood, Timothy, J.	Member	2012-04-25	2015-03-31	2018-03-31	2.80

BRITISH COLUMBIA ARTS COUNCIL

PROFILE

Program Objectives:

- The British Columbia Arts Council (the Council) is an independent agency that supports arts and cultural activity in communities across British Columbia.
- Created by the Arts Council Act, passed in 1995 and proclaimed in 1996, the Council supports a range of activities that include funding for professional artists and arts organizations, community cultural development, early career development and scholarships.
- The Council also acts as an advocate for the arts in B.C., provides public education and conducts research that helps inform provincial policies related to the development of the arts and cultural sector.
- The Council also administers its direct grant funding and the revenues of the BC150 Cultural Fund, a sub-account of the BC Arts and Cultural Endowment, to develop arts and culture throughout the province.

Program Description:

The BC Arts Council provides direct assistance to arts and cultural organizations (in the areas of the performing, media and literary arts), publishers, museums and galleries, community arts councils, community presenter organizations, school districts and individual artists in a variety of disciplines. The Council administers 39 competitive programs and provides awards to more than 1,200 artists and organizations in approximately 200 communities throughout the province. It is the primary deliverer of the Creative Futures Strategy that is targeted to build BC's future creative artists and entrepreneurs.

Two key principles that underly the Council are the board's arm's length relationship with government and the Council's commitment to a peer review process to adjudicate funding requests.

In performing its duties, the Council:

- Allocates the money appropriated annually for the Council by the Ministry.
- Consults with artists, arts and cultural organizations, governments and other interested communities.
- Supports arts and culture in British Columbia through:
 - Awarding funds.
 - The production and distribution of information on the Council and arts and culture in B.C.
 - An open, accountable and impartially administered process for managing provincial funds.

The mission of the Council is to engage all British Columbians in a healthy arts and cultural community that is recognized for its excellence.

Client Profile:

- The major arts and cultural organizations across the province;
- Artists and practitioners in more than 215 communities across B.C.;
- Over 200 regularly-funded professional arts and cultural organizations;
- 71 community arts councils;
- 52 presenters (people that program annual series in venues across the province) representing every region of the province; and
- 60 school districts.

Service Provider:

The Council is governed by an appointed public sector board, and is responsible to the people of B.C. through the Minister. Legislation directs Council to support arts and culture in B.C., but the Council sets its own priorities, goals and strategies. The Council relies upon the Ministry of Community, Sport Cultural Development and Ministry responsible for TransLink for its human and financial resources, and works closely with the Executive Director and program area staff.

The Board consists of 15 directors, who represent the regions, cultural diversity and artistic communities of British Columbia. Board members are appointed by the Lieutenant Governor (on the recommendation of the Minister) by order in council. The Council office is a government office within the Ministry and is responsible for the day-to-day operations, communications, program and policy development/review, and administration of the Council as a whole.

2015/16 Priorities:

In 2015/16, the BC Arts Council will continue a review of its operating and special projects programs, s.13. The BC Arts Council offers 39 programs, and currently applicants are submitting applications multiple times per year. s.13,s.17 s.13,s.17

In support of the mission and core values, the Council will continue to implement the 2014-2018 BC Arts Council Strategic Plan. Council's Strategic Plan rests on the strong belief that a thriving arts and cultural community not only creates a civil society, but contributes significantly to economic growth, community development and job creation.

In addition, the Council will continue to be the lead agent for s.13,s.17 of the BC Creative Futures Strategy.

Contact: Gillian Wood, Executive Director, Arts, Culture and the BC Arts Council
Branch
250-356-1725

Ministry of Community, Sport, Cultural Development and Minister responsible for TransLink
Agencies, Boards and Commissions

BC Arts Council

Board Appointments by Order in Council

Board Members as of 31 July 2015

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Blair, Claudia	Member	2013-12-31		2015-12-31	1.58
Cannell, Thomas	Member	2013-12-31		2015-12-31	1.58
Nocente, Pauline B.	Member	2013-12-31		2015-12-31	1.58
Bailey, Lindsay	Member	2015-07-31		2016-07-31	0.00
Moore, Donna A.	Member	2012-07-31	2014-07-31	2016-07-31	3.00
Beckerman, Merla	Chair	2010-10-04	2015-07-31	2016-12-31	4.82
Harris, Gordon	Member	2010-10-07	2013-12-31	2016-12-31	4.81
Marchand, Lori	Vice Chair	2010-10-07	2015-07-31	2016-12-31	4.81
Marcotte, Cindy L.	Member	2014-12-19		2016-12-31	0.61
Cross, Joseph	Member	2012-12-31	2015-07-31	2018-07-31	2.58
Molnar, Emily	Member	2012-12-31	2015-07-31	2018-07-31	2.58
Moriyama, Derral	Member	2014-07-31	2015-07-31	2018-07-31	1.00
Smith, Joseph M.	Member	2012-07-31	2015-07-31	2018-07-31	3.00

BOARD OF EXAMINERS PROFILE

Program Description:

- The principal goal of the Board of Examiners is to improve the professional skills of British Columbia'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*.
- The Board is also responsible for issuing scholarship awards to eligible local government employees who wish to work towards 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: Gary Paget (Ministry of Community, Sport, Cultural Development and Minister responsible for TransLink); Ron Poole (Local Government Management Association); and Marie Crawford, (Union of BC Municipalities).

Program Objectives:

- To oversee the certification of local government employees and provide financial support for students.

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.

Website: http://www.cscd.gov.bc.ca/lgd/gov_structure/board_examiners/index.htm

Contact: Gary Paget, Chair
Local Government Division (250) 953-4129

Ministry of Community, Sport, Cultural Development and Minister responsible for TransLink
Agencies, Boards and Commissions

Board of Examiners

Board Appointments by Order in Council

Board Members as of 7 August 2015.

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Paget, Gary D.	Member	2009-11-26	2012-11-26	2015-11-26	5.11
Crawford, Marie	Member	2007-02-06	2013-11-04	2016-11-04	7.92
Poole, Ron	Member	2007-02-06	2013-11-04	2016-11-04	7.92

**ISLANDS TRUST FUND BOARD
PROFILE**

Program Description:

- The Islands Trust Fund Board (ITFB) is a separate corporate entity within the Islands Trust, established by the *Islands Trust Act*.
- The ITFB 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 Islands Trust Fund.
- The ITFB 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.
- From 1992 until March, 2014 the ITFB has accumulated \$7.1 million in land assets and protected more than 1,141 hectares (2,819 acres) of land on 92 properties. Properties are located on 12 of the 13 main islands in the Islands Trust.

Program Objectives:

- To assist the Islands Trust in preserving and protecting the Trust Area, and to administer the fund.

Client Profile:

- The Trust Area consists of islands located in the Georgia Strait and Howe Sound.
- The ITFB has strong relationships with regional, provincial and federal governments and land conservancies.
- Other agencies, community groups and land owners.

Priorities/Key Initiatives:

- Ecosystem protection, focused on natural areas with highest biodiversity values; protecting the working landscape; conserving marine ecosystems; education and outreach to conservation partners.
- Recently acquired protected areas include: acquiring Burren's Acres, a two hectare property on Gabriola Island; and District Lot 58 Nature Reserve, a 40.5 hectare property on Galiano Island.

Website: <http://www.islandstrustfund.bc.ca/>

Contact: Michelle Dann, Director, Advisory Services
Governance and Structure Branch
(250) 387-4059

Ministry of Community, Sport ,Cultural Development and Minister responsible for TransLink
Agencies, Boards and Commissions

Islands Trust Fund Board

Board Appointments by Ministerial Order

Board Members as of 7 August 2015.

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Glover, Julie	Provincial Member	2011-12-31	2013-12-02	2015-12-31	3.51
Atha, Dereck	Provincial Member	2010-06-16	2013-07-31	2016-06-16	5.05
Bertrand, Ronald	Provincial Member	2014-07-31	2015-07-31	2018-07-31	0.93

Additional Board Members:

Law, Tony	Locally Elected Trustee, Chair
Lukham, Peter	Locally Elected Trustee
Morrison, Susan	Locally Elected Trustee

PROPERTY ASSESSMENT APPEAL BOARD
PROGRAM PROFILE

Program Objectives:

- To resolve appeals justly and consistently, in accordance with the principles of natural justice and procedural fairness.
- To complete appeals as quickly and efficiently as possible, at minimal cost to the participants.

Program Description:

- The Board is a quasi-judicial administrative tribunal.
- It is the second level of appeal through an entirely new proceeding, providing the parties a fresh opportunity to present their cases.
- The Board is independent from the Property Assessment Review Panels, Government and BC Assessment.

Client Profile:

- The Board's clients are property owners and taxpayers, the taxing jurisdictions (that use the assessments to determine property taxes) and BC Assessment, which sets the assessment roll.

Service Provider:

- The Board has a full-time Chair, two full-time Vice Chairs and 22 part-time Board members.

Program Budget	\$000's		
	Restated 2014/15	Estimates 2015/16	Increase (Decrease)
Operations of the Board	1,388	1,388	0
Recoveries	(1,388)	(1,388)	0
Net Expenses	0	0	0

Note: The Board provides administrative services to the Surface Rights Board, which reports to the Minister of Energy, Mines and Natural Gas. \$45,000 of these services is included in the 2015/16 Estimates figure.

Program Outcomes (Impacts)/Service Statistics:

- With an appeal deadline of April 30th, 2015, the Board's objective is to complete or hear 90-100 percent of the residential appeals by December 31, 2015 and 75-85 percent of the commercial and industrial appeals by March 31, 2016.
- The Board's objective is to assist the parties in settling appeals and 85-92 percent of appeals are settled through the Board's alternative dispute resolution process.

Priorities/Key Initiatives:

- Continue to deliver adjudicative services.

Website: <http://www.assessmentappeal.bc.ca>

Contact: Cheryl Vickers, Chair
(604) 775-1740

Property Assessment Appeal Board

Board Appointments by Order in Council

Board Members as of 7 August 2015

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Dybvig, Larry O.	Member	2012-11-23		2015-12-31	2.68
Flood, Dianne	Member	2009-01-01	2012-11-23	2015-12-31	6.58
Lee, David M.	Member	2010-06-24	2012-12-31	2015-12-31	5.10
Pope, Q.C., Dale B.	Member	2010-06-24	2012-12-31	2015-12-31	5.10
Sharp, Brian	Member	2012-11-23		2015-12-31	2.68
Bridal, John	Member	2003-02-01	2013-12-31	2016-12-31	12.49
Derby, Winton	Member	2014-02-28		2016-12-31	1.42
Hand, Jeffrey	Member	2010-01-31	2014-12-31	2016-12-31	5.49
Hansen, Mandy	Member	2014-12-31		2016-12-31	0.58
Hope, Christopher John	Member	2008-12-08	2013-12-31	2016-12-31	6.64
Kemsley, Thomas H.	Member	2014-02-28		2016-12-31	1.42
Kushner, Howard L.	Member	2014-02-28		2016-12-31	1.42
Litchfield, Michael	Member	2014-02-28		2016-12-31	1.42
Maitland, Bruce	Member	2006-03-15	2013-12-31	2016-12-31	9.38
McConnell, Brian E.	Member	2008-02-19	2013-12-31	2016-12-31	7.44
Risk, Q.C., Donald H.	Member	2008-03-15	2013-12-31	2016-12-31	7.38
Sandhu, Simmi K.	Vice Chair	2001-04-02	2013-12-31	2016-12-31	14.33
Sibley, Jeremy	Member	2014-02-28		2016-12-31	1.42
Suttorp, Audrey A.	Member	2006-03-15	2013-12-31	2016-12-31	9.38
Thornicroft, Kenneth Wm.	Member	2003-02-01	2013-12-31	2016-12-31	12.49
Turner, Bruce W.	Member	2014-12-31		2016-12-31	0.58

Property Assessment Appeal Board

Board Appointments by Order in Council

Board Members as of 7 August 2015

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Vickers, Cheryl Lynn	Chair	1993-01-01	2013-12-31	2016-12-31	22.58
Beatty, D. Allan	Member	2010-01-31	2014-12-31	2017-12-31	5.49

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 are appointed by the Minister to provide property owners with an independent, accessible and equitable forum for review and consideration of property assessments.
- Property Assessment Review 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.
- The Property Assessment Review Panel Administration Office manages the appointment of approximately 270 panel members sitting on approximately 70 panels throughout the Province.
- The Property Assessment Review Panel Administration Office is responsible for the training, budgeting and payment, policy development and direction for the Panels as well as overall administration of the property assessment complaint process.

Client Profile:

- Property owners in British Columbia and BC Assessment.

Service Provider:

- The Property Assessment Review Panel Administration Office is part of Property Assessment Services and consists of a Manager, Policy Advisor, Property Assessment Review Panel Coordinator and an Administrative Assistant.

Program Budget	\$000's		
	Restated 2014/15	Estimates 2015/16	Increase (Decrease)
Expenses	1,623	1,623	0
Recoveries	(1,622)	(1,622)	0
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.

Priorities/Key Initiatives:

- Continued delivery of the Property Assessment Review Panel program.

Contact: Steve Feldman, Manager – PARP, Property Assessment Services
(250) 356-5268

Property Assessment Review Panel - Chairs

Board Appointments by Ministerial Order

Board Members as of 7 August 2015

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Coldwell, Rodina M.	Chair	2012-11-01		2015-11-01	2.18
Coolican, Brian Patrick	Chair	2012-11-01		2015-11-01	2.18
Dielissen, Thomas James	Chair	2012-11-01		2015-11-01	2.18
Donhauser, Mel James	Chair	2012-11-01		2015-11-01	2.18
Dooley, Patricia J.	Chair	2012-11-15		2015-11-01	2.14
Doyle, Pamela R.	Chair	2012-11-01		2015-11-01	2.18
Embree, Ruth	Chair	2012-11-01		2015-11-01	2.18
Fraser, Patricia Maureen	Chair	2011-11-01	2014-11-01	2015-11-01	3.18
Heron, Lachlan G.	Chair	2012-11-01		2015-11-01	2.18
Hubbard, Donald Wayne	Chair	2010-11-01	2012-11-01	2015-11-01	4.18
Hurd, Harvie	Chair	2012-11-01		2015-11-01	2.18
Kendrick, Peter N.	Chair	2012-11-01		2015-11-01	2.18
Knight, Ruth M	Chair	2012-11-01		2015-11-01	2.18
Lepold, K. Peter	Chair	2012-11-01		2015-11-01	2.18
Lockton, Barrie Stevens	Chair	2012-11-01		2015-11-01	2.18
Meek, Daniel B.	Chair	2012-11-01		2015-11-01	2.18
Normandeau, Wendy	Chair	2012-11-01		2015-11-01	2.18
Oakden, Stuart J.	Chair	2012-11-01		2015-11-01	2.18
Panwar, Ravinder S.	Chair	2002-04-01	2013-11-16	2015-11-01	12.77
Rempel, John G.	Chair	2011-01-31	2014-11-01	2015-11-01	3.93
Renwick, Laurie K.	Chair	2012-11-01		2015-11-01	2.18

Property Assessment Review Panel - Chairs

Board Appointments by Ministerial Order

Board Members as of 7 August 2015

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Richardson, Gary Gordon	Chair	2012-11-01		2015-11-01	2.18
Richardson, Ronald W.	Chair	2010-11-01	2013-11-01	2015-11-01	4.18
Sherman, Ronald L.	Chair	2012-11-01		2015-11-01	2.18
Small, Gibbon Lea	Chair	2012-11-01		2015-11-01	2.18
Sparkes, Frederick H.	Chair	2010-11-01	2012-11-15	2015-11-01	4.18
Tate, Robert Wilson	Chair	2012-11-01		2015-11-01	2.18
Upton, Jason D.	Chair	2012-11-01		2015-11-01	2.18
Vowles, William James	Chair	2010-11-01	2012-11-01	2015-11-01	4.18
Charnley, Clive	Chair	2013-11-01		2016-11-01	1.18
Christensen, Stewart Clifton	Chair	2010-11-01	2013-11-01	2016-11-01	4.18
Hildebrandt, Jesse D.	Chair	2013-11-01		2016-11-01	1.18
Low-Renwick, Doris Rhoda	Chair	2010-11-01	2013-11-01	2016-11-01	4.18
Mackleston, Frank	Chair	2010-11-01	2013-11-01	2016-11-01	4.18
Miller, Sharon	Chair	2013-02-14		2016-11-01	1.89
Burt, David Lyle	Chair	2011-11-01	2014-11-01	2017-11-01	3.18
Clayton, Anne Heather	Chair	2014-11-01		2017-11-01	0.18
de Niet, Johannes	Chair	2011-11-01	2014-11-01	2017-11-01	3.18
Fiebig, Katherine Ann	Chair	2011-11-01	2014-11-01	2017-11-01	3.18
Kajani, Sameer	Chair	2010-11-01	2014-11-01	2017-11-01	4.18
Lange, Sheila Doreen	Chair	2014-11-01		2017-11-01	0.18

Property Assessment Review Panel - Chairs

Board Appointments by Ministerial Order

Board Members as of 7 August 2015

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Leong, Janice Lesley	Chair	2011-11-01	2014-11-01	2017-11-01	3.18
Mackenzie, Nikola L.	Chair	2011-11-01	2014-11-01	2017-11-01	3.18
Robertson, Linda-Mae	Chair	2012-01-16	2014-11-01	2017-11-01	2.98
Scott, B Ann	Chair	2014-11-01		2017-11-01	0.18
Smerychynski, Linda J.	Chair	2014-11-01		2017-11-01	0.18
Terlesky, Ronald B.	Chair	2011-11-01	2014-11-01	2017-11-01	3.18
Thomas, Casda	Chair	2014-11-01		2017-11-01	0.18
Uzick, Stephen Alexander	Chair	2011-11-01	2014-11-01	2017-11-01	3.18
Woods, Robert J.	Chair	2012-01-16	2014-11-01	2017-11-01	2.98

BRITISH COLUMBIA ASSESSMENT AUTHORITY (BC ASSESSMENT)
PROFILE

Program Description:

- The British Columbia Assessment Authority, or BC Assessment (BCA), is a service delivery Crown Corporation.
- BCA's mandate is to establish and maintain uniform real property assessments throughout the province, using current market data as a guide, in accordance with the *Assessment Act*.
- BCA determines the correct classification, actual value and tax exemption status of over 1.97 million properties across the province with a total value of more than \$1.2 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.

Program Objectives:

- To establish and maintain uniform real property assessments throughout British Columbia.

Client Profile:

- Local and provincial taxing authorities,
- Residential and non-residential property owners in BC,
- General public, and
- First Nations clients: 83 jurisdictions – 70 under contract and 13 other First Nations (taxing treaty, Nisga'a Nation, Sechelt Indian Government District).

Priorities/Key Initiatives:

The BC Assessment Board of Directors approved the 2015 Strategic Plan, which provides direction to increase our relevance as a Crown corporation.

Our strategic goals continue to focus on our customers, our people, our work and our partners. BC Assessment is committed to becoming a property information leader in BC, through data partnerships, open data, and the provision of innovative property information products and services.

For 2015, BC Assessment has updated its Customer Service Standards, which include commitments to be open & transparent, fair & accurate, timely & accessible, knowledgeable & respectful, and innovative & collaborative.

The 2015/2016 Mandate letter provided to BCA confirms its mandate and directs the corporation to take the following specific strategic priority actions:

1. Replace the existing valueBC information system with NextGen valueBC by 2018 to improve the collection, maintenance and distribution of assessment information.
2. Develop and execute a plan to ensure up-to-date inventory across all property types with the goal of achieving inventory accuracy by 2017.
3. Develop and execute upon a strategy to maintain the average 2015 tax levy on existing taxpayers at levels equivalent to 2014 and ensure any increase on funds generated through non-market change (e.g., new construction) is used to improve customer service.
4. Identify and assess emerging assessment policy or methodology issues that could impact the current or future economic viability of existing property types or economic sectors, and work with the Ministry and key partners to provide policy, regulatory and legislative solutions to ensure fairness and equity.

These specific strategic priority actions have been included and integrated into the corporation's 2015–2017 Service Plan.

Website: www.bcassessment.ca

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



JAN 15 2015

Ref: 157128

Ms. Judy Rogers
Chair
BC Assessment Authority
400 - 3450 Uptown Boulevard
Victoria, BC V8Z 0B9

Dear Ms. Rogers:

Re: 2015/16 Mandate Letter

British Columbians have come to expect the high quality products and services delivered by their provincial public sector organizations. The Province is well served by our public sector organizations. It is the responsibility of the boards and senior management teams of these organizations to lead and manage in the best interests of the Province and the taxpayer by strengthening accountability and promoting cost control.

One of government's core values is respect for the taxpayer's dollar. It is critical that public sector organizations operate as efficiently as possible, in order to ensure British Columbians are provided with services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is the government's commitment to controlling spending and balancing the budget.

The BC Assessment Authority is mandated to establish and maintain uniform real property assessments throughout British Columbia in accordance with the *Assessment Act*.

The BC Assessment Authority is directed to take the following specific strategic priority actions for 2015/16:

1. Replace the existing ValueBC information system with NextGen ValueBC by 2018 to improve the collection, maintenance and distribution of assessment information.
2. Develop and execute a plan to ensure up-to-date inventory across all property types with the goal of achieving inventory accuracy by 2017.
3. Develop and execute upon a strategy to maintain the average 2015 tax levy on existing taxpayers at levels equivalent to 2014 and ensure any increase on funds generated through non-market change (e.g., new construction) is used to improve customer service.

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Ministry of Community, Sport
and Cultural Development

Office of the Minister

Mailing Address:
PO Box 9056 Stn Prov Govt
Victoria BC V8W 9E2

Phone: 250 387-2283
Fax: 250 387-4312

Location:
Room 124
Parliament Buildings
Victoria BC V8V 1X4

www.gov.bc.ca/cscd

4. Identify and assess emerging assessment policy or methodology issues which could impact the current or future economic viability of existing property types or economic sectors and work with the Ministry and key partners to provide policy, regulatory and legislative solutions to ensure fairness and equity.

These specific strategic priority actions and the Taxpayer Accountability Principles actions are to be included and integrated in your 2015/16 – 2017/18 Service Plan.

As part of the commitment to fiscal responsibility and to ensure the best possible use of government resources, provincial public sector organizations now operate under the Taxpayer Accountability Principles (enclosed) announced by Honourable Christy Clark, Premier, in June 2014. Through the implementation of the Taxpayer Accountability Principles, public sector organizations are developing a cost-conscious sector that strengthens cost management capabilities and fosters a principled culture of efficiency and accountability at all levels. This leadership includes implementing your organization's Code of Conduct which contains conflict of interest provisions and post-employment restrictions.

The BC Assessment Authority is expected to fully adopt the Taxpayer Accountability Principles – cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity. The actions, as detailed in the 2014/15 GLE Addendum Letter, are to be completely implemented in 2015/16. For further information on the Taxpayer Accountability Principles, please see:
<http://gov.bc.ca/crownaccountabilities>.

To support the implementation of the Taxpayer Accountability Principles, please ensure all board members sign this 2015/16 mandate letter and that the signed letter is posted publicly on your organization's website.

Government is committed to further strengthening accountability, improving the management of public funds and revitalizing the relationship between government and public sector organizations. This strong focus on improved two-way communication is to ensure a complete understanding of government directions, expectations, accountabilities and alignment with strategic priorities. As such, it is important that each of us advise the other in a timely manner of any issues that may materially affect the business of the BC Assessment Authority and/or the interests of government, including information on any risks to achieving financial forecasts and performance targets.

I look forward to our regular quarterly meetings that focus on strategic priorities, performance against the Taxpayer Accountability Principles, results and working together to protect the public interest at all times.

Sincerely,



Coralee Oakes
Minister of Community, Sport and Cultural Development

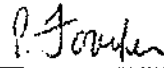
Enclosure

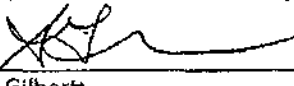
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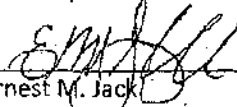

Judy Rogers
Chair, BC Assessment Authority

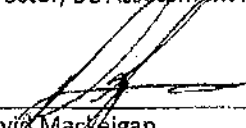

Richard Taylor
Vice Chair, BC Assessment Authority

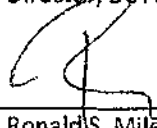

Sheila Eddin
Director, BC Assessment Authority


Philip Foucher
Director, BC Assessment Authority

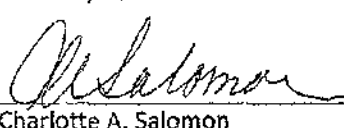

Shelley Gilbert
Director, BC Assessment Authority

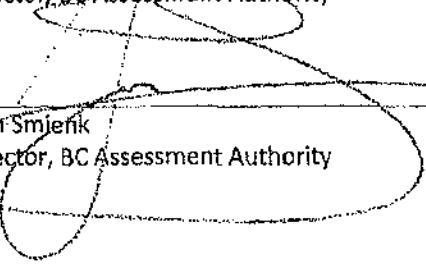

Ernest M. Jack
Director, BC Assessment Authority

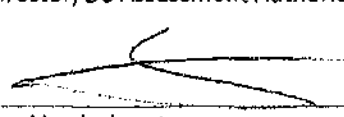

David MacKeigan
Director, BC Assessment Authority


Ronald S. Miles
Director, BC Assessment Authority


Deborah Nelson
Director, BC Assessment Authority


Charlotte A. Salomon
Director, BC Assessment Authority


Josh Smjerk
Director, BC Assessment Authority


Ben Vanderhorst
Director, BC Assessment Authority

Ms. Judy Rogers, Chair
Page 4

pc: Honourable Christy Clark
Premier

Mr. John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Mr. Peter Milburn
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Ms. Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Ms. Rebecca F. Denlinger
Deputy Minister
Ministry of Community, Sport and Cultural Development

Ms. Connie Fair
President and Chief Executive Officer
BC Assessment Authority

Board Members
BC Assessment Authority

Ministry of Community, Sport and Cultural Development
Agencies, Boards and Commissions

BC Assessment Authority

Board Appointments by Order in Council

Board Members as of 7 August 2015.

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Foucher, Philip	Director	2012-06-22	2014-07-31	2016-07-31	3.10
Miles, Ronald S.	Director	2012-06-22	2014-07-31	2016-07-31	3.10
Salomon, Charlotte A.	Director	2012-07-31	2014-07-31	2016-07-31	3.00
Taylor, Richard	Vice Chair	2011-06-16	2013-10-31	2016-10-31	4.12
Jack, Ernest	Director	2011-12-01	2015-12-31	2017-11-30	3.66
Smienk, Johannes	Director	2011-12-01	2015-12-31	2017-11-30	3.66
Vanderhorst, Bernard	Director	2011-12-01	2015-12-31	2017-11-30	3.66
Nelson, Deborah	Director	2013-03-31	2015-12-31	2017-12-31	2.33
Eddin, Sheila	Director	2012-06-22	2015-07-31	2018-06-22	3.10
Gilberg, Shelley	Director	2012-07-31	2015-07-31	2018-07-31	3.00
Rogers, M. Judy	Chair	2009-11-04	2015-11-03	2018-11-03	5.74
MacKeigan, David	Director	2013-12-11	2015-12-31	2018-12-11	1.63

BC GAMES SOCIETY PROFILE

Program Description:

- The BC Games Society (BCGS) is a service delivery Crown agency.
- BCGS was established as a non-profit society under the Society Act with a mandate to oversee provincial competitive sport events that will serve as preparation for higher-level competition and provide opportunities for participation and community development. BCGS staff works with volunteers from Host Communities and officials from provincial sport organizations to stage two multi-sport events (a BC Summer and a BC Winter Games), each on a two-year cycle.
- BCGS also provides event management services to the annual 55+ BC Games (governed by a separate Society, the BC Seniors Games Society) and operation management services to Team BC (provincial team representing BC at Canada and Western Canada Summer Games).

Program Objectives:

- To promote sport participation and achievement across British Columbia and help build communities' ability to attract and host major events.

Client Profile:

- General public.
- Local communities.
- Athletes (under 18, but averaging 14 years of age), coaches, managers and officials.

Priorities/Key Initiatives:

- Provides community legacies such as trained volunteers, economic impact, new or refurbished equipment and facilities; as well as opportunities for young athletes to get their first multi-Games experience – for many, BC Games are stepping stones to higher levels of competition such as provincial and national championships, Canada Games, Olympic and Paralympic Games.
- Contributes to government priority of strong economy – estimated close to \$2.2 million for BC Winter, BC Summer and 55+ BC Games.

Website: <http://www.bcgames.org>

Contact: Chris Graham, Sport Consultant
Arts, Culture, Gaming Grants and Sport Division
250 387-4386



The Board of Directors of the BC Games Society support the strategic priority actions as set out in the 2015 / 2016 Mandate Letter. The original Mandate Letter has been signed by all members of the BC Games Society Board of Directors and a copy of the original document can be obtained upon request.

A handwritten signature in black ink, appearing to read "Byron McCorkell".

Byron McCorkell
Chair, BC Games Society



JAN 15 2015

Ref: 157129

Mr. Byron McCorkell
Chair
BC Games Society
400 - 990 Fort Street
Victoria BC V8V 3K2

Dear Mr. McCorkell:

Re: 2015/16 Mandate Letter

British Columbians have come to expect the high quality products and services delivered by their provincial public sector organizations. The Province is well served by our public sector organizations. It is the responsibility of the boards and senior management teams of these organizations to lead and manage in the best interests of the Province and the taxpayer by strengthening accountability and promoting cost control.

One of government's core values is respect for the taxpayer's dollar. It is critical that public sector organizations operate as efficiently as possible, in order to ensure British Columbians are provided with services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is the government's commitment to controlling spending and balancing the budget.

The BC Games Society, under the *Societies Act*, has been mandated to provide opportunities for development to athletes, coaches, and officials in preparation for higher levels of competition in multi-sport events; and to provide opportunities for British Columbians to participate in sport and physical activity and celebrate the spirit of community.

The BC Games Society is directed to take the following specific strategic priority actions for 2015/16:

1. Implement shared services opportunities that support the mandate of the Government's Core Review process.
 - The overarching goal of the Core Review process is to help ensure the best possible use of government resources and respect for the interests of taxpayers.
2. In conjunction with Host Organizing Committee, explore options for safe, secure, and fiscally prudent accommodations, transportation and meals for Games participants.
 - Continue to ensure the safety and well-being of the children and young adults competing at the Games, as well as the care and comfort of all spectators.

.../2

Ministry of Community, Sport
and Cultural Development

Office of the Minister

Mailing Address:
PO Box 9056 Stn Prov Govt
Victoria BC V8W 9E2

Phone: 250 387-2283
Fax: 250 387-4312

Location:
Room 124
Parliament Buildings
Victoria BC V8V 1X4

www.gov.bc.ca/cscd

3. Review and complete implementation of policies to ensure athletes with a disability are fully integrated in the Games and continue to work with host societies to implement Games accessibility improvements (transportation, venues, etc.) in the community.
 - Continue to ensure the Games are inclusive and all athletes have an equitable opportunity to achieve excellence.

These specific strategic priority actions and the Taxpayer Accountability Principles actions are to be included and integrated in your 2015/16 – 2017/18 Service Plan.

As part of the commitment to fiscal responsibility and to ensure the best possible use of government resources, provincial public sector organizations now operate under the Taxpayer Accountability Principles (enclosed) announced by Honourable Christy Clark, Premier, in June 2014. Through the implementation of Taxpayer Accountability Principles, public sector organizations are leading a change to a cost-conscious sector that strengthens cost management capabilities and fosters a principled culture of efficiency and accountability at all levels. This leadership includes implementing your organization's Code of Conduct which contains conflict of interest provisions and post-employment restrictions.

The BC Games Society is expected to fully adopt the Taxpayer Accountability Principles – cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity. The actions, as detailed in the 2014/15 GLE Addendum Letter, are to be completely implemented in 2015/16. For further information on the Taxpayer Accountability Principles, please see: <http://gov.bc.ca/crownaccountabilities>.

To support the implementation of the Taxpayer Accountability Principles, please ensure all board members sign this 2015/16 Mandate letter and that the signed letter is posted publicly on your organization's website.

Government is committed to further strengthening accountability, improving the management of public funds and revitalizing the relationship between government and public sector organizations. This strong focus on improved two-way communication is to ensure a complete understanding of government directions, expectations, accountabilities and alignment with strategic priorities. As such, it is important that each of us advise the other in a timely manner of any issues that may materially affect the business of the BC Games Society and/or the interests of government, including information on any risks to achieving financial forecasts and performance targets.

I look forward to our regular quarterly meetings that focus on strategic priorities, performance against the Taxpayer Accountability Principles, results and working together to protect the public interest at all times.

Sincerely,



Coralee Oakes
Minister of Community, Sport and Cultural Development

Enclosure

.../3

Ministry of Community, Sport and Cultural Development
Agencies, Boards and Commissions

BC Games Society

Board Appointments by Ministerial Order

Board Members as of 7 August 2015.

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Archibald, Susan	Member	2011-03-19	2014-01-31	2016-01-31	3.81
Bock, Susan E.	Member	2010-01-31	2013-01-31	2016-01-31	4.93
Choi, Jamie NY	Member	2010-01-31	2014-01-31	2016-01-31	4.93
Gookstetter, Moira	Member	2011-01-31	2014-01-31	2016-01-31	3.93
Loukes, Wade	N. Games Society	2010-03-17	2014-01-31	2016-01-31	4.81
Kuehl, Jared	Member	2014-12-31		2016-01-31	0.02
Brodsgaard, Kjeld	Member	2011-01-31	2015-01-31	2017-01-31	3.93
Graham, Chris W.	Ex-Oficio	2014-01-31		2017-01-31	0.93
McCorkell, Byron	Chair	2011-01-31	2014-01-31	2017-01-31	3.93
Calder, David	Member	2014-01-31	2015-01-31	2018-01-31	0.93
Whitfield, Simon	Member	2014-01-31	2015-01-31	2018-01-31	0.93
Winterton, Rochelle S.	Member	2014-01-31	2015-01-31	2018-01-31	0.93
Zimmerman, Sarah A.	Member	2014-01-31	2015-01-31	2018-01-31	0.93
Mihalcheon, Donna	Member	2013-01-29	2014-12-31	2018-12-31	1.94

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION PROFILE

Mandate:

- The Royal British Columbia Museum Corporation (Royal BC Museum) was established as a Crown corporation in 2003 under the *Museum Act*.
- As the steward of the Province's human history and natural history collections, it:
 - holds and safeguards the archives of government;
 - acquires, preserves, protects and educates BC's citizens and visitors from around the world about the history of British Columbia;
 - showcases BC's collections with the world and shares the world with British Columbians through its exhibitions;
 - manages cultural and heritage facilities designated by the government (on request by government); and
 - fulfills the government's fiduciary responsibilities for public trusteeship of the provincial collections and archives.

Program Description:

- The Royal BC Museum was established in 1886 in a small room in the provincial Legislative Buildings; the BC Archives was established in 1894. Since then, it has had a constant role in preserving and telling the stories of our province through programs, exhibitions, research and collections.
- Nearly 650,000 people pass through every year, visiting the museum, archives, and on-site partners the National Geographic IMAX Theatre, the Royal Museum Shop and Willie's Museum Cafe.
- Annually, two million more people visit the museum and archives through its interactive website, and 7000 more people use the resource of the provincial archives.
- The Royal BC Museum Corporation oversees a unique 2.71 hectare cultural precinct in Victoria BC that includes the Royal BC Museum, the BC Archives, Helmcken House, the Netherlands Centennial Carillon, Thunderbird Park, Mungo Martin House (Wawadit'la) and St. Ann's Schoolhouse.
- Onsite partners include: the IMAX Victoria Theatre (operated by Destination Cinema); the Museum Café; the Royal Museum Shop and Royal BC Museum Foundation (operated by the Foundation), BC Museums Association and the Glenshiel Seniors' residence (operated by BC Housing).

Legal Authority/Enabling Legislation:

The Royal British Columbia Museum (Royal BC Museum) was established under section 2 of the *Museum Act*. (2003).

Board Composition:

The Board of Directors consists of 11 members, all of which are appointed by the Lieutenant Governor in Council.

Client Profile:

- Visitors from British Columbia and around the world.
- Communities throughout the province.
- Educators and students.
- Researchers.
- Tourism Industry.
- Corporate Partners (onsite and through sponsorship/partnerships).
- People worldwide seeking information via the website and publications.

2015/16 Mandate Letter Priorities

1. Work together with stakeholders to promote the upcoming 2015 Gold Rush exhibit and the importance of the BC Gold Rush to the history of the province.
2. Continue to develop key relationships with partners in China to support research, collections, exhibition touring and increased tourism to B.C.
3. Continue implementation of the comprehensive new learning strategy.
4. s.13,s.17

2015/16 Service Plan Goals

1. Create a unique Royal BC Museum;
2. Strengthen our digital infrastructure and reputation;
3. Enable greater access to our collections and archives while improving their long term care; and
4. Develop as a financially stable and progressive organization.

Contacts:**RBCM contact:**

Angela Williams
Chief Operating Officer
(250) 213-8007

Ministry contact:

Melanie Stewart
ADM, Arts, Culture, Gaming Grants
and Sports Division
(250) 356-7139



JAN 15 2015

Ref: 157130

Ms. Susan Knott
A/Chair
Royal BC Museum
675 Belleville Street
Victoria, BC V8W 9W2

Dear Ms. Knott:

Re: 2015/16 Mandate Letter

British Columbians have come to expect the high quality products and services delivered by their provincial public sector organizations. The Province is well served by our public sector organizations. It is the responsibility of the boards and senior management teams of these organizations to lead and manage in the best interests of the Province and the taxpayer by strengthening accountability and promoting cost control.

One of government's core values is respect for the taxpayer's dollar. It is critical that public sector organizations operate as efficiently as possible, in order to ensure British Columbians are provided with services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is the government's commitment to controlling spending and balancing the budget.

The Royal BC Museum was created under the *Museum Act* (2003) to fulfil the Government's fiduciary role as a public trustee of specimens, artefacts, the archives of government and private archival records and other materials that illustrate the natural and human history of British Columbia; to communicate knowledge of human and natural history through exhibitions, research and programs; and to hold collections for current and future generations of British Columbians.

The Royal BC Museum is directed to take the following specific strategic priority actions for 2015/16:

1. Work together with stakeholders to promote the upcoming 2015 Gold Rush exhibit and the Importance of the British Columbia Gold Rush to the history of the province.
2. Continue to develop key relationships with partners in China to support research, collections, exhibition touring and increased tourism to British Columbia.
3. Continue Implementation of the comprehensive new learning strategy.

.../2

Ministry of Community, Sport
and Cultural Development

Office of the Minister

Mailing Address:
PO Box 9056 Stn Prov Govt
Victoria BC V8W 9E2

Phone: 250 387-2283
Fax: 250 387-4312

Location:
Room 124
Parliament Buildings
Victoria BC V8V 1X4

www.bcm.bc.ca/cscd

Ms. Susan Knott
A/Chair
Page 2

4. Commence the implementation of the Royal BC Museum revitalization plan to provide more opportunities to expand programs and exhibits; diversify and increase revenue opportunities. The scale of the redevelopment is contingent on the Royal BC Museum's capacity to fund the changes internally or through public support.

These specific strategic priority actions and the Taxpayer Accountability Principles actions are to be included and integrated in your 2015/16 –2017/18 Service Plan.

As part of the commitment to fiscal responsibility and to ensure the best possible use of government resources, provincial public sector organizations now operate under the Taxpayer Accountability Principles (enclosed) announced by Premier Christy Clark in June 2014. Through the implementation of the Taxpayer Accountability Principles, public sector organizations are developing a cost-conscious sector that strengthens cost management capabilities and fosters a principled culture of efficiency and accountability at all levels. This leadership includes implementing your organization's Code of Conduct which contains conflict of interest provisions and post-employment restrictions.

The Royal BC Museum is expected to fully adopt the Taxpayer Accountability Principles – cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity. The actions, as detailed in the 2014/15 GLE Addendum Letter, are to be completely implemented in 2015/16. For further information on the Taxpayer Accountability Principles, please see: <http://gov.bc.ca/crownaccountabilities>.

To support the implementation of the Taxpayer Accountability Principles, please ensure all board members sign this 2015/16 mandate letter and that the signed letter is posted publicly on your organization's website.

Government is committed to further strengthening accountability, improving the management of public funds and revitalizing the relationship between government and public sector organizations. This strong focus on improved two-way communication is to ensure a complete understanding of government directions, expectations, accountabilities and alignment with strategic priorities. As such, it is important that each of us advise the other in a timely manner of any issues that may materially affect the business of the Royal BC Museum and/or the interests of government, including information on any risks to achieving financial forecasts and performance targets.

I look forward to our regular quarterly meetings that focus on strategic priorities, performance against the Taxpayer Accountability Principles, results and working together to protect the public interest at all times.

Sincerely,



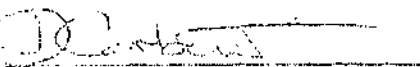
Coralee Oakes
Minister of Community Sport and Cultural Development

Enclosure

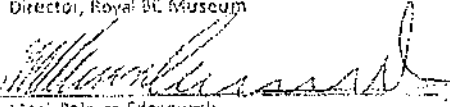
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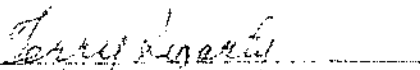
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Archives
Page 3

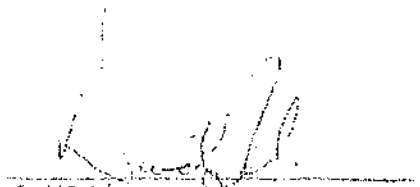

Susan Knott
Archivist, Royal BC Museum


Daphne Corbett
Director, Royal BC Museum


Garth M. Evans
Director, Royal BC Museum

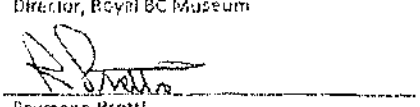

Mark Palmer-Edgcombe
Director, Royal BC Museum

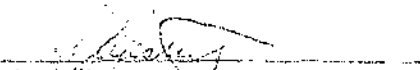

Terry Eggen
Director, Royal BC Museum


David B. Adams
Director, Royal BC Museum


Heidi E. Dale-Johnson
Director, Royal BC Museum


Wendy King
Director, Royal BC Museum


Raymond Protti
Director, Royal BC Museum


Angela Wesley
Director, Royal BC Museum

Ms. Susan Knott
A/Chair
Page 4

per: Honourable Christy Clark
Premier

Mr. John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Mr. Peter Milburn
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Ms. Cheryl Wenzelki-Yolland
Associate Deputy Minister
Ministry of Finance

Ms. Rebecca F. Denlinger
Deputy Minister
Ministry of Community, Sport and Cultural Development

Mr. Jack Lohman
Chief Executive Officer
Royal BC Museum

✓ Board Members
Royal BC Museum

B.C. Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

- | | | |
|---|--|---|
| 1 | Cost Consciousness
(Efficiency) | Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to "bend the cost curve" and support sustainable public policies and programs as a lasting legacy for generations to come. |
| 2 | Accountability | Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government's strategic mandate. |
| 3 | Appropriate
Compensation | Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government's taxpayer accountability principles and respectful of the taxpayer. |
| 4 | Service | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs. |
| 5 | Respect | Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers' monies. |
| 6 | Integrity | Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles. |

Ministry of Community, Sport and Cultural Development
Agencies, Boards and Commissions

Royal BC Museum

Board Appointments by Order in Council

Board Members as of 7 August 2015

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Adams, David	Director	2012-11-08		2015-12-31	2.72
Evans, Garth	Director	2012-11-08		2015-12-31	2.72
Palmer-Edgecumbe, Mark	Director	2014-05-16		2015-12-31	1.21
Wesley, Angela G.	Director	2012-03-31	2013-12-31	2015-12-31	3.33
Corbett, Daphne	Nominated Member	2011-07-08	2014-07-31	2016-07-31	4.06
Knott, Susan	Nominated Member	2010-06-30	2014-06-30	2016-07-31	5.08
Protti, Raymond	Director	2014-07-31	2015-07-31	2016-07-31	1.00
Segarty, Terry	Director	2011-07-08	2014-07-31	2016-07-31	4.06
Wesik, Peeter	Director	2015-07-27		2016-07-31	0.01
Dale-Johnson, Heidi	Director	2013-12-11	2014-12-31	2016-12-31	1.63
King, Wendy	Director	2014-12-31		2017-12-31	0.58

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Page 176

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s.12;s.13;s.17

Ministry Briefings
Honourable Peter Fassbender
Minister of Community, Sport, Cultural Development and Responsible for Translink

Rolling Agenda

Briefing Date	Item	Presenter	Notes	Briefing Material Due	Requested Outcome
Aug 4 – Aug 25	s.22				
Aug 24 9:00 am	Introductory Meeting with Translink	Jacque Dawes	Background Information from Transportation	Aug 20	Information
Aug 25 10:30 am	Minister / DM Briefing	Jacque Dawes	Current Issues Binder	Aug 21	Information
Aug 25 noon	Minister/ UBCM President Sav Dhaliwal / Ex. Director Gary MacIsaac	Jacque Dawes / Tara Faganello / Gary Paget / Trudy Rotgans	Introductory Meeting	Aug 21	Information
Aug 26 10:00 am (until noon?)	Minister at 800 Johnson St. – Proposal: WTHIU + Meeting with Sr. Executive	Senior Executive Committee	Introductory Meeting / Review of Timely Issues / Decisions	Aug 21 (Current Issues Binder)	Decisions?
Aug 26 - 27	Minister Briefings (Local Gov't & ACGGS?) or Top Issues?	Senior Exec Committee as appropriate	Briefing Binder?		
Aug 31 – Sept 4	s.22				

Briefing Date	Item	Presenter	Notes	Briefing Material Due	Requested Outcome
Sept 2 11:00 am	UBCM Convention Preparation (Meetings and Events Confirmation)	Gary / Birgit	Briefing Note	August 27	Decisions
Sept 3 11:00 am	Minister Briefing on IPLO? Or continuation of top issues? (PVO or Telepresence)	Heather Brazier & Staff / Sr. Exec?	Briefing Binder?		
Sept 8 12:30 pm	Minister / Anthony Ariganello (PVO)	?	Briefing Note	Sept 3	
Sept 8-10	All Ministers / All Chiefs Meetings				
Sept 21-25	UBCM Convention				

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Local Government Division – Strategic or Pressing Priorities – July 2015

Project/Activity	Status/Implications	Decisions Needed/Key Next Steps
GOVERNANCE AND STRUCTURE		
Capital governance -- review of governance and services in the Capital region, arising from government's commitment following varied Nov 2014 referendum questions on amalgamation and/or integration of services in 8 of 13 municipalities	- reflected in 2015/16 mandate letter - strong media/local interest; stakeholders with pre-determined solutions (Amalgamation Yes) - focus of prov. funded review: fact finding, analysis, education, public engagement on governance/services in whole region; specific, locally-led integration ideas could emerge for future work - Min Oakes' held 11 "listening meetings" with Capital mayors/councils - Two meetings (Colwood and Oak Bay) remained to be held	- obtain direction on process leadership (Oct CCPP; potentially complete "listening" meetings -- Oak Bay; Colwood) feedback on input; determine next steps) s. 13, s. 17
Salt Spring incorporation study -- develop provincial offer of restructure assistance (\$) and provide support/guidance to provincially-funded incorporation study process underway	- CSCD funded \$120,000 incorporation study (March 2015); studies led by local study committees may lead to incorporation referendums (and financial assistance from Province) - strong local interest; contentious; previous failed structure change proposal; incorporation would have real financial impact on Islands Trust; - local study committee leading process (consultant undertaking technical review; engagement with island residents)	s. 12, s. 17 - finalize provincial restructure offer (in consultation with MoTI and Justice re roads/policing transition); timing Sept/ early Oct - continue study-related work (FNs consultations; work with Islands Trust on mitigation strategy; support committee/consultant) s. 13
s. 16 to MFN by Province under 2008 Musqueam Reconciliation Agreement	- technical review of Block F application completed by staff; MFN revised application; June 2015 open house; Community Advisory Council (CAC) working group consultation s. 13 s. 13 - locally contentious: ongoing community/media and MLA interest s. 13	- required public meeting on Block F in late Fall 2015; need to confirm Minister's delegation to UEL Manager to hold meeting - MFN general meeting request (briefing note developed for meeting scheduled Sept 17) s. 13

Project/Activity	Status/Implications	Decisions Needed/Key Next Steps
UEL governance -- examination of unique, unsustainable governance model (provincially-administered body delivering municipal-like services to the well-established-but changing, unincorporated University Endowment Lands, situated between City of Vancouver and UBC on the Point Grey Peninsula)	- Core Review accepted shift from provincial to local governance through provincially-led process including engagement with community/key stakeholders - CAC/EA Director seeking UEL-only incorporation study (Nov 2013 request); interest in "local control" driven by UEL development pressures and UEL's real capacity challenges s. 13 ; multi-faceted and multiple interests; intense community and MLA interest "state of UEL" strategic assessment work undertaken for Core Review; staff level outreach with MFN, Vancouver, Metro and UBC completed	- obtain direction on process; briefing note being developed (Sept) - key question of how to implement Core Review direction and respond to CAC s. 13 s. 13
Thornhill/Terrace governance study -- service, governance and planning diagnostic inventory for Thornhill/Terrace area (in Regional District of Kitimat-Stikine)	- CSCD funded \$60,000 service, governance and planning study (March 2015); s. 13 .	- following receipt of consultant's report (Sept), s. 13 s. 13 - RDKS and Terrace may seek to discuss at UBCM Convention - Connections with NW LNG development
W. Kelowna boundary reduction -- s. 16	- reduction of W. Kelowna boundary consistent with status of reserve lands (outside municipal boundaries); land remains in RD s. 13 s. 13, s. 17	- continue work with FLNRO on any outstanding issues s. 13 s. 13 .
ADMO, CLIENT SERVICES		
UBCM Convention -- planning, preparation, coordination and implementation of the Ministry/provincial presence at the 2015 UBCM Convention (Sept 21-25) in Vancouver	- Ongoing -- coordinating the provincial participation with other partners - Timing of decisions critical to carrying out next steps in the Minister's and provincial government staff meeting requests process - LGD represents the face of provincial government	- Staff prepare Minister's meeting matrix for discussion with Minister's staff (week of August 17) - Staff confirm Minister's meetings with delegates (August 24) - Minister approval of cabinet presentation (August 27) - DM approval of BN's for meetings (September 4) - Brief Minister , confirm meetings and Convention program and speeches (early September) - Minister presents UBCM overview to Cabinet (September 16)

Project/Activity	Status/Implications	Decisions Needed/Key Next Steps
INFRASTRUCTURE AND FINANCE		
Infrastructure Planning Grants	• First round list is finalized and ready for approval. • Second round "soft" deadline July 31. • Second round review will be complete and recommendations for approval by end of August. • Need approvals in advance of UBCM Convention to allow for the Minister to personally deliver approval letters at Convention.	• Approval of first and second round intake early September. • Opportunities to present grants at UBCM Convention
s.13,s.17		
New Building Canada Fund – Small Communities Fund	• First intake closed in February 2015. • All approvals have been made. • 55 projects in total. • 48 projects are managed by CSCD (water and sewer) • 7 projects are managed by MOTI (roads) • All announcements were made before the federal writ was dropped. • Need to solidify the schedule for the next intake and round of approvals. • Typically need at least 4 months for local governments to prepare applications • Typically need at least 6 months for CSCD reviews/assessments.	s.13

Project/Activity	Status/Implications	Decisions Needed/Key Next Steps
	- Typically need at least 1 month for approvals. - Announcements range from 1 – 8 months. s. 13 - Decisions are finalized by the Oversight Committee, which is a joint committee with federal government, Province and UBCM in an observer non-voting status.	
PROPERTY ASSESSMENT SERVICES (PAS)		
Valuation of Port Properties – BC Marine Terminal Operators Association (BCMTOA) s. 13	- BCMTOA met with DMs (MCSCD, MOTI, MFIN) on April 28, 2015 and it was agreed MCSCD staff would lead a review of current assessment/valuation policies and practices in consultation with BCMTOA representatives, MFIN and BC Assessment (BCA). - Draft Briefing Note outlining short- and mid-term strategies/actions to address BCMTOA's concerns has been completed and BCA supports the actions in principle. PAS met with BCMTOA subcommittee in late July. - Once there is concurrence on the action plan/Briefing Note it will go to the DMs for review and sign-off.	s. 13
s. 12, s. 13, s. 14, s. 17		

Project/Activity	Status/Implications	Decisions Needed/Key Next Steps
s.12,s.13,s.17		
Hot Spots/Redevelopment Land – Developers in the lower mainland have been lobbying Government to change the assessment methodology for redevelopment properties to separate the valuation of the current use of property from future use (i.e. split classification). s.13	• PAAB ruled that in certain circumstances split classification is warranted (Amacon decision). BCA has appealed the PAAB decision to the BC Supreme Court and a decision is expected late Fall. • Province has previously indicated it would be willing to work with local governments on addressing the hot spots issue if requested, and if there is UBCM support. • PAS (along with BCA, MFIN and the City of Vancouver) is awaiting the outcome of the Amacon appeal before deciding on a course of action.	• s.12,s.13

Project/Activity	Status/Implications	Decisions Needed/Key Next Steps
Assessment/Valuation of Liquefied Natural Gas (LNG) Facilities – s. 13 s.13	- Amendment of the Depreciation of Industrial Improvements Regulation to provide accelerated depreciation rates and reduced provincial taxes for large LNG facilities was approved by OIC in May 2015. - Over the next six months, PAS will be working with BCA and MFIN to develop a detailed assessment/valuation methodology for the plants.	s. 12, s. 13
Miscellaneous – Property Assessment Appeal Board appointments (PAAB) and annual OICs	PAAB Appointments: The existing Chair Cheryl Vickers is leaving effective Aug. 31 and is recommending the appointment of a new Acting Chair (one of the existing two Vice Chairs), which requires an OIC (the other Vice Chair is resigning to take a new position). s. 12, s. 13	s. 13, s. 17
INTERGOVERNMENTAL RELATIONS AND PLANNING AND NORTHWEST COMMUNITY READINESS (NWCRC)		
Climate Leadership Plan	- In May the Premier announced the Province's intention to create a new Climate Leadership Plan. - LGD staff are involved in working groups supporting this work - Policy options are being modelled and will begin to be drafted into a leadership plan - Policy options include provincial policy directives and/or incentives related to transit oriented development s. 13, s. 17 s. 13	- In September staff will have a better sense of direct work implications; s. 13 s. 13 - Staff will continue to engage with working groups and will continue to promote the existing climate framework and relationships (e.g. Green Communities Committee with GCC)

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CSCD Look Ahead Calendar

Tuesday, August 18, 2015

**RED: ISSUE | GREEN: MINISTER | BLUE: THIRD PARTY — MLA | BLACK: FYI
PURPLE – UBCM**

AUGUST 2015

- BC 55+ Games August 25-29, North Vancouver
- Western Canada Summer Games August 7-16, Alberta (Team BC competes)

Details and Dates TBD:

- NEWS RELEASE: Announcing Asset Management Planning grants of \$60,000 each for Prince Rupert and Port Edward (late August)
- NEWS RELEASE: Wrap up of Building Canada Small Communities Fund (late August)
- NEWS RELEASE: announcing new BC Arts Council Chair.(late August)
- NEWS RELEASE: Final payments for Arts and Culture and Sports Sectors' Community Gaming Grants (late August)

DATE	TOPIC
Aug. 17-23	FYI: CP Women's Open LPGA Golf Tournament (\$25,000) – Vancouver Golf Club, Coquitlam. – Time: TBC
Aug. 25- 29	FYI: North Vancouver 2015 55+ BC Games (\$175,000 to games, of which \$85,000 goes to host community) – Time: TBC
Tues. Aug. 25	NEWS RELEASE: FIFA World Cup wrap – joint release with JTST on measurable successes (economic benefits). – Time: 9 a.m.
Wed. Aug. 26	EVENT/SPEECH: 55+ Games – Prov Rep Yamamoto speaking at Opening Ceremony Aug 26. (\$175,000 to games, of which \$85,000 goes to host community) – Capilano Sportplex, North Vancouver. Time: 7 p.m.
Thur. Aug. 27	NEWS RELEASE: Economic impact report – Canada Winter Games: The host society has released its final report on the economic impact from the 2015 Canada Winter Games in Prince George - Time: 9 a.m.
Fri. Aug. 28	NEWS RELEASE: Announcing \$129,500 in HostingBC grants for May 2015 through ViaSport. Regional releases prior to this. – Time: 9 a.m.
	EVENT/SPEECH: 55+ Games – Prov Rep Thornthwaite speaking at medal presentation – Seymour Golf and Country Club, North Vancouver – Time: 4 p.m.

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Page 206 to/à Page 207

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s.13

Background:

- The *Auditor General for Local Government Act* was passed in February 2012. The Act provides for the appointment, structure and operation of an Auditor General for Local Government (AGLG) and sets out the AGLG's powers and responsibilities for conducting local government performance audits.
- The purpose of the Office of the AGLG is to conduct independent performance audits of the operations of local governments.
- The AGLG provides non-binding, objective recommendations to assist local governments in achieving effectiveness, economy, and efficiency in their operations and stewardship of public funds. Performance audits do not call into question the merits of policy decisions or objectives of a local government.
- The AGLG is accountable to BC citizens through the Audit Council, a provincially-appointed body of governance and finance professionals.
- The Audit Council has an oversight and advisory role in relation to the AGLG. It provides comments on draft AGLG reports (e.g. performance audit reports, annual report, service plan) and may provide a statement for inclusion in the annual report.
- The Audit Council also recommends to the Minister the appointment, suspension, or removal of the AGLG.
- The first Auditor General for Local Government was appointed in January 2013 and terminated on March 23, 2015. An Acting Auditor General for Local Government was appointed, on an interim basis, effective April 13, 2015.
- The Auditor General for Local Government released its annual report for the period April 1, 2014 – March 31, 2015, on Friday, July 17, 2015.
- The report measures performance against the service plan objectives and targets from the last year. Both the Acting Auditor General for Local Government, Arn van Iersel, and the Audit Council in their respective messages, refer to the challenges of the preceding year and how those challenges have affected the office's credibility. Both messages refer to plans that will be instituted to improve the office's outcomes in the future.
- In the 2014/15 fiscal year two reports were released: City of Rossland-Learnings from Capital Procurement Projects and Asset Management Programs, Part 1 and Part 2 and Corporation of Delta-Achieving Value for Money from Operational Procurement.
- As well, it is noted the office delivered on some of its other objectives including improving operational, administrative and financial internal policies. It also underwent its first financial audit, which resulted in a positive auditor's opinion.
- The report also discusses the goals, objectives and performance measures for 2014/15.
- Key outputs since April 13, 2015, when the Acting Auditor General for Local Government was appointed include:

- Release of Sechelt Audit on capital procurement-April 29th
- Release of 2015/16-2017/18 service plan-May 14th
- Audited Financial Statements with unmodified (clean) audit opinion-June 22nd
- Acquisition of new Audit Software to improve AGLG operations-June 30th
- New expanded reporting to Audit Council-July 9th
- Release of Dawson Creek report on Capital Procurement-released July 15th
- Release of AGLG Annual Report- Released July 17th
- Second AGLG Perspective Series booklet on Asset Management- released July 23
- Draft reports sent to Auditee local governments: District of North Vancouver, District of West Vancouver and City of Vernon

Communications Contact:	Gillian Rhodes	250-953-3677
Program Area Contact:	Heather Brazier	250-387-3860

2015 Transition Note Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and
Minister responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

Title: Arts and Culture Funding 2015/16

Revised: July 20, 2015

Issue: Background on 2015/16 spending plan

Response:

- Each year, there are discretionary funds available for strategic investments.
- The Arts and Culture unit of the Arts, Culture and BC Arts Council Branch administers discretionary funding and has a 2015/16 grants budget of **\$2.334 million**.
- The source of the funding is two-fold:
 - **\$1.984** million from voted appropriation; and
 - **\$0.350** million from Arts Legacy Fund (ALF).
- These funds include the proceeds from the Arts Legacy Fund and the BC Creative Futures Strategy. The Ministry supports programs such as the very successful After School Sport and Arts Initiative that benefits vulnerable youth across the province, funded to a value of \$1 million annually since 2013/14; as well as Culture Days, a national arts awareness campaign.
- In addition, Budget 2015 provides the BC Arts Council with an historically high program budget of \$24.0 million, s.13,s.17
- This demonstrates the high priority our government puts on Arts and Culture.

Background/Status:

- The annual voted appropriation supports the strategic delivery of goal 3 of the MCSCD-T service plan: "Culturally-rich communities that foster sustainable jobs, economic growth and a vibrant social fabric."
- The Arts Legacy Fund (AFL) portion of the funding is guided by legislation.
- The ALF annual funds "support the creation, development or presentation of works of art at events or venues the Minister considers will provide significant exposure of those works of art." (Special Account Appropriation and Control Act).

2015 Transition Note **Advice to the Minister and Deputy Minister**

Ministry: Ministry of Community, Sport, Cultural Development and
Minister responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

ARTS, CULTURE AND BC ARTS COUNCIL Budget and Program Expenditure			
STOB 77 + 80	Actuals	Actuals	Forecast
2013/14 TO 2015/16	(\$ millions)		
	2013/14	2014/15	2015/16
BUDGET			
CSCD appropriation	23.98	23.83	23.83
BC Arts and Cultural Endowment	2.50	2.50	2.50
Sport and Arts Legacy (contingencies)	0.00	0.00	0.00
TOTAL BUDGET	26.48	26.33	26.33
PROGRAM EXPENDITURE			
BC Arts Council program budget	24.00	24.00	24.00
Arts Legacy Fund	0.35	0.35	0.35
After School Sports and Arts Initiative	1.00	1.23	0.57
BC Creative Communities/Spaces	0.70	0.00	0.50
Vancouver Fireworks Society	0.25	0.25	0.00
EventHostBC	N/A	N/A	0.25
Misc/Creative Economy Initiatives	0.18	0.20	0.41
Capital Commission Outreach Programs	N/A	0.30	0.25
TOTAL PROGRAM EXPENDITURE	26.48	26.33	26.33
Unallocated Grants Budget	0.00	0.00	0.00

Contact:

Assistant	Melanie Stewart	Arts, Culture, Gaming	250-356-7139
Deputy Minister		Grants & Sport	

**July 2015 Transition
Advice to the Minister and Deputy Minister**

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

Title: BC Arts Council Grants Budget and Program Review

Revised: August 5, 2015

Issue: BC Arts Council grants budget remains at historic high of \$24 million for 2015/16. The BC Arts Council's overall program review will be completed in March 2015.

Response:

- Following an increase from \$16.8 million (2012/13) to \$24 million (2013/14), the BCAC's core funding for 2015/16 remains stable at \$24 million, the highest level in its history.
- The budget will continue to fund new programs that support youth, such as Arts Scholarships, Youth Engagement and Early Career Development Programs, developing creative, innovative thinkers critical for the growth in the creative economy.
- The BC Arts Council is poised to deliver outcomes from the largest program review in Council's history.

Background/Status:

- In Budget 2015, the BC Arts Council grants budget of \$24 million is built into the base of the Arts, Culture and BC Arts Council Branch for the three years of the fiscal plan, including \$5.25 million each year to support the BC Creative Futures Strategy. Please find below the breakdown of the 14/15 Council budget
- Outcomes of the Program Review will include a program framework that provides structure and flexibility to Council's funding programs, and a framework for program evaluation that provides for a consistent approach to program evaluation and review at the BC Arts Council.
- Elements addressed within the scope of the current program review will be evident in changes to program guidelines; elsewhere, the following areas of inquiry will be developed through broader strategic initiatives addressing both Council and Ministry priorities: regional distribution, Support for Aboriginal art and artists, Outreach, Data and Research and Capacity-building

**July 2015 Transition
Advice to the Minister and Deputy Minister**

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

- As part of the Program Review, thirteen community consultations were held in twelve communities around the province throughout the month of October 2014. Consultations were also conducted throughout the year with staff, board, other funding agencies and peer advisory committee panels.

Contact:

Executive Director	Gillian Wood	Arts, Culture and BC Arts Council	250-356-1725
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**July 2015 Transition
Advice to the Minister and Deputy Minister**

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

BC ARTS COUNCIL FUNDING 2014-15

- For the second year in a row in 2014-15, the Province provided the BC Arts Council with \$24 million – the highest level of funding in council's history.
- This funding includes:

\$10.60 million for Professional Operating Assistance

- These programs provide stable funding for established professional organizations like art galleries, theatres and museums throughout B.C.
- The funding supports artistic programs including visual arts, dance, music, drama, media arts and festivals.

\$1.75 million for Youth Engagement Projects

- Youth Engagement Projects provides funding to local arts and culture organizations in B.C. communities to offer activities that help local young people get involved in the arts.
- The funding helps local arts groups organize projects specifically for youth.
- It also helps local arts organizations encourage youth attendance at arts exhibitions and performances.
- A portion of the funding helps the First Peoples' Cultural Council provide workshops and mentorships for Aboriginal youth in the arts.

\$1.50 million for Artists in Education

- This funding supports artists-in-residency and touring projects in B.C. schools to connect students directly with the arts.
- ArtStarts in Schools delivers the programs.

\$1.50 million for Individual Arts Awards and Professional Development

- These grants recognize high-achieving artists for new projects in creative writing, media arts, visual arts and professional development.
- Over 100 awards, some up to \$25,000, helped B.C. artists stay at the top of their game through professional development and new creative projects to reach expanding markets.

**July 2015 Transition
Advice to the Minister and Deputy Minister**

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

\$1.3725 million Professional Project Assistance

- This program provides one-time grants to professional arts organizations that do not receive operating assistance from the BC Arts Council.
- The grants allow help arts organizations and collective create a specific event or activity in music, theatre, visual arts, dance, literary arts, media arts, museums and arts training.

\$1.25 million Early Career Development

- Early Career Development helps young British Columbians build successful careers in arts and the creative economy.
- The program funds co-op placements, internships, residencies and mentorships that help young British Columbians gain work experience and make contacts in the arts and culture sector.

\$900,000 Community Arts Councils

- This annual funding provides key support for local arts councils, the mainstays of community cultural development throughout British Columbia.

\$450,000 Special Projects: Innovations

- This funding supports innovative projects on the leading edge in theatre, dance, music, writing, visual and media arts.

\$1.05 million Special Projects: Capacity and Sustainability

- These funds support projects that help arts organizations enhance their future sustainability by making improvements, such as renovations to theatres and art galleries.

\$750,000 Scholarships

- The BC Arts Council Scholarship program helps talented young British Columbians get the best education and training available anywhere in the world.
- In 2012-13, the B.C. government boosted funding for the scholarship program from \$150,000 to \$750,000.
- We are sustaining that level of funding again this year.

**July 2015 Transition
Advice to the Minister and Deputy Minister**

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

\$650,000 Interactive Digital Media

- Interactive Digital Media programs support creative digital media projects by digital artists and digital media companies, some working with established arts groups.
- Creative BC helps deliver this program that supports 20-30 projects per year.

\$615,000 Publishing Grants

- This funding helps B.C.'s book publishers continue to contribute to the development of arts and culture in the province and in Canada.

\$535,000 Aboriginal Arts Development Awards

- Aboriginal Arts Development Awards support creative and professional development projects.
- These projects help Aboriginal artists and organizations retain traditional skills and explore new practices.

\$455,000 Community Projects

- Community Projects funding provides one-time grants to support community arts organizations, volunteer-run arts festivals and arts-based community development.
- Projects include creation of animated films by young filmmakers and development of an arts program for children coping with mental health issues.

\$372,500 Community Presenters Assistance

- This funding helps non-profit community arts organizations book performances by emerging and established artists at arts centres, theatres and venues in communities throughout British Columbia.
- This funding helps artists earn revenue while bringing entertaining and thoughtful artistic experiences into local communities.

\$250,000 Touring Initiatives

- Touring Initiatives funding helps B.C. artists tour outside the province.

**July 2015 Transition
Advice to the Minister and Deputy Minister**

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

- This funding helps B.C. artists access showcase opportunities that support British Columbia's national and international reputation for high quality arts and culture.

Total: \$24 million

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BACKGROUND:

- Since July 2013, staff members from Community, Sport, Cultural Development, and Ministry responsible for Translink have been observers in ongoing negotiations between Esquimalt and the Capital Regional District (CRD) on an amenity package, which includes McLoughlin Point re-zoning.
- In April 2014, Esquimalt Council voted unanimously to turn down the negotiated package and reject the zoning bylaw infringement required for the McLoughlin Point Wastewater treatment plant. At the same time, Council directed its staff to prepare a bylaw that would down-zone the site and expressly prohibit its use for a waste water treatment plan.
- On May 27, 2014 the Minister of Environment issued a statement reiterating the Government of British Columbia's position that the current CRD sewage dispute is a local government issue. The minister also said the Government of British Columbia will not overrule the decision of a locally-elected government.
- On July 15th, a letter was sent from the CRD Chair to Minister Coralee Oakes and Minister Mary Polak. In the letter the CRD requested that the Government of British Columbia (Minister of Environment) intervene to resolve zoning issues, which the CRD asserts, are preventing the construction of the McLoughlin Point Wastewater Treatment Plant in Esquimalt.
- On July 29, the Ministry of Environment responded with a letter that acknowledged the difficulty of the situation, but reiterated that:

"The timely implementation of the approved Core Area Liquid Waste Management Plan (CALWMP), remains a local government issue that the CRD has both the ability and responsibility to fulfill. With the defined provincial and federal funding agreement timelines, it is imperative that the CRD takes substantive and immediate actions to meet the legislated deadlines."

- The Provincial contribution of \$248 million is one-third of the 2010 cost estimate of \$743 million and meets the Provincial public commitment for funding of 1/3 of the best, lowest-cost solution (subject to PPP consideration) at UBCM Convention 2006 and in the 2007 Throne Speech.
- The federal government is contributing \$253.4 million from three different programs:
 - \$120 million from the Building Canada – Major Infrastructure Component (Infrastructure Canada)
 - \$50 million from the Green Infrastructure Fund (Infrastructure Canada)
 - \$83.4 million from Public Private Partnerships Canada (PPP Canada)
- PPP Canada has given the CRD a March 31 2016 deadline to provide an updated plan that includes a secure treatment plant site(s) and which is approved by the CRD Board, otherwise the PPP Canada funding allocation will be withdrawn and the CRD will have to re-apply for funding (see Appendix 1 for CRD's proposed timeline).
- Infrastructure Canada has not made a formal decision on what course of action it would take if PPP Canada pulls its funding commitment.

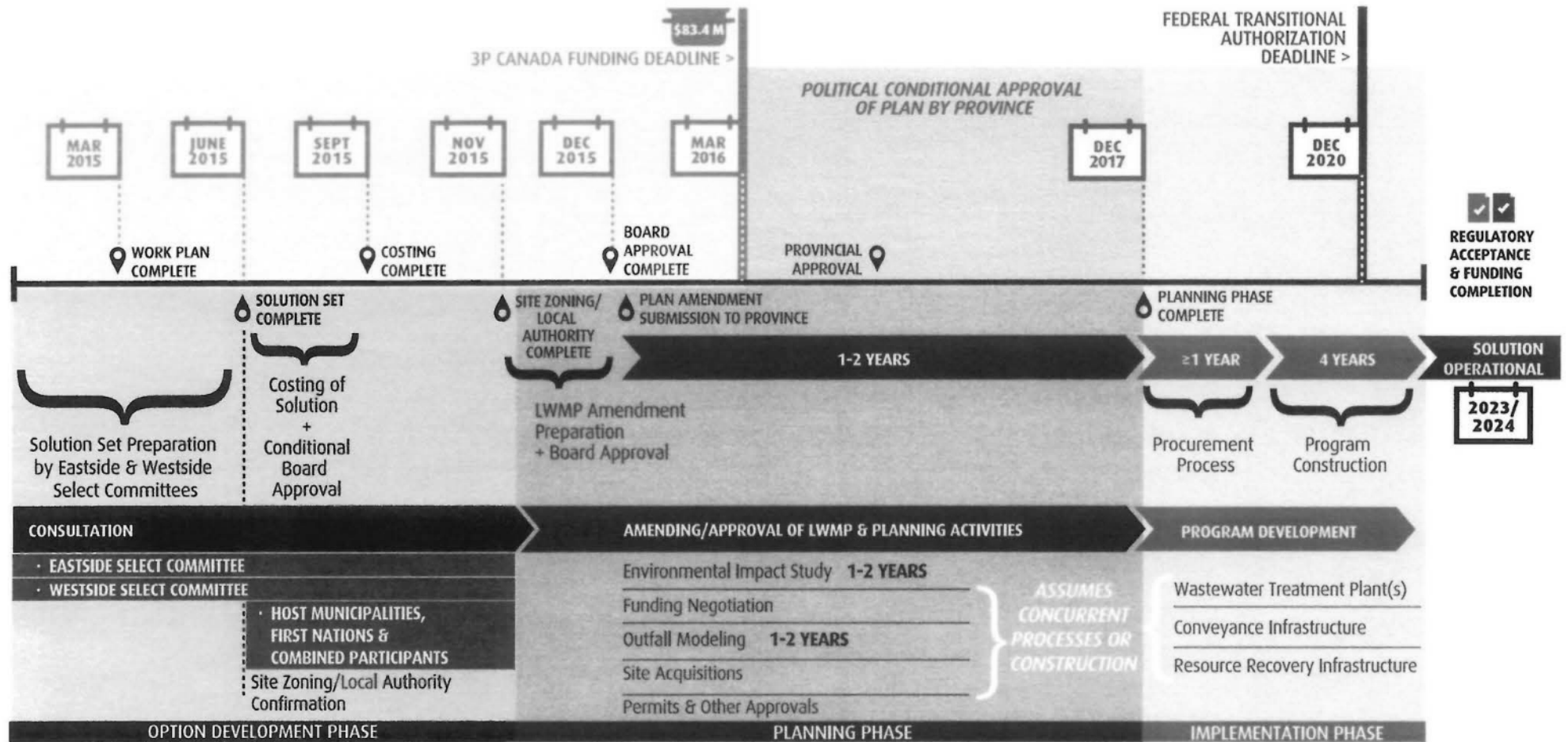
- The Province will need to consider its options if PPP Canada pulls its funding commitment.
- The CRD has to be in compliance with federal standards for wastewater treatment by end of 2020.
- The CRD Core Area Liquid Waste Management Committee has established two sub-committees to explore the possibilities of east and west options. Esquimalt, View Royal, Langford, Colwood and Songhees Nation form the western region. Victoria, Saanich and Oak Bay form the east region.
- The two committees have identifies numerous sites and have submitted their reports to the CRD Core Area Liquid Waste Management Committee and are awaiting direction from the CRD Board for next steps/direction.
- Recently, the CRD sewage committee, chaired by Mayor Lisa Helps, supported creation of a six-member technical oversight panel that will report directly to elected officials and provide an informed and unbiased review of proposed project options.
- The Seatterra Commission will close at the end of August, 2015, having been dismantled by the CRD as it was created to run the original treatment project which placed treatment sites at McLoughlin Point in Esquimalt and Hartland Landfill in Saanich. To meet provincial funding criteria, a new commission will be needed at such time that the new project work is confirmed.

Program Area Contact:	Liam Edwards	250 356-0218
Date:	Aug. 5, 2015	
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Proposed Work Plan Overlay

3P CANADA FUNDING CONSIDERATIONS

OPTION DEVELOPMENT, PLANNING & IMPLEMENTATION PHASES



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BACKGROUND:

The Minister's mandate letter from the Premier dated July 30, 2015 includes a commitment to develop and present options to Cabinet on potential processes under which local governments could either amalgamate or integrate service delivery by June 20, 2016. It is understood that this commitment arises from the experience in the Capital region.

In the November 2014 local government elections, 8 out of 13 municipalities in the region placed non-binding questions on the ballot, ranging from investigating greater service integration to full amalgamation.

The questions were not uniform: North Saanich, Sidney, and Central Saanich posed a common question regarding amalgamation with one another. Oak Bay and Langford asked a question on amalgamation but with non-specific geography. Victoria and Esquimalt asked a general question on reducing the number of municipalities in the region. Saanich and Esquimalt (which posed two questions) asked about studying services in order to achieve efficiencies. All questions passed with the exception of Oak Bay whose electorate rejected the idea of amalgamation by a wide margin.

Councils have been encouraged by the Province to review the electorate responses and have conversations; it appears that some local governments are waiting for the province to initiate and fully fund a process.

There are at least two groups (Amalgamation Yes and the Greater Victoria Conversation on Amalgamation) who see the ultimate goal as amalgamation of all thirteen municipalities. A series of community discussions was launched by the Greater Victoria Conversation on February 24, 2015 with about 100 individuals in attendance. April 21, 2015 was the most recent event with Mike Harcourt as key-note speaker.

By legislation, any local government restructure must be voluntary, driven by local governments and their citizens. For a process to be inclusive and not pre-determined, it could not focus on the solution of amalgamation (i.e. as that would exclude some municipalities from the conversation (e.g. Oak Bay; those that didn't hold a referendum).

Providing some common information and education to citizens, elected officials and local government administrators will be a first step into the governance and services conversation. Education material could assist in developing shared understanding of governance terms, setting the context for conversation and providing basic facts on services and decision making in the region.

Identifying the services that are currently being provided in the region, determining the opportunities and gaps and potential efficiencies that could be achieved through service integration, is important baseline information.

That would mean gathering of baseline information, analysis of some potential integration costs, plus public engagement, in a provincially funded and led process; after that, next steps would be determined (locally led, focused on specific service or governance integration initiatives). Direction on process leadership for the provincially-funded review being sought; once process leadership determined, specific design, costing and other design/implementation details to be confirmed.

In July, former Minister Oakes met with 11 Mayors and council representatives in the Capital region to hear their perspectives and interests respecting the integration of governance and services. The former Minister committed to meet with remaining Mayor and councils representatives (Oak Bay and Colwood) early in the Fall. She also expressed an interest in meeting with all Mayors again to provide a status update of the process. In these discussions, former Minister Oakes made it clear that there was no predetermined outcome for the review on governance and services in the Capital region.

Program Area Contact:	Michelle Dann/Marijke Edmondson	250-387-4058
Date:	Aug. 5, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\IN_Capital Region Governance_Aug. 5, 2015.docx	

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BACKGROUND:

- The Province approached Ernst & Young to conduct a review of compensation across the BC Public Sector and to assess the current models for setting mandates and management and executive compensation.
 - The Province required the review to consider the role of taxpayers, while also recognizing the need for leadership and talent in the BC Public Sector.
 - The review primarily examined compensation activities within the core British Columbia public service and the broader public sector (BPS), the results of which formed key underpinnings of the Taxpayer Accountability Principles announced by the Province in June.
 - The concluding report found there is clear variation in models used for setting compensation across the BC Public Sector that has resulted in a lack of alignment in compensation between levels of government.
 - Compared to the Provincial level of government, local government compensation is not coordinated or regulated, there are fewer transparency requirements and no limits other than what local governments determine the sector can handle.
 - The Minister sent a letter to then UBCM President Rhona Martin the week of September 8, 2014, enclosing the report and offering the Province's support for a formal partnership with UBCM to engage on further exploration of shared mandates that support both the objectives of the Province's Taxpayer Accountability Principles and UBCM's Strong Fiscal Futures 2014. The report was posted publicly prior to the UBCM convention on September 16, 2014.
 - UBCM initially did not accept the offer to work on this report due to the lack of direct consultation, the limitations of the report, and the absence of meaningful direct consultation. However, in December 2014, incoming UBCM President Sav Dhaliwal wrote to Minister Oakes conveying UBCM Executive's endorsement of a collaborative approach to addressing Strong Fiscal Futures and compensation levels.
- s.12,s.13,s.17

Program Area Contact:	Heather Brazier	250-387-3860
Date:	Aug. 5, 2015	
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BACKGROUND:

In 2010, a joint B.C. government-UBCM Local Government Elections Task Force made 31 recommendations to reform to B.C.'s local government elections, including limiting campaign expenses instead of contributions.

The task force also recommended expense limits for all B.C. communities to establish consistent local elections campaign finance rules across the province. The task force did not think a patchwork of rules applicable to individual communities would be fair.

Most of the Task Force's recommendations were implemented through the Local Elections Campaign Financing Act (LECFA) passed by the Legislative Assembly in spring 2014. Given the significant changes introduced for the 2014 local elections, government decided not to implement expense limits for 2014, but rather for the next local elections in 2018.

In order to move forward on the process of addressing expense limits, the Legislative Assembly of British Columbia appointed an all-party Special Committee on Local Elections Expense Limits, chaired by Fraser-Nicola MLA Jackie Tegart in October, 2014.

The committee's recommendations will support the development of legislation and regulations necessary to implement expense limits for local elections in 2018. Expense limits are intended to apply to candidates for mayor and council, regional district electoral area directors, boards of education trustees and special purpose local government elected officials, elector organizations and third party advertisers.

The committee consulted with key stakeholders to encourage fair and accessible local elections and ensure that government does what it can to support democratic values, including strong voter participation.

Following the consultations, the committee made its first recommendations to the Legislative Assembly in December 2014 on:

- Principles for the relationship between elector organizations and their endorsed candidates with respect to expense limits, including how elector organizations and endorsed candidates share accountability for expense limits, with consideration for fairness between independent candidates and candidates endorsed by elector organizations and;
- Principles for establishing expense limits for third party advertisers, including whether there should be an overarching, cumulative limit on third party spending such as exists in provincial general elections.

On June 26, 2015, the committee tabled its Phase 2 Report to examine and make recommendations to the Legislative Assembly on expense limits for candidates, including, but not limited to, the general relationship between limits for the various offices, and for third party advertisers in local elections. The committee's commendations include:

- In jurisdictions with a population less than 10,000, the committee recommends expense limits of \$10,000 for mayoral candidates and \$5,000 for all other candidates including councillor, school trustee, electoral area directors, and Islands Trust representatives.
- In jurisdictions with a population 10,000 or more, the committee recommends a per capita formula to reflect that the size of the community significantly affects a candidate's campaign costs. To ensure the expense limits are meaningful, the committee also

recommends that the spending limits apply to candidates beginning January 1 in the calendar year of the local elections.

- Third party advertisers – 5 % of a mayoral candidate's limit if advertising in relation to a municipal election; in other types of election, such as school trustee elections, 5 % of the applicable candidate limit; \$150,000 overarching, cumulative limit (similar to cap on third party advertising in provincial elections).

The committee's work was based on significant public consultation, a review of spending data from 2014 local elections campaign finance disclosure statements, and careful consideration of important public policy questions. The committee posted the 2014 local elections spending data used to inform its recommendations on its website, along with the report containing its detailed recommendations.

Program Area Contact:	Heather Brazier	250 387-3860
Updated:	Aug. 4, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\IN_Expense limits_Aug. 5, 2015.docx	

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BACKGROUND:

On May 28, 2015, Minister Coralee Oakes used legislative authority to order that the remaining members of Lantzville council (Mayor Colin Haime, Denise Haime and John Coulson) constitute a quorum until elections could be held to fill four vacancies on council.

Minister Oakes chose this option over appointing qualified persons to fill the vacancies until persons are elected to fill the offices.

Minister Oakes noted to media that: "We expect councils to establish procedures and policies to ensure positive council/staff relations and to have mechanisms in place to deal with issues or disputes as they arise."

Typically, appointing councillors because the number of councillors fell below quorum is reserved for extraordinary circumstances (i.e. death of a councillor).

In the District of Lantzville case, the resignations came after two senior staff resignations and ongoing concerns about council-staff and council-council relations. The Ministry expected that council would obtain independent professional assistance to fully understand the issues and find mutually acceptable ways to resolve those situations.

During the November 2014 local elections, ten individuals ran for six seats on council. Four of the six elected councillors resigned over the ensuing months.

There are 12 candidates running for the 4 seats on Lantzville council in the current by-election.

There are a number of other communities holding by-elections (McBride – Sept 19; Salmo – Sept 12; and Fraser Lake – Nov 14).

The Province has a legislative framework that recognizes local governments are democratically elected, autonomous, responsible and accountable. They run their own by-elections in accordance with the rules in the *Local Government Act* and the *Local Elections Campaign Finance Act*; however, the Minister may sometimes play a direct role (e.g. Minister's order if a candidate were to withdraw after the time specified in the legislation)

Program Area Contact:	Michelle Dann	250 387-4059
Date:	Aug. 5, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\IN_District of Lantzville council_Aug. 5, 2015.docx	

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BACKGROUND:

In 2014, the Government of British Columbia legislated the first significant reform of local government elections in B.C. in nearly 20 years. Reforms focused on making campaign finance more transparent and accountable. Also, the term of office was changed to four years.

The reforms were based on recommendations by the joint B.C. government-UBCM Local Government Elections Task Force, which consulted stakeholders and citizens.

The Task Force recommended that expense limits be established in local government elections, but did not recommend what the limits should be or how they would apply to election participants.

The Government of British Columbia fully intends to put in place expense limits. Supported by UBCM, the Province adopted a two-phased approach, focusing on election campaign finance reform first for 2014, followed by expense limits in time for the local government elections in the fall of 2018.

The Task Force did not recommend contribution limits, having decided that expense limits would be more effective than contribution limits in promoting accessibility.

During stakeholder consultations on expense limits, the subject of contribution limits surfaced frequently. Many individual submissions to the Task Force called for establishment of contribution limits (sometimes referring to dollar amount limits), or for outright bans on foreign, corporate and/or union contributions.

There have been two UBCM resolutions (2003 and 2009) related to campaign contribution limits (specifically calling for contribution source restrictions outside of Canada; prohibiting union and corporation donations). These resolutions were not endorsed by UBCM members.

Campaign contribution issues attracted some media attention following the 2008 and 2014 elections, but relatively speaking, the concerns did not appear to be widespread and appeared to focus on City of Vancouver campaigns.

Of the 13 Canadian jurisdictions:

- Six (including B.C.) have no contribution limits;
- Three provide the choice to impose limits (not yet implemented by any jurisdiction); and
- Four have contribution limits and appear to limit allowable contributions to residents of the province (Alberta, Quebec, Ontario and Manitoba).

In October, 2014, the Legislative Assembly of British Columbia appointed an all-party Special Committee on Local Elections Expense Limits.

The committee's recommendations will support the development of legislation and regulations necessary to implement expense limits for local elections in 2018.

The Special Committee undertook public and stakeholder consultations and delivered its phase one report in December, 2014, on principles for establishing relationships between elector organizations and their candidates with respect to expense limits – and principles for establishing expense limits for third party advertisers participating in B.C.'s local elections.

Several of the presentations and submissions to the Special Committee included calls for contribution limits. Contribution limits are outside the Committee's Terms of Reference.

On June 26, 2015, the Special Committee on Local Elections Expense Limits tabled its Phase 2 Report to examine and make recommendations to the Legislative Assembly on expense limits for candidates, including, but not limited to, the general relationship between limits for the various offices, and for third party advertisers in local elections. The committee's commendations include:

- o In jurisdictions with a population less than 10,000, the committee recommends expense limits of \$10,000 for mayoral candidates and \$5,000 for all other candidates including councillor, school trustee, electoral area directors, and Islands Trust representatives.
- o In jurisdictions with a population 10,000 or more, the committee recommends a per capita formula to reflect that the size of the community significantly affects a candidate's campaign costs. To ensure the expense limits are meaningful, the committee also recommends that the spending limits apply to candidates beginning January 1 in the calendar year of the local elections.
- o Third party advertisers – 5 % of a mayoral candidate's limit if advertising in relation to a municipal election; in other types of election, such as school trustee elections, 5 % of the applicable candidate limit; \$150,000 overarching, cumulative limit (similar to cap on third party advertising in provincial elections).

Program Area Contact:	Heather Brazier	250 387-3860
Updated:	Aug. 5, 2015	
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**July 2015 Transition
Advice to the Minister and Deputy Minister**

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

Title: Metro Vancouver Regional Growth Strategy (RGS) Dispute

Revised: August 7, 2015

Issue: Metro Vancouver RGS implementation and the Board's non-acceptance
of the Township of Langley's Regional Context Statement

Response:

- Metro is a large, diverse region with complex growth management issues.
- The Metro Regional Growth Strategy (RGS) provides important guidance to local governments within the region as they work together to create livable and economically resilient communities in the midst of fast population growth.
- Parties are working together on implementation of the RGS, including the development of municipal regional context statements (RCSs) as required by legislation.
- Disputes over non-acceptance of RCSs by the Metro Board are resolved under the *Local Government Act* through a dispute resolution process.
- Those provisions will be used to resolve the dispute between the Township of Langley and the Metro Board, as the Board did not accept the Township's proposed RCS on November 15, 2013.
- As required under the legislation, the Minister directed Metro and the Township to a non-binding dispute resolution process. In 2014, the Minister temporarily suspended this process pending the outcome of court proceedings on related matters.
- The court proceedings concerned the 1996 RGS and the Township's related RCS and subsequent OCP amendments. The proceedings concluded in December 2014, when Metro's appeal of the lower court decisions was dismissed by the BC Court of Appeal.
- With the conclusion of the court case, both parties requested that the process to resolve the dispute between the 2011 Metro RGS and the Township's RCS proceed.
- On July 16, 2015, Minister Oakes reinitiated the dispute resolution process.

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July 2015 Transition Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

Background/Status:

- Under Part 25 of the *Local Government Act*, a regional district is authorized to develop a regional growth strategy (RGS) and adopt it by bylaw. A RGS is a strategic regional planning policy document promoting settlement that is socially, economically and environmentally healthy which also makes efficient use of public facilities, land and other resources.
- A RGS is initiated, prepared and implemented by a regional district with full involvement, and acceptance, of its member municipalities and adjacent regional districts. The Province, First Nations and others are consulted.
- Metro Board adopted the Metro RGS only after it was accepted by all its member municipalities, adjacent regional districts, TransLink and Tsawwassen First Nation.
- A regional context statement (RCS) forms a part of a municipality's official community plan (OCP), and is required by legislation. It outlines the relationship between the OCP and the content of an RGS and describes how the OCP is or will be made consistent with the RGS.
- If a regional district does not accept a municipality's RCS, a statutory dispute resolution process is triggered and under the *Local Government Act*, the Minister must direct the parties to either a non-binding or binding dispute resolution process.
- Metro is implementing the RGS, including processing requested amendments and working with municipalities on the preparation of RCSs.

Township of Langley

- Although it accepted the RGS, the Township has expressed concerns primarily in relation to a proposed "university district" development for which the Township adopted an OCP amendment bylaw. Metro has stated that the proposed amendment requires an amendment to the Township's RCS. The Township continues to disagree.
- The core issue in this conflict is land use planning and development in a municipality with 74% of its land within the ALR and subject to an RGS that sets out agreed-to planning policy for the regional district and all member municipalities.
- MCSCD offered to help facilitate a focused discussion between the parties to resolve this issue. The Township did not respond to MCSCD's offer of assistance.
- In summer 2013, the Metro Board authorized court action against two of the Township's OCP amendment bylaws due, in general terms, to inconsistencies with

July 2015 Transition Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes
the 1996 RGS.

- In November, 2013, the Metro Board did not accept the Township's proposed RCS related to the 2011 RGS. In February 2014, under section 859 of the *Local Government Act*, the Minister directed the parties to a non-binding dispute resolution process.
- Metro's case concerning the 1996 RGS went before the Court in January, 2014 and the judge dismissed both petitions in favour of the Township on March 13, 2014. Metro appealed the decision and the Appeal Court dismissed the appeal on December 24, 2014.
- In a July 25, 2014 letter, the Minister had suspended the RCS dispute resolution process concerning the 2011 (current) RGS (by agreement) pending the outcome of the court cases. With the court cases concluded, both parties have requested that the dispute resolution process for the current RGS and the Township's RCS proceed.
- Following a July 13 meeting between Ministers Oakes and Pollack, on July 16 Minister Oakes signed the letters reinitiating the dispute resolution process. According to the letter, the parties are to have started the non-binding dispute resolution process by September 4, 2015 and are to report to MCSCD on their progress by October 23. Staff had previously provided both parties with a list of possible facilitators.
- Recent information indicates that the prospect of an agreement is good.

Contact:

A/Director –
Planning Programs

Karen Rothe

Intergovernmental
Relations and Planning

250 356-7064

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BACKGROUND:

The membership of the Northwest BC Resource Benefits Alliance (RBA) consists of 21 communities in the Regional Districts of Kitimat-Stikine, Skeena Queen Charlotte and Bulkley-Nechako.

The RBA's top priority is to start revenue-sharing discussions and negotiations with the federal and provincial governments and major resource interests.

The RBA seeks early access to revenues from economic expansion underway in Northwest BC to address infrastructure deficits and needs, address impacts associated with major resource development, and provide significant legacy resources to Northwest communities. The RBA believes that the Province, the federal government and major resource companies must share the benefits of resource development with RBA communities, in order to obtain social license.

Proposed benefit sharing arrangements could include:

- new long-term sustainable provincial or federal grant programs;
- a share of revenues from major projects;
- a share of industrial tax revenue from industrial tax base outside municipal boundaries;
- improved grants-in-lieu of taxes; and
- bi-lateral agreements with major companies.

The ministry responded by letter on April 2, 2015, to the RBA.^{s.13}
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Program Area Contact:	Gary Paget	250-356-6575
Date:	Aug. 5, 2015	
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BACKGROUND:

In February, 2014, a Globe and Mail story reported that the Minister of Natural Gas Development stated the provincial government is "prepared to limit the power of local governments to impose industrial taxes on new liquefied natural gas plants." The article went on to quote the minister as saying: "We've always said we are not going to let that industrial tax rate get out of control like it did on pulp mills in some communities."

The Globe and Mail subsequently interviewed Northwest mayors and UBCM representatives who stated that they had not been consulted on government's intention to cap industrial tax rates, and that a cap would be met by opposition from local communities.

In December, Petronas Bhd (owner of Pacific Northwest LNG) announced a delay its final decision in British Columbia. Part of this decision may be due to increased world-wide production of oil and gas and the associated drop in commodity prices, which affect the economic viability of mega projects like the one proposed one in Port Edward.

Because of their enormous size relative to the modest tax base of the potential host communities, Liquefied Natural Gas (LNG) facilities present both a huge opportunities and challenges to local governments in British Columbia.

One of the principle challenges is how to incorporate such large facilities into the existing tax structure of small host municipalities without producing large-scale tax shifting within these communities.

In December 2014, Port Edward and Pacific Northwest LNG signed a 25-year agreement in principle, which formally sets the municipal property tax revenue to be generated from the LNG facility.

The agreement would limit the annual municipal tax on the proposed facility to \$3.25 million, with an additional \$0.6 million for each new train (i.e. production line) above that set out in the agreement. To adequately address inflation, the funding level would grow by 2% per year over the course of the agreement.

This tax limit applies only to municipal taxes and not other taxing authorities (like the regional districts and regional hospital districts), which have their own statutory limits.

This agreement is subject to a final investment decision by Pacific Northwest LNG. The Province believes this agreement will provide long-term tax predictability for Pacific Northwest LNG and necessary tax revenue for Port Edward to support future demands on municipal services.

As municipal tax policy is under the purview of provincial statute, the tax agreement between Port Edward and Pacific Northwest LNG, will require enabling by statute prior to coming into force.

Program Area Contact:	Karyn Scott	250 387-4063
Date:	Aug. 3, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\IN_Property Taxation_LNG Municipal Limit_Aug. 5, 2015.docx	

**July 2015 Transition
Advice to the Minister and Deputy Minister**

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

Title: Sport Safety – Injury/Concussion Prevention

Revised: February 11, 2015

Issue: There is increased public attention on contact sports (particularly football and hockey) and youth safety issues associated with concussions.

Response:

- Government wants all British Columbians to be physically active and healthy. Participating in sport is a great way to be physically active.
- Improved medical research is helping society become aware of safety concerns associated with certain activities.
- Government wants parents and families to have access to the best available information concerning safety issues – such as concussions.
- Education and protective equipment are the keys to preventing injuries.
- Our Ministry works closely with the Ministry of Health and a number of injury prevention organizations across the province to educate and train parents, coaches, and health care professionals on the most current concussion management and return-to-play protocols.
- Examples include the government funded Concussion Awareness Training Tool (Cattonline.com) which is an online program that provides free resources for parents, coaches, and players.

Background/Status:

Background to safety issues in general

- The Ministry of Health is government's lead agency on injury prevention. However, the Sport Branch contributes by undertaking the following:
 - requires each funded provincial sport organization to have up-to-date codes of conduct for athletes and coaches, as well as other safety initiatives as a condition of funding;

July 2015 Transition Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

- funds SportMed BC, an organization which provides health care professionals and the public with injury prevention information, and ensures the most recent concussion standards are being promoted in B.C.;
- co-chairs (with the Ministry of Health) the B.C. Sport and Recreation Injury Prevention Advisory Committee, which meets twice a year to share information and work collaboratively on strategies to prevent and reduce sport and recreation injuries in B.C.; and
- is represented on two federal-provincial/territorial government committees (FPT Ethics in Sport and FPT Safety in Combative Sport).

Contact:

Sport Consultant Sharon White Sport Branch 250 387-3651

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BACKGROUND:

Surrey Mayor Linda Hepner announced at a May 20, 2015, state-of-the-city address to the South Surrey and White Rock Chamber of Commerce that she will be striking a working group with the Province to develop a Surrey Charter similar to Vancouver's Charter.

Since at least 1983, Surrey has lobbied extensively for a Surrey Charter.

Surrey points to rapid growth and its unique status as a major city as reasons for its own statute. However, most of the issues that Surrey has brought forward in support of their own Charter are not unique to Surrey; most of them are common to other rapidly urbanizing areas in the province.

The changes requested in the past cover such things as less provincial supervision over municipal actions, more flexibility, no restrictions on services for which development cost charges may be collected, greater liability protection and the authority to license secondary suites.

The *Community Charter* introduced in 2004 is comprehensive, flexible legislation which serves all municipalities in B.C., except the City of Vancouver. It provides municipalities with broad powers to engage in a wide range of activities.

The *Community Charter* replaced the *Municipal Act*. The *Community Charter* is the result of an extensive consultation process that began more than a decade ago when the Union of British Columbia Municipalities tabled its *Local Government Bill of Rights* in 1991. It represents a balance of the interests of citizens, business, municipalities and the Province.

Historically, municipalities in British Columbia have not been incorporated under their own Charters. The Vancouver Charter for the City of Vancouver exists as a separate piece of legislation, due to historical circumstances, with the direct precursor for the current Vancouver Charter enacted in 1953.

Program Area Contact:	Miriam Starkl-Moser	250-387-4017
Date:	Aug. 5, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\IN_Surrey Charter_Aug. 5, 2015.docx	

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BACKGROUND:

In July 2013, UBCM's Select Committee on Local Government Finance produced a report titled "Strong Fiscal Futures: A Blueprint for Strengthening BC Local Governments' Finance System". It provided five "Key Directions for Change" to improve the current system of local government finance: resiliency, value, responsiveness, fairness, and excellence. The Report was endorsed by the UBCM membership at the September 2013 convention.

The Report focuses on ideas for changing the current tax system so that local governments are less reliant on property tax, creating both a fairer and more responsive tax system

The Report's initial priorities are to:

- achieve greater "resilience";
- address value for money and cost drivers; and
- engage the provincial government on an agenda for economic growth and an agreement on the introduction of an Infrastructure and Community Development Bank.

Since the report's publication, some actions taken by the province that support the report's Key Directions for Change include:

- Signing of a renewed Gas Tax Agreement
- Commitment to continuation of the Small Community Grants and Traffic Fine Revenue Sharing programs
- Commitment to developing a response to the federal government's new Building Canada Infrastructure Program; and
- Legislative amendments that place greater responsibility for transportation in Metro Vancouver in the hands of the Mayor's Council.

One of the Province's strategic priorities is to implement the Taxpayer Accountability Principle of Appropriate Compensation. Since the release of the public sector compensation analysis for the public sector in September 2014 (Ernst and Young report), local governments have not responded positively to this provincial initiative.

Since June 2015, following an invitation of the previous Minister to UBCM Executive, Ministry staff have been working with UBCM staff on a proposed Memorandum of Agreement on Local Government Compensation and Finance which would create a framework for collaboration on fiscal accountability and fiscal sustainability (i.e. compensation and Strong Fiscal Futures issues such as the Community Development Bank concept)^{s.13}

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Program Area Contact:	Gary Paget	250 -953-4129
Date:	Aug. 5, 2015	
Pathway:	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\N_Strong Fiscal Futures_Aug. 5, 2015.docx	

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BACKGROUND:

UBCM conducted a survey of staff of 17 of the original 18 auditees identified by the Auditor General for Local Government (AGLG) as part of its original audit plan. The AGLG worked with UBCM to provide input into the questions so that the final survey would provide value as a tool for improving operations.

The survey results, together with the report, were provided to the UBCM Executive Committee in July. They accepted the report and agreed to send it to the minister as well as release it publicly. The survey is critical of AGLG operations to date.

The report will be released with an accompanying article in UBCM's Compass (electronic newsletter for its membership) on August 12, 2015.

The report's recommendations directed to the Audit Council and AGLG arise from a number of concerns, most important of which are lack of understanding of local government operations among those conducting the audits; and turnover of those individuals leading to lack of audit timeliness and duplicate information requests.

The report's recommendations for the Ministry include:

s.13,s.14

The AGLG's 2015/16 – 2017/18 Service Plan and 2014/15 Annual Report actively acknowledge many of the issues raised in the UBCM survey and recognize that this is a year of transition.

Program Area Contact:	Gary Paget	250-953-4129
Date:	August 6, 2015	
Pathway:	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\IN_UBCM AGLG survey_Aug 6 2015.docx	

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Withheld pursuant to/removed as

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BACKGROUND:

The Ministry of Community, Sport, Cultural Development and Minister responsible for TransLink approved a \$1 million year-end grant (fiscal year 2014-15) to Christ Church Cathedral in Vancouver.

On March 19, 2015, the Very Reverend Peter G. Elliott, Dean and Rector of Christ Church Cathedral, wrote to Vancouver-False Creek MLA Sam Sullivan requesting "Any contribution that the Province might make to this urgent and important work in Vancouver would be greatly appreciated."

On March 27, Finance Minister Michael de Jong wrote to Minister Coralee Oakes informing her of approval of the STOB 77 one-time grant paid from the Ministry of Community, Sport, Cultural Development and Minister Responsible for TransLink's "base budget or 2014/15 contingencies as appropriate."

The approval was subject to the Ministry staff ensuring that the recipient is a bona fide organization that will report back to the Ministry on outcomes achieved.

The work referenced in the Very Reverend's letter to MLA Sullivan is the cathedral restoration project: "Raise the Roof, Ring the Bells, Feed the Hungry".

On March 27, the Ministry of Community, Sport, Cultural Development and Minister Responsible for TransLink signed a Shared Costs Agreement with Christ Church Cathedral. Under the terms of the agreement, Christ Church Cathedral agreed to the following:

- the definition of eligible project costs;
- to provide the Ministry with quarterly progress reports commencing June 30, 2015, and,
- a final Status Report with a financial summary of all eligible costs that were incurred in the project before March 31, 2016.

When Christ Church Cathedral signed the Shared Costs Agreement with the Ministry, they received the \$1 million in funding.

At a total cost of \$7.5 million, the restoration project includes:

- Completion of the seismic upgrade begun in the 1900's.
- Replacement of the tile roof with an impenetrable standing seam zinc roof.
- An expanded kitchen for community outreach projects (over 100 people fed each day).
- A stained glass bell spire designed by a world-renewed Canadian artist.

Erected in 1894, Christ Church Cathedral at the corner of Georgia and Burrard Streets is the oldest surviving church building in downtown Vancouver.

The heritage structure (Class "A" Heritage Building – City of Vancouver and Province of British Columbia) hosts visiting royalty, cultural performances and other public events.

The active and growing congregation welcomes and supports many social projects in the city, including daily lunch programs and social housing.

Program Area Contact:	David Curtis	250 387-9180
Date:	July 7, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\IN_Christ Church Cathedral Grant_Aug_5 2015.docx	

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BACKGROUND:

The building still occupied by the Museum at 28 Bastion Square, Victoria, is owned by the Government of British Columbia and managed by Shared Services BC (SSBC) in the Ministry of Technology, Innovation and Citizens' Services.

In recent years, the Ministry of Technology, Innovation and Citizens' Services supported the museum through subsidized rent, deferral of building operating costs, grants-in-lieu and maintenance costs. The approximate cost to the Province of this subsidy was approximately \$770,000.

Due to longstanding concerns related to governance, financial performance and collection management, the Museum stopped receiving annual operating assistance from the BC Arts Council in 2008. Subsequently, Community Gaming Grants has provided annual support of \$95,000 for the Museum's programming.

MMBC currently has an application for Gaming Funding pending decision.

In 2013, a large section of ceiling plaster collapsed in a public space, with no injury. An Interior Condition Assessment indicates that the plaster collapse was attributable to the age of the materials and other structural issues relating to the overall age of the structure. The assessment also outlined that these conditions are endemic and worsening.

In October 2014, the Museum closed its doors to the public and began preparing its collection of 40,000 photos, 30,000 artifacts, 30,000 ship plans and more than 1,000 pieces of art for the move to climate controlled storage provided by SSBC.

During the autumn of 2014, the Province provided the Museum with \$25,000 to develop a business plan for the transition to a new location and future operations following a public re-launch. SSBC and CSCD-T ministry staff expressed concerns regarding the highly optimistic assumptions and projections in the plan.

The Museum issued layoff notice to all paid staff as a result of insufficient financial resources during January 2015. A skeleton staff of 3 has been rehired on rolling short term contracts.

The Ministry, in collaboration with SSBC, has met a number of times with the Society's board members regarding business planning and requests for interim

financial support. SSBC is currently providing \$10,000/month until September 2015 to assist with collections management and the exit strategy from Bastion Square.

In addition, SSBC is providing storage for the Museum's collection free of charge during the transition.

Going forward, the most recent revised business case projections are optimistic and do not reflect the actual financial performance of the Society over the last 3 years.

Based on the recent history of the Museum, concerns remain regarding its viability, irrespective of relocation to a new location.

The failure of the lease negotiations generated some local media coverage.

Minister Stone met on March 9 to discuss the situation with Victoria Mayor Lisa Helps. The City of Victoria has called for the Province to ensure the Museum moves to the Steamship Terminal but has not offered any financial assistance.

Other local elected officials (most notably in Nanaimo and Port Alberni) have expressed interest in relocating the Museum but have offered no financial assistance or incentive.

A technical briefing on the issue was provided to Carol James, MLA for Victoria-Beacon Hill on March 10.

The Society may apply for CSCD grants under the existing programs of the Ministry if they meet the eligibility criteria.

Program Area Contact:	Gillian Wood	250 356-1725
Date:	August 7, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\IN_Maritime Museum Updated Aug 7 2015.docx	

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BACKGROUND:

In March 2015, the Minister advised Salt Spring Island local elected officials of funding of \$120,000 for an incorporation study for the Island.

The total amount of the study grant is \$120,000 for two related projects: research and analysis; and public engagement and consultation. A grant of \$5,000 was also provided to the Trust Council so that they can carry out the work on the transition strategy.

The Ministry started a dialogue with Trust Council earlier this year about how the Islands Trust could transition and adapt should Salt Spring Island incorporate. Ministry staff also attended the March 10, 2015, Trust Council meeting to answer questions about the Islands Trust Impact Analysis report presented to Trust Council that day and to discuss the possible incorporation of Salt Spring Island.

In January, 2015, Salt Spring Island elected officials sent a letter to the Minister requesting study funding based on a strong indication that the Salt Spring Island community wishes to proceed with an incorporation study.

The incorporation study funding builds on the work of the Islands Trust Impact Analysis report funded by the Ministry (total grant of \$25,000) and the governance study for Salt Spring Island funded by the Ministry (\$60,000) in 2012.

In Fall 2012, the then Minister approved funding for the first phase of a Governance study for Salt Spring Island. In addition to reviewing the current state of governance on the Island, phase one also included an opportunity for the Islands Trust to examine the potential impacts of municipal incorporation.

The governance study was completed in Winter 2013 and the study committee recommended proceeding to a full incorporation study.

The incorporation study is underway (guided by a local study committee and undertaken by a consultant); it is to be completed by March 2016, with a provincial decision on an incorporation vote to follow.

Prior to that, as part of the study process, the province must present its provincial offer of restructure assistance (e.g. money for transition/implementation of a restructure; transition for roads and policing); the Ministry is working with MoTI and Justice to finalize what could be contained in that offer for late Sept/early Oct.

s.12,s.13,s.17

The Province has also initiated consultations with First Nations who may have interests in the area

Program Area Contact:	Marijke Edmondson/Linda Galeazzi	250-387-4058/ 250 387-4031
Date:	Aug. 5, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\IN_Salt Spring Island Incorporation Study_Aug. 5, 2015.docx	

July 2015 Transition

Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

Title: Sport Funding Allocations

Revised: February 11, 2015

Issue: Program allocations in 2015/16.

Response:

Budget 2015 funds key priority areas.	
	s.17
Participation Programs – helping more British Columbians become physically active through sport	<u>Program examples</u> KidSport, After-School Sport and Arts Initiative, Provincial Sport Organization funding for participation initiatives, Aboriginal Sport Strategy, Sport Participation Program
Youth Development – helping young athletes develop skills for competition	Team BC Support for Canada Games and Western Canada Summer Games, Provincial Sport Organization funding for youth performance initiatives, Sport on the Move Grants for high school and other competitions
High Performance – Own the Podium Level Support	Canadian Sport Institute Pacific (for sport science and other support to high performance athletes), Targeted Sport Program which helps provincial sport organizations hire top level coaches. BC's \$3.5 million contribution leverages close to \$6 million from federal OTP funding and national organizations.
Event Hosting	BC Games (BC Winter and Summer Games) and 55+ BC Games. Hosting BC and Mid-sized Events e.g. 2014 Special Olympics Canada Summer Games
Total Transfers	

July 2015 Transition Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

Background/Status:

- The Ministry remains committed to strengthening support to the sport community recognizing that we remain in a very difficult financial position.
- In addition to funding critical programs, the Ministry continues to work with the sport sector to strengthen programming support through LEAN and streamlining initiatives which continue to yield administrative savings that can be redirected into new programming.

Contact:

Executive Director Margo Ross Sport Branch 250 356-7168

July 2015 Transition Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

Title: Sport Sector Reorganization

Revised: February 11, 2015

Issue: Creating a streamlined provincial sport system.

Response:

- BC's provincial sport sector is to be commended for its efforts in streamlining the sector.
- This restructuring was initiated BY the sport sector FOR the sport sector.
- This new unified approach to sport delivery has resulted in significant benefits:
 1. Administrative savings. By eliminating duplication of administrative functions, cost savings have been realized.
 2. Reduction in mandate confusion. With multiple organizations delivering similar programming in the areas of coaching, athlete services and programming for girls and women, lines of mandate and accountability were previously blurred.
 3. Enhanced focus. ViaSport has established several high-profile advisory committees – such as the Girls and Women in Sport Advisory Group – which are tasked with developing system-wide recommendations on programming and policies.

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Background/Status:

- In 2012, ViaSport led a sector-wide self-assessment process that identified duplication of functions and programming as well as areas of overlap in roles and responsibilities.
- Government was invited to be both a participant and observer of this process that was initiated by the sport sector for the sport sector.

July 2015 Transition Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

- Restructuring is on track for the majority of impacted organizations: the Team BC Program has been fully transitioned from the Sport Branch to the BC Games Society, programs have been fully transferred from Coaches BC, BC Athletes Voice and proMotion Plus to ViaSport; and many of Sport BC services have also been successfully transferred to ViaSport.
- The majority of transition challenges relate to rules around charities and foundations. This is a very complex area and the sector is rightfully taking its time to fully understand the options.

Contact:

Executive Director Margo Ross Sport Branch 250 356-7168

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BACKGROUND:

The Point Grey Peninsula, comprising the University Endowment Lands (UEL) and the University of B.C. (UBC), are within Electoral Area (EA) A of the Greater Vancouver Regional District (known as Metro Vancouver).

As the UEL predates regional governments in B.C., the conventional governance and servicing roles of the regional district are fulfilled by others:

- by the Minister in the UEL, who may exercise the powers of a municipal council and provides the majority of direct services through the UEL Administration, and
- by UBC in the case of its campus lands, which provides direct services.

Two previous restructure studies (1990 and 1995) considered UEL and UBC campus neighbourhoods together, and included options to join Vancouver. The incorporation vote in 1995 was defeated, however the demographics and makeup of the population in the UEL have changed dramatically since the last study.

In recent years, the UEL's elected Community Advisory Council (CAC) has been pressing for better and more services, change to community-wide (rather than area-based) basis for CAC elections, and extensive changes to UEL bylaws including an OCP review.

The then Minister received a letter in November 2013 from the CAC advocating for incorporation of the UEL by itself as a village municipality. The Minister met with Metro Vancouver EA Director Harris (and her alternate director) in December 2013 to discuss. In June 2014, the CAC Chair sought a meeting with the Minister (Ministers have not typically met directly with CAC representatives, as the CAC's key role is advice to the UEL Manager). Interim responses were provided but no substantive response/decision.

Activity around Block F (with its potential significant increase to UEL population) is a major catalyst for the interest in municipalization (see UEL Block F note). Other issues have also been raised (e.g. EA Director's concerns re UEL and UBC paying higher water rates). Other potential development pressures in the UEL including on Crown lands could also influence governance considerations.

Ken Cameron Inc. undertook a strategic assessment of the "state of the UEL" to provide the Ministry with a baseline of information about services, infrastructure, governance, etc., to paint a clearer picture of the issues, opportunities and challenges in the UEL's changing environment.

On July 8, 2014 CORE review accepted CSCD's recommendation (supported by the results of the "state of UEL" assessment) of initiating a shift from provincial governance of the UEL to local governance through a provincially-led process that includes engagement with key stakeholders and community members, but does not disrupt the Block F rezoning application process.

Further to that direction, staff-level outreach was undertaken with key interests (Musqueam First Nation; City of Vancouver; Metro Vancouver; and UBC). The ability to engage further on governance both with stakeholders and the community will first require a decision on the process for moving forward and the outcomes that would be acceptable to government (e.g. funding a governance study) – a decision-note is being developed.

Governance continues to be an issue of strong interest—e.g. a number of FOI requests for records related to work on governance of the UEL; coverage in the CAC newsletter; invitation from David Eby, MLA Vancouver-Point Grey to attend a community open house about reform of governance (the Minister did not attend); and most recent correspondence from CAC reiterating their view that a UEL-only municipality is the only solution.

Program Area Contact:	Nicola Marotz	250-356-6257
Date:	Aug. 5, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\IN_University Endowment Lands Governance_Aug. 5, 2015.docx	

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BACKGROUND:

Municipal boundary extensions are a conventional means of providing municipal access to industrial tax assets that drive demands for municipal services.

Across the province, some industrial assets are taxed at the prevailing municipal rates, while others are limited as a condition of a boundary extension.

Municipal boundaries and tax rate limitations are established in Letters Patent under an Order-in-Council upon the recommendation of the minister responsible for local government.

The typical time frame for implementation of a well-crafted municipal boundary extension proposal is 6-12 months. However, in LNG communities, other factors may affect time frames, including referrals to other agencies; First Nation considerations, and sequencing in connection with overall policy work on LNG benefit sharing. The interests of property owners within the area of extension must also be aligned to be successful.

In 2014, boundary extensions were completed for the Cities of Fort St. John and Prince Rupert. Prince Rupert added a municipally-owned parcel of land to the northeast of the existing municipal boundary in order to facilitate potential utility transmission. Fort St John added a number of small residential and commercial parcels on the northwest side of the City. Additional proposals may emerge from Fort St. John as development pressure increases in the wake of the Site C announcement.

Thornhill -- The unincorporated community of Thornhill requested an incorporation study, through its Regional District Electoral Area Director. The community, located across the river from the City of Terrace, has a population of slightly over 4,000 people. Following a multi-year governance study process, a 1997 vote to annex Thornhill within the municipality of Terrace was rejected by Thornhill residents.

Anticipated new growth in northern communities due to potential LNG issues make discussions about the structure of local governance important in the months and years ahead.

In March 2015, \$60,000 was provided to support a diagnostic services delivery, governance and planning inventory for the Greater Terrace/Thornhill area. This study responded to a request from the Regional District of Kitimat-Stikine. The report is expected to be completed by Sept 2015. Following receipt of the report, further work will be undertaken in collaboration with the Regional District and the City of Terrace to help determine potential next steps.

Thornhill does not have an Official Community Plan (OCP). The Regional District of Kitimat-Stikine has received funding from the Ministry's community land use planning program to complete an OCP for Thornhill. Results from the diagnostic inventory will support OCP planning.

Port Edward -- As part of the process of designing a potential LNG facility on Lelu Island and negotiating a tax agreement with Port Edward, PNW and Port Edward identified the need for a potential boundary redefinition to ensure that the jetty for the proposed facility would be within Port Edward's boundary.

No further action can be taken on the boundary redefinition until there is more certainty as to whether the LNG facility will be developed (i.e. depending on the outcome of the ongoing federal environmental assessment process and PNW's final investment decision).

Program Area Contact:	Marijke Edmondson	250 387-4058
Date:	Aug. 5, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\IN_Boundary Extension_LNG Communities_Aug. 5, 2015.docx	

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BACKGROUND:

The Property Assessment Appeal Board (PAAB) recently reviewed an assessment for a group of commercial properties in downtown Vancouver (known as the Amacon Properties). The property is currently a single story commercial use at street level but is zoned for a mix of commercial and residential use above street level.

The Amacon property was valued for the potential redevelopment into a high rise mix of both commercial and residential. The properties are classed as commercial, including the 'unbuilt density' of the air space above street level at the considerably higher commercial tax rate.

The Amacon appeal argued that the air space has "no present use" and should be classified according to its potential use – residential. There is no dispute of the value of the properties.

The PAAB decision agreed with Amacon and vertically split-classified the property, ordering that the portions of the value attributable to both the commercial and residential potential should be classified accordingly.

BC Assessment's current practice is that the status of the air space above the land is connected to the land below it and as the Amacon property is currently zoned commercial, the unbuilt airspace should also be classed commercial.

There are as many as 88,000 commercial properties in British Columbia where there is 'unbuilt density', although it is not clear if the PAAB decision would apply to all these properties or is focused on the Amacon and similar properties, which have zoning for a specified residential component.

BC Assessment is appealing the decision because they feel that further clarification of the scope and application of the PAAB decision is necessary.

In 2011 government extended authority to the City of Richmond to provide property tax relief for redevelopment properties and informed local governments that requests for similar authority would be considered.

This issue has also been the subject of several articles by Vancouver Sun columnist Don Cayo that are critical of the City of Vancouver's approach to taxing properties with development potential in the city, suggesting they are being unfairly taxed relative to both fully developed and completely undeveloped properties.

The City of Vancouver Tax Policy Committee has identified a split classification approach that recognizes both the current and potential future use as an option to address assessment and classification concerns regarding redevelopment properties. Government indicated that any formal request from the City to implement this policy would be considered.

Program Area Contact:	Blair Schumacher	250-356-6075
Date:	Jan. 25, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\PAS\IN_BCA legal appeal Amacon Properties Aug. 5, 2015.docx	

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BACKGROUND:

Former grant programs – Direct Access Program Grants and Bingo Affiliation Grants were combined into the Community Gaming Grant program. Both previous programs had multi-year grants, which is still highly desired by community groups but is not currently an option due to ongoing fiscal pressure.

The Short Form Application was implemented in November 2012, to assist returning applicants through a streamlined process for unchanged applications as requested by participants in the Community Gaming Grant Review.

Sector	Notional Allocation (Fiscal 15/16)	Intake Period
Arts & Culture	\$17.5m	Feb 1 – Apr 30
Sport	\$28.5m	
Parent Advisory Councils	\$12m	Apr 1 – May 30
Environment	\$3m	Aug 1 – Sep 30
Public Safety	\$7.5m	
Human & Social Services	\$66.5m	Sep 1 – Nov 30
Total	\$135m	

Although actual expenditure may vary slightly, notional allocations do not change significantly from year to year.

Program Area Contact:	David Horricks	250 953-3078
Date:	August 7, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPEVACGGS Community Gaming Grants.docx	

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BACKGROUND:

On May 22, 2014, James Moore, Minister of Industry and Minister Responsible for British Columbia, Coralee Oakes, Minister of Community, Sport and Cultural Development and Rhona Martin, President of the Union of British Columbia Municipalities, signed the renewed federal Gas Tax Agreement to provide predictable, stable funding for public infrastructure across British Columbia.

The federal Gas Tax Fund provides local governments with the flexibility to choose and plan infrastructure projects based on their specific priorities. The renewed agreements will govern the flow of federal funds to each province and territory over the next 10 years, from 2014-15 until 2023-24.

The GTF is a tri-party agreement between the federal and provincial governments and the UBCM. UBCM is responsible for administering the GTF within B.C. Program design and project approvals for the pooled funds component are made by a committee of senior non-political staff from each party. CSCD provides technical support to UBCM for various aspects of program implementation.

All local governments have received their renewed agreements from the UBCM for the Community Works Fund.

An application intake for the pooled Strategic Priorities Fund was launched on December 10th, 2014 and closed April 15, 2015. Successful projects are expected to be announced by UBCM in late fall of 2015.

Program Area Contact:	Liam Edwards	250 356-0218
Reviewed:	Aug. 5, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\IN_Gas_Tax_Agreement_Renewed_Aug. 5, 2015.docx	

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BACKGROUND:

In March 2015, Jumbo received \$70,720. It was scheduled to receive another \$129,280 in June, 2015. It also received \$200,000 in 2014 – the amount it was eligible for.

On June 18, 2015, the Minister of the Environment announced a decision that the Jumbo Glacier Resort Project has not been substantially started. As a result, the environmental assessment certificate has expired, and Glacier Resorts Ltd. cannot proceed with developing the project.

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Small Community Grants are distributed to communities with less than 20,000 residents.

The mayor and council's key role is to develop a planning and regulatory framework necessary for a successful resort and community with high quality amenities for the use of residents and visitors.

The grant will help support council with the development of the Official Community Plan (OCP), which is a critical policy document to guide the development of a well-planned resort community.

Jumbo's Letters Patent provide that the municipality must have an OCP in place by February 2015. The Letters Patent has been amended to extend the OCP completion date to December 31, 2015, so the municipality is able to complete the necessary consultations and public hearing.

Jumbo received an initial start-up grant of \$200,000 in 2013. This funding was used to establish a basic administrative structure and processes. For example, new municipalities must secure meeting space before there is a municipal hall, hire the chief administrative officer, set up offices and systems and possibly enter into service agreements with other municipalities or the regional district.

The Acting Chief Financial Officer of Jumbo wrote to the ministry in April 2014 enquiring about the possibility of returning unspent funds.

Any municipality can return grants to government under current legislation. However, they also have a legal obligation to have adequate revenue to offset expenses.

In addition to the Small Community Grant, Jumbo received \$50,000 under the Federal Gas Tax Community Works Fund (no provincial portion) in 2014/15. Jumbo is projected to receive a further \$50,000 in 2015/16. The Gas Tax is delivered to all Local Governments outside of Metro Vancouver and is used for infrastructure and planning projects that conform to Gas Tax Fund program criteria.

Glacier Resorts Ltd. has approval to build a 6,240 bed-unit ski resort. At full build-out, private capital investment is projected to total \$900 million. The project is estimated to provide between 750-800 permanent direct jobs.

Start up funding:

The municipality received \$200,000 in 2013 when it was incorporated to assist with associated costs of setting up a new municipality. It is normal practice for the province to provide start-up assistance for a new municipality.

Examples of start-up assistance for recent incorporations include: Sun Peaks (2010) - \$59,400, West Kelowna (2007) - \$7,125,000, Barriere (2007) - \$450,000, Clearwater (2007) - \$612,500 and Canal Flats (2004) - \$140,000.

Program Area Contact:	Gary Paget	250-953-4129
Date:	Aug. 5, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\Updated Issues Notes from GCPE\N_Jumbo Funding_Aug 5 2015.docx	

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BACKGROUND:

In March 2015, Jumbo received a \$70,720 Small Community Grant. It was scheduled to receive another \$137,000 in June, 2015. It also received a \$200,000 Small Community Grant in 2014 – the amount it was eligible for.

On June 18, 2015, the Minister of the Environment announced a decision that the Jumbo Glacier Resort Project has not been substantially started. As a result, the environmental assessment certificate has expired, and Glacier Resorts Ltd. cannot proceed with developing the project.

The Ministry of Community, Sport, Cultural Development and Ministry responsible for Translink is currently holding the scheduled June 30, 2015 payment of the Small Community Grant.

On July 27 2015 the council by resolution resolved "that we request deferment of the pending 2015 Small Community Grant payment until such time as the status of the municipality is clarified".

Not including the June payment, Jumbo has \$264,000 in appropriated surpluses in two accounts – one specifically to hold federal Gas Tax funds, and the other for general revenue stabilization.

The Council estimates annual expenditures of approximately \$137,000. These monies would be expended on general government (\$112,000) and development services (\$25,000), leaving a surplus of approximately \$127,000.

Current legal advice suggests that a Council could voluntarily return this cash to the Province as a donation.

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Program Area Contact:	Gary Paget	250-953-4129
Date:	[Month] XX, 201X	
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BACKGROUND:

Environmental assessment certificate expiration:

On June 18, 2015, the Minister of Environment announced the decision that the proponent (developer of proposed Jumbo Glacier Mountain Resort) had not met the "substantial completion" requirements for its Environmental Assessment Certificate; the certificate expired effective October 12, 2014.

The Environmental Assessment Office provided a draft report to the proponent, Ktunaxa Nation Council and the Shuswap Indian Band for comment before submitting it to the Minister of Environment for her consideration.

The proponent has choices. He may have the opportunity to:

- Seek to overturn the decision in the courts;
- Accept the decision and re-enter the Environmental Assessment process;
- Revise the project (reduce scale) so that it does not require Environmental Assessment
- Not proceed with the project.

FLNRO leads this issue for the Province, as it will need to determine what is acceptable under the Master Development Agreement (MDA) it has with the proponent for the resort development.

The Jumbo Glacier Mountain Resort Municipality is a separate entity from the resort corporation and its project, and its status is not impacted by the Environmental Assessment Certificate decision.

Court Challenges:

On February 18, 2013, the West Kootenay Community Eco-Society (Eco-Society) petitioned for a review under the *Judicial Review Procedure Act* of the Province's decision to incorporate the Jumbo Glacier Mountain Resort Municipality and made a number of legal assertions, the most important of which is that the province did not have legal authority to incorporate a municipality in the absence of people.

The Eco-Society petition was heard by the BC Supreme Court July 15, 2015; judgment has been reserved.

The Eco-Society's petition is distinct from the Ktunaxa First Nation's challenge of FLNRO's signing of the MDA.

The Ktunaxa First Nation's challenge was based on an assertion that consultation in relation to the MDA (essentially the approval of the ski resort) was inadequate.

The Ktunaxa petition was dismissed on April 3, 2014 by the BC Supreme Court and on August 6, 2015 that dismissal was upheld by the BC Court of Appeal (BCCA). The BCCA found that the consultation and accommodation process carried out by the Province was reasonable, meaning that the MDA remains valid. The Ktunaxa has 60 days to decide if they will seek leave to appeal to the Supreme Court of Canada.

Additional background:

Glacier Resorts (the developer) has an agreement with the Province to acquire Crown land with certain development rights. The Master Development Agreement (MDA) sets out a variety of terms and conditions, and in accordance with these the developer is permitted to proceed with

construction. The Mountain Resort Branch at FLNRO is responsible for monitoring the development and release of Crown lands.

The MDA stipulates timelines and what in broad terms; the developer can or must build in order to acquire land rights. The MDA requires the developer to obtain permits and conform to the applicable land use bylaws and procedures of the local government – Jumbo Glacier Mountain Resort Municipality.

The municipality is responsible for land use bylaws, building permits, governance and servicing (if applicable). The municipal land use bylaws must be generally consistent with the MDA. The municipality adopted a zoning bylaw for the Farnham Glacier on May 21, 2013 which provides zoning for the area. The issuance of building permits is subject to the statutory requirements of both the LGA and the municipality. The bylaw was subject to statutory process that included a public hearing on the matter, as laid out in the *Local Government Act (LGA)*.

The municipality adopted its Official Community Plan in July 2015.

Jumbo's councillors and mayor were reappointed for a four-year term from Dec. 1, 2014 to Dec. 3, 2018.

The municipality received \$200,000 in 2013 when it was incorporated to assist with associated costs of setting up a new municipality. It is normal practice for the province to provide start-up assistance for a new municipality. The municipality also received a \$200,000 Small Community Grant in 2014, which it was entitled to as a result of its incorporation and received the first installment of the SCG (\$71,000) in March. In July, the municipal council requested that the second installment (\$137,000) be withheld (given the Minister of Environment's decision).

Examples of start-up assistance for recent incorporations include:

Project	Year of Incorporation	MCSCD Total Start up Grant
Sun Peaks	2010	\$59,400
West Kelowna	2007	\$7,125,000
Barriere	2007	\$450,000
Clearwater	2007	\$612,500
Canal Flats	2004	\$140,000

Incorporation:

In early May 2012, government amended the *Local Government Act* to clarify the Province's authority to incorporate a mountain resort municipality whether or not there are residents in the area at the time of incorporation.

The incorporation of a mountain resort municipality for Jumbo Glacier was requested by the Regional District of East Kootenay in 2009. The purpose of the incorporation of a resort municipality for Jumbo is to provide the most appropriate form of governance for the resort.

ENVIRONMENT'S BACKGROUND

The \$450 million project is a year-round ski resort in the Jumbo Creek Valley, 55 km west of Invermere. The project would provide up to 6,250 bed-units, including 750 for staff, and would create 3,750 person-years of construction employment and 750-800 permanent full-time jobs.

The company was issued an environmental assessment (EA) certificate on October 12, 2004.

The Environmental Assessment Office (EAO) granted a five-year, one-time only extension to the certificate in 2009, after consultation with the government agencies and First Nations that

participated in the original EA, including the Ktunaxa Nation.

In March 2012, the Ministry of Forests, Lands and Natural Resource Operations (FLNR) approved a Master Development Agreement for the project.

On November 20, 2012, the then-Minister of Community, Sport and Cultural Development announced that the Province had approved the incorporation of Jumbo as a mountain resort municipality.

Program Area Contact:	Gary Paget	250 953-4129
Date:	Aug. 5, 2015	
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BACKGROUND:

NavCan Properties:

- NavCan is a non-profit federal corporation contracted to the federal government to provide aircraft safety and guidance services to airports across the country.
- NavCan leases a small portion of the larger airport properties on which the control towers and facilities (mostly communication equipment) are located. The leases generally restrict and limit the use of the properties to the provision of the contracted services.
- NavCan appealed the assessments in four municipalities (North Saanich, Penticton, Castlegar and Pitt Meadows). The Property Assessment Appeal board's decision to reduce the assessments to nominal values of \$20 will result in an impact on the four municipal property taxes (about \$39,000 based on 2012 tax rates).
- BC Assessment appealed to the BC Supreme Court which upheld the Property Assessment Appeal Board decision on the NavCan properties.
- It is BC Assessment's interpretation that the decision only applies to the 19 NavCan control towers and not to all 138 NavCan properties in the Province. The total annual tax impact of applying the nominal value to the control towers about \$370,000 in municipal property taxes and \$600,000 in school and other taxes.
- The District of North Saanich is a rural municipality (Victoria International Airport) that has expressed concerns regarding the impact on property tax revenue; however, other municipalities have not indicated concern (including Richmond with YVR).

Implications:

- BC Assessment will value the 19 control towers at \$20 for the 2015 assessment year only.
- Pending the appeal to the BC Court of Appeal, no other NavCan property values will be adjusted for 2015, nor will any values for previous years.
- It is not clear at this time if the Property Assessment Appeal Board's decision will have any value implications for other special purpose or use properties (e.g. BC Ferry Services).
- In October 2012, the Horseshoe Bay Ferry terminal was reduced to a value of \$20. This would have resulted in a loss of \$230,000 in annual property tax revenue for the municipality and about \$300,000 in school tax revenue to the Province. BC Assessment and the District of West Vancouver appealed to the Supreme Court.
- BC Ferries and BC Assessment reached a five year agreement (2013 – 2017) valuing all BC Ferries properties. Under this agreement, the 2013 assessed values are on average about 20 percent lower than the original 2012 values.
- A legislative amendment would be required to address the assessment of NavCan (or other similar properties) or to ensure that the agreed BC Ferry Services assessed values cannot be appealed in the future by municipalities or other third parties. Ministry of Finance support would also be required because of tax policy implications.

Program Area Contact:	Brian Currie	250-356-6075
Date:	Aug. 5, 2015	
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July 2015 Transition Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

Title: Special One Time Grants

Revised: August 8, 2015

Issue: Special One Time Grants are occasionally provided to fund projects on an emergency or exceptional basis that are of significant community benefit, but that don't meet all of criteria of the Community Gaming Grants program.

Response:

- There is a set of criteria for Community Gaming Grants, to which all applicants must adhere.
- Occasionally, there is a demonstrated community need for a new program or project of significance which doesn't meet the criteria for a Community Gaming Grant.
- The Gaming Control Act includes a provision for the Gaming Grant Manager to provide Special One Time Grants to assist in these instances. The Gaming Grant Manager role is delegated to the Assistant Deputy Minister, Arts, Culture, Gaming Grants and Sport. (Melanie Stewart)
- The aggregate amount of Special One Time Grants varies from year to year, as the needs of the communities change. There is no set amount for these grants and over the past years they have varied from a low of less than \$1 million to about \$2.5 million.

Background/Status:

- There is no formal application process for these grants. The request is usually made directly to the Minister through the constituent's MLA or is received directly from the community by the Community Gaming Grants Manager. The ADM of Arts, Culture, Gaming Grants and Sport is the delegated Community Gaming Grant Manager under the Act and has the authority to determine eligibility for all Gaming Grants, including Special One Time Grants.
- Typically, these grants are characterized by urgent need and are exceptional in nature. Examples include: insurance premiums for land search and rescue units, start up for organizations providing community-wide support, heat shelter start up, etc.

**July 2015 Transition
Advice to the Minister and Deputy Minister**

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

Contact:

Executive Director	David Horricks	Gaming Policy and Enforcement Branch	250 953-3078
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July 2015 Transition Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

Title: Sport Hosting

Revised: February 11, 2015

Issue: Sport hosting yields economic, sport, and social benefits for communities.

Response:

- The Province supports smaller international, national and provincial events through the Hosting BC program, administered by ViaSport.
- The Province also supports larger international and national events through a mid-sized events program administered directly by the Ministry.
- \$1 million was invested in sport event hosting in 2014/15 and Budget 2015 will sustain this level of funding.

Background/Status:

Hosting BC:

- Hosting BC is an application-based program that provides grants for international, national, regional, and provincial level sport events that promote sport, economic, social and community development. Grants typically range from around \$2,500 to \$10,000.
- Since the inception of the Hosting BC program in 2004, \$4.7 million has been awarded to 677 events in more than 78 communities throughout the province.
- In the 2014/15 fiscal year, Hosting BC funded 76 sport events in more than 25 B.C. communities.

Mid-Sized events

- The remainder of the hosting budget is for specific mid-sized sport events such as:
 - 2014 Special Olympics Canada Summer Games (\$300,000);
 - 2014 Tim Hortons Brier – Kamloops (\$100,000); and

July 2015 Transition Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

- o 2014 SkateCanada International – Kelowna (\$75,000).

Large/Major Events:

- Large sport events such as the 2015 Canada Winter Games (\$11.12 million plus associated investments in other facility upgrades, sport and arts programs to a total of \$12.5 million) and the 2015 FIFA Women's World Cup (Soccer - \$2 million) are considered on an individual basis.
- To protect Government's investment, there is clear language in negotiated contribution agreements that cap government funding and that stipulate that the Province is not responsible for cost overruns.
- Budgets and business plans are also reviewed extensively before budget commitments are made and Sport Branch staff and/or contracted financial analysts determine if these projections and plans are realistic and sound.
- Branch staff also provide oversight, advice and direction to organizers to ensure that events are managed appropriately, government's investment is secured and, if necessary, that contingency plans are set in motion.

Upcoming events and commitments include (with Province's Investment):

- 2015 FIFA Women's World Cup (\$2 million)
- 2015 IPC Para-Alpine Skiing World Championships (\$150,000)

Contact:

Executive Director	Margo Ross	Sport Branch	(250) 356-7168
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BACKGROUND:

- The Musqueam's advisors have undertaken a public consultation process to inform their proposals for the development of the Block F Lands.
- The uses and building forms being considered (e.g. mixed use commercial/residential development, and a number of high rise towers) would require both rezoning and OCP amendments.
- Officials have defined the UEL's procedural requirements for a major development application of this kind. The proposals and the process itself are subject to significant public scrutiny and potential controversy.
- Some in the UEL community were vocally unhappy about the decision to transfer land to the Musqueam and will watch this proposed development closely (i.e. to ensure that the Province does not simply make a "deal" with the Musqueam without a full transparent public process).
- The view on features of the development varies within the community. Preservation of park features (the land was formerly part of Pacific Spirit Park), heights of towers, certain building forms, and extent of community amenities hold differing value for vocal members of the community.

Timing details:

- During the pre-application stage, consultation was the responsibility of the developer. The third of three pre-application consultation events was held by the Musqueam on April 18th, 2013.
- On September 5th, 2013, the UEL received a formal application for the development and undertook a preliminary review for completeness. The application was resubmitted with updates from that process on December 6, 2013.
- The application was posted on the UEL website for public transparency (as per municipal practice).
- The application then underwent a thorough technical review, which included consultation with key stakeholders, including the Community Advisory Council (CAC).
- On June 9, 2014, the UEL Administration completed its review and sent the Applicant a substantive list of comments and concerns.
- From June 2014 through April 2015, UEL Administration had more than twenty meetings with Musqueam team seeking to refine the proposal and address those concerns.
- The Applicant submitted a revised proposal May 2015. That proposal underwent technical review by UEL Administration and its consultants.
- The CAC was briefed on the revised proposal and the UEL Administration referred the application to key agencies (i.e. Vancouver, MetroVan, MoTI, UBC, RCMP, etc.) and hosted an Open House on June 17, 2015, to provide the community an early opportunity to view the revised proposal.
- In July 2015, the UEL Administration provided the applicant with comments received from the community and other stakeholders.

- Depending on further adjustment to the application in response to those comments, and progress on hammering out the many technical and legal details that would be needed to implement a rezoning, the formal public meeting required for draft bylaw review could be held later this Fall. Confirmation of delegation of the holding of that public meeting to the UEL Manager will be required.
- Depending on the outcome of the consultation, the Application may be submitted to the Minister by the very end of 2015/first quarter of 2016.
- The legislation does not stipulate a timeline for the Minister to render a decision on rezoning.

Additional Background:

- Block F (formerly part of Pacific Spirit Park) was transferred to the Musqueam First Nation in fee simple as part of the 2008 Musqueam Reconciliation, Settlement and Benefits Agreement ("the Agreement"). Under the *Musqueam Reconciliation, Settlement and Benefits Agreement Implementation Act*, Block F was pre-zoned multi-family residential and the UEL's OCP and land use bylaw were amended accordingly. Subsection 4(3) of the Act specifically provides that the multi-family residential land use designation can be changed without amending the legislation.
- Under the Agreement, the Musqueam also agreed that:
 - the cost of design and development requirements for the Block F Lands will be met by the developer; and
 - a public park of not less than 3 acres (1.2 hectares) will be established prior to any subdivision or commencement of construction.
- The land occupies a very strategic site on a stretch of University Boulevard that is the gateway to the University of British Columbia. It is adjacent to Pacific Spirit Park and the University of BC Campus. The site is approximately 8.5 hectares in size.
- The UEL Administration has established application requirements for a major development of this kind, working with the help of retained professionals. This includes an amendment to UEL rezoning fees, which the Minister approved August 2013, and any other necessary amendments to the OCP/zoning bylaw.

Program Area Contact:	Jonn Braman/Nicola Marotz	604-660-1810/ 250 387-8031
Date:	Aug. 5, 2015	
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BACKGROUND:

Discussions are underway between the Province, the RMOW, the resort and First Nations (FN) to find a way forward to secure economic benefits for the Nations as new development and investment occurs at the resort. Key objectives are to:

- Secure a new Master development agreement for the resort (that would run for another 60-years) with agreements between the Province and the Nations and between the Nations and the Resort to share economic benefits;
- Complete a new Official Community Plan (OCP) for the RMOW with some amendments to address FN interests. Would have to be approved by the Minister; and
- Find a way forward with respect to the Ministry's role in approving RMOW's OCP bylaws.

Official Community Plan Bylaw and Court Decision:

Resort Municipality of Whistler bylaw 1983 was received for statutory approval on December 3, 2012. Minister Bill Bennett approved it April 15, 2013, and it was adopted by Whistler Council on May 7, 2013.

The basis for approval is to ensure consistency with provincial interests (including discharging the provincial duty to consult with FNs). Making sure the bylaw meets legal requirements and proper planning practice is the responsibility of Whistler.

Public consultation on the Official Community Plan occurred over several months and included community events, workshops, advisory committee meetings that engaged 1,500 participants in total.

Whistler engaged with the Squamish and Lil'wat FNs (the Nations) and added several policies and objectives in the Plan to reflect their interests. Ministry staff believed the potential for adverse impact to FNs interests was low, and consultation was sufficient.

A judicial review of the Minister's decision to approve the Resort Municipality of Whistler's OCP began on November 18, 2013 in the BC Supreme Court.

It followed an action on May 8, 2013 by the Nations to petition the BC Supreme Court to review the approval.

The petitioners were seeking an order from the Court to set aside the approval with costs.

On June 4, 2014, the BC Supreme Court (BCSC) struck down the Ministry's approval of the Resort Municipality of Whistler's (RMOW) OCP and quashed bylaw 1983 on the basis the Province did not consult with the Nations at an appropriate level.

The Minister met with RMOW officials during UBCM and was advised that the municipality could operate under the old OCP for a period of time but not indefinitely.

The Whistler-Blackcomb all-season resort operates on crown land in a "controlled recreation area" that is almost entirely within the RMOW's boundary. As the resort is operated by a third-party and not the Crown directly, RMOW OCP and zoning bylaws apply.

Any operations, or new development, have to be consistent with RMOW's OCP, zoning and other applicable bylaws.

Next Steps:

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Program Area Contact:	Brent Mueller	250-387-2540
Date:	Aug. 5, 2015	
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BACKGROUND:

The Auditor General for Local Government released its annual report for the period April 1, 2014 – March 31, 2015, on Friday, July 17, 2015.

The report measures performance against the service plan objectives and targets from the last year. Both the Acting Auditor General for Local Government Arn van Iersel, and the Audit Council in their respective messages, refer to the challenges of the preceding year and how those challenges have affected the office's credibility. Both messages refer to plans that will be instituted to improve the office's outcomes in the future.

In the 2014/15 fiscal year two reports were released: City of Rossland-Learnings from Capital Procurement Projects and Asset Management Programs, Part 1 and Part 2 and Corporation of Delta- Achieving Value for Money from Operational Procurement.

As well, it is noted the office delivered on some of its other objectives including improving operational, administrative and financial internal policies. It also underwent its first financial audit, which resulted in a positive auditor's opinion.

The report also discusses the goals, objectives and performance measures for 2014/15.

Key outputs since April 13, 2015, when the Acting Auditor General for Local Government was appointed include:

- Release of Sechelt Audit on capital procurement-April 29th
- Release of 2015/16-2017/18 service plan-May 14th
- Audited Financial Statements with unmodified (clean) audit opinion-June 22nd
- Acquisition of new Audit Software to improve AGLG operations-June 30th
- New expanded reporting to Audit Council-July 9th
- Release of Dawson Creek report on Capital Procurement-released July 15th
- Release of AGLG Annual Report- Released July 17th
- Second AGLG Perspective Series booklet on Asset Management- released July 23
- Draft reports sent to Auditee local governments: District of North Vancouver, District of West Vancouver and City of Vernon

Program Area Contact:	Heather Brazier	250-387-3860
Date:	Aug. 5, 2015	
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BACKGROUND:

The A/Auditor General for Local Government recently wrote to B.C.'s local governments advising of Deputy AGLG Mr. Mark Tatchell's departure from the organization effective June 29, 2015.

A/AGLG noted that ^{s.22}

^{s.22} The Deputy AGLG position will not be filled until a new, permanent AGLG is appointed. In the meantime, AGLG audit staff will report directly to the A/AGLG.

Severance details will be disclosed in Public Accounts 2015/16.

In late 2014, financial irregularities with regard to an AGLG purchasing card were brought to the attention of the Ministry.

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Program Area Contact:	David Curtis	250-387-9180
Date:	Aug. 5, 2015	
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BACKGROUND:

EventHostBC, launched May 8, 2015, is a one-time funding initiative intended to encourage and support community events that strengthen volunteer capacity for event hosting throughout the province. A total budget of \$250,000 was allocated to be distributed equally throughout the province's six tourism regions.

Eligible non-profit organizations were invited to apply for up to \$5,000 per event. Eligible events included those that were not already receiving provincial funding, would draw visitors to the community and those that were not projected to be profit-making. Complete eligibility requirements were posted on the CSCD website and links to that page were provided in all marketing and communications materials. Eligible applications were decided on a first-come, first-served basis until funding for that region was fully committed.

An extensive communications campaign took place including a provincewide media release on May 8; distribution of more than 500 emails on May 14 to arts, culture, sports and community groups requesting they pass the information along to relevant community organizations; follow-up phone calls to media in under-subscribed areas and using social media.

Application intake period was advertised as May 19 to June 30, 2015, until available funding was committed.

Key facts regarding the issue:

Oversubscribed: On June 26, 2015, 311 applications had been received and total funding allocation for all regions had been reached or over-subscribed.

Applications closed: A notice was placed on the CSCD EventHostBC webpage on June 26 at noon announcing applications were no longer being accepted and the application form was removed.

An additional 121 applications were received between 12 noon on June 26 and 4.30pm on June 30.

75% of submissions not reviewed: 112 applications of the more than 400 received were reviewed before funding allocations were reached. Three-quarters of the total submissions were not reviewed because regional funding allocations had been fully committed prior to receipt of their applications. Several unsuccessful applicants felt their applications should have been reviewed despite no available funding remained.

Ineligible applications: 52 applications were not eligible because they were incomplete, the organization already received provincial funding, the event was going to make a profit or the event would not draw out of town visitors.

First-come, first-served: Several unsuccessful applicants have complained about the first-come, first served model, stating preference for criteria based on best idea and/or application.

Several unsuccessful applicants stated they did not know it was first-come, first served because that information was not on the application form. However, it was clearly stated on the main EventHostBC webpage, within the Eligibility Guideline and FAQ documents and on all promotional and communications material.

Application by email only: Staff has received complaints that applications and supporting documentation could not be sent by fax or regular mail. The nature of first-come, first-served required one incoming portal that would clearly determine date and time of receipt.

Program Area Contact:	Joanna White	250-387-6095
Date:	[Month] XX, 201X	
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BACKGROUND:

On February 13th the Government of Canada announced more details to its 2013 Budget announcement of the next iteration of the Building Canada Fund – a 10 year, \$14 billion program consisting of:

- \$4 billion National Infrastructure Component that will support projects of national significance,
- \$10 billion Provincial-Territorial Infrastructure Component (PTIC) for projects of national, local or regional significance
 - \$1 billion of PTIC is dedicated to projects in communities under 100,000 residents.
- An additional \$1.25 billion in funding for the P3 (Public-Private Partnerships) Canada Fund.

The Government of British Columbia is working collaboratively with all relevant ministries and stakeholders to seek the necessary direction and approvals in order to maximize the federal funding opportunities.

The Government of Canada has indicated that while federal funding under the New Building Canada Fund will begin to flow in fiscal 2014/15, funding will ramp up in 2017/18.

British Columbia launched the first of two intakes for New Building Canada Fund – Small Communities Fund on October 16th, 2014. Application intake opened on October 22nd 2014 and closed February 18th, 2015.

55 projects in 55 communities were approved and all announcements were made by July 31 2015. This represents more than \$64 million of provincial funding matched by federal funding with total project costs estimated at \$223 million.

The second intake date has not been determined, but will likely be in the spring of 2016. British Columbia, Canada and the Union of BC Municipalities signed the new tripartite Gas Tax Fund Agreement May 22, 2014. UBCM administers the Fund and launched the Strategic Priorities Fund (application based program) intake on December 10th, 2014.

Examples of additional infrastructure funding include:

- **Canada-BC Infrastructure Program (\$267 million)**
- BC Community Water Improvement Program (\$80 million)
- Municipal-Rural Infrastructure Program (\$75 million)
- Building Canada Fund including Top-Up (\$176 million)
- Infrastructure Stimulus Fund (\$100 million)
- Traffic Fine Revenue Sharing and Small Community and Regional District Grants now referred to collectively as the Strategic Community Investment Fund (\$1.2 billion)
- Towns for Tomorrow (\$70 million)
- LocalMotion (\$40 million)
- B.C. Spirit Squares (\$20 million)
- Community Recreation Program (\$32 million)
- Peace River Regional District MOU (approximately \$342 with \$302 M between 2005 and 2014)
- Climate Action Revenue Incentive Program (\$22.3 million)

Program Area Contact:	Tom Brown/Liam Edwards/Jim MacAulay	250-356-9037
Date:	Aug. 3, 2015	
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BACKGROUND:

The Province has approved the Royal BC Museum to continue its planning process for redevelopment as outlined in the 2012/13-2014/15 Service Plan.

In 2012/13, the RBCM engaged John McAslan + Partners (London, UK), with local support from Merrick Architecture (Victoria, BC), to complete a master plan for the museum to look at the needs of the museum and archives, the protection and preservation of the collections and archives, and future needs.

The master plan was intended to guide future thinking, and business case development, and the foundation to begin discussions with potential funders about the future of the museum and the archives.

The master plan was completed by during the autumn of 2013 with a phased plan for renewal of its capital infrastructure with a multi-year, five-phase plan, estimated to total approximately \$150M.

In 2014, a concept paper focused on Phase 1 was submitted to CSCD, requesting:

- approval to proceed to business case development; and
- a submission as a joint federal provincial project to the New Building Canada Fund (NBCF).

Estimated for completion in 2017 to coincide with Canada's 150th anniversary, Phase 1 features a new Emily Carr gallery and museum revitalization with estimated total capital costs of \$24M.

The original concept paper recommended a provincial contribution of \$6.0 million, the New Building Canada Fund, providing an estimated \$12.0M and the RBCM raising the final \$6.0M.

Revised estimates by the RBCM for Phase 1 include a request of \$7.5M to the province.

There is no funding available in the current fiscal plan for the RBCM capital project. Ministry staff have been working with the RBCM to explore other funding options.

Program Area Contact:	Gillian Wood	250 356-1725
Date:	March 17, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\ACGGS\IN_Royal BC Museum Redevelopment Plans_Aug. 5, 2015.docx	

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- **The operating funding for the Royal BC Museum is close to \$12 million in 2015-16 (\$11.866 million) – unchanged from the previous year.**

BACKGROUND:

The Royal BC Museum provides annual total compensation disclosures with the Public Sector Employers' Council (PSEC). These salary disclosures are released as part of the annual Public Accounts process.

The Public Sector Employers' Council PSEC also approves total compensation maximums for Crown executives – and in the case of the Royal BC Museum's CEO, this total compensation maximum was set at \$200,000 annually.

PSEC has indicated that in subsequent fiscal years (14/15) that the \$65,000 foundation payment will be included in Mr. Lohman's total compensation.

Program Area Contact:	Melanie Stewart	250 -XXX-XXX
Date:	August 5, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\ACGGS\IN_RBCM CEO salary disclosure_Aug 5, 2015.docx	

**CONFIDENTIAL
ISSUES NOTE**

**Ministry: Technology, Innovation and
Citizens' Services**

Date: March 26, 2015

Minister Responsible: Hon. Amrik Virk

**Created by Government Communications and
Public Engagement**

**Agreement Reached to
Transfer Government's
Archival Records to the
Royal BC Museum**

ADVICE AND RECOMMENDED RESPONSE:

- **This agreement will be used to preserve and catalogue government's physical records that are ready for archiving now and into the future, including the 33,000 boxes currently waiting to be archived.**
- **BC Archives has been the custodian of historical government records since 1908 and under this agreement will continue to play a vital role in preserving the Province's documentary heritage.**
- **This new agreement is part of our on-going strategy to modernize government information management, including making historical information, both paper and digital, available to current and future citizens.**
- **This agreement addresses recommendations contained in the Office of the Information and Privacy Commissioner's report of July 22, 2014: *"A Failure to Archive- Recommendations to Modernize Government Records Management"*.**

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KEY FACTS ABOUT THE ISSUE:

In March 2015 the Government Archives Committee negotiated an agreement concerning the transfer of archival government physical records to the BC Archives at the Royal BC Museum (RBCM), and future collaboration between the RBCM and Government to ensure a seamless experience for users of both digital and physical archival records.

Cost breakdown in agreement:

- Agreement to fund storage for all new transfers of archival records to the RBCM, including the current backlog of 33,000 boxes (starting with a 20 year prepayment of \$140 per box).
- Non-storage archival services to be negotiated annually in a service agreement, not to exceed \$400K per year (to be reviewed after 5 years).
- The Royal BC Museum will continue to allocate resources to store, preserve and provide access to records transferred prior to this agreement.

The new Government Information Act will create a digital archives and a Chief Records Officer position.

BACKGROUND:

- In 2003, the responsibility for the BC Archives was transferred to the Royal British Columbia Museum (RBCM).
 - RBCM has maintained that the base budget transferred for BC Archives was inadequate to cover future records transfers.
 - RBCM established a fee model for future archives transfers, based on full, up-front payments (\$454/standard box) covering costs for 50 years, including storage, preservation, description and access.
 - Government continues to hold & store eligible archival boxes at \$6.72/box/year.

A backlog of 33,000 archival boxes has accrued to date.

The Office of the Information and Privacy Commissioner for BC (OIPC) released a Report entitled "*A Failure to Archive- Recommendations to Modernize Government Records Management*". The Report recommended "that government either repatriate the BC Archives to the Ministry of Technology, Innovation and Citizens' Services and fund the archiving of currently stored records from general revenue as was formerly done, or maintain the BC Archives within the Museum and set a new fee schedule bilaterally with the Museum that will create the basis for archiving records on an ongoing basis. I also recommend that government provide a one-time grant to the Museum to deal with the backlog of 33,000 boxes of records."

To find a solution to the issue, the Government Archive Committee was formed, consisting of representatives from the ministries of Technology, Innovation and Citizens' Services and Community, Sport and Cultural Development and Royal BC Museum.

Below is the text for the memorandum of agreement between the B.C. Government and the Royal BC Museum.

WHEREAS:

- The Parties recognize the importance of ensuring archival records are transferred from Government to the Royal BC Museum and maintained for the citizens of British Columbia.
- The Parties have met and agreed to the following principles and commitments.

THEREFORE:

This Memorandum of Understanding represents a commitment by the Parties to work in partnership to address issues related to the transfer and maintenance of Government archival records. This partnership is taken in the interest of developing an agreement to address the needs and concerns of the Parties and the citizens of British Columbia.

PRINCIPLES:

In fulfilling the terms of the Memorandum of Understanding, the Parties will be governed by the following principles and commitments:

- *Fiscally responsible:* the Parties agree to take a fiscally responsible approach to providing and allocating resources for transferring archival records, in addition to maintaining archival records and providing services in relation to these records.
- *Collaboration:* the Parties agree to take a collaborative approach to establish service priorities and address issues related to the maintenance and transfer of archival records while recognizing each other's legislative mandates.
- *Citizen-centered:* the Parties agree to take a citizen-centered approach in prioritizing the work to be undertaken in making records available and by making access to records in the Royal BC Museum and to related records in the planned digital archives as seamless as possible.
- *Modern:* the Parties will work to ensure that modern approaches to archives management are considered (for example, digitization for preservation of records).
- *Accountability:* the Parties recognize the importance of being responsible for ensuring effective allocation and use of resources for preserving and providing access to archival records.

COMMITMENTS:

- The Parties recognize the importance of establishing an *Annual Service Agreement* and initiating the transfer of eligible archival records to the Royal BC Museum as soon as possible.
- The Parties will enter into an *Annual Service Agreement* to jointly establish service priorities and activities for archival records that will include the following:
 - Government, through the Ministry of Technology, Innovation and Citizens' Services, commits to provide funding for storage costs for records transferred under this agreement (initially by means of a 20-year pre-payment mechanism of \$140 per standard box).
 - Government, through the Ministry of Technology, Innovation and Citizens' Services, commits to provide funding for non-storage archival services relating to records transferred under this agreement (initially up to \$400,000 annually, for costs incurred).
 - The Royal BC Museum will continue to allocate resources to store, preserve and provide access to records transferred prior to this agreement.
 - The Royal BC Museum and the Ministry of Technology, Innovation and Citizens' Services will collaborate in the creation of a single, integrated archives experience, including a seamless digital archives infrastructure and portal, with each of the parties contributing financial and/or other resources according to their respective mandate.
 - The Parties will review the *Annual Service Agreement* process every 5 years to ensure its effectiveness in reaching the Parties' goals and adjust the process as needed.
- The Royal BC Museum will report annually to Government on the services performed on Government archival records in its custody.

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BACKGROUND:

The Swiss architecture firm Herzog & de Meuron has been selected to design a new **Vancouver Art Gallery**. The firm will have two themes: building for art and making downtown work better.

The firm won the bid over four other competitors on the Vancouver Art Gallery's shortlist.

The firm has designed high-profile projects globally, including the Tate Modern art gallery in London.

VAG Director Kathleen Bartels and the VAG board propose to build an iconic \$300 million art gallery at 688 Cambie Street, a two-acre site.

At approximately 300,000 square feet, the proposed new **gallery** will more than double the space of the current facility.

In April 2013, Vancouver city council voted unanimously to grant the VAG a 99-year lease at 688 Cambie Street, with a number of conditions.

The conditions include:

- o The VAG would have to raise \$100 million in federal government funding and an additional \$50 million in funding from the provincial government by 2015.
- o The VAG would have to raise 75 percent of the construction budget before building begins
- o Demonstration of a clear operational strategy
- o Continued support for local artists

The VAG has already received \$50 million in a one-time grant in 2008 from the B.C. government to support a new or refurbished site. In 2006 the B.C. government provided the City of Vancouver with \$5 million to plan a cultural district, which is yet to be determined.

Currently, VAG has approximately \$90 million (including the \$50 million from the B.C. government granted in 2008, as yet unspent) out of the estimated \$300 million required to build the proposed new gallery.

Under the conditions imposed by the city for granting the land, the VAG is to raise an additional \$150-million from the federal and provincial governments by the end of April, 2015.

As April 2015 wanes, VAG is unlikely to secure the additional \$150 million.

A media report asserts Bartels is counting on the unveiling of Herzog & de Meuron's design for the new art gallery to inspire more donor support for the project.

The design unveiling event was to occur in May, but is now postponed to June, 2015 because, according to a media report, VAG needs to bring the design for the new gallery into compliance with City of Vancouver land-use expectations.

The City of Vancouver is in discussion with VAG about setting a new deadline for the gallery to meet conditions attached to granting the 99-year lease at 688 Cambie Street. The city also requested that the design be revisited to fit the site as approved by city council.

Program Area Contact:	Gillian Wood	250 356-1725
Date:	April 22, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Issue Notes\ACGGS\IN_Vancouver Art Gallery_Aug. 5, 2015.docx	

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July 30, 2015

Honourable Peter Fassbender
Minister of Community, Sport, Cultural Development and Minister Responsible for Translink
Parliament Buildings
Victoria, B.C.
V8V 1X4

Dear Minister,

Congratulations on your new role. I am very excited about the opportunity you have to continue to execute on the priorities of our government as we serve the people of British Columbia.

Communities are the backbone of our province and the level of government closest to British Columbians. As a former Mayor, I know that you understand the important role local government plays in the lives of our citizens in ensuring we continue to have safe, secure and economically diverse communities in our province.

Metro Vancouver voters appreciated the opportunity to make their voices heard on those issues, and the issues surrounding Translink itself. As a result, I have decided to place responsibility for Translink with the Ministry of Community, Sport and Cultural Development—as the issues surrounding Translink following the outcome of the plebiscite are now inextricably linked with taxation issues facing local governments in Metro Vancouver.

Questions surrounding taxation and the significant funds that will be required to pay for the transit improvements outlined in the Mayors Council vision for transit and transportation are best dealt with by looking at the issues facing communities as a whole.

As you know, the annual mandate letter you receive is designed to be an ongoing workplan for your ministry that is updated on an annual basis.

Your mandate for the following year is as follows:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Work with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth.

Office of the
Premier

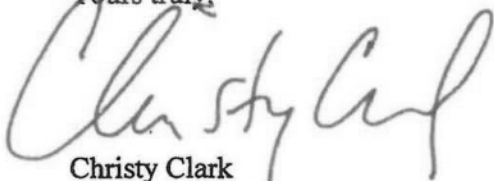
Mailing Address:
World Trade Centre
740 - 999 Canada Place
Vancouver BC V6C 3E1

3. Develop and present legislation to the House to implement the commitment to limit local government election expenses by March 31, 2016.
4. Working with the Ministry of Jobs, Tourism and Skills Training, report out and implement the ministry's plan to grow BC's creative economy and creative workforce.
5. Review the recommendations made by Chris Trumphy to improve the operations of the office of the Auditor General for Local Government and provide options for reform.
6. Develop and present options to Cabinet on potential processes under which local governments could either amalgamate or integrate service delivery by June 30, 2016.
7. Assess and report to Cabinet on the economic impact resulting from the FIFA 2015 Women's World Cup in Vancouver and make recommendations on whether to financially support and pursue other similar events.
8. Work with the federal government to secure funding for British Columbia available under the Building Canada Communities Fund.
9. Work with your colleagues to ensure that the annual UBCM convention provides a comprehensive exchange of ideas with municipal partners.
10. Following the decision by the voters of Metro Vancouver on the transit plebiscite, consult with the Mayors' Council and make recommendations to Cabinet on ways to improve transit in the region.

In addition, as discussed and approved by Cabinet, our government is committed to ensuring British Columbia government services are easily accessed by our citizens and businesses. Minister Coralee Oakes will be leading this initiative on my behalf and over the following 12 months she will be reaching out to all ministries to assist in reducing unnecessary red tape and regulation.

It is hard to believe but it has been two years since the people of British Columbia put their faith in us to lead their province. We have accomplished much in those two years, but much work remains to deliver the promise of a strong economy and secure tomorrow for our citizens. I look forward to working with you over the coming year.

Yours truly,

A handwritten signature in dark ink, appearing to read 'Christy Clark', written in a cursive, flowing style.

Christy Clark
Premier of British Columbia



BRITISH
COLUMBIA

June 10, 2014

Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development
Parliament Buildings
Victoria, British Columbia
V8V 1X4

Dear Coralee:

On behalf of the province of British Columbia, I would like to thank you for the contributions made by you and your ministry over the past year to provide a strong economy and secure tomorrow for our citizens.

The past year has seen significant achievements by our government: the successful delivery of the first balanced budget since the global economic downturn of 2008 which was followed by the introduction of a second balanced budget in February; continued progress to secure a new LNG industry in British Columbia; the development and release of BC's Skills for Jobs Blueprint; and successfully concluded long-term and affordable labour agreements with our valued public servants.

While these accomplishments are significant, we all acknowledge there is more to do to ensure all citizens are able to enjoy the promise of our province.

The Speech from the Throne delivered in February charted the course for our government for the year ahead. As you know, the speech was consistent with the policies contained in our election platform and outlines the steps we are taking to ensure development opportunities are seized in the province where they make economic and environmental sense.

The only way to secure long-lasting prosperity is to ensure that private sector investments are welcomed and encouraged in our province. That is the path we have chosen and that is the path upon which we will continue for the remainder of our term.

Last June, you were assigned a number of initiatives that were to be accomplished over the course of our term in office.

Office of the
Premier

Mailing Address:
World Trade Centre
740 - 999 Canada Place
Vancouver BC V6C 3E1

First and foremost was the need to control spending to the levels committed in Balanced Budget 2013. I am pleased that according to the third quarterly report issued with the budget, you are on track to successfully achieving this goal.

I would like to congratulate you and your team for the following achievements that have been made over the past year, recognizing that this list is only a selection and not a full accounting of the ministry's work:

- Contributed \$1 million in planning grants to Northwestern communities to plan for LNG development.
- Worked with the federal government to secure a 10 year extension on the federal gas tax fund to support the development of public infrastructure across BC.
- Passed Local Government Election Act reforms in the Spring 2014 legislative session.
- Successfully wound up operations of the Provincial Capital Commission upon the recommendation of the Cabinet Working Group on Core Review.
- Provided \$2 million to double the After School Sports and Arts Initiative for children who may not otherwise have an opportunity to participate in organized activities in their community.

The mandate letter provided to you last June was designed to be an ongoing workplan for your ministry that would be updated on an annual basis.

Your mandate for the following year is as follows:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Work with the Ministry of Natural Gas Development to assess and make recommendations to Cabinet on the impacts and opportunities presented by the creation of LNG facilities on communities where LNG facilities will be located.
3. Work with the Ministry of Transportation and Infrastructure and the Union of BC Municipalities to develop a provincial response and readiness plan for the new federal Building Canada infrastructure program.
4. Develop and pass next component of Local Government Election Act reforms dealing with campaign spending limits.
5. Work with the organizers of the Canada Winter Games 2015 in Prince George to ensure the Prince George games showcase provincial northern job opportunities.

6. In partnership with the Ministry of Jobs, Tourism and Skills Training, develop and provide options to Cabinet on a 5 year provincial hosting program by December 31, 2014.
7. Work with Parliamentary Secretary Donna Barnett and the Ministry of Forests, Lands and Natural Resource Operations on the creation and implementation of the Rural Dividend as committed in Strong Economy, Secure Tomorrow.
8. Work with the Ministry of Jobs, Tourism and Skills Training to ensure that cultural assets are being maximized to drive tourism opportunities in British Columbia.
9. Develop and present to Cabinet a plan to grow BC's creative economy and creative workforce.

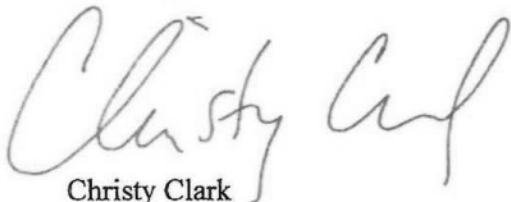
In addition, as discussed and approved by Cabinet, our government is committed to ensuring a common platform of compensation and accountability principles is implemented across our broader public sector. Taxpayers expect that the agencies they fund and support through their tax dollars adhere to the same standards of fiscal responsibility and transparency as the government they elect.

Please find attached a document containing these new common public sector principles and accompanying instructions for implementing these principles across the public sector organizations and agencies that fall under your ministerial responsibility.

These principles will require you and your deputy to spend additional time meeting with the chairs and boards of these organizations to ensure complete understanding of the expectations that government and taxpayers have of them in their roles as our representatives and their need to protect the public interest at all times.

While much has been accomplished in the first 12 months of our mandate, much work remains to ensure the promises of both a strong economy and secure tomorrow are met for British Columbians. I look forward to working with you in the next year of our mandate.

Sincerely,

A handwritten signature in cursive script, reading "Christy Clark". The signature is written in dark ink and is positioned above the printed name and title.

Christy Clark
Premier



June 10, 2013

Honourable Coralce Oakes
Minister of Community, Sport and Cultural Development
Parliament Buildings
Victoria, British Columbia
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Community, Sport and Cultural Development.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and

- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

Your ministry will be essential to the ability of communities in our province to prepare and benefit from our incredible LNG opportunity. We have implemented benefit sharing agreements with communities in northeast B.C. to help them manage growth challenges arising from natural gas extraction. We have committed to benefit sharing agreements as well with the communities of B.C.'s northwest which will be facing huge opportunities and tremendous change from these massive investments.

While the Community side of your ministry is critical, so are its other elements. As well, the sport and cultural development communities play key roles in the social development of our province. It will be your role to work with these partners to ensure we are putting our resources to best use to create vibrant cultural and sporting opportunities for people across our province.

In your role as Minister of Community, Sport and Cultural Development, I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Create the framework for the rural dividend for communities in the northwest that will be impacted by the opportunities and challenges that will arise from the LNG opportunity.
3. Work with the Union of BC Municipalities on a framework for implementing the upcoming federal infrastructure program to maximize provincial benefit opportunities.
4. Implement local government election changes in time to be used for the November 2014 local government elections.
5. Work with the sport and cultural development communities to make recommendations on how we can better provide provincial support to these organizations recognizing that we remain in a very difficult financial position.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

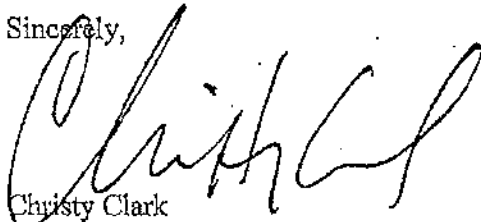
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Christy Clark', written over the printed name.

Christy Clark
Premier

Attachments (2)

MINISTRY OF COMMUNITY, SPORT, CULTURAL DEVELOPMENT and MINISTER
RESPONSIBLE FOR TRANSLINK

2015/16 Mandate Letter Commitments	
OTHER MINISTRY MANDATE COMMITMENTS INVOLVING CSCD	CORRESPONDING CSCD MANDATE COMMITMENT (if applicable)
JTST	CSCD and Minister Responsible for Translink
<u>CREATIVE ECONOMY / TOURISM</u> 6. Continue to host sectoral jobs round tables to ensure that government is meeting the needs of industries as they meet the challenge of a growing and changing economy. [Almost identical to #7 last year] 13. Work with the President and CEO of Destination BC to ensure it is working closely with the Province on the implementation of our provincial tourism strategy.	<u>CREATIVE ECONOMY / TOURISM</u> 4. Working with the Ministry of Jobs, Tourism and Skills Training, report out and implement the ministry's plan to grow BC's creative economy and creative workforce. [Related to #9 last year]
Minister of Small Business, Red-Tape Reduction & Minister Responsible for Liquor Distribution Branch	CSCD and Minister Responsible for Translink
<u>LNG DEVELOPMENT</u> 7. Work with the LNG Buy BC program to ensure BC small businesses have an opportunity to participate in delivering goods and services to LNG projects. [Almost identical to #2 last year] 9. Work with the Minister of International Trade to review and make options to Cabinet on ways to expand the LNG-Buy BC online tool to other sectors of the provincial economy.	<u>LNG DEVELOPMENT</u> 2. Work with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth. [Related to #2 last year]
<u>RED TAPE / DEREGULATION</u> 11. Make recommendations to Cabinet on ways to highlight regulatory reform and red tape reduction in British Columbia. 12. Work with all ministries to identify new opportunities to reduce or eliminate outdated regulation and reduce red tape for British Columbians. As part of this work, examine the current Regulator Impact Assessment and consider changes to ensure regulatory impacts are identified and mitigated as early as possible in the development process. [Related to #10 last year]	<u>RED TAPE / DEREGULATION</u> In addition, as discussed and approved by Cabinet, our government is committed to ensuring British Columbia government services are easily accessed by our citizens and businesses. Minister Coralee Oakes will be leading this initiative on my behalf and over the following 12 months she will be reaching out to all ministries to assist in reducing unnecessary red tape and regulation.
<u>UBCM</u> 3. Work with UBCM on ways to streamline the liquor primary application process.	<u>UBCM</u> 9. Work with your colleagues to ensure that the annual UBCM convention provides a comprehensive exchange of ideas with municipal partners.

MINISTRY OF COMMUNITY, SPORT, CULTURAL DEVELOPMENT and MINISTER
RESPONSIBLE FOR TRANSLINK

2015/16 Mandate Letter Commitments	
OTHER MINISTRY MANDATE COMMITMENTS INVOLVING CSCD	CORRESPONDING CSCD MANDATE COMMITMENT (if applicable)
International Trade and Asia Pacific Strategy and Multiculturalism	CSCD and Minister Responsible for Translink
<u>JOBS PLAN</u> 2. Coordinate trade missions across all ministries to ensure maximum coverage and minimal duplication as ministries execute BC Jobs Plan strategies. [Identical to #3 last year]	<u>JOBS PLAN</u> N/A
<u>LNG DEVELOPMENT</u> 13. Work with the Minister of State for Small Business and Tourism to review and make options to Cabinet on ways to expand the LNG-Buy BC online tool to other sectors of the provincial economy.	<u>LNG DEVELOPMENT</u> 2. Work with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth. [Related to #2 last year]
Natural Gas Development and Housing	CSCD and Minister Responsible for Translink
<u>LNG DEVELOPMENT</u> 2. Work with LNG Project proponents to secure signed Project Development Agreements that will lead to financially secure arrangements for both LNG developers and taxpayers. 4. Working with the Ministry of Finance, prepare legislation to enact BC's Prosperity Fund for introduction in the Spring 2017 Legislative session.	<u>LNG DEVELOPMENT</u> 2. Work with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth. [Related to #2 last year]
Aboriginal Relations and Reconciliation	CSCD and Minister Responsible for Translink
<u>LNG DEVELOPMENT</u> 5. Work with BC First Nations that participate in and benefit from natural gas extraction, pipelines or LNG facilities to ensure they are provided with the ability to participate in this generational opportunity.	<u>LNG DEVELOPMENT</u> 2. Work with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth. [Related to #2 last year]

MINISTRY OF COMMUNITY, SPORT, CULTURAL DEVELOPMENT and MINISTER
RESPONSIBLE FOR TRANSLINK

2015/16 Mandate Letter Commitments	
OTHER MINISTRY MANDATE COMMITMENTS INVOLVING CSCD	CORRESPONDING CSCD MANDATE COMMITMENT (if applicable)
Finance	CSCD and Minister Responsible for Translink
<u>LNG DEVELOPMENT</u> 5. Work with the Ministry of Natural Gas Development to secure Project Development Agreements with LNG developers in British Columbia.	<u>LNG DEVELOPMENT</u> 2. Work with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth. [Related to #2 last year]
FLNRO	CSCD and Minister Responsible for Translink
<u>TIMBER SUPPLY</u> 4. Continue to work with the Ministry of Community, Sport and Cultural Development to prepare for and minimize the impact of timber supply reductions caused by the mountain pine beetle. <u>RURAL ECONOMIC DEVELOPMENT</u> 11. Work with Parliamentary Secretary Donna Barnett and her Rural Advisory Council to provide advice to government on ways to improve rural economic development, access to capital and the rural dividend.	N/A
Justice and Attorney General	CSCD and Minister Responsible for Translink
<u>UBCM</u> 2. Work with the Minister of Community, Sport and Cultural Development and Minister Responsible for Translink and the UBCM on ways to improve community safety in British Columbia and report back to Cabinet on these initiatives by March 31, 2016.	<u>UBCM</u> 9. Work with your colleagues to ensure that the annual UBCM convention provides a comprehensive exchange of ideas with municipal partners.
Social Development and Social Innovation	CSCD and Minister Responsible for Translink
<u>ACCESSIBILITY 2024</u> 4. Work with partner ministries and the disability community to implement Accessibility 2024 and report out annually on the progress made in moving B.C. forward as an accessible province.	N/A

MINISTRY OF COMMUNITY, SPORT, CULTURAL DEVELOPMENT and MINISTER
RESPONSIBLE FOR TRANSLINK

2015/16 Mandate Letter Commitments	
OTHER MINISTRY MANDATE COMMITMENTS INVOLVING CSCD	CORRESPONDING CSCD MANDATE COMMITMENT (if applicable)
Transportation	CSCD and Minister Responsible for Translink
<u>BUILDING CANADA FUND</u> 4. Work with the federal government to secure federal funding for provincial priorities as part of the Building Canada Infrastructure Fund.	<u>BUILDING CANADA FUND</u> 8. Work with the federal government to secure funding for British Columbia available under the Building Canada Communities Fund.

Inventory of Government Initiatives Affecting Local Governments

	Description	Contact
	Ministry of Aboriginal Relations and Reconciliation (Tonja Joyce)	
MARR	** As identified by CSCD Staff: MARR-UBCM Working Group The UBCM-MARR Joint Working Group is an advisory committee comprising of staff leads from MARR and UBCM with support from CSCD. Additional agencies, ministries and local government representatives are to be invited to participate on an issue-specific basis. While meetings have been sporadic over the past two years due to staff changes and availabilities, a commitment was made to meet more regularly by the new MARR ADM (Chair) at the May 12, 2015 meeting. The joint working group arose from a request in 2012 from UBCM's First Nations Relations Committee to discuss areas of mutual interest. Topics can range from treaty negotiations to Community to Community Forum Program funding to off reserve housing matters to strategic engagement agreements.	
	Cariboo Region s. 13, s. 16, s. 17	Doug Bowen, Negotiator
MARR	Kootenay Region s. 13, s. 16, s. 17	Marty Osberg, Negotiator Marty Osberg, Negotiator Marty Osberg, Negotiator

Inventory of Government Initiatives Affecting Local Governments		
	Description	Contact
MARR	s.13,s.16,s.17	Marty Osberg, Negotiator
	Vancouver Island/South Coast Region s.13,s.16,s.17	Sarah Cavanagh, Negotiator
	s.16,s.17	Presentation to Strathcona Regional District (RD) Board in summer 2011. RD director Jim Abram was identified as TAC rep in 2012.
	s.13,s.16,s.17	Heather Johnston, Assistant Negotiator
	s.16,s.17	Heather Johnston, Assistant Negotiator
MARR	s.13,s.16,s.17	Mark Price, Assistant Negotiator
	s.13,s.16,s.17	Presentation to Central Coast Regional District Board in summer 2012.
	Lower Mainland/South Coast Region s.13,s.16,s.17	Cory Herrera, Senior Negotiator
	s.16,s.17	Cory Herrera, Senior Negotiator
	Representatives from Greater Vancouver Regional District (GVRD) and the Fraser Valley Regional District (FVRD) sit at treaty table with BC team. Negotiator meets with local governments regularly. Senior Negotiator meets with GVRD senior officials, etc. regularly.	Corinne Shephard, Negotiator

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MARR	s. 16, s. 17	Representative from Fraser Valley Regional District (FVRD) sits at treaty table with BC team. Contacts made with FVRD, but no specific requests for presentation; Senior Negotiator keeps Greater Vancouver Regional District (GVRD) senior staff informed. City of Chilliwack indicated interest to Senior Negotiator in scheduling a workshop.	Corinne Shephard, Negotiator
	s. 16, s. 17	Representatives from Greater Vancouver Regional District (GVRD) sit at treaty table with BC team. Senior Negotiator meets with GVRD senior officials, etc. regularly.	Cory Herrera, Senior Negotiator
	s. 13, s. 16, s. 17		Yvette Lizée, Regional Manager
	North Coast Region s. 13, s. 16, s. 17		Carina Diller, Negotiator Heinz Dyck, Chief Negotiator Carina Diller, Negotiator Mark Lofthouse, Chief Negotiator
MARR	North Region		
	s. 16, s. 17	Updates with Atlin Community Improvement District – a representative, Michael Strange, sits at the treaty table with the BC team. Last update provided in March 2015 in Atlin.	Carina Diller, Negotiator

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	Description	Contact
MARR	Omineca Region	
	s.13,s.16,s.17	
	Vancouver Island Region	
	s.13,s.16,s.17	Dawn Slater, Negotiator
		Dawn Slater, Negotiator
		Dawn Slater, Negotiator
		Sarah Cavanagh, Negotiator
		Sarah Cavanagh, Negotiator
	s.16,s.17	Marilynn Graham, Negotiator
	Representatives from Capital Regional District (CRD) and the Cowichan Valley Regional District (CVRD) sit at treaty table with BC team Chief Negotiator regularly meets with local elected officials Senior Negotiator has linked with CRD Regional Growth Strategy process Representative from Cowichan Valley Regional District (CVRD) on treaty team.	Andrew Alley, Negotiator
Ministry of Agriculture (Stefan Morales)		

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	Description	Contact
AGRI	Federally licenced medical marijuana production in the ALR. AGRI has amended the Agriculture Land Reserve Regulation to specifically identify federally licenced medical marijuana production as a farm use in the ALR which local government can regulate, but not prohibit. AGRI has also developed a corresponding Bylaw Standard which establishes the limits to which local governments can restrict the production of medical marijuana in the ALR and provides local government with ready-to-use bylaw provisions.	Grant Parnell, ADM
MCFD	Ministry of Children and Family Development (Zita Teng) Community Poverty Reduction Strategies The Community Poverty Reduction Strategies, launched in May 2012, is a joint initiative between the Union of British Columbia Municipalities (UBCM) and the Ministry of Children and Family Development (MCFD), premised on the experience that no one party can address a complex issue such as poverty. This community-based initiative is about making a difference in the lives of individual families by bringing together existing community resources and encouraging local, innovative ways of addressing family needs. The focus is on optimizing the use of current resources across provincial government, local government municipal, voluntary and business sectors to effectively work with, and support, families experiencing poverty. The goal is twofold: in the shorter term both manage and mitigate the immediate impacts of poverty on families and in the longer term, to support communities in their efforts to reduce poverty. Seven communities across the province, representing a blend of rural, remote and urban are participating – Port Hardy, New Westminster, Surrey, Kamloops, Cranbrook, Prince George and Stewart. In each community, an MCFD Family Consultant works with works collaboratively with community partners to build local teams and community plans that identify the key barriers families face, and connect families to the services they need.	Beverly Dicks, ADM Tami Currie, ED
	Ministry of Education (Jacqueline O'Callaghan)	

Inventory of Government Initiatives Affecting Local Governments			
	Description	Contact	
EDUC	s.13,s.17	Mari Martin, Director	
MEM	Ministry of Energy and Mines (Daymon Trachsel)		
	Community Energy Leadership Program (CELP)	The CELP, funded through the Innovative Clean Energy (ICE) Fund, provides local governments and First Nations with pivotal funding where they are undertaking either one of a range of renewable energy capital projects or a major energy efficiency initiative applied specifically to the local government's or First Nation's own infrastructure. Funding will range from \$20,000 to \$80,000 per application. The program is scheduled to run for the next three fiscal years (total \$1.24M). Separate calls for applications will be made each year.	Ted Sheldon, Planning Officer
	Community Commitments to Renewable Energy in BC	A recent (co-sponsored with MoE) contract that provides a snapshot of local government commitments to renewable energy in BC as captured from 101 Community Energy and Emissions Plan (CEEPs), Climate Action Revenue Incentive Program (CARIP) Reports and a selection of prominent local government funding sources.	Ted Sheldon, Planning Officer
	Remote Communities Initiative	The Remote Community Initiative, funded by the Province, and managed by the Fraser Basin Council, provides funding to and organizes community-to-community mentorship between remote, off grid First Nations and local governments in B.C. for their energy efficiency and clean energy projects.	Christina Ianniciello, Manager
	Oil to Air Source Heat Pumps (ICE Funded)	Delivered by City Green, the Oil Heating to Electric Air Source Heat Pump Conversion (O2HP) Incentive (\$0.6M) will utilize a collaborative and multi-sectoral approach, including partnerships with local governments, utilities and contractors, to drive demand for conversion and more broadly, home energy efficiency retrofits.	Nat Gosman, Director

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	Description	Contact	
MEM	Clean Energy Vehicle Program (ICE-Funded)	The Clean Energy Vehicle (CEV) Program offers electric vehicle & hydrogen fuel cell vehicle incentives and contributions to electric vehicle charging infrastructure and hydrogen fuelling infrastructure. Local government fleets are eligible for vehicle incentives and charging / fuelling infrastructure investments, and are partners on the CEV outreach & education (e.g. Emotive)	Christina Ianniciello Manager
	Energy Efficiency Working Group (EEWG)	s.13,s.16	Nat Gosman, , Director
	Plan4DE	An International Energy Agency-sponsored (\$247,000) initiative, this project brings together a diverse team (Canada, Denmark, United Kingdom, United States) including representation from the Province, to provide local government planners, engineers and elected officials with a user-friendly, interactive modelling and communications tool to determine the potential for district energy in new and established developments.	Ted Sheldon, Planning Officer
MEM	Economic Development and Industrial Land Use s.13,s.16,s.17	s.13,s.16	Bernadette McNevin, Director
			Bernadette McNevin, Director
			Bernadette McNevin, Director

Inventory of Government Initiatives Affecting Local Governments		
	Description	Contact
ENV	Ministry of Environment (Vicki Jackson/Bev Crozier)	
	Climate Action Charter	Tools for making progress on CN (SMARTTool, Methodology, Profiles – Forestry / Organics)
	Engagement	Toolkit.bc.ca upkeep and relevance QUEST “Solutions Tables” and conference / CNG symposium 2016 / QUEST GTI exercise. Mayors Climate Leadership Council
	Waste Diversion	s.13 Donna Sanford, Sr. Policy Analyst
ENV	Renewable Energy, Efficiency and Conservation	CEV 2.0 LiveSmart / HERO review Energy Efficiency Working Group re s.13 (OHCS lead). “Stretch Code” These are all in partnership with MEM and OHCS Donna Sanford, Sr. Policy Analyst
	s.12,s.13,s.14	Glen Okrainetz, Mgr
		Glen Okrainetz, Mgr
	Wood Stove Exchange Program	Continuation of this program that provides funding for local partners (local governments or community groups) to encourage the replacement of old wood stoves with cleaner burning options. Glen Okrainetz, Mgr

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	Description	Contact
s. 12, s. 13, s. 16		Lori Halls, ADM Chris Jenkins, Mgr
s. 12, s. 13, s. 14		Christine Woodhouse, A/Mgr
Update to the Guide for the Preparation of Regional Solid Waste Management Plans (guideline)	The Ministry intends to update the guideline which will reduce red tape and streamline the planning process. The update focus is on process only (policy issues are out of scope). An intentions paper will be released August 2015 and consultation will occur in the fall 2015 s. 13	Sonya Sundberg, A/Mgr
MMBC service coverage (Packaging and Printed Paper category of Extended Producer Responsibility)	Local governments which do not currently receive MMBC service continue to raise this issue with government. ENV continues to work with MMBC to address this issue.	Cameron Lewis, ED
ENV StewardChoice – Packaging and Printed Paper Stewardship Plan	StewardChoice is expected to formally submit a stewardship plan which would be in competition with MMBC's in the packaging and printed paper category. Consultation on such a plan may occur as early as mid-2015.	Cameron Lewis, ED
s. 12, s. 13, s. 14, s. 16		Mark Zacharias, ADM
Aquatic Invasive Species (Zebra and Quagga Mussels)	Engagement with local governments on prevention strategies and control measures should mussels be detected in BC.	Mark Zacharias, ADM
ENV Species at Risk Five-Year Plan	Engagement with local governments on stewardship approaches to address species at risk.	Mark Zacharias, ADM
Public Consultation during Environmental Assessments	Inviting the public and stakeholders to participate in a discussion about improving public consultation in the BC environmental assessment process and hear citizens' ideas about ways to	Michelle Carr, ADM

Inventory of Government Initiatives Affecting Local Governments		
	Description	Contact
EAO	Ongoing local government engagement in the environmental assessment process	Michelle Carr, ADM
EAO	As a standard practice, EAO invites affected local governments to participate on project working groups. Affected local governments are also notified of the following key milestones in the review process. Local governments can also take part in the EA process as proponents of reviewable projects or as general participants during the public consultation periods that occur for every project.	
EAO	s.12,s.13,s.14,s.16	Erin Scraba, Mgr
EAO	** As identified by CSCD Staff: Socio-Economic Effects Management Plans (SEEMPS) MCSCD was asked by DMC-LNG to work with the Environmental Assessment Office (EAO), the Ministry of Natural Gas Development and the Ministry of Aboriginal Relations and Reconciliation on the development of a framework and guidance material for Socio-Economic Effects Management Plans (SEEMPS) to provide an adaptive management process to identify and mitigate socio-economic impacts that arise from major LNG project development. MCSCD key responsibilities/work in relation to SEEMP include: • Provide advice and guidance to Certificate Holders, Provincial agencies and local governments on the SEEMP purpose and process, to support effective and timely development and implementation of SEEMPs. • Upon receipt, review the SEEMP and Record of Engagement (from during SEEMP development). • Provide advice to EAO regarding SEEMP approval (Includes soliciting feedback from local governments and provincial agencies on plan engagement process) • facilitate problem solving and issues management during SEEMP development and implementation. • Monitor SEEMP implementation reports • Prepare SEEMP updates/decision notes for senior government officials/ committees, as needed/ requested. This SEEMP work is currently consuming 3.5-4 full time FTE's and may require more staff resources as more LNG projects come on stream and SEEMPS move from development into the implementation phase.	Meggin Messenger, ED

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	Description	Contact
CAS	s.13	Meggin Messenger, ED
	s.13 As a first step they have proposed 5 working groups, which will begin meeting the last week in May. MCSCD participation on the working groups is essential to ensure potential proposals fit within the context of the local government authority and the overall local government system. Resourcing these 5 working groups will be very challenging for the ministry given current work priorities and resource constraints. As an example of the potential workload and resourcing implications for MCSCD, under BC's first Climate Plan it is estimated that a minimum of eight FTEs were being directly consumed within CSCD on climate related work.	

FIN	Ministry of Finance (Shelley Maclean)	
	s.12,s.13,s.14,s.16,s.17	Rachael Franklin, Analyst
		Duncan Jillings, Director
		Duncan Jillings, Director
		Jill Sinkwich, Director Tona Hetherington, Director
	The following 2 items are unlikely to trigger the need for broad consultations, but may trigger some questions:	

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		Description	Contact
FIN	s.13,s.17		Chris Brown, ADM
			Chris Brown, ADM
FIN	Action Plan on Public Health and Gambling	The provincial government will develop a standardized package of information outlining the public health risks of gambling. It will be offered to municipalities to assist decision makers in their analysis of gaming expansion and ensure that they have a full understanding of the risks and benefits of expanding gambling in their communities. The package will include information about problem gambling prevalence, availability of alcohol, high-risk games, and revenue generated from problem gamblers.	John Mazure, ADM
FIN	Problem Gambling and Health Awareness Conference – Four Directions	GPEB is delivering a Conference called: Problem Gambling and Health Awareness Conference FOUR DIRECTIONS September 21-24, 2015 in Richmond BC. Our partner is the Evergreen council on Problem Gambling, Washington State, USA. This has a indigenous focus and is part of our strategic development of an indigenous service stream with the Responsible and Problem Gambling Program. A working group is made of representatives geographically and from across disciplines. The municipality of Richmond has a voice on the committee through a community organization.	John Mazure, ADM
Ministry of Forests, Lands and Natural Resource Operations (Jillian Rousselle)			
	Rural Development	FLNRO is leading the Rural Development Initiative as assigned to the Minister Thomson. Ministers Thomson and Oakes are responsible for working towards creating and implementing the rural dividend per the 2014 mandate letters. Parliamentary Secretary Barnett chairs a 14 member advisory Council from across BC that includes 2 mayors and other rural community leaders.	David Borth, ED

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	Description	Contact
Provincial Stewardship Optimization/Timber Harvest Land Base (THLB) Stabilization Project	Forest Competiveness Initiative currently identified the Provincial Stewardship Optimization / Timber Harvest Land Base (THLB) Stabilization Project as one of the fundamental opportunities to better competitiveness for the forest sector. Two main goals are to improve stewardship and economic forest activity; and optimize stewardship objectives while minimizing impacts to the THLB. The four approved pilot projects should all be completed for implementation approval by Sept 1, 2015 and the deadline for submission of new pilot projects for consideration is June 1, 2015.	Steve Schell, Director
s.12,s.13,s.14		Val Miller, Invasive Plant Officer
Landslide Response Plan	The Selkirk District, working with both Regional and Provincial Teams are developing updated landslide event, response strategies to be completed by June 2014.	Tara DeCourcy, Resource Manager

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	Description	Contact
Lake Koocanusa Steering Committee	Developing local solutions to ongoing public recreation issues on Lake Koocanusa Landscape. Funded in part by CBT. Strategy for implementation is ongoing, expect substantial implementation by 2017.	Harry Mitchell, District Manager
s.13,s.16,s.17		Duncan Williams, ED
		Duncan Williams, ED

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Inventory of Government Initiatives Affecting Local Governments		
	Description	Contact
s.13		Duncan Williams, ED
s.12,s.13,s.14		Duncan Williams, ED
Reduction of Mid-Term Timber Supply	Over the next few years, the timber supply in the interior of BC will decrease as Mountain Pine Beetle killed timber loses its value and annual harvest rates are adjusted to 'pre-salvage' sustainable levels. In some areas, harvest levels will be reduced significantly and the reductions may last up to 50 years. The Minister of FLNR has legislative authority to allocate fibre supplies to existing tenure holders and to support government programs (i.e. fibre to First Nations, BCTS, communities, etc.). These fibre allocation decisions will generally follow the Chief Foresters' determination of new harvest levels, and will be done in recognition of current tenure holders rights, and government objectives related to Crown revenue, economic development, land base sustainability, community impacts. etc.	Dave Peterson, ADM

Inventory of Government Initiatives Affecting Local Governments

	Description	Contact
FLNRO Forest Sector Competitiveness	This vision involves 6 key objectives: 1. Reliable and Sustainable Timber Supply; 2. Competitive Industry Hosting Conditions; 3. Improve Certainty around Land Base; 4. Market Access and Growth for Forest Products; 5. Driving Innovation and Diversification; and, 6. Rural Community Stability. Timelines April-June 2015 • Continue work of Forest Sector Competitiveness Steering Committee focused on economic analysis and short term priority actions; leading work through completion. • Workplan and consultation plan developed - April 2015 to meld current work with new and aligned projects based on direction for overall Competitiveness Strategy. April-September 2015 • FLNR to advance identified aligned projects, with other key stakeholders that are contained within Forest Competitiveness Strategy: • Improving value generation from the forest; • Residual fibre utilization (overlaps with 2014 mandate letter #9); • Pulp and paper sector economics; • Innovation approach for the forest sector; • Hosting conditions outside of FLNR mandate; • Public communication/education; • Coast-specific sustainability plan; and, • Interior transition strategy, post pine beetle.	Dave Peterson, ADM
FLNRO Fibre Utilization	FLNR is working with industry on many initiatives to increase fiber utilization and improving security of access to fibre. Current work is focused on policy opportunities in three areas: economics; integrated planning and harvesting; and tenures. Expected outcomes in summer - fall 2015 and spring 2016.	Peter Jacobsen, ED

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	Description	Contact
s.13,s.17		Peter Jacobsen, ED
s.13		Berdine Jonker, A/Manager
s.13,s.16,s.17		Berdine Jonker, A/Manager

FLNRO

Inventory of Government Initiatives Affecting Local Governments		
	Description	Contact
FLNRO	MoU Wildfire Suppression and Jurisdictions Having Local Authority	Dave Maedel, ED
	MoU that outlines wildfire response protocol between Wildfire Management Branch and fire departments: Wildfire Management Branch may, upon request from local authorities, and, if wildland fire fighting resources are available, support local authority forces if wildfires occur within a fire protection district. Local authorities may, upon request from Wildfire Management Branch, and, if wildland fire fighting resources are available, support Wildfire Management Branch if wildfires occur outside a fire protection district.	
	Strategic Wildfire Prevention Initiative (SWPI)	Ian Meier, Director
	Funding program that supports communities mitigate risk from wildfire in the wildland urban interface: development of Community Wildfire Protection Plans, fuel management prescriptions and completion of operational fuel treatments. Managed through the Provincial Fuel Management Working Group - including the First Nations' Emergency Services Society, Ministry of Forests, Lands & Natural Resource Operations and the Union of BC Municipalities.	
	Fire Management Planning	Ian Meier, Director
	Wildfire planning to protect key values such as infrastructure and communities where treatments can be done to create wildfire resiliency. • Identify values at risk and level of risk and threat to values. • Prioritize management to protect highest values at highest risk. • Determine management objectives (e.g. reduce risk from extreme (rank 5, 6) to moderate (rank 3,4) or less. • Identify management options to reduce risk and threat (fuel modification, prevention, increased suppression success). • Implement management options and assess results, modify as required.	
FLNRO	Emergency preparedness coordination with Local Government	Ian Meier, Director
	Liaison with multi-stakeholders to ensure that B.C. communities are informed, aware and prepared to address of wildfire risks and mitigation strategies.	
	Provincial Trail Strategy	John Hawkings, Director
	Recreation Sites and Trails is leading the implementation of the Trails Strategy for BC. The Provincial Trails Advisory Body advises the ministry on implementation of the Strategy. UBCM is in discussions with RST to determine appropriate representation. Currently they are jointly represented by BC Parks and Recreation Association but this is being evaluated.	

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	Description	Contact
s. 12, s. 13, s. 14		Glen Davidson, Director and Comptroller of Water Rights
Amendment to Floodplain Land Use Guidelines to Include Provisions for Sea Level Rise	Section 910 of the Local Government Act requires local governments to consider the MFLNRO "Flood Hazard Area Land Use Management Guidelines" (2004) when designating floodplains and creating floodplain building bylaws. While not mandatory, the Guidelines represent official provincial policy for new development in flood hazard areas. Since 2014, MFLNRO and MOE staff have been undertaking a consultation process in partnership with a UBCM facilitated committee to amend the Guidelines to include provisions for sea level rise when approving new coastal development. Comments have been received on the first draft and a second draft is currently being prepared. The expected timeline for completion of the consultation process and publication of the amendment is September, 2015.	Glen Davidson, Director and Comptroller of Water Rights

MFLNRO

Inventory of Government Initiatives Affecting Local Governments		
	Description	Contact
FLNRO	Lower Mainland Dike Assessment (in support of Lower Mainland Flood Management Strategy facilitated by the Fraser Basin Council) The Fraser Basin Council is facilitating the development of the "Lower Mainland Flood Management Strategy" in partnership with 25 local governments, federal and provincial ministries, transportation authorities and several other interests. MFLNRO is contributing to this process through staff participation, plus the contracting and completion of individual projects that support the overall strategy. Currently, MFLNRO is completing the "Lower Mainland Dike Assessment" project, briefly outlined as follows: • More than 500 km of dikes (70 separate dikes managed by 35 diking authorities) protect 500,000 homes and tens of billions of dollars of improvements in the Lower Mainland area from river and coastal flooding. • Most of these dikes do not meet current provincial standards and are at high risk of failure during major flood events. However, this information is not easily accessible to local government emergency responders, land use planners and elected officials. • The project involves an engineering evaluation of each of the dikes based on existing technical information. This overview assessment identifies major deficiencies and roughly estimates the current level of flood protection for each of the dikes. It is anticipated that the results from the project will be published by the ministry and Fraser Basin Council in July of this year.	Glen Davidson, Director and Comptroller of Water Rights
	UBCM Recommendations on Small Water System Issues • Provincial agencies are reviewing and where feasible implementing recommendations by UBCM on priority small water system (SWS) issues. • FLNRO is working at ADM and Water Management Branch level with MoH, MCSCD and MOTI on preventing the establishment of unsustainable SWSs while increasing financial and management capability for existing SWSs. • Results of the interagency work is expected to be presented to ministers in 2 years or less.	Glen Davidson, Director and Comptroller of Water Rights
	Urban Deer Recommendations Package The UBCM and Local Governments will be submitting a recommendations package on Urban Deer to FLNR very shortly. This package will address program, governance, best management practice and policy improvements from the perspective of local governments. Once received, FLNR will have three months to respond.	Jeff Morgan, Manager

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	Description	Contact
Urban Trapping Issues-Trapping Review Process	Municipalities have been asking for shared responsibility for the regulation of trapping within municipal boundaries. This is possible however, the trapping industry has suggested increased training requirements as an alternative to municipal by-laws. These alternatives will be consulted on and evaluated through a Trapping Review Process that is being undertaken by the Fish and Wildlife Management Branch.	Mindy Richter, Executive Lead
Riparian Areas Regulation (RAR)	The RAR is implemented through local governments. The Ombudsperson of BC issued a report (2014) with 25 recommendations aimed at improving the ministry's administration of RAR. All local governments to which RAR applies have been contacted in consultation with UBCM. s.13,s.17	Stacey Wilkerson, Aquatic Habitat Specialist
Cumulative Effects Framework (CEF)	Cumulative Effects Assessments are being completed throughout the Province. Local governments are involved in the North and in Howe Sound. Assessment results have potential to influence local government decisions as well. Engagement activities are occurring throughout the province and there is indication that more active engagement is desired in a number of regions.	Jennifer Psyllakis, Manager
Marine Planning Partnership (MaPP) Marine Plans	Marine Plans provide guidance for the issuance of foreshore and marine tenure - this may have an effect on local economic opportunities, job creation and overall marine health. Implementation is in the beginning stages.	Charlie Short, Manager

Inventory of Government Initiatives Affecting Local Governments		
	Description	Contact
FLNRO	Forest and Range Practices Advisory Council (PAC) UBCM has representation on the Committee: PAC meets regularly (quarterly) to discuss resource management practices, and provide advice to Minister Thomson. UBCM has a representative on the committee - Mr. Brian Frenkle, who joining in March 2015	Ian Miller, Manager
	Softwood lumber agreement renewal and negotiations • British Columbia is supporting Canada's efforts to press the U.S. to renew the Canada • U.S. Softwood Lumber Agreement will expire in October 2015. • Under this managed trade agreement, Canada puts export taxes on Canadian lumber shipments to the U.S. and the tax revenue collected from B.C. firms shipping lumber to the U.S. is returned to B.C. • The agreement, which has been in place since 2006, provides certainty to B.C.'s forest industry, one of the Province's key economic drivers and key employers – providing more than 145,000 direct and indirect jobs • Forestry is one of B.C.'s key economic drivers and key employers – providing more than 145,000 direct and indirect jobs. About 40% of B.C.'s rural communities are dependent on forestry.	Rebecca Ewing, Director
	s.12,s.13,s.14	Lyle Knight, Manager

Inventory of Government Initiatives Affecting Local Governments

	Description	Contact
FLNRO	New BCTS goal and objectives • BCTS has new a new goal and objectives in the business plan: - o Goal: to support the Market Pricing System - o Objective 1: to sell the apportionment (Annual Allowable Cut) over the business cycle subject to sustainability. - o Objective 2: generate net direct and indirect revenue for the Province. - o Objective 3: improve the business through collaboration with internal and external stakeholders • Meeting objective 1 will push BCTS operations into controversial areas to sell timber. • This combined with objective 3 will see BCTS engaging with local government more in the coming year. Local Government can expect to see more information and communication about timber sales and BCTS operations.	Mike Falkiner, ED
HLTH	Ministry of Health (Sara) Hospice Space Expansion - June 2013 Mandate Commitment In June 2013, the government committed to creating a plan for hospice expansion and beginning the process of doubling the number of hospice spaces in British Columbia by 2020. A phased approach to increasing the number of hospice spaces, the type, and their geographic location is now underway with Phase 1 (2014/15) completed and reported increases underway. s.13,s.17	Janet Zaharia, Director

Inventory of Government Initiatives Affecting Local Governments		
	Description	Contact
HEALTH New Tobacco and Vapour Products Legislation (Implementation)	Several local governments have bylaws that restrict the use of tobacco or vapour products/electronic cigarettes. Local governments may be interested in the implementation of the proposed Tobacco and Vapour Products Control Act, which recently received Third Reading in the Legislature. The Tobacco and Vapour Products Control Act, when proclaimed, will include requirements that: - Ensure retailers sell e-cigarettes only to adults aged 19 and above, and to make it possible to create regulations to ensure that no retail displays are targeted to youth and no retail advertising for e-cigarettes is shown where youth can see it. - Ensure e-cigarettes are not sold in public buildings and their use is banned on public and private school grounds as well as in indoor public spaces and workplaces. - Prohibit tobacco and e-cigarette use on health authority properties; however health authorities will have the ability to set designated smoking areas if they wish. The legislation outlines the scope of change intended, and the regulations will provide greater detail on how the legislation will be implemented. The Ministry of Health will seek feedback on the implementation of the regulations later this spring and the date of implementation of the regulation is to be determined, but will be within the year.	Matt Herman, ED

Inventory of Government Initiatives Affecting Local Governments

	Description	Contact
A GP for Me	A province wide initiative of the General Practice Services Committee (MoH nd BCMA), in partnership with local Divisions of Family Practice and key stakeholders to create a suite of incentives and supports that strengthens the Family Physician (FP)/patient relationship and quality of care for those who currently have a FP, and aims to increase capacity and access for British Columbians who are currently unattached to a FP (unattached patients will become attached). The program builds on prototypes from 2010 in the White Rock/South Surrey, Prince George, and Cowichan Valley Divisions of Family Practice (Division) that have attached approximately 9,400 patients . Component two on this initiative - Community Level Divisions of Family Practice Attachment Supports - may have direct impacts to local government from the perspective that local government representatives are invited to partner and co-develop solutions with Divisions (note municipal involvement will look different in each community, depending on the partnerships). Divisions enable FPs to participate collectively and cooperatively in engaging with their health authority, the Ministry, Doctors of BC, local municipalities and community groups. A Division coordinates with the health authority and other partners to help create community specific supports to build the FP practice capacity and community primary care capacity that is required for the initiative to succeed. Support examples include: Nurse Practitioner involvement in physician led unattached patient clinics or allied health care provider support to a community-specific high needs population. Bulk funding of up to \$40 million has been allocated for 2013/14 2015/16 to develop and implement community patient attachment strategies. As of the end of March 2015, 33 of 34 Divisions indicated their intent to participate in the initiative. Of those, 30 Division's proposals have been approved and are now formally implementing their local plans, and the three prototype communities are in the sustainability phase. Participating Divisions can be found here http://agpforme.ca/	Shana Ooms, Director

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	Description	Contact
HLTH	Improving Health Services for Individuals with Severe Addiction and Mental Illness (Provincial Action Plan) Police Departments and communities have reported an increase in the number of Individuals with severe addiction and mental illness (SAMI) who have unmet health care needs resulting in risks to clients and providers, high use of police, corrections and emergency services, high rates of homelessness and concerns for public safety. In response, in November 2013, the Ministry of Health developed a report and provincial Action Plan to support evidence-based solutions for this high-needs client population. In addition to 14 new provincial adult rehabilitation and recovery beds located in Coquitlam, a number of local services have been developed in Vancouver, North Vancouver, Surrey/North Delta, Abbotsford/Mission, Kamloops, Kelowna, Williams Lake, Victoria, Mount Waddington, Courtenay/Comox, Prince George, Fort St. John, Prince Rupert and Terrace.	Gerrit van der Leer, Director
	** As identified by CSCD Staff: Water and Wastewater System Risk Management Plans s.13,s.17	Liam Edwards, ED
Ministry of International Trade and Minister responsible for the Asia Pacific Strategy and Multiculturalism (Debbie Smollett)		
Strategic Mission and Corporate Event Management	Trade missions are an important part of British Columbia's strategy to strengthen and diversify international trading partners and secure new investment, driving economic activity and job creation throughout the province. Trade missions are also a cost effective tool for communities, along with BC companies, to participate first hand in targeted export markets or at key trade and investment attraction events.	Barinder Bhullar, Sr. Director

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	Description	Contact
MIT	Single Window Export Model The Ministry of International Trade is working with the Ministry of Jobs, Tourism and Skills Training to build an export service delivery model designed around the needs of businesses. This model is being piloted in several BC communities through local Economic Development groups that work closely with municipal governments. Once completed, local governments will be equipped with the ability to refer local businesses to the right contact in order to help them with their export objectives. The project involves development of a single touch point for businesses that will allow them to access all existing export related info, services and supports in one place. Currently there are multiple service providers, redundancy of service offerings, and inconsistent delivery. The single point will also be able to help companies navigate the complex service offerings of government.	Nathan Nankivell, Director
MIT	New West Partnership Trade Agreement (NWPTA) Bid Protest Mechanism The three New West Partnership governments are introducing a process for resolving complaints related to government procurement. The process will apply to all provincial entities covered by the NWPTA (i.e., ministries, government agencies, Crown corporations, municipalities, publicly funded academic organizations, school boards, and health and social service authorities). The new procurement complaint process, or "bid protest mechanism", will support the resolution of a supplier's complaint that a specific public procurement was not conducted in a fair, open and transparent manner, as required by the Agreement. The process deals with complaints about specific procurements in a streamlined and impartial manner. It engages the supplier, the procuring entity and, if necessary, an independent arbiter. The process will result in a definitive decision. The procurement complaint process will come into force on July 1, 2015. Trade Policy and Negotiations officials at the Ministry of International Trade will be available to answer any questions and will provide information sessions as requested.	Robert Musgrave, Director

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	Description	Contact
New Economic Development Features on BritishColumbia.ca	The Ministry of International Trade is launching a suite of new features for communities and investors on BritishColumbia.ca - the Province's digital hub for marketing BC, its sectors and its communities internationally. These features will allow integrated marketing of opportunities and communities - encouraging international investors to discover regions, sectors, and opportunities in BC they may not have considered. BC's communities will have instant access to the data that investors demand, helping them extend their capacity, which is especially valuable for smaller communities, including First Nations, with limited economic development resources. The new features, which have been developed in consultation with Economic Development groups across the province, will be available for review by communities this summer with a public launch at UBCM.	Genevieve Lambert, Director

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	Description	Contact
JST	Ministry of Jobs, Tourism and Skills Training (Lianna Olson)	
	BizPal Administration	Jackie Hunter, ED
	Mobile Business Licence (MBL)	Jackie Hunter, ED
	Open for Business Awards	Jackie Hunter, ED
JST	Restaurant Bundling Project/Mapping Projects	Jackie Hunter, ED

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	Description	Contact
JTST ISL Municipal Regional District Tax (MRDT) Program	In February 2015, the Province announced in the FY 15/16 Budget that the maximum MRDT tax rate increased from 2% to 3%. New program guidelines are being developed to implement this change. Local governments (or their designated representative (called an 'eligible entity') must initiate an application for the increased tax rate (all increases are voluntary) and will also be required to take on enhanced accountability and reporting requirements if their application is approved. For example, participating communities would be required to submit 5-year business plans and yearly tactical plans, and report out on their successes in meeting the 4 MRDT program principles: effective tourism marketing programs, and projects; effective local-level stakeholder relations and support; alignment with provincial marketing strategies and tactics; and fiscal prudence.	Vera Sit, ED Asha Bhat, Director
JTST ISL Increasing Apprentices working in Public Sector Organizations	Government committed in BC's Skills for Jobs Blueprint (2014) and the McDonald ITA Report (2014) to look at ways to increase the number of apprentices working in public sector organizations. New provincial policy to take effect June 1, 2015 requires ministries and BC Hydro ensure contractors use apprentices on major, publicly funded infrastructure projects. Policy clearly notes municipal projects will not apply as a requirement at initial implementation. All project managers outside the scope of the policy are however encouraged to voluntarily apply the policy as a best practice. JTST is however, undertaking research and will be developing a workplan during 2015 to begin to address this recommendation which may have an impact on local government. JTST will be in contact with CSCD in summer 2015.	JTST/LMID Scott MacDonald, ADM
ISL Find Your Fit – Youth Career Tour	Youth career exploration tour reaching every region of province to inform youth, parents, and career counsellors about high-demand occupations and teaching youth how to navigate their own career pathways.	JTST/LMID Scott MacDonald, ADM

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	Description	Contact
Increasing Apprentices working in Public Sector Organizations	Government committed in BC's Skills for Jobs Blueprint (2014) and the McDonald ITA Report (2014) to look at ways to increase the number of apprentices working in public sector organizations. New provincial policy to take effect June 1, 2015 requires ministries and BC Hydro ensure contractors use apprentices on major, publicly funded infrastructure projects. Policy clearly notes municipal projects will not apply as a requirement at initial implementation. All project managers outside the scope of the policy are however encouraged to voluntarily apply the policy as a best practice. JTST is however, undertaking research and will be developing a workplan during 2015 to begin to address this recommendation which may have an impact on local government. JTST will be in contact with CSCD in summer 2015.	JTST/LMID Scott MacDonald, ADM

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	Description	Contact
JTST	JTST Community Transition Program JTSTL (Economic Development Division) is the provincial lead to provide community transition assistance to communities which are undergoing significant economic dislocation, usually due to the closure or indefinite shut-down of a major employer in the community. The Ministry coordinates an integrated provincial response to the industrial closure event, and works closely with other ministries and organizations. The primary relationship is with the local government and industry, and JTSTL supports them to take a leadership role in providing assurance to the community as well as implementing actions which can help mitigate the impacts of the closure. JTST works closely with CSCD in situations where municipalities face fiscal impacts resulting from industrial closure. s.16,s.21	Sarah Fraser, ED
JTST	Watson Island - Request from City of Prince Rupert for Chemical Removal s.13,s.16,s.17	Chris Gilmore, ED

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	Description	Contact
Island Coastal Economic Trust (ICET)	The Island Coast Economic Trust (ICET) serves central and northern Vancouver Island and the Sunshine Coast. The Trust adopted a spend-out model with the initial \$50 million allocation in 2007 and is reaching the end of its fiscal resources. The Trust requested an additional \$10 million from government was declined in November 2013. s. 13, s. 17 s. 13, s. 1	Greg Goodwin, ED
Resort Municipality Initiative	The Resort Municipality Initiative (RMI) was created in 2006 to address the unique circumstances of resort-oriented municipalities. The program provides incentive based funding for municipal tourism related infrastructure, programs and amenities to grow local and regional tourism economies. Annual funding for the program is capped at \$10.5 million. There are 14 communities that are eligible and participate in this initiative: Fernie, Golden, Harrison Hot Springs, Invermere, Kimberley, Osoyoos, Radium Hot Springs, Revelstoke, Rossland, Sun Peaks, Tofino, Ucluelet, Valemount and Whistler. The RMI program is currently in its second term, which has recently been extended for an additional year to Dec. 31, 2017. s. 12, s. 17	Amy Schneider, Director
s. 13		Amy Schneider, Director
s. 12, s. 13, s. 16, s. 17		Tim McEwan, ADM (Ron Bronstein/Jane Burnes)

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	Description	Contact
ST	s.13,s.16,s.17	Tim McEwan, ADM (Jane Burnes)
JTST	Cheekye - Squamish Conditional offer to purchase for 600 acres Crown land to develop housing by Squamish Nation/Developer partnership. Area is high landslide risk – mitigation measures being evaluated. Province has convened panel of experts to assess risk criteria. Report due May 2014. District concerned being Diking Authority and related costs for mitigation. OCP amendment and rezoning required – application has been submitted.	Tim McEwan, ADM (Darren Stadel)
	Matthews Southwest - Delta Proponent's initial development on 89 acres southeast Hwy 91/72nd on hold. Uncertainty regarding funding commitment for Hwy 91/72nd. New application submitted for light industrial 160 acre parcel North Delta. Land currently in ALR. Remainder of MK Delta land holdings (328 acres) being proposed for Burns Bog Conservancy. Delta requesting from proponent additional contributions for highway improvements, irrigation and community amenities.	Tim McEwan, ADM (Darren Stadel)
	Graymont – Willow River The proponent is in the pre-application stage of Environmental Assessment for their 600,000 tonne per year limestone quarry and 200,000 tonne per year lime plant. The project is anticipated to be completed in late 2017 with a 50 year mine life. To reduce cost and carbon dioxide equivalent emissions, the proponent is investigating construction of a natural gas pipeline from Shelley to the plant site in Giscome. The planned pipeline will be routed close to Willow River and decompressed to allow community access to the natural gas if there is sufficient interest. Graymont are in discussions with the Regional District of Fraser, Fort George on this subject.	Tim McEwan, ADM (Rob Wood)

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	Description	Contact
Ministry of Justice (Toby Louie)		
Review of Police Structure and Funding	In response to Action Item #1 of the BC Policing and Community Safety Plan (BCPP), the Policing and Security Branch (PSB) embarked on the Review of Police Structure and Funding project. To achieve the objectives outlined in Action Item #1, a committee of external experts was engaged to examine how policing is currently structured and funded and to explore models of service delivery ranging from further integration to the regional delivery of services. s. 13	Kimberley McLean, Director
Police Act Review	In response to Action Item #16 of the BCPP, PSB completed a cross-jurisdictional scan of policing legislation in five Canadian jurisdictions: Alberta, Manitoba, Ontario, Quebec and Nova Scotia. s. 13	Corrie Campbell, Director

s.13,s.17

Sandra Sajko, ED

JAG

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	Description	Contact
DNA Agreements	The provincial Minister of Justice and the federal Minister of Public Safety and Emergency Preparedness have endorsed the new Agreement Respecting Biology Casework Analysis 2014-2024 (BCAA). Under the new agreement and after a three year escalation period, DNA analysis services will be charged based on a calculation that reflects the actual costs of providing the service and the proportionate usage of service recipients. As DNA analysis is an operational policing expense, starting in fiscal 2015/16 in order to continue receiving the services from the RCMP, police agencies will be required to contribute funding beyond the Province's historic level of \$1.366 million. The Province will be implementing a new service delivery model that involves the Organized Crime Agency of British Columbia and its Board as administrators of the new BCAA. The Province continues to explore options to ensure that the service being provided to BC police agencies by the RCMP Forensic Sciences and Identification Services lab is the most cost effective available. Target Date: Fiscal 2015/16	Kimberley McLean, Director
s.12,s.13,s.14		Cam Filmer, ED
s.12,s.13,s.14		Gordon Anderson, Fire Commissioner

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	Description	Contact
JAG	Fire Sprinklers Working Group The Office of the Fire Commissioner is co-chair with Building Standards Branch (Ministry responsible for Housing) for a working group of stakeholders to develop recommendations to Minister Coleman. Recommendations related to proposal to create regulations under the new unified Building Code to allow communities to require the use of fire sprinklers in occupancies as identified by the community. Working Group is under confidentiality agreement and discussions are not for public. Recommendations are expected to go to Minister Coleman in late May 2015.	Gordon Anderson, Fire Commissioner
	PreparedBC website Launched May 1, 2015, www.gov.bc.ca/PreparedBC is government's one stop-shop for preparedness information, including hazard-specific information, how to build an emergency kit, how to prepare your household and how to connect with your neighbours in advance of a disaster.	Carol McClintock, Director
	Regional Emergency Management Partnership To establish a partnership between the Province and Capital Regional District Local Authorities for the purpose of enhancing greater collaboration between all levels of government and stakeholders on regional emergency management, and supporting the Capital Region as a disaster resilient region. This project is under development with a target date of Dec 31, 2015 for establishing the formal partnership. It is anticipated to have a positive affect to Greater Victoria Local Authorities.	Heather Lyle, Director
	Regional Concept of Operations for Metro Vancouver To enhance emergency management decision-making on regional issues by establishing and activating a Regional Advisory Group (Metro Vancouver CAOs) to share situational awareness, confirm regional priorities, collaborate on regional decisions and coordinate resources across the region during an emergency event of regional significance in Metro Vancouver. The Concept of Operations model is developed along with written operational procedures, with training and exercising with all Metro Vancouver CAOs now scheduled: May 14, 2015 for training / Sept 10, 2015 for exercising.	Heather Lyle, Director

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	Description	Contact
JAG	BC Disaster Mitigation Program Evolution of the current flood protection program into a broader provincial mitigation approach. Proposed new program will access two federal cost-shared programs (Infrastructure Canada's New Build Canada Plan and Public Safety Canada's National Disaster Mitigation Program), to provide both structural and non-structural works to support mitigation in communities. Initial emphasis is on flooding; however, the intent is to include other natural hazards and associated policy supports as the program matures. Non-structural priorities identified for the new program include risk assessments and hazard (flood plain) mapping. Funding will be made available to local authorities through a combination of mechanisms including applications and targeted investments to support provincial priorities. These priorities are being developed in a collaborative manner with partner ministries and stakeholders.	Carol Loski, Director
JAG	Critical Infrastructure Assessment Tool - testing and implementation A new emergency management tool designed to support Local Authorities with identifying and prioritizing critical assets, and analyzing potential consequence of loss and interdependencies of those assets, if damaged during an emergency event. Outcomes from the use of the tool can be used to strengthen communities' emergency preparedness, response, recovery and mitigation activities. The pilot sessions are scheduled to commence in June 2015.	Cam Filmer, ED Heather Lyle, Director
	Road Safety Initiative The Road Safety Initiative is a major multi-million dollar business transformation initiative to implement electronic ticketing, on-line payment and plan for an Administrative Justice Tribunal to resolve traffic ticket disputes out of the courts. It includes changes to legislation, policy and operational business delivery for RoadSafetyBC and its road safety partners. s.12,s.13,s.17	Sam MacLeod, SUPT Motor Vehicles Tara Faganello, ADM

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	Description	Contact
JAG	Services to Victims of Crime The Ministry of Justice is proceeding with an open procurement strategy for victim services and violence against women programs. Historically, these contracts have been direct awards. In order to ensure transparency and accountability, aligning with government procurement policy, open procurement is required. This is a comprehensive strategy that began in May 2014 and is being phased in over 3 fiscal years. A draft RFP will be available for feedback this spring. The first series of RFPs will be posted in fall 2015 to procure for services in 2016/17. The initiative will be complete when procurement for the final programs is awarded for fiscal year 18/19. Local governments will be interested as these services are provided in communities across the province.	Lynda Cavanaugh, ADM
JAG	Liquor Policy Review – Recommendation #37 (Transition of licence) This initiative will allow a restaurant to apply to transition to a bar or nightclub environment at a certain time of day, e.g. 10 p.m. Due to the potential impact on nearby residents, a process will need to be developed to gather the views of local government and residents. Further consultation with UBCM is likely. Timing: Fall 2015 (estimated).	Barry Bieller, Director
	Liquor Policy Review – Recommendation #38 (Expand eligible for licensing) Licensing of establishments for on-premise consumption is presently restricted to businesses primarily engaged in liquor or food service, hospitality and entertainment. The initiative will allow the liquor licensing of other types of businesses, e.g. salons, bookstores. Due to the potential impact on nearby residents a process may need to be developed to gather the views of local government and residents. Further consultation with UBCM is likely. Timing: Fall 2015 (estimated).	Barry Bieller, Director
	Liquor Policy Review – Recommendation #39 (Streamline application process) This initiative will allow liquor applications to be processed by local government and the Liquor Control and Licensing Branch concurrently thus speeding the licensing process. Further consultation with UBCM is likely. Timing: Fall 2015 (estimated)	Barry Bieller, Director

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		Description	Contact	
		Liquor Policy Review – Recommendation #28 (liquor manufacturers to sell liquor on-site not produced on-site)	This initiative will permit a manufacturer with a lounge to sell other products, e.g. a winery could also sell beer and spirits to patrons for on-premise consumption. Further consultation with UBCM likely due to risk of increased impact on local residents as manufacturer lounges may become more like bars. Timing: Summer 2015 (estimated).	Barry Bieller, Director
JAG		Surrey Criminal Justice Task Force	A Criminal Justice Task force was established in February 2014, to explore community strengths and the unique justice needs and challenges in Surrey and identify potential opportunities for addressing them. The Task Force determined that increased collaboration between existing organizations in the justice, health and social service sectors is the most promising response to the identified strengths and challenges in Surrey. The Task Force recommended the creation of an Integrated Services Network of social, health and justice service providers in a single location to provide a coordinated, collaborative approach aimed at reducing crime. Also, it recommended that the Integrated Services Network focus on domestic violence, mental health, problematic substance use, and prolific offenders. The work to implement these recommendations is now underway and is being led by the City of Surrey with appropriate support from both the provincial government and various community organizations.	James Deitch, ED
JAG		Specialized Court Strategy	In the White Paper on Justice Reform, Part Two, government committed to develop, in consultation with the judiciary and other justice partners, an evidence-based, integrated and strategic approach for specialized court initiatives in the province by March 31, 2015. The specialized court strategy will establish an evidence-based, strategic approach for decisions about existing specialized courts and the development of new specialized court initiatives. It will also allow for a planned and coordinated allocation of limited resources to advance effective justice outcomes.	James Deitch, ED

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	Description	Contact
JAG Lower Fraser Valley Courtroom Capacity Initiative	Begin the implementation of the long term plan to improve courtroom capacity and access to justice for residents in the Lower Fraser Valley. The first priority is the expansion of the Surrey Courthouse and the second priority is the replacement of the Abbotsford Courthouse. Surrey Provincial Courthouse Expansion: - Based on the March 2015 Project Status Report, construction is planned to begin March 2016 and ready for occupancy in September 2017. The expansion will include 3 additional courtrooms and 2 other hearing rooms. Abbotsford Courthouse Replacement: - A final concept plan for the Abbotsford Courthouse is being reviewed and expected to be finalized in May 2015. The new courthouse would include 6 Provincial courtrooms and 5 Supreme courtrooms, plus 3 other hearing rooms. s.17	Brenda Miller, ED

Ministry of Natural Gas Development and Housing Farmers Advocacy Office	Daymon Trachsel MNGD and the Peace River Regional District jointly fund the operation of the Farmers Advocacy Office (FAO) in North East BC. The FAO is meant to be an independent (arm's length from government) group that provides advice to landowners with regards to Petroleum and Natural Gas development.	Matt Austin, Director
Development of Provincial LNG Industry	Establish a policy framework and other steps to encourage a competitive and sustainable LNG Industry	Kursti Calder
PNG Tenure Referral Process	MNGD sends monthly referral packages to local government in the North East.	Matt Austin, Director
MNGD Land Owner Notification Program	MNGD has been working with the PRRD with regards to the Land Owner Notification Program. The program involves sending notification to landowners that have subsurface rights below their property that is being disposed of under the Petroleum and Natural Gas Act.	Matt Austin, Director

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	Description	Contact
Updates to Gas and Electrical Safety Regulations under the Safety Standards Act s.13,s.16,s.17	Amendments will adopt latest technical codes. Impacts local governments who have delegated responsibility for gas and electrical inspection under the Safety Standards Act. Not controversial. Consultation managed through the BC Safety Authority (BCSA). Planned for 2015/16 fiscal year. s.13,s.16,s.17	Trudy Rotgans, ED Trudy Rotgans, ED
Building Act – Local Government Bylaw Restrictions	The new Building Act will restrict local governments from setting building requirements that differ from the BC Building Code or other provincial building regulations. Once these sections of the Act come into force (December 2015 TBD), local governments will have two years to rescind building requirements in bylaws. After the two years, any remaining local building requirements will have no legal effect. Seen by some local governments as a loss of authority. Does not apply to the City of Vancouver or on federal lands.	Trudy Rotgans, ED
Building Act – Building Official Qualifications	The new Building Act sets qualification requirements for building officials who are typically employed by local governments to monitor compliance with BC Building Code. Once these sections of the Act come into force (2016 TBD), building officials will have a total of four years to meet the qualifications (i.e., membership in professional association, exam(s), continuing professional development). May result in new costs for local governments. Does not apply to the City of Vancouver or on federal lands.	Trudy Rotgans, ED
Northwest Housing	The Office of Housing and Construction Standards and BC Housing have worked with several northwest communities to prepare for possible housing impact of new resource-related jobs, including developing housing action plans. Terrace and Kitimat have completed their Housing Action Plans. Prince Rupert and Port Edward are working to finalize their plans. Contact with local elected officials is ongoing.	Greg Steves, ED

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	Description	Contact
Relocation of Willingdon Programs / Redevelopment of Riverview Lands	The Office of Housing and Construction Standards, together with BC Housing, is assessing options for relocation of three provincial programs: * Provincial Assessment Centre (PAC) – operated by Community Living BC (CLBC) under the auspices of the BC Ministry of Social Development and Social Innovation¹ * MAPLES Adolescent Treatment Centre (MAPLES) – run by the BC Ministry of Children and Families (MCFD)² * Burnaby Center for Mental Health and Addictions (BCMHA) - run by Vancouver Coastal Health Authority (VCHA) BC Housing is also consulting on the possible mix of uses for the Riverview Lands. A final series of public workshops is being planned for June 2015. BC Housing will be presenting the finding of the workshops to Coquitlam City council and initiating the land use planning process later this year.	Greg Steves, ED
Strata Property Regulation re: Valuing Leasehold Strata's at the End of Lease	A local government may lease its land for strata development, but must buy out the leasehold strata tenants if it does not renew the long term lease. The province needs to prescribe the method for calculating the value of the tenant's interest. About 2,000 residential and commercial strata lots in the City of Vancouver are known to be affected, though the leases do not expire for another 20 years. Consultation is required with local governments and leasehold strata tenants over the coming months, with a regulation likely before the end of FY 15/16.	Greg Steves, ED
Local Government and Housing Webinar Series	The Office of Housing and Construction Standards organizes an ongoing series of webinars on topics related to housing development and local government planning. The webinars are oriented towards local government planners and are well attended	Greg Steves, ED

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	Description	Contact
MNGD	Northern Gateway Pipelines Project Proposed interprovincial pipeline which includes two 1,172 kilometre (km) pipelines, extending from near Edmonton to Kitimat in the same right of way. Approximately 670 km crosses British Columbia (B.C.). Project has received Governor in Council approved and the Certificate of Public Convenience and Necessity has been issued. Project must meet 209 National Energy Board Conditions. Project is currently undergoing Judicial Reviews which are expected to conclude January 2016.	Fazil Mihlar, ADM
	Trans Mountain Pipeline Expansion Project Proposed twinning of the existing 1,150 kilometre (km) interprovincial pipeline within the existing right-of-way, where possible, from Edmonton to Vancouver. Project is currently undergoing National Energy Board regulatory review hearings. The recommendations report for the National Energy Board is due no later than January 25, 2016 and the Governor in Council decision is expected no later than April 25, 2016.	Fazil Mihlar, ADM
SDSI	Ministry of Social Development and Social Innovation (Launa Ramsay)	
		In Process
MTICS	Ministry of Technology, Innovation and Citizens' Services (Jeannette Cook)	
	Willingdon relocation Program BC Housing (Owner/Landlord) organizing a series of Public Open Houses, in Coquitlam, to solicit community input towards a Vision and Master Plan for Riverview Lands re-Development. BC Housing and Lower Mainland Facilities Management (Health Authority) to submit Development and Building Permits for summer 2016, for two building projects.	Lorne Mack, Director
	Capital Park Urban re-development of +/- 6 acres South of Legislative Block. Owner / Developer presentations to City of Victoria Committee of the Whole (Mayor and Council) for Re-Zoning Application and Development Permit, with community input.	Lorne Mack, Director

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	Description	Contact
Surrey Courthouse Expansion	Addition to and renovation of existing courthouse. Presentation of materials to the City of Surrey and community groups. Working with the City of Surrey with respect to development and building permits.	Gerald Gongos, Director
Abbotsford Courthouse	Development of concept plan, business case (financial) and presentation materials for a new courthouse facility. Working with the City of Abbotsford managers and departments to support planning initiatives.	Gerald Gongos, Director
District Energy Systems	In support of British Columbia's commitment to reduce greenhouse gas consumption and to make use of innovative energy solutions, the Province is working with the local governments or communities of Prince George, Victoria, Nelson, and Kelowna to develop or participate in district energy system solutions.	Jon Burbee, ED
District Energy Systems – Prince George	City of Prince George has a District Energy System. RPD is currently working with the City to complete a business case with the intention of connecting Plaza 400 & Prince George Courthouse to the DES.	Mathew Andrews, Real Estate Manager
District Energy Systems - Kelowna	FortisBC has entered into agreements with the City of Kelowna to construct, own, operate and maintain the Kelowna District Energy System, and deliver thermal energy to 16 existing buildings and 12 future buildings in Downtown Kelowna. The Kelowna Courthouse and the IHA Building are two of the target customers. RPD is working with Fortis BC to explore the opportunity to connect the Kelowna Courthouse and Health Centre to the proposed District Energy System.	Charles Chan, Real Estate Manager
Columbia Precinct - Kamloops	RPD is working with the City to sell off a portion of the land east of Peterson Creek to the City.	Charles Chan, Real Estate Manager
Grants-in-Lieu Program	This grants-in-lieu program is not an initiative as such, but the outcomes of the program impact the local governments. The primary purpose of this program is to ensure that taxes are accurately calculated and paid to municipal government in accordance with governing legislation and policies.	Marilyn Ord, Property Tax Analyst

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	Description	Contact
Westbrook Mall	UBC and Vancouver - Emergency Services Building on Westbrook Mall. This facility was constructed with (previous version of) CSCD on UBC Endowment Lands. The program requirements of services required now far exceed the capacity of the building. s. 13, s. 17 s. 13, s. 16, s. 17	Security Sector Director Capital
District Energy System – Nelson	The City of Nelson, which is also the sole shareholder of Nelson Hydro, is exploring the installation of a district energy system situated in the downtown core area. Potential benefits for the Province would be accrued to lower energy costs at the adjacent Courthouse.	Charles Chan, Real Estate Manager
Vernon Courthouse	Development of concept plan, business case (financial) and presentation materials for a new or remodelled courthouse facility.	Gerald Gongos, Director
Release of Assets for Economic Development	The Release of Assets for Economic Generation program was created in order to dispose of surplus, non-strategic government property. We are marketing real estate assets that are no longer part of government's current or long-term plans to deliver services. These real estate sales can spur economic activity around the province, create jobs and provide other revenue streams for the province and its communities. Proceeds of the sales will go towards providing vital health and education services, and reducing the provincial deficit. A key aspect of the program is to support opportunities for reinvestment, and for the renewal of underperforming assets at the end of their lifecycle in order to deliver services in modern and efficient facilities. Some properties have been purchased by local governments to assist with their own community goals.	David Greer, ED
Accelerating Connectivity	In Budget Speech 2015, the Province committed up to \$10 million in new funds over two years as part of a continuing investment in high-speed Internet throughout the province. The new investment will accelerate the Province's goal to expand high-speed Internet access to all British Columbians before 2021.	Howard Randell, ED

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	Description	Contact	
SERVICE BC	Emergency Communications Service Delivery in B.C. (911 Call Levy)	Ministry of Justice (JAG) is leading a consultation process with stakeholders to inform the future of emergency communications across the province. Ministry of Technology, Innovation and Citizens' Services (MTICS) plays an advisory role on information communication technologies associated with 911 systems. MTICS is also assisting in the coordination of stakeholder engagement within the telecommunications sector.	Roman Mateyko, ED
	Improve in-person access in the lower mainland	Core Review direction to improve and consolidate services in Victoria and Vancouver. Victoria office soft launched in March 2015. Formal announcement is planned for September 2015.s. 13	Denise Rossander, ED
	Consolidate Service Centres in rural areas	Service BC continues to work with ministries, particularly SDSI, to consolidate service counters in rural communities. Sixteen locations where service consolidation can be achieved have been identified. Planning is currently underway to consolidate four priority locations: Ft St. John, Dawson Creek, Quesnel and 100 Mile House.	Denise Rossander, ED
	Making it easy for municipalities to interact with businesses	Service BC continues to onboard municipal partners to the OneStop Business Registry e-Service. This allows entrepreneurs to complete multiple business transactions at the same time. Currently, there are 84 municipalities that have onboarded to the e-Service, most recently Squamish. Planning is underway to onboard additional municipalities in October 2015 including Vernon, Enderby and Clearwater.	Carol Prest, Registrar

Ministry of Transportation & Infrastructure (Kim Jordison)

TRAN	Small Water System Review	Develop policies and guidelines that will reduce the approvals required for water systems serving under 4 or less residential properties. While specific Health Authority approval will not be required, guidance will be given to Provincial and Municipal Approving offices to ensure new systems are sustainable and quality drinking water is provided to all approved lots. This work is expected to take 12 to 24 months to complete.	Norm Parkes, ED
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Inventory of Government Initiatives Affecting Local Governments		
	Description	Contact
TRAN	PTIC-NRP Provincial – Territorial Infrastructure Component (PTIC) • \$1.09 billion will flow to BC under the Provincial-Territorial Infrastructure Component (PTIC) • 90% of the provincial allocation (\$981 million) will be allocated to Nationally or Regionally Significant Projects (NRP); medium and large-scale infrastructure projects of national or regional significance. • Project priorities will be identified jointly by the Province and Canada. • Projects with capital costs of over \$100 million will be subject to a P3 screen to determine whether better value for money can be achieved through P3 procurement. • The Province is currently accepting proposals for funding requests. Detailed business cases under the PTIC-NRP will be requested for projects that have been jointly identified by Canada and the Province.	David Marr, ED
	PTIC-SCF • 10% of the total provincial allocation is allocated to the New Building Canada Fund - Small Communities Fund (NBCF-SCF). For BC 10% of the total base and per capital funding (\$1,090 million) is approximately \$109 million. Eligible recipients are limited to those whose project is situated within or to the benefit of communities with a population of less than 100,000. • The NBCF-SCF program was launched on October 16, 2014. The initial NBCF SCF application intake closed on February 18, 2015 with 165 applications requesting \$1,011 million in funding with one project requesting \$500 million. • The Province is currently reviewing the funding requests for first intake and will bring forward a list of eligible projects for federal review and approval. Funding decisions for this intake are expected to be made spring 2015.	David Marr, ED

Inventory of Government Initiatives Affecting Local Governments

	Description	Contact
National Infrastructure Component (NIC)	- NIC provides \$4 billion in funding to support infrastructure projects of national significance that contribute to Canada's long-term economic growth and prosperity. \$155 million will be allocated to the First Nations Infrastructure Fund managed by Aboriginal Affairs and Northern Development Canada. - Projects will be selected by Canada on a merit basis through the application of program, category specific and project assessment criteria. - There will be a "soft" threshold for a minimum project size of \$100 million in total eligible costs. However, projects with costs below this threshold that can demonstrate national significance could be considered. - Projects having total eligible costs over \$100 million will be required to undergo a P3 Screen, which will be administered by PPP Canada. - The project submission process is currently open (i.e. without a deadline). To apply for funding, proponents must submit a detailed business case to Infrastructure Canada that demonstrates how the project meets funding objectives, as well as category specific outcomes and criteria.	David Marr, ED
P3 Canada Fund	- The \$1.2 billion P3 Canada Fund is administered by PPP Canada. - The P3 Canada Fund is focused on provincial, territorial, municipal and First Nations public private partnership infrastructure projects. - The P3 Canada Fund was created to improve the delivery of public infrastructure and provide better value, timeliness and accountability by increasing the effective use of P3s. - The P3 Canada Fund is a merit-based program, designed to incent innovation in P3s as well as encourage inexperienced governments to consider P3s in public infrastructure procurements. It is the first infrastructure funding program, anywhere in Canada, that directly targets P3 projects. - Round seven of the P3 Canada Fund opened on April 13, 2015 and the deadline for submission is June 12, 2015. - All applicants will receive written notification of PPP Canada's Round Seven screening decision in the fall 2015	David Marr, ED

Inventory of Government Initiatives Affecting Local Governments		
	Description	Contact
TRAN	Public Transit Fund	David Marr, ED
	• The Public Transit Fund was announced during the 2015 Budget tabled by the federal Minister of Finance under the Economic Action Plan 2015. • The Fund will provide \$750 million over two years, starting in 2017–18, and \$1 billion annually ongoing thereafter. • Funding will be allocated based on merit to projects that will be delivered through alternative financing and funding mechanisms involving the private sector that demonstrate value for money for taxpayers, including P3s. The federal government will announce further details about program parameters for the Public Transit Fund later this year.	
	George Massey Replacement Project	Patrick Livolsi, ADM
	The George Massey Tunnel is being replaced with a new bridge and related interchange and road improvements within the existing Highway 99 corridor. The Tunnel will be decommissioned which will include removal of some tunnel segments. Planning and project development are in progress with construction starting in 2017 and completion expected in 2021.	

Inventory of Government Initiatives Affecting Local Governments

	Description	Contact
Okanagan Lake Second Crossing Project	The Second Crossing Project is delivering a three-year duration planning study of the Central Okanagan that will define the near and long term transportation needs of the region, including a potential second crossing of Okanagan Lake. The following local governments are being engaged in the technical assessment of current conditions and future transportation needs within the study corridor: • District of Peachland • District of West Kelowna • City of Kelowna • District of Lake Country • City of Vernon • Regional District of Central Okanagan • Regional District of North Okanagan Engagement on technical transportation matters is also underway with the following First Nations: • West Bank First Nation • Okanagan Indian Band Public engagement actions in the form of public open houses and web based information collection will occur during each stage of the project. The first open house is targeted for mid-May 2015. Study outcomes may influence local government strategic land use and transportation planning decisions.	Murray Tekano, Sr Project Director
Belleville Ferry Terminal	Moving ahead with rebuild and repair of the Belleville wharves through a long term arrangement with the operators. This will have a very positive impact for the City of Victoria.	Helen Berthin, Director Yongmei Chen, A/Sr Mgr
Hope Station House	Working with the District of Hope to get their Tourism Information Centre running and to eventually transfer the site.	Kevin House, Manager

Inventory of Government Initiatives Affecting Local Governments			
TRAN		Description	Contact
	Philip Avenue Overpass (District of North Van lead)	A new overpass at Philip Avenue across rail tracks is being built to replace an existing Pemberton Ave at-grade rail crossing, just south of West 1 st Street, in the District of North Vancouver. This is designed to minimize road and rail conflicts and will allow for increased rail capacity as train traffic increases. The project is funded through a partnership between the District of North Vancouver, Transport Canada, Kinder Morgan, Canadian National railway and MoTI.	Yongmei Chen, A/Sr Mgr
	Western Lower Level Route Extension (WLLRE) (MoTI lead)	The WLLRE will provide a continuous east-west Low Level Road (aka Lower Level Route) for the North Shore, connecting W. 1st Street in the District of North Vancouver and Marine Drive in the District of West Vancouver west of the Park Royal Shopping Centre. The project footprint would primarily be on Squamish Nation (SFN) reserve land and will require negotiations with SFN and North Shore municipalities among other stakeholders.	Yongmei Chen, A/Sr Mgr
	Fraser River Trade Area (FRTA) Study (MoTI lead)	The Fraser River Trade Area Multi-Modal Transportation Network Study is a transportation planning study that will assess, plan and recommend strategies to improve the multi-modal and multi-jurisdictional transportation trade network in the Fraser River Trade Area (FRTA) that will support continued trade volume growth in Canada’s Asia Pacific Gateway while sustaining quality of life for local communities.	Yongmei Chen, A/Sr Mgr
	Elevator Road closure and New Access Road	Fraser Surrey Docks is a port facility on the Fraser River’s south shore administered by Port Metro Vancouver. The facility currently can be accessed from SFPR through two routes –Elevator Road (West) and Tannery Interchange (East). The closure of Elevator Road was a requirement of obtaining BNSF land required for construction of a portion of the SFPR. New access to Fraser Surrey Docks will be provided via the Tannery Interchange and an on-port Access Road from Tannery Interchange to Robson Road (on port). PMV is leading the construction of the New Access Road.	Yongmei Chen, A/Sr Mgr

Inventory of Government Initiatives Affecting Local Governments

	Description	Contact
Roberts Bank Terminal 2 (RBT2)	Port Metro Vancouver (PMV) is proposing to build a new three-berth container terminal at Roberts Bank in Delta, B.C. The Project would provide 2.4 million twenty-foot equivalent units (TEUs) of container capacity. The development of the Project is intended to meet forecasted growth in container capacity demand to serve Canadian export and import trade as well as create thousands of well-paying jobs during construction and operation. In addition to public and First Nation consultation conducted by PMV, MoTI will conduct FN consultation on lands to be used for this project. MoTI is also preforming due diligence for road impacts on the Provincial Highway Network related to T2. Once projects have been confirmed (via funding and delivery agreements) municipal engagement will occur.	Earl Strueby, Manager
Roberts Bank Trade Area (RBTA) Study (TransLink lead)	The RBTA Study provides an opportunity to revisit the Roberts Bank rail corridor and community needs to align local interest in quality of life with the national interest in trade competitiveness. Identification and selection of road-rail grade separation and network improvement opportunities in the Trade Area to ensure the efficiency of the national supply chain, the local economy and quality of life for residents in Metro Vancouver.	Oliver Schwuchow, A/Manager
Truck staging (PMV lead)	MoTI and PMV wish to construct a Truck staging area that is close to the Roberts Bank terminal and will better manage the arrival of trucks at the terminal gates, minimize queuing on the provincial highway, eliminate early arrival trucks from the highway shoulder and function as a truck holding area in the event of unplanned events at the terminals. This will help to address Tsawwassen First Nation and Delta concerns regarding truck queuing on Deltaport Way and their local road networks.	Oliver Schwuchow, A/Manager
Railway Crossing Information System (RCIS) (MoTI lead)	The RCIS project complements the newly constructed railway overpass projects that make up the Roberts Bank Rail Corridor. RCIS will mitigate the impact of increased rail traffic by notifying motorists of rail events at at-grade crossings, encourage timely diversion of vehicular traffic to grade-separated overpasses, and reduce congestion and delays.	Oliver Schwuchow, A/Manager

Inventory of Government Initiatives Affecting Local Governments		
	Description	Contact
Gateway Transportation Collaboration Forum (GTCF)	The GTCF was established in the summer of 2014 to collaboratively identify and prioritize the development of transportation and related infrastructure necessary to support continued gateway growth and to provide overall net benefits to host communities. As part of these efforts the GTCF has been working closely with local governments, First Nations and industry stakeholders to ensure that community interests are heard and represented in the process. The GTCF Steering Committee includes representatives from Transport Canada, MoTI, TransLink, PMV and the Greater Vancouver Gateway Council.	Helen Berthin, Director
Kitimat West Douglas Channel Corridor Analysis	The Province is leading a corridor analysis that will review infrastructure (road, pipeline, utility) requirements to service proposed industrial developments in the Kitimat West Douglas Channel. The Corridor Analysis is guided by a Steering Committee which includes industrial proponents, District of Kitimat and Haisla First Nation. It will report on how different infrastructure alignments impact proposed LNG and oil developments, as well as, the Crown Neutral Map Reserve. It will also report on road access requirements including Provincial Highway 37 and District of Kitimat municipal road (Haisla Boulevard and Haisla Bridge).	Nathan Popp, Senior Manager
Kitimat Port Management Initiative	Develop a port structure and governance model for the port of Kitimat	Dave Bachynski, Sr Manager Gillian Moxham, Research/Policy Analyst
Prince Rupert Area Corridor Analysis	MOTI is leading a Corridor Analysis in the Prince Rupert area to provide options for improved access to communities, proposed LNG terminals and Prince Rupert airport. The study is being cost shared with Canada and four LNG proponents (Woodside, Exxon-Imperial, Nexen-CNOOC, and Petronas). The Corridor Analysis involves assessing new infrastructure (roads, utilities and rail) corridor alignments linking Prince Rupert, the Tsimshian Peninsula (providing access to the Exxon-Imperial and Grassy Point LNG terminal sites, Lax Kw'alaams, Metlakatla) and Digby Island (providing access to Prince Rupert Airport and the proposed Aurora LNG terminal site) and developing cost estimates / business cases. MOTI, Canada, the four LNG proponents noted above, plus the City of Prince Rupert, District of Port Edward, Metlakatla First Nation and Lax Kw'alaams First Nation are participating in the corridor study working group.	Jeff McConnell, Manager

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Inventory of Government Initiatives Affecting Local Governments		
	Description	Contact
BC Ferries Fare Affordability	Efforts by BC Ferries and the Province to minimize fare increases. BC Ferry Commissioner final price cap decision by September 30, 2015 confirming that annual fare increases for 2016-2019 will be limited to long term inflation rate, 1.9%.	Kirk Handrahan, ED
Vehicle for Hire By-Law	The City of Vancouver is currently reviewing their vehicle for hire by-law. The report from the City of Vancouver staff to the Council is due in the Fall. A moratorium has been placed on new vehicle for hire licenses until October 31, 2015. Both Jan Broocke from the PT Board and I are participating in a vehicle for hire working group with the City of Vancouver. One of the major issues being discussed is the concurrent jurisdiction between the City of Vancouver and the PT Board as it relates to taxi licensing. When PTB approves an increase in the number of taxis licensed to pick up passengers in a jurisdiction that has a parallel licensing process, as the City of Vancouver does, subsequent bylaw amendments are necessary to enable implementation of service. Sandy Evans sent me an e-mail and noted that the bylaw changes might be considered "an impact on local government", especially as those decisions are sometimes questioned or opposed by the local government.	Kristin Vanderkuip, Registrar & Director Jan Broocke, Director
BikeBC	Cost-sharing funding program with local governments for the provision of cycling infrastructure. The BikeBC 2015/16 application deadline is May 15, 2015 with an anticipated announcement of approved projects by June/July. It is anticipated that the call for the 2016/17 program will occur in January 2016 with an anticipated deadline of April 1, 2016.	Alan Callander, Manager
Kelowna Pacific Railway purchase from CN Rail	The Province has announced support to the inter-jurisdiction acquisition team in their efforts to purchase the railway corridor between Kelowna and Coldstream from CN Rail. The support which was announced in April will be a grant of \$7.2 M towards the acquisition of the corridor.	Alan Callander, Manager

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Inventory of Government Initiatives Affecting Local Governments		
	Description	Contact
Motorcycle Parking	Bill 15, Motor Vehicle Amendment Act, 2015, contains an amendment that allows municipalities, through bylaw, to allow motorcycles to park within six metres of an intersection where there are traffic control devices located adjacent to the roadway. This will allow more efficient use of curb side parking space that is not sufficient in size for cars.	Kirk Rockerbie, Manager
E&N Railway	MoTI is undertaking due diligence in respect of the business plan and upgrade plan submitted by the Island Corridor Foundation as a condition of the Foundation's funding request for \$20.9m (of which the outstanding provincial contribution is \$7m). Based on the information contained in a consultant's review of the upgrade plan, MoTI is requiring the Foundation to meet a number of conditions to ensure the rail line meets the safety standards of VIA Rail and the BC Safety Authority.	Kirk Rockerbie, Manager
s.13,s.17		Bob Steele, Director
Tolling Policy	The Province has indicated that it will undertake a review of the Provincial Tolling Policy, which was released in 2003. As the Port Mann and Golden Ears Bridges are now tolled facilities, and with the potential for replacement facilities such as George Massey Tunnel and Patullo Bridge to be tolled, it is appropriate to review the tolling policy. Given TransLink's role in regional transportation (as owner of the Major Road Network including the Patullo Bridge), they are likely to be a key stakeholder in the review.	Bob Steele, Director
** As identified by CSCD Staff: Transit Referendum in Lower Mainland	MoTI had worked with the Ministry when they were developing the special legislation; it is unclear at this stage what further work with Lower Mainland local governments would be undertaken depending on the outcome of the vote.	Jessica Brooks, Manager

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**Ministry of
Community, Sport and Cultural Development**

**2015/16 – 2017/18
SERVICE PLAN**

February 2015



For more information on the British Columbia
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Published by the Ministry of Community, Sport and Cultural Development

Minister Accountability Statement



The *Ministry of Community, Sport and Cultural Development 2015/16 - 2017/18 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 cursive script that reads "Coralee Oakes".

Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development
February 5, 2015

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Purpose of the Ministry

The Ministry of Community, Sport and Cultural Development brings together key government services and supports needed to make B.C. communities great places to live, work, visit and invest. The ministry supports local governments, non-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient, socially and environmentally responsible and full of opportunities for participation in sport and the arts.

The following Crown corporations, agencies, boards and commissions overseen by the ministry are integral in achieving the ministry's mission: the Royal BC Museum, the BC Assessment Authority, the BC Arts Council, the BC Games Society, the Board of Examiners, the Islands Trust Fund Board, and the Property Assessment Appeal Board. The ministry also oversees the BC Athletic Commissioner, the University Endowment Lands, administers the annual Property Assessment Review Panel process and provides secretariat support to the Audit Council for the Auditor General for Local Government.

In addition, the ministry works in close partnership with provincial, federal and municipal governments and agencies, as well as private and not-for-profit organizations. Some of these key partners include: the Municipal Finance Authority; the Local Government Management Association; the Government Finance Officers Association; the Municipal Insurance Association and the Union of British Columbia Municipalities.

The effective delivery of the ministry's mandate relies on key legislation, including: the Local Government Act, the Community Charter, the Vancouver Charter, the Arts Council Act, the Assessment Act, the Gaming Control Act and the Athletic Commissioner Act.

Strategic Direction and Context

Strategic Direction

The Minister's mandate letter from the Premier, dated June 10, 2014, outlines key expectations for the ministry such as the development of the next phase of local government election reforms, including the implementation of expense limits, a plan to grow the province's creative economy and workforce, and balancing the ministry's budget. In addition, the ministry is working collaboratively with key partners on essential projects that will benefit B.C.'s communities including: identifying impacts and opportunities in communities where LNG facilities will be based; implementing the New Building Canada Fund infrastructure program; ensuring that cultural assets are being maximized to drive tourism opportunities in British Columbia; creating and implementing the Rural Dividend; and pursuing shared initiatives related to the Taxpayer Accountability Principles.

The ministry is also working on growing sport participation, sustaining and enhancing B.C.'s tradition

of sport excellence and maintaining the province's reputation as a premier sports event destination. For example, through the [Hosting BC program](#) the ministry supports a wide range of regional sport events that take place at locations across the province. Hosting these types of events brings significant social and economic benefits that flow to communities across B.C. To encourage hosting activities and events and to fulfill the minister's mandate letter commitment, the ministry is working in partnership with the Ministry of Jobs Tourism and Skills Training to develop a 5-year provincial hosting program.

Government's [Canada Starts Here: BC Jobs Plan](#) outlines the priorities for achieving economic growth and prosperity in key sectors, such as technology, mining, agrifoods and liquefied natural gas. The Conference Board of Canada forecasts that B.C. will be among the top three provinces for economic growth and job creation in 2015. The ministry plays an important role in helping local governments prepare for this economic growth and be ready to provide services, core infrastructure and cultural and sporting opportunities within their communities over the next generation.

In addition, the framework provided by government in the [Taxpayer Accountability Principles](#) serves to support the standards of fiscal responsibility and transparency adhered to by the ministry and associated agencies, boards and commissions.

Strategic Context

British Columbia is a vibrant and diverse province with a wealth of natural and human resources where British Columbians enjoy a rich quality of life. The Government of British Columbia is working to strengthen the economy and create more jobs to secure the future for its citizens. Shifting global markets and changing environmental dynamics have resulted in challenges for many of B.C.'s communities, including diminished local government tax revenues from industrial downsizing. In other parts of the province, communities are responding to the demands and opportunities stemming from increased industrial growth such as development of B.C.'s liquefied natural gas industry.

The Economic Forecast Council expects British Columbia's real GDP to grow by 2.6 per cent in 2015 and 2.8 per cent in 2016. Downside risks to BC's economic outlook include the potential for a slowdown in domestic and US activity, ongoing fragility in Europe, and slower than anticipated Asian demand. Additional risks include a fluctuating Canadian dollar and weak inflation, in part due to lower oil prices.

Growing B.C.'s creative economy and workforce are key priorities for the ministry. Government is committed to fostering cultural opportunities that foster the social well-being of its communities, citizens, and contribute to our cities and towns remaining vibrant places to visit, live, and work. There is an opportunity for continued growth of B.C.'s creative economy and workforce through the enhancement of existing programs, as well as incorporating new areas of development, including targeted investment in the sector as well as the promotion of cultural assets in the tourism sector.

A robust sport system helps British Columbians of all ages, abilities and backgrounds enjoy the health and social benefits of active lifestyles in communities across B.C. Provincial funding supports a network of organizations, local governments, educational institutions, facilities, coaches, leaders, officials and volunteers that helps sport to flourish in British Columbia.

Goals, Objectives, Strategies and Performance Measures

This Service Plan outlines the ministry's goals and objectives for the 2015/16 – 2017/18 fiscal years and identifies key strategies the ministry intends to pursue to achieve them.

Goal 1: Communities and regions are effectively governed.

Objective 1.1: A sound governance system that balances local government autonomy and provincial responsibilities for the benefit of citizens.

Strategies

- Review and monitor the policy, legislative and regulatory framework and propose changes, so that local governments can govern effectively and meet citizens' needs. Included in these efforts will be the development of the next phase of local government election reforms, including the implementation of expense limits, targeted for use in the 2018 local government elections.
- Encourage citizen-local government engagement in decision-making. This includes providing advice and resolving problems on governance, finance, land use and other matters of interest to citizens, developing public information and furthering education with partner-organizations.
- Support communities in assessing/changing local government structure by contributing to a shared understanding about the facts and implications of proposed restructuring.
- Work to ensure there is a fair, accountable and transparent property assessment system, including an independent appeal process to encourage economic growth in British Columbia.
- Assist local governments in building respectful relationships with First Nations.

Objective 1.2: Local governments are able to meet the service needs of their residents.

Strategies

- Enable local governments to maintain core human resource capacity by providing stable, predictable and timely funding to small and medium sized local governments through the administration of [Small Community and Regional District Grants](#).
- Facilitate [infrastructure funding](#) to enable local governments to provide services to residents and create the conditions needed for economic growth.

- Provide targeted funding for policing, crime prevention and community safety by returning net traffic fine revenues to local governments.
- Support local governments to make effective, integrated and collaborative service provision choices.
- Encourage strong fiscal and asset management practices to encourage the development of sustainable infrastructure and amenities to accelerate economic development for communities.
- Partner with organizations such as Asset Management BC, Government Finance Officers Association of BC, Local Government Leadership Academy, Local Government Management Association, Planning Institute of BC, and the Union of British Columbia Municipalities to educate and build capacity in local governments.

Performance Measure 1: Number of municipalities collecting at least 90 per cent of their current year taxes.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Number of municipalities collecting at least 90 per cent of their current year taxes.	154	155	155	155

Data Source: Local governments provide the ministry with their financial data at the end of their fiscal year. The ministry's reporting requirements are comprehensive and the data received is highly accurate. There were 162 municipalities in B.C. in 2014.

Discussion

Property taxes are the main source of annual municipal revenues and are therefore crucial in enabling municipalities to provide key services to their residents. By monitoring the number of municipalities that collect at least 90 per cent of their current year taxes, the ministry is able to focus efforts on communities that may need guidance to assess their financial capacity and address challenges. For example, recent guidance on community amenity contributions helps communities to identify specific needs for infrastructure and amenities as a result of growth and negotiate fair and reasonable contributions from developers at rezoning to provide such benefits.

Performance Measure 2: Local governments' ability to obtain low-cost, long-term capital financing.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Municipal Finance Authority's Credit Rating.	AAA	AAA	AAA	AAA

Data Source: Municipal Finance Authority.

Discussion

The Municipal Finance Authority of British Columbia (MFA) was created in 1970 to contribute to the financial well-being of local governments throughout B.C. by acting as a collective borrowing agency for all B.C. local governments. Borrowings are backed by the assets of all local governments. This ensures low cost financing is available to all local governments.

The ministry supports the MFA in obtaining a high credit rating and low rates for borrowing through: the administration of the *Municipal Finance Authority Act*; setting local government borrowing limits; reviewing and approving loan authorization bylaws; setting financial reporting requirements; and ensuring local government financial data is available to the MFA and the financial community.

Objective 1.3: Local governments support a positive environment for business and economic development.

Strategies

- Work with partners to ensure property tax on industrial and business properties promotes competitiveness and investment while maintaining local government capacity.
- Encourage local governments to engage with the business sector and other stakeholders to create policies, processes and actions to enable economic growth.
- Promote the reduction of “red tape” to decrease the regulatory burden on citizens and business.
- Work with the Ministry of Jobs, Tourism and Skills Training to assist local governments in their efforts to create and implement economic development strategies, policies and actions.

Goal 2: Communities and regions are vibrant and sustainable.

Objective 2.1: Communities benefit from the long-term economic, regional and social opportunities that emerge from major industrial growth, including liquefied natural gas.

Strategies

- Assist local governments to build the capacity needed to respond to the demands and opportunities for sustained regional economic growth from major industrial activity.
- Build a framework that can serve to leverage the social, economic and community dividends that result from the expansion of industrial activity in the province.

Objective 2.2: Communities have effective water and waste management.

Strategies

- Provide targeted funding to local governments to help them achieve provincial water and waste management objectives.
- Provide tools and resources to local governments to assist them in conserving and protecting water resources.
- Encourage local governments to use liquid and solid waste as a resource and maximize the recovery value.

- Promote the use of the best, lowest life-cycle cost approaches for local government infrastructure projects.

Performance Measure 3: Percentage of British Columbians served by drinking water systems that meet emerging treatment standards for the protection of drinking water quality.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Percentage of British Columbians ¹ served by drinking water systems that meet emerging treatment standards for the protection of drinking water quality. ²	59.6%	Maintain or improve	Maintain or improve ³	Maintain or improve ³

Data Source: Contractual requirements between the Province and grant recipients.

¹ Population percentages are calculated using BC Stats projections and are updated on an annual basis using: <http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>.

² This measure estimates the percentage of the provincial population served by systems meeting emerging standards. The ministry does not collect data relating to communities served by private systems.

³ The New Building Canada Fund – Small Communities Fund applications for the first intake phase will be accepted to February 18, 2015. Up to 50% of the program funds will be allocated for this intake. Remaining funds will be allocated through future intakes.

Discussion

Regional health authorities in British Columbia are encouraging service providers to meet emerging water treatment standards in order to achieve increased certainty about drinking water quality. The ministry has provided funding for local governments to upgrade their existing water treatment facilities or construct new ones to help meet the emerging water treatment standards under the Building Canada Fund – Communities Component. In October 2014, the federal and provincial government announced the New Building Canada Fund – Small Communities Fund to help facilitate on-going improvements to local government infrastructure. It is anticipated that funding announcements will be made in the fall 2015. This measure/targets may be updated at that time to reflect the new projects approved and anticipated construction progress and completion dates.

Objective 2.3: Local governments are implementing strategies to improve community sustainability.

Strategies

- Update ministry infrastructure funding programs to encourage local governments to innovate, integrate and prioritize those projects that deliver environmental, economic and/or social benefits.
- Provide guidance, advice and tools to help local governments meet their commitments under the British Columbia Climate Action Charter.
- Encourage local governments to facilitate the development of more affordable market housing options near transit.

- In partnership with the Federal Government and the Union of British Columbia Municipalities, continue to implement the Federal Gas Tax Transfer Fund that came into effect on April 1, 2014.
- Provide tools and resources for local governments to integrate land use planning and management decisions with transportation, infrastructure and financial planning and decision-making.
- Promote the effective development, adoption and implementation of Regional Growth Strategies by providing advice throughout the process and assistance for resolving disputes.
- In partnership with the Ministry of Transportation and Infrastructure the New Building Canada-Small Communities Fund Program, a joint federal/provincial infrastructure funding program, was launched and will assist communities in implementing priority infrastructure projects that support sustainable service delivery.

Performance Measure 4: Percentage of local governments taking action to reduce their carbon footprint.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Percentage of local governments taking action to reduce their carbon footprint.	90%	96%	96%	96%

Data Source: Local governments' annual Climate Action Revenue Incentive Program reports.

Discussion

Actions taken by local governments to increase energy efficiency or reduce their corporate and community-wide greenhouse gas (GHG) emissions are key to creating sustainable communities and regions. Local governments are also using their planning tools and making more sustainable land use decisions to create complete, compact communities and regions with more diverse housing and transportation choices in an effort to help reduce their carbon footprint.

Goal 3: Communities are culturally rich and foster sustainable jobs, economic growth and a vibrant social fabric.

Objective 3.1: Creative people, places, and experiences exist throughout B.C.

Strategies

- Work to ensure that B.C.'s cultural assets are maximized to drive tourism opportunities.
- Identify opportunities to grow B.C.'s creative economy and creative workforce.
- Raise awareness within B.C. of the importance of a creative environment and how it [helps create a strong foundation for our communities and] contributes to innovation and economic growth.
- Support opportunities for youth to be engaged in civic life and their communities.

Objective 3.2: The next generation of skilled workers are creative, collaborative and innovative thinkers.

Strategies

- Build on existing expertise in the creative sector and fund projects that support new, innovative approaches to youth engagement in the arts through BC Creative Futures, a strategy for sustainable, long-term success in the province's creative sector.
- Prepare our children and youth to excel in the knowledge-based economy through training skilled workers who will be creative, collaborative and innovative thinkers in alignment with the B.C. Skills for Jobs Blueprint.

Objective 3.3: British Columbia's arts and culture sector is vibrant, resilient and recognized for artistic excellence.

Strategies

- Foster artistic excellence in all art forms and practices.
- Strengthen engagement in the arts.
- Support the richness of Aboriginal artists and communities in British Columbia.
- Develop the artistic and adaptive capacity of the arts and culture sector in British Columbia.
- Engage audiences and artists reflective of the diverse demographics of the province.

Community Gaming Grants

The Ministry invests in a healthy not-for-profit sector through Community Gaming Grants that are distributed to not-for-profit organizations in communities throughout British Columbia that deliver programs and services providing significant community benefit.

The impact of gaming funds on communities is profound, since many of the 5000+ organizations supported through Gaming deliver front line services that enhance community development, civic pride and social cohesion.

Performance Measure 5: Percentage of B.C.'s major cultural organizations that maintain or improve their net financial position compared to the previous year.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Percentage of B.C.'s major cultural organizations that maintain or improve their net financial position compared to the previous year.	TBC	64%	Maintain or improve	Maintain or improve

Data Source: Canadian Arts Database.

Discussion

This measure is an indicator of the health of the sector as a whole and reflects the financial stability of arts and cultural organizations in the province. Each year financial results from 25 major cultural

organizations are sampled to compare the net financial position of the current year to the previous year's net financial position. The percentage of organizations that have maintained or improved their position is calculated on that basis.

Performance Measure 6: Geographic reach of BC Arts Council funding.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Number of communities and regional districts where cultural and artistic activities are supported with BC Arts Council funding. ¹	TBC	More than 200 communities; 27 Regional Districts	More than 200 communities; 27 Regional Districts	More than 200 communities; 27 Regional Districts

Data Source: BC Arts Council.

¹ For the purpose of this measure, communities are defined as municipalities and unincorporated settlements.

Discussion

The [BC Arts Council's](#) mandate is to engage all British Columbians in a healthy arts and cultural community recognized for excellence. This measure indicates the degree of the Council's success in being inclusive of all British Columbians, regardless of whether they live in rural areas, small cities or large urban centers.

Goal 4: The provincial sport sector is robust and supports increased participation and athletic achievement.

Objective 4.1: Individuals have more opportunities to participate in sport in order to be more physically active, healthier and achieve their personal goals.

Strategies

- Promote opportunities for British Columbians to participate and achieve personal goals in organized sport by supporting programs, services and organizations (e.g. provincial and multi-sport organizations).
- Provide support to initiatives that reduce geographic, financial and other barriers to participation in physical activity and sport excellence (e.g. [Accessibility 2024's](#) inclusive communities initiatives).
- Improve health and educational outcomes for children through school-based and community sport.
- Increase coach and leadership development opportunities and support organizations and programs that promote safe experiences and skill development in sport.
- Work with the provincial sport sector to streamline administrative services to create savings available for reinvestment into community programming.

Objective 4.2: Athletes have more opportunities to achieve excellence in sport to inspire greater participation in their home communities.

Strategies

- Support B.C.'s elite athletes at all levels in their pursuit of excellence, in national and international level events.
- Help B.C. athletes excel by providing resources to athletes at various points in their development (e.g. provincial and regional coaching, sport science expertise).

Performance Measure 7: Percentage of B.C. athletes on national teams.

Performance Measure	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
Percentage of B.C. athletes on national teams. ¹	34.8%	greater than 25%	greater than 25%	greater than 25%

Data Source: Canadian Sport Institute Pacific.

¹ National teams include those athletes who represent Canada at events such as Olympic, Paralympic, or Commonwealth Games and/or World Championships or who are supported through the Sport Canada Athlete Assistance Program (AAP) in the current year. More than 25% of national team members are BC athletes; this proportion is almost double that of B.C.'s per capita share (13%) of Canada's population. Sports included in the measure are those that have been targeted for enhanced performance support funding (19 sports in 2014/15). Other indicators related to this measure that will be monitored are the number of BC Games and Team BC athletes on national teams; medals won at Games and world championships; Team BC performance at Canada, Western Summer Canada, and North American Indigenous Games; as well as the number of coaches and athletes benefitting from the Integrated Performance System.

Discussion

B.C. athletes inspire. The Province's role is to help develop the next generation of sport stars through investments in the athlete and coach performance pathway from high school championships and the BC Games; to the Canada games, Western Canada Summer Games and national championships; and through a partnership with Own the Podium to support Olympic and Paralympic level athletes and coaches training in British Columbia.

As B.C. plays host to the 2015 FIFA Women's World Cup of Soccer, the Canadian team which won Canada's first Olympic team medal since 1936, will have a home pitch advantage and inspire British Columbians of all ages and abilities to participate and excel in sport.

Objective 4.3: Major events support sport, economic and community development.

Strategies

- Work with the Ministry of Jobs, Tourism and Skills Training to implement a new 5-year sport-hosting strategy to attract more marquee events to British Columbia.

- Invest in major hosting opportunities, such as the BC Games, the 2015 FIFA Women's World Cup of Soccer, the 2016 Wheelchair Rugby World Championships, the 2016 Women's Fastpitch Championships and the 2016 World Women's Hockey Championships.
- Support a wide range of regional sport events province-wide through the Hosting BC program that bring significant social and economic benefits to communities across B.C.
- Monitor the outcomes of showcasing provincial northern job opportunities during 2015 Canada Winter Games (February 2015) to assess how major sport, arts and culture events may be an efficient and effective promotional tool to help create awareness, attract jobs, new business and tourists to British Columbia.

BC Athletic Commissioner

The BC Athletic Commissioner (BCAC) is an independent office that oversees the conduct of professional boxing and mixed martial arts (MMA) as well as amateur MMA, kickboxing, Muay Thai and pankration events throughout British Columbia.

The BCAC provides a centralized regulatory body for safety standards and a consistent licensing and permitting framework for combat sport events.

Resource Summary

Core Business Area	2014/15 Restated Estimates ¹	2015/16 Estimates ²	2016/17 Plan	2017/18 Plan
Operating Expenses (\$000)				
Local Government ³	143,565	148,607	178,637	183,698
Integrated Policy, Legislation and Operations	2,779	2,789	2,797	2,812
Arts, Culture, Gaming Grants and Sport ⁴	46,683	46,705	46,720	46,752
Transfers to Crown Corporations and Agencies	11,866	11,866	11,866	11,866
Executive and Support Services	5,825	5,861	5,888	5,940
Ministry Totals	210,718	215,828	245,908	251,068
Special Accounts				
BC Arts and Culture Endowment special account	2,500	2,500	2,500	2,500
Physical Fitness and Amateur Sports Fund	1,700	1,700	1,700	1,700
University Endowment Lands Administration Account	6,442	8,442	8,442	8,442
Total	221,360	228,470	258,550	263,710
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services				
Total	833	1,288	2	2

¹ For comparative purposes, amounts shown for 2014/15 have been restated to be consistent with the presentation of the 2015/16 Estimates.

² Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

³ Local Government includes University Endowment Lands (UEL), Assessment Services, and Assessment Policy and Support.

⁴ Arts, Culture, Gaming Grants and Sport includes \$135M for Community Gaming Grants and (\$135M) of offsetting Recoveries.

*All amounts exclude approved access to Contingencies.

Appendices

Appendix A: Ministry Contact Information

MINISTRY OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT

PO Box 9490 STN PROV GOVT

Victoria, BC V8W 9N7

<http://www.gov.bc.ca/cscd>

Minister's Office

Honourable Coralee Oakes

PO Box 9056 STN PROV GOVT

Victoria, BC V8W 9E2

Deputy Minister's Office

Rebecca F. Denlinger

Deputy Minister

Telephone: (250) 387-4104

Fax: (250) 387-7973

BC ATHLETIC COMMISSIONER

www.cscd.gov.bc.ca/bcathleticcommission/

PO BOX 9823 STN PROV GOVT

Victoria BC V8W 9W3

Telephone: (250) 952-6735

Toll Free: 1 (855) 952-6760

Fax: (250) 387-8703

Email: Athletic.Commissioner@gov.bc.ca

Further information on the various programs and services provided by the Ministry of Community, Sport and Cultural Development can be found at www.gov.bc.ca/cscd/.

To contact a specific person or program in the Ministry of Community, Sport and Cultural Development, please refer to the [B.C. Government Directory](#).

Appendix B: Hyperlinks to Additional Information

Local Government Resources

[Model Well Regulation Bylaws](#)

[Implementation Guide](#)

[Community Amenity Contributions: Balancing Community Planning, Public Benefits and Housing Affordability](#)

[Development Permit Areas for Climate Action: A Guide for Energy Conservation, Water Conservation and GHG Emissions Reduction](#)

[Water Conservation Calculator](#)

[Action Plan for Safe Drinking Water in B.C.](#)

[Living Water Smart,](#)

[Drinking Water Protection Act,](#)

[Municipal Wastewater Regulation](#)

[Liquid Waste Management Planning](#)

[Integrated Resource Recovery Guide](#)

Arts and Culture

[BC Arts Council](#)

Community Gaming Grants

[Community Gaming Grants](#)

Sports

[BC Soccer Association](#)

[BC Seniors Games Society \(55+ BC Games\)](#)

[BC Blind Sports and Recreation Association](#)

[KidSport BC™](#)

[After-School Sport and Arts Initiative](#)

[Sport Participation Program](#)

Auditor General for Local Government

The [Auditor General for Local Government](#) is an independent office established by the Province of British Columbia through legislation.

Suite 201 10470-152nd Street
Surrey, BC V3R 0Y3

(604) 930-7100

Ministry of
Community, Sport and
Cultural Development

2014/15
Annual Service Plan Report



For more information on the Ministry of Community, Sport and Cultural Development, contact:

Ministry of Community, Sport and Cultural Development

PO BOX 9490

STN PROV GOVT

VICTORIA, BC

V8W 9N7

email: EnquiryBC@gov.bc.ca

or visit our website at

www.gov.bc.ca/cscd/

Minister's Message and Accountability Statement



Vibrant communities build a strong foundation for a successful British Columbia. For most British Columbians, local communities provide a sense of identity, familiarity and security. I note with pleasure that funding for our Ministry's community-based programs in 2014/2015 continued to support the success and viability of British Columbia's diverse and unique communities.

The Ministry worked in partnership with 189 local governments (162 municipalities and 27 regional districts) in the province to help build strong communities throughout British Columbia that are sustainable and prepared for economic growth. The Province also assists local governments by building partnerships that make significant federal investment in local communities possible. As a result of the finalization of negotiations between the Province, the [Union of British Columbia Municipalities](#) and the federal government over the past year, the Gas Tax program will invest \$2.76 billion in B.C. local governments over the next ten years – and the [Small Communities Fund](#) under the New Building Canada Fund represents a \$327 million investment over the next decade.

The Ministry sustained strong support for the arts, artists and cultural organizations in communities across the province, investing more than \$60 million in arts and culture, including a record-high \$24 million for the [BC Arts Council](#), our government's key development and funding agency for the arts. The Ministry provided significant support for sports in British Columbia through an investment of approximately \$50 million. Programs such as [Hosting BC](#), [BC Sport Participation](#) and the [Local Sport Program Development Fund](#) supported a diverse range of sports events and competitions, as well as encouraging all British Columbians to enjoy a healthy lifestyle through participation in sport.

Every year, British Columbia hosts outstanding sport and cultural events. The B.C. Government approved the development of a five-year Sport, Arts and Culture Event Strategy to build a stronger link between event hosting and tourism promotion. We continue to develop the strategy with partners in other ministries and the BC Arts Council, [BC Games Society](#), [ViaSport](#), and [Destination BC](#).

Through an agreement with the [Ministry of Finance](#), the Gaming Policy and Enforcement Branch implemented an annual investment of \$135 million in community gaming grants. Over 5,000 local organizations, representing virtually every community in British Columbia, received gaming grants. Our ongoing support for local governments, arts and culture, sport and gaming grants help communities throughout British Columbia succeed as great places to live, work, visit and invest.

The *Ministry of Community, Sport and Cultural Development 2014/15 – 2016/17 Annual Service Plan Report* compares the Ministry's actual results to the expected results identified in the *2014/15 – 2016/17 Service Plan*. I am accountable for those results as reported.

A handwritten signature in cursive script, reading "Coralee Oakes".

Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development

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Purpose of the Ministry

The Ministry of Community, Sport and Cultural Development brings together key government services and supports needed to make B.C. communities great places to live, work, visit and invest. The Ministry supports local governments, non-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient, socially and environmentally responsible and full of opportunities for participation in sport and the arts.

The Ministry oversees the following Crown corporations, agencies, boards and commissions, which are integral to achieving the Ministry's mission: the Royal BC Museum, the BC Assessment Authority, the BC Arts Council, the BC Games Society, the Board of Examiners, the Islands Trust Fund, and the Property Assessment Appeal Board. The Ministry also oversees the Office of the BC Athletic Commissioner and the University Endowment Lands, administers the annual Property Assessment Review Panel process and provides secretariat support to the Audit Council for the Auditor General for Local Government. Please see Appendix B for more information.

In addition, the Ministry works in close partnership with provincial, federal and municipal governments and agencies, as well as private and not-for-profit organizations. Some of these key partners include: the Municipal Finance Authority of British Columbia, the Local Government Management Association, the Government Finance Officers Association of BC, the Municipal Insurance Association of BC and the Union of British Columbia Municipalities (UBCM).

The effective delivery of the Ministry's mandate relies on key legislation, including: the Local Government Act, the Community Charter, the Vancouver Charter, the Arts Council Act, the Assessment Act, the Gaming Control Act and the Athletic Commissioner Act.

Strategic Direction and Context

Strategic Direction

The Minister's June 10, 2013 mandate letter from Premier Christy Clark outlined key expectations for the Ministry in 2014/15, such as the implementation of local government election changes, the creation of the framework for the rural dividend for communities, working with the UBCM on a framework for implementing the federal infrastructure program, and engaging with sport and cultural development communities to make recommendations on how we can better provide provincial support to these organizations.

In addition to the strategic priorities outlined in the Minister's June 2013 mandate letter, the introduction of the Taxpayer Accountability Principles (TAP) in June 2014 provided a framework to enhance greater strategic engagement between the Ministry of Community, Sport and Cultural Development and its associated Crown corporations. The Ministry worked with its Crown corporations to implement the TAP to strengthen accountability, promote cost control and support strategic alignment so that these public sector agencies can continue to be effective and efficient in their service delivery, while doing so with integrity and respect and in the best interests of taxpayers.

In 2014/15, the Ministry also worked on growing sport participation, sustaining and enhancing B.C.'s tradition of sport excellence and maintaining the Province's reputation as a premier sports event destination. To encourage hosting activities and events and to fulfill one of the Minister's mandate

commitments, the Ministry, in partnership with the Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour, explored opportunities to support event hosting within the province.

Strategic Context

Factors such as shifting global markets and changing environmental dynamics have contributed to growing challenges for B.C.'s rural communities, including diminished local government tax revenues from industrial consolidation on the one hand and growth prospects on the other. The Ministry continued to work in partnership with local governments and other ministries to help communities prepare for investment and growth by identifying opportunities and barriers to economic development and to foster job creation throughout the province.

One of government's key priorities is to drive economic growth and prosperity in emerging markets, such as technology, mining, agrifoods and liquefied natural gas (LNG). The Ministry continues to play an important role in helping local governments prepare for growth opportunities by being ready to provide critical services, core infrastructure and cultural and sporting opportunities within their communities. Also, the Municipal Finance Authority has maintained its triple A credit rating, providing market stability and allowing local governments continued access to low rates of financing, furthering their ability to respond to current infrastructure needs and capitalize on the economic opportunities that lie ahead.

The Province benefits from many cultural assets that enhance the visitor experience and help strengthen B.C.'s world reputation as a tourist destination. With a focus on arts and culture as an economic and social catalyst, the Ministry continued to help build healthy and vibrant communities across British Columbia. The BC Arts Council renewed its strategic plan and launched a multi-year implementation plan to deliver on all commitments.

The 2015 Canada Winter Games (February 13 - March 1, 2015) brought an estimated 15,000 visitors and over 3,400 participants from across Canada to Prince George. As the largest multi-sport and cultural event ever held in northern British Columbia, these Games were a catalyst for development in the region and generated an estimated economic impact of \$70 million to \$90 million.

Report on Performance

Over the past year, the Ministry worked with local governments and partner ministries to successfully accomplish its mandate items. Key successes included:

- Balanced the Ministry's 2014/15 budget.
- Contributed \$1 million in planning grants to northwestern communities to plan for LNG development.
- Supported core grants for local governments and worked with communities and regions across B.C.
- Worked with the UBCM and federal government to secure a 10-year renewed agreement on the federal Gas Tax Fund to support the development of public infrastructure across B.C.
- Modernized local government elections by introducing the Local Elections Campaign Financing Act, which was subsequently passed in the legislature.
- The 2015 Canada Winter Games brought together thousands of visitors and participants from across Canada to Prince George and promoted northern career and educational opportunities.

- Together with the BC Arts Council, supported festivals and events around the province that built community pride and volunteerism and sustained a diverse and strong economy.
- Provided \$2 million to double the After School Sports and Arts Initiative for children who may not otherwise have an opportunity to participate in organized activities in their community.

The creative economy is one of the most rapidly growing sectors in the world and the Ministry recognizes that creative people help drive growth in all sectors of the economy. B.C. is a culturally rich province with the highest number of artists per capita in Canada. In 2014/15, the Ministry developed a plan to grow B.C.'s creative economy and creative workforce; worked with the Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour to ensure that cultural assets are maximized to drive tourism opportunities in the province; and prepared a five-year hosting strategy to further promote B.C. as a world-class event hosting destination. New partnerships were developed between leaders who manage cultural assets, Visitor Centres and Chambers of Commerce to provide greater access to the growing market for cultural tourism. In addition to the Super Natural BC experience, visitors can enjoy unique arts and cultural experiences in communities across the province.

In 2014/15, the Ministry of Community, Sport and Cultural Development also undertook a number of key actions to advance the [Taxpayer Accountability Principles](#) across its Crown corporations and to foster a principled culture of efficiency and accountability at all levels. This included the development of TAP Engagement Plans to formally establish a schedule of regular meetings between ministers, board chairs, deputy ministers and Chief Executive Officers to discuss relevant and current corporation business, including reviewing achievement of the goals, objectives, performance measures, financial targets and risk assessments identified in the Crown corporation's Service Plan. The TAP Engagement Plans also promoted increased communication with respect to government direction; promoted actions and decisions that are consistent with government's mandate and priorities; and increased responsiveness to taxpayers' needs. Each Crown corporation developed and posted a comprehensive Code of Conduct that reflects the TAP and Ministry Crown Boards and executives have been informed and trained in the TAP.

Going forward, the Ministry and its Crown corporations will develop annual Evaluation Plans to report on performance against the TAP. Performance measures will be confirmed in 2015/16 and will be publicly reported as part of the 2015/16 Annual Service Plan Reports. The Ministry will continue working with our Crown corporations to support red tape reduction strategies and citizen focus as priority commitments of government.

Goals, Objectives, Strategies and Performance Results

The purpose of this annual report is to provide the performance results for the goals, objectives, strategies and performance measures included in the Ministry's 2014/15 – 2016/17 Service Plan. Consistent with its mandate letter direction, over the past fiscal year the Ministry worked towards achieving the following broad goals:

- Goal 1: Communities and regions are effectively governed.
- Goal 2: Communities and regions are vibrant and sustainable.

Goal 3: Communities are culturally rich and foster sustainable jobs, economic growth and a vibrant social fabric.

Goal 4: The provincial sport sector is robust and supports increased participation and athletic achievement.

Goal 1: Communities and Regions are Effectively Governed

Objective 1.1: A Sound Governance System that Balances Local Government Autonomy and Provincial Responsibilities for the Benefit of Citizens

Strategies

Key strategies in 2014/15 included:

- Reviewing and monitoring the policy, legislative and regulatory framework, and proposing changes, so that local governments can govern effectively and meet citizen needs. An example was the *Local Elections Campaign Financing Act*, which provided greater transparency and accountability for the November 15, 2014 local government elections.
- Encouraging citizen-local government engagement in decision-making. This includes providing advice and problem solving on governance, finance, land use and other matters of interest to citizens; developing public information; and furthering education with partner organizations. An example was intensive work with [Elections BC](#), the Local Government Management Association, the UBCM, the BC School Trustees Association and others to provide elections education for the 2014 local government general election to election administrators, candidates, elector organizations and the public.
- Supporting communities with changes to local government structure by helping to build a shared understanding about the facts and implications of municipal incorporation, boundary extension or other proposed restructuring. In 2014/15, this included completing five boundary extensions/corrections, creating new electoral areas in the Fraser Valley Regional District, converting an improvement district to a regional district service and reclassifying Maple Ridge from a district municipality to a city.
- Maintaining a fair, accountable and transparent property assessment system, including an independent appeal process to encourage economic growth in British Columbia.
- Assisting local governments to build respectful relationships with First Nations by supporting the [Community-to-Community \(C2C\) Forum Program](#); encouraging collaboration and cooperation on matters of mutual interest; and supporting local governments in dealing with changes resulting from treaty negotiations. In 2014/15, 39 C2C forums were held in communities throughout the province.
- Encouraging transparency of local governments for citizens. This includes facilitating local government partnerships to open up local government data. In addition, the [Auditor General for Local Government](#) will continue its work conducting performance audits of local government operations.
- Facilitating provincial approvals essential to sustain the stability and financial viability of the local government system. This includes working with local governments and other provincial

agencies to better integrate local, regional and provincial interests on matters such as economic development, land use, and public health and safety.

Objective 1.2: Local Governments are Able to Meet the Service Needs of their Residents

Strategies

Key strategies in 2014/15 included:

- Supporting local governments with core human resource capacity by providing stable, predictable and timely funding through the administration of [Small Community and Regional District Grants](#). The Province paid \$54 million in fiscal 2014/15 to support good governance in 27 regional districts, the Islands Trust, and 131 smaller municipalities throughout B.C.
- Providing [infrastructure funding](#) development and planning support through a range of Ministry grant programs that enabled local governments to provide services to residents and create the conditions needed for economic growth.
- Distributing targeted funding for policing, crime prevention and community safety by returning net [traffic fine revenues](#) to local governments. The Province paid nearly \$60 million in fiscal 2014/15 to 75 B.C. municipalities to support community safety initiatives.
- Supporting local governments to make effective service provision choices by encouraging regional and sub-regional services; providing advice on the variety of ways to deliver local services; and advising and providing tools to assist in resolving differences.
- Encouraging strong fiscal and asset management practices to support the development of sustainable infrastructure and amenities to accelerate economic development for communities. For example, encouraging local governments to participate in [Asset Management BC](#).
- Furthering education through partner organizations such as the Local Government Management Association, the [Government Finance Officers Association of BC](#), the [Planning Institute of British Columbia](#), the [Local Government Leadership Academy](#) (LGLA) and the UBCM. The LGLA held eight Elected Officials Seminars throughout B.C. in February 2015, for those newly elected and returning from the 2014 local government elections, with 721 local government elected officials and staff attending.

Performance Measure 1: Number of Municipalities Collecting at Least 90 Per Cent of their Current Year Taxes

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
Number of municipalities collecting at least 90 per cent of their current year taxes	149	149	154	151	155	155

Data Source: Local governments provide the Ministry with their financial data at the end of their fiscal year. The Ministry's reporting requirements are comprehensive and the data received

is highly accurate. In 2014/15, B.C. had 161 municipalities collecting taxes.

Discussion: Property taxes constitute the majority of municipalities' annual revenues and are therefore crucial in enabling municipalities to provide key services to their residents. By monitoring the number of municipalities that collect at least 90 per cent of their current year taxes, the Ministry is able to focus efforts on communities that may need guidance to assess their financial capacity and address challenges. Ministry efforts may include planning assistance and advice, municipal boundary alterations, land use bylaws, or grant funding.

Overall, the results for this measure have been increasing since 2009/10 when 142 municipalities were reported as having collected at least 90 per cent of their current year taxes. While the 2014/15 result was slightly lower than anticipated, Ministry assistance to communities requiring support has contributed and will continue to contribute to the overall success of this measure. This trend is expected to continue over the next few fiscal years.

Performance Measure 2: Local Governments' Ability to Obtain Low-Cost, Long-Term Capital Financing

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
Municipal Finance Authority's Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA

Data Source: Municipal Finance Authority of British Columbia (MFA).

Discussion: The MFA was created in 1970 to contribute to the financial well-being of local governments throughout B.C. The MFA pools the borrowing and investment needs of B.C. communities through a collective structure and is able to provide a range of low-cost and flexible financial services to its clients equally, regardless of the size of the community. The Ministry works collaboratively with the MFA and local governments to ensure low cost and flexible financial services are available to all local governments.

The Ministry supports the MFA in obtaining a high credit rating and low rates for borrowing through: administration of the *Municipal Finance Authority Act*; setting local government borrowing limits; reviewing and approving loan authorizations and setting financial reporting requirements; and ensuring local government financial data is available publicly and to the MFA.

Objective 1.3: Local Governments Support a Positive Environment for Business and Economic Development

Strategies

Key strategies in 2014/15 included:

- Working with local governments, the UBCM and the business sector to ensure property tax on industrial and business properties promotes competitiveness and investment while maintaining local government capacity. In accordance with both local governments' financial planning and annual reporting, all local governments must report on their tax policy decisions including their apportionment of municipal taxes between various property classes.

- Encouraging local governments to engage with the business sector and other stakeholders to create policies, processes and actions to enable economic growth.
- Promoting the refinement of regulatory requirements across B.C. communities and regions to reduce the regulatory burden on citizens and business.
- Supporting the Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour in their efforts to connect communities to the [BC Jobs Plan](#), providing guidance on best practices and assisting local governments to create and implement economic development strategies, policies and actions.

Goal 2: Communities and Regions are Vibrant and Sustainable

Objective 2.1: Communities Benefit from the Long-Term Economic, Regional and Social Opportunities that Emerge from Major Industrial Growth, including Liquefied Natural Gas

Strategies

Key strategies in 2014/15 included:

- Assisting local governments to plan and create local capacity to respond to the demands and opportunities for sustained regional economic growth from major industrial activity. This included \$500,000 in grants for restructure projects in local governments, \$500,000 for infrastructure planning grants, and \$1 million dedicated to northwest communities for land-use planning and asset management projects.
- Collaborating with ministries and agencies across government to support local communities in their efforts to create and implement economic and social development strategies, policies and best practices to prepare for industrial growth.
- Building a framework to leverage the social, economic and community dividends that result from the expansion of industrial activity in the province.

Objective 2.2: Communities have Effective Water and Waste Management

Strategies

Key strategies in 2014/15 included:

- Providing targeted funding to local governments to help them achieve provincial water and waste management objectives, which include those identified in the [Action Plan for Safe Drinking Water in B.C.](#), [Living Water Smart](#), the [Drinking Water Protection Act](#), the [Municipal Wastewater Regulation](#) and [Liquid Waste Management Planning](#). This included announcement of the first intake of the \$327 million [New Building Canada Fund – Small Communities Fund](#) for local infrastructure in communities with populations under 100,000.
- Providing tools and resources to local governments to assist them in conserving and protecting water resources, including guidelines for the development of water conservation plans; [Model](#)

Well Regulation Bylaws and an Implementation Guide; and the Water Conservation Calculator for local governments.

- Encouraging local governments to use liquid and solid waste as a resource and maximize the recovery value by providing tools like the Integrated Resource Recovery Guide.
- Promoting the use of the best, lowest life-cycle cost approaches for local government infrastructure projects.

Performance Measure 3: Percentage of British Columbians Served by Drinking Water Systems that Meet Emerging Treatment Standards for the Protection of Drinking Water Quality

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
Percentage of British Columbians ¹ served by drinking water systems that meet emerging treatment standards for the protection of drinking water quality ²	36%	36.3%	59.3%	59.6%	N/A	N/A

Data Source: Contractual requirements between the Province and grant recipients include quarterly progress reports tied to claim payments. Additional information is obtained through the Union of British Columbia Municipalities and the Gas Tax Fund.

¹ Population percentages are calculated using BC Stats Population Estimates and are updated annually.

² This measure estimates the percentage of the provincial population served by systems meeting emerging standards. The Ministry does not collect data relating to communities served by private systems.

- This measure demonstrates the progress that is being made to serve British Columbians in meeting growing community needs and improved water standards. This year's progress is reflected by the increase of 23.3 percentage points in population receiving drinking water from systems that have completed works to meet higher treatment standards. Regional Health Authorities encourage service providers to meet higher water treatment standards to achieve increased certainty about drinking water quality. In some cases, these higher standards include the dual treatment of drinking water through disinfection and filtration (rather than disinfection alone), thus creating a second barrier of protection against the transmission of pathogens.
- Meeting these standards sometimes requires local governments to upgrade their existing water treatment facilities or construct new ones. The Ministry provides funding for these projects through the Building Canada Fund – Communities Component.
- In 2014/15 approximately 1,073,400 additional British Columbians were served by drinking water systems that received Ministry funding. The majority (>90 per cent) of these are a result of the completion of the tunnels for Metro Vancouver's Capilano-Seymour Drinking Water Filtration Plant Project.

Objective 2.3: Local Governments are Implementing Strategies to Improve Community Sustainability

Strategies

Key strategies in 2014/15 included:

- Updating Ministry infrastructure funding programs to encourage local governments to innovate, integrate and prioritize projects that deliver environmental, economic and/or social benefits.
- Providing guidance, advice and tools to help local governments meet their commitments under the British Columbia Climate Action Charter, including ongoing partnership with the UBCM through the Green Communities Committee (GCC), the Climate Action Revenue Incentive Program (CARIP), the GCC Climate Action Recognition Program, the UBCM Community Excellence Awards (Leadership & Innovation, Climate Action) and new Carbon Neutral tools (e.g., Forestry profile).
- Encouraging local governments to develop effective approaches to increase the supply of affordable entry-level market housing near transit.
- In partnership with the federal government and the UBCM, continued implementation of the current Federal Gas Tax Transfer Fund (Gas Tax Fund) and successfully negotiated the permanent Gas Tax Fund.
- Providing tools and resources for local governments to integrate land use planning and management decisions with transportation, infrastructure and financial planning and decision-making.
- Promoting the effective development, adoption and implementation of Regional Growth Strategies by providing advice throughout the process and assistance in resolving disputes.
- Making tools and resources available to help local governments understand the impacts of climate change and take action to adapt, including best practices for sustainable land use and infrastructure.

Performance Measure 4: Percentage of Local Governments Taking Action to Reduce their Carbon Footprint

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
Percentage of local governments taking action to reduce their carbon footprint	92%	92%	95%	86% ¹	96%	96%

Data Source: Local governments' annual CARIP reports.

¹ Based on reports received as of May 6, 2015. Final reports will be available July 31, 2015.

- Local governments across British Columbia continue to take actions to reduce their corporate and community-wide greenhouse gas (GHG) emissions. Their efforts are key to creating vibrant, sustainable communities and regions. Interim reporting as of May 6, 2015 shows that the percentage of local governments taking action to reduce their carbon footprint in 2014 was 86 per cent. Receipt of final reports is expected to increase the 2014/2015 actual result, although probably not to the forecasted 95 per cent. The main reason for the anticipated variance from the forecast appears to be that smaller local governments, while undertaking carbon reduction initiatives, are opting not to submit CARIP reports because the grant dollar amounts are limited compared to the resources they put toward applying for the grants. The new online CARIP reporting format launched in 2014 provides the opportunity to further simplify the reporting process for small local governments, which may encourage smaller local governments to opt back into the CARIP grant process and increase the number of local governments submitting reports.

Goal 3: Communities are Culturally Rich and Foster Sustainable Jobs, Economic Growth and a Vibrant Social Fabric

Objective 3.1: Creative People, Places, and Experiences Exist throughout B.C.

Strategies

Key strategies in 2014/15 included:

- Building capacity for creative economic activities by improving public awareness, training, and support for artists, creators and creative organizations.

- Engaging with the Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour and Destination BC to enhance art and culture content on HelloBC and to encourage visitors to take advantage of B.C.'s arts and cultural experiences.
- Investing in a healthy not-for-profit cultural sector:
 - \$24 million through 1,372 BC Arts Council grants in 230 communities across B.C.; and,
 - \$135 million Community Gaming Grants to approximately 5,000 non-profit organizations in 273 communities.
- Continuing to engage stakeholders on gaming grant processes to effectively provide support to charities and not-for-profit groups and undertaking stakeholder engagement with organizations such as the [BC Association for Charitable Gaming](#) and sector-specific umbrella organizations.
- Raising awareness within B.C. of the importance of a creative environment and how it contributes to innovation and economic growth.
- Connecting and engaging communities from all regions and continuing to create awareness of our capital city by supporting festivals and events in the Capital, including continuation of the [Capital for Kids Travel Program](#).
- Initiating a pilot Democracy in Action youth conference to promote youth civic engagement.
- Exploring opportunities to support the rapidly growing creative economy and workforce by improving access to markets and building awareness of the creative sector's critical role in encouraging people to live, work and invest in B.C. communities.

Objective 3.2: The Next Generation of Skilled Workers are Creative, Collaborative and Innovative Thinkers

Strategies

Key strategies in 2014/15 through the [BC Creative Futures](#) strategy launched in 2013 included:

- Building on existing expertise in the creative sector and funding projects that supported new approaches to youth engagement in the arts to grow the workforce and develop the next generation of creative, collaborative and innovative thinkers.
- Preparing our children and youth to excel in the knowledge-based economy and training skilled workers in alignment with the *BC Jobs Plan*.
- Increasing access to scholarships and co-op placements in the arts and culture sector:
 - \$3.5 million in [Youth Engagement Programs](#) including 310 grants to 61 school districts; and,
 - \$2 million in youth scholarships, co-op placements, internships, residency and mentorship opportunities.
- Enabling children and youth to participate in the arts both in the classroom and during after school-hours by investing \$2 million for the After School Sport and Arts initiative, which supported programs in 151 schools in 14 school districts across the province.
- Continuing to establish collaborative partnerships with community stakeholders and delivery agents such as [Art Starts in Schools](#), the [BC Touring Council](#) and [First Peoples' Cultural Council](#) (FPCC).

Objective 3.3: British Columbia's Arts and Culture Sector is Vibrant, Resilient and Recognized for Artistic Excellence

Strategies

Key strategies in 2014/15 included:

- Fostering artistic excellence through investments in individual artists and grants to cultural organizations.
- Strengthening engagement in the arts by helping to build relationships between artists and their communities.
- Developing the artistic and adaptive capacity of the sector.
- Supporting the unique role of Aboriginal artists and communities in B.C.'s artistic and cultural life by investing in Aboriginal artists and cultural organizations and by working with FPCC, delivering 89 [Aboriginal Arts Development Awards](#) totaling \$735,000 on behalf of the BC Arts Council through five program streams.

Performance Measure 5: Percentage of B.C.'s Major Cultural Organizations that Maintain or Improve their Net Financial Position Compared to the Previous Year¹

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
Percentage of organizations that maintain or improve their financial position	64%	64%	64%	68% ²	64%	64%

Data Source: [CADAC](#) (Canadian Arts Data / Données sur les arts au Canada) and BC Arts Council records.

¹ As the Ministry funds cultural organizations through Community Gaming Grants and the BC Arts Council, it contributes to the financial success of cultural organizations. This measure is an indicator of the health of the sector as a whole and reflects the financial stability of arts and cultural organizations in the cultural economy of the Province.

² The 2014/15 result of 68 per cent exceeded the target, demonstrating a healthy sector. An increase of 4 percentage points is not considered statistically significant given the small sample.

Discussion: Each year, 25 cultural organizations with the highest revenues for the year are reviewed and their working capital reported in their financial statements is compared to the previous year. The number of organizations that have maintained or improved their position against the total of 25 is calculated as a percentage and reported above. The target of 64 per cent reflects a desire to see stability and resilience in the sector.

Performance Measure 6: Geographic Reach of BC Arts Council Funding

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
Number of communities ¹	214	215	More than 200	230 ²	More than 200	More than 200
Number of regional districts (RDs)	All 27	All 27	All 27	All 27	All 27	All 27

Data Source: BC Arts Council grant management database.

¹ For the purpose of this measure, communities are defined as municipalities and unincorporated settlements.

² The 2014/15 result of 230 exceeded the target, demonstrating the broad geographic reach of the programs. As the target was exceeded by 15 percentage points, this improvement is statistically significant and can be explained by the addition of new programs offered since 2012/13.

Discussion: This measure indicates the number of communities in which individuals or organizations successfully accessed funding through the programs of the BC Arts Council. Exceeding the target number of communities is an indicator of the inclusiveness of the programs for all British Columbians, regardless of where they live in the province.

Goal 4: The Provincial Sport Sector is Robust and Supports Increased Participation and Athletic Achievement

Objective 4.1: Individuals have more Opportunities to Participate in Sport in Order to be More Physically Active, Healthier and Achieve their Personal Goals

Strategies

Key strategies in 2014/15 included:

- Promoting opportunities for British Columbians to participate and achieve personal goals in organized sport by supporting organizations, programs and services, such as provincial and multi-sport organizations (e.g., the [BC Soccer Association](#), [55+ BC Games](#), and the [BC Blind Sports and Recreation Association](#)).

- Building on support to sport organizations with initiatives that reduce financial, geographic and other barriers to participation and sport excellence. Examples of these initiatives include [KidSport BC™](#), the [After-School Sport and Arts Initiative](#), the [BC Sport Participation Program](#), and [PacificSport Centres](#)' programs and services.
- Supporting programs that target specific populations (e.g., Aboriginal, seniors, girls and women, persons with a disability, and new immigrants), which also makes sport more affordable and accessible for families.
- Improving health and educational outcomes for children by bringing together various interests that enable the increased physical activity of children through school-based sport and community sport.
- Increasing coach and leadership development opportunities and supporting organizations and programs that ensure safe experiences and skill development in sport.
- Working with the provincial sport sector to streamline administrative services to create savings that can be reinvested into community programming.

Objective 4.2: Athletes have More Opportunities to Achieve Excellence in Sport to Inspire Greater Participation in their Home Communities

Strategies

Key strategies in 2014/15 included:

- Supporting B.C.'s elite athletes at all levels in their pursuit of excellence by supporting events such as the BC Summer and Winter Games, athletes' participation in [Team BC](#), and centres such as the [Canadian Sport Institute Pacific](#).
- Building on this support by helping B.C. athletes excel through providing resources to athletes at various points in their development (e.g., provincial and regional coaching, and sport science expertise) as they progress to more advanced levels of competition.
- Supporting Team BC's participation at [Canada Games](#) through funding to provincial sport organizations, training mission staff, and overseeing program logistics.

Performance Measure 7: Percentage of B.C. Athletes on National Teams

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Target	2014/15 Actual	2015/16 Target	2016/17 Target
Percentage of B.C. athletes on national teams. ¹	34.7%	33.7%	Greater than 25%	34.8%	Greater than 25%	Greater than 25%

Data Source: Canadian Sport Institute Pacific.

¹ National teams are defined through sport-specific criteria as those athletes who represent

Canada at events such as Olympic, Paralympic, or Commonwealth Games and/or World Championships or who are supported through the Sport Canada Athlete Assistance Program in the current year. Sports included in the measure are those that have been targeted for enhanced performance support funding (19 sports in 2014/15). Other indicators related to this measure that will be monitored are the number of BC Games and Team BC athletes on national teams; medals won at Games and world championships; Team BC performance at Canada, Western Canada Summer, and North American Indigenous Games; as well as the number of coaches and athletes benefitting from the Integrated Performance System. Provided by Canadian Sport Institute Pacific as of January 6, 2015.

Discussion: The Ministry provides support to high-performance athletes through funding for coaching, sport medicine and science professionals, events and training opportunities. The performance of our athletes on the international and national stage is a strong indication of the overall health of the sport system. Competitive results measure the strength of B.C.'s community facilities, events, coaches, organizations, officials, technical expertise, volunteers and other key "ingredients" of success.

This measure demonstrates the impact the Ministry's efforts have had on sports excellence in B.C. This target has been set at 25 per cent, which shows the strong representation that B.C. athletes have on national teams, even though British Columbia's population is only 13 per cent of Canada's total population. Since 2010, these targets have been exceeded and the Ministry expects this trend to continue.

Objective 4.3: Major Events Support Sport, Economic and Community Development

Strategies

Key strategies in 2014/15 included:

- Developing a strategy to attract more marquee events to British Columbia – events that bring economic and social benefits to B.C. families and their communities, and help promote B.C. as an attractive place to live and invest.
- Investing in major hosting opportunities, such as the BC Games, 2014 Special Olympics Canada Summer Games, 2015 Canada Winter Games and the FIFA Women's World Cup Canada 2015.
- Supporting a wide range of regional sport events province-wide through the Hosting BC program, which bring significant social and economic benefits to communities across B.C.

Financial Report

Management Discussion and Analysis

This Management Discussion and Analysis reports on the Ministry of Community, Sport and Cultural Development's financial results for the year ended March 31, 2015 and should be read in conjunction with the Financial Report Summary Table provided below.

Operations

- This year, the Ministry realized savings in certain program areas (see table and notes below), which were used to offset the costs of providing support through Arts, Culture, Gaming Grants and Sport for additional cultural and commemorative events.
- The Province accelerated payments of \$40 million in Small Community/Regional District and Traffic Fine Revenue Sharing grants into 2014/15. These grants were previously scheduled to be paid in 2015/16 and 2016/17. The acceleration provides local governments with access to provincial contributions earlier, enabling them to commence work and provide services sooner. The cost associated with accelerating these payments was funded through access to government's centrally held Contingencies Vote. In addition, the Arts, Culture, Gaming Grants and Sport Division was able to provide increased, one-time funding to community organizations through access to the Contingencies Vote at year end.
- In 2014/15, costs associated with supporting the University Endowment Lands (UEL) exceeded the estimated budget. The primary driver of the overage was a retroactive wage increase to firefighters as a result of an arbitration ruling. The Ministry received a \$2 million budget increase in 2015/16 for the UEL Special Account related to infrastructure planning and engineering; and water usage fees and Block F rezoning costs. These additional expenditures will be fully cost-recovered through a combination of property taxes and user fees.

Capital Projects

- The Ministry made \$83,000 in capital expenditures in the development of the Local Government Information System (LGIS) in fiscal 2014/15. LGIS is the Ministry's information systems initiative that will deliver an integrated solution for grant and regulatory tracking programs for the local governments. The Ministry has budgeted \$1.29 million towards LGIS development in 2015/16.

3 Year Outlook

- The Ministry's notional budget allocation from 2015/16 through 2017/18 is stable with sufficient appropriation to continue core program delivery.

Financial Report Summary Table

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance ²
Operating Expenses (\$000)					
Local Government	143,565	44,454	188,019	187,875	(144)
Integrated Policy, Legislation and Operations	2,779		2,779	2,441	(338)
Arts, Culture, Gaming Grants and Sport	46,683	4,979	51,662	52,157	495
Transfers to Crown Corporations and Agencies	11,866		11,866	11,866	-
Executive and Support Services	5,825		5,825	5,812	(13)
Ministry Totals	210,718	49,433	260,151	260,151	-
Special Accounts					
BC Arts and Culture Endowment Special Account	2,500		2,500	2,500	-
Physical Fitness and Amateur Sports Fund Special Account	1,700		1,700	900	(800)
University Endowment Lands Administration Account Special Account	6,442	685	7,127	7,127	-
Sub-Total	221,360	50,118	271,478	270,678	(800)
Adjustment of Prior Year Accrual ³				(65)	(65)
Total	221,360	50,118	271,478	270,613	(865)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Executive and Support Services	833	0	833	83	(750)
Total	833	0	833	83	(750)

¹ "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the *Balanced Budget and Ministerial Accountability Act* for ministerial accountability for operating expenses under the Act.

Other Authorizations: \$50,118

Contingencies Access

Local Government

Traffic Fine Revenue Program \$ 21,000

Small Community Grants Program \$ 19,000

Community Infrastructure Projects \$ 4,454

Arts, Culture, Gaming Grants and Sport

Grants to Community Organizations \$ 4,979

Statutory Appropriation – Special Account \$ 685

² Explanations of Variances:

Integrated Policy, Legislation and Operations: Savings from hiring lags in this branch have been used to offset pressures in Arts, Culture, Gaming Grants and Sport.

Arts, Culture, Gaming Grants and Sport: Increased expenditures related to grants to community organizations for cultural and commemorative events.

Physical Fitness and Amateur Sport Fund: Reduced expenditures driven by lower return on the investments in the Physical Fitness and Amateur Sport fund.

Capital: A significant portion of the Ministry's Capital Budget is allocated to the development of the Local Government Information System (LGIS). The 2014/15 budget has been re-profiled into 2015/16 to better match the budget to anticipated capital expenditures.

³ The Adjustment of Prior Year Accrual of \$0.065 million is a reversal of accruals in the previous year.

Appendix A: Contact Information and Hyperlinks

Contact Information

Minister's Office

Honourable Coralee Oakes
PO Box 9056 Stn Prov Govt
Victoria, BC V8W 9E2
Email: CSCD.Minister@gov.bc.ca

Deputy Minister's Office

Becky Denlinger
Deputy Minister
Telephone: (250) 387-4104
Fax: (250) 387-7973
Email: CSCD.DeputyMinister@gov.bc.ca

University Endowment Lands

5495 Chancellor Boulevard
Vancouver, BC V6T 1E2
Telephone: (604) 660-1810
Fax: (604) 660-1874
Email: uel@gov.bc.ca
www.universityendowmentlands.gov.bc.ca

Further information on the various programs and services provided by the Ministry of Community, Sport and Cultural Development can be found at www.gov.bc.ca/cscd

To contact a specific person or program in the Ministry of Community, Sport and Cultural Development, please refer to the [B.C. Government Directory](#).

Appendix B: List of Crowns, Agencies, Boards and Commissions

CROWNS

BC Assessment Authority

400-3450 Uptown Boulevard

Victoria, BC V8Z 0B9

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

www.bcassessment.ca

BC Games Society

200-990 Fort Street

Victoria, BC V8V 3K2

Telephone: (250) 387-1375

Fax: (250) 387-4489

E-mail: info@bcgames.org

www.bcgames.org

Royal BC Museum

675 Belleville Street

Victoria, BC V8W 9W2

Telephone: (250) 356-7226

E-mail: receptionist@royalbcmuseum.bc.ca

royalbcmuseum.bc.ca

AGENCIES, BOARDS AND COMMISSIONS

Audit Council of the Auditor General for Local Government

www.aglg.ca/about-the-audit-council

BC Arts Council

Street Address:

2nd Floor, 800 Johnson Street,

Victoria, BC

Mailing Address:

PO Box 9819, Stn Prov Govt

Victoria, BC V8W 9W3

Telephone: (250) 356-1718

Fax: (250) 387-4099

Email: BCArtsCouncil@gov.bc.ca

www.bcartscouncil.ca

BC Athletic Commissioner

PO Box 9823, Stn Prov Govt

Victoria, BC V8W 9W3

Telephone: (250) 952-6735
Toll Free: 1-855-952-6760
Fax: (250) 387-8703
Email: Athletic.Commissioner@gov.bc.ca
www.cscd.gov.bc.ca/bcathleticcommission

Board of Examiners

Fax: (250) 387-7972
E-mail: BoardofExaminers@gov.bc.ca
www.cscd.gov.bc.ca/lgd/gov_structure/board_examiners/index.htm

Islands Trust Fund

Victoria Office
200-1627 Fort Street
Victoria, BC V8R 1H8
Telephone: (250) 405-5151
www.islandstrust.bc.ca

Salt Spring Office

1-500 Lower Ganges Road
Salt Spring Island, BC V8K 2N8
Telephone: (250) 537-9144

Northern Office

700 North Road
Gabriola Island, BC V0R 1X3
Telephone: (250) 247-2063

Property Assessment Appeal Board

Suite 10, 10551 Shellbridge Way
Richmond, BC V6X 2W9
Telephone: (604) 775-1740
Toll-free phone: 1-888-775-1740
Fax: (604) 775-1742
Toll-free fax: 1-888-775-1742
E-mail: office@paab.bc.ca
www.assessmentappeal.bc.ca

Property Assessment Review Panels

Office of the Administrator
PO Box 9361, Stn Prov Govt
Victoria, BC V8W 9M2
Telephone: (250) 356-7535 or (250) 356-5268
Fax: (250) 356-6924
E-mail: parp@gov.bc.ca
www.cscd.gov.bc.ca/parp

Appendix C: Minister's Mandate and Actions Summary

In Premier Christy Clark's annual mandate letter to the Minister dated June 10, 2013, the Minister of Community, Sport and Cultural Development received direction on strategic priorities for the 2014/15 fiscal year. These priorities and the Ministry's resulting actions are summarized below:

Mandate Letter Direction	Ministry's Action
1. Balance the ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.	The 2014/2015 budget for the Ministry reported a modest surplus at the end of the fiscal year as a result of prudent management controls to help the Province achieve its fiscal objective.
2. Create the framework for the rural dividend for communities in the northwest that will be impacted by the opportunities and challenges that will arise from the LNG opportunity.	Continued to collaborate with the Minister of Forests, Lands and Natural Resource Operations, the Parliamentary Secretary for Rural Development, and the newly created Rural Advisory Council to provide advice on rural community capacity building, including the Rural Dividend.
3. Work with the Union of BC Municipalities on a framework for implementing the upcoming federal infrastructure program to maximize provincial benefit opportunities.	Worked with the UBCM and federal government to secure a 10-year extension on the federal Gas Tax Fund to support the development of public infrastructure across B.C.
4. Implement local government election changes in time to be used for the November 2014 local government elections.	Passed the Local Elections Campaign Financing Act in the Spring 2014 legislative session.
5. Work with the sport and cultural development communities to make recommendations on how we can better provide provincial support to these organizations recognizing that we remain in a very difficult financial position.	Provided \$2 million to double the After School Sports and Arts Initiative for children who may not otherwise have an opportunity to participate in organized activities in their community. BC Creative Futures strengthened opportunities for creativity, particularly through increasing engagement in the arts, as well as on-the-job skills training in the creative sector. Additional funding totaling \$150,000 was provided to ArtsVest, which focused on sponsorship training and a matching incentive program, through partnerships with Business for the Arts, Canadian Heritage, and the Province.

\$

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Ministry Overview

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agenda
immersing +
prepping

CSCD Business Areas

Brings together key government services and supports to make BC communities great places to live and raise families. Goal is to help local governments and their residents build vibrant, green and healthy communities that are well-governed, liveable, economically-resilient, socially-responsible, and provide opportunities for residents to participate in artistic, cultural and sporting activities.

- Provide local governments with a legislative framework that enables them to govern effectively and be accountable to their citizens;
- Financially support a range of sport, art and cultural organizations to provide programming and events in communities throughout BC;
- Support a range of community organizations with the administration of Community Gaming Grants;
- Assist local governments in planning for smart, green communities, & sustainable regional growth;
- Provide funding, advice/expertise, legislative and regulatory support to foster effective local government services, infrastructure, & governance structures, & facilitate community economic growth;

Business Areas continued

- Support the provincial sport system, including organizations, coaches, officials and volunteers, to expand opportunities for sport participation and excellence, and for community development through sport event hosting;
- Support artists and cultural organizations in order to engage all British Columbians in a vibrant arts and culture community that is recognized for excellence;
- Ensure that the property assessment system is transparent, flexible and fair; and
- Promote excellent relations between local governments, First Nations, provincial and federal bodies, the private sector, and community groups

Organizational Structure

- Arts, Culture, Gaming Grants & Sport Division
- Local Government Division
- Integrated Policy, Legislation & Operations Division
- Management Services Division



Organizational Structure

Crown Corporations, Agencies, Boards, Commissions:

- Royal BC Museum
- BC Assessment
- BC Arts Council
- Audit Council (for the Auditor General for Local Government)
- BC Games Society
- BC Athletic Commissioner
- Board of Examiners
- Islands Trust Fund Board
- Property Assessment Appeal Board & Review Panels
- University Endowment Lands (UEL)

CSCD Legislation

- Local Government Act
- Community Charter
- Assessment Act
- Auditor General for Local Government Act
- Arts Council Act
- Athletic Commissioner Act
- Local Elections Campaign Financing Act
- Museum Act
- Islands Trust Act, UEL Act, Municipal Finance Authority Act
- Vancouver Charter
- Specific legislative authorities/functions under Motor Vehicle Act, Environmental Management Act, Land Title Act & Public Health Act

Arts, Culture, Gaming Grants and Sport Division

- Supports the development and implementation of policy and programs related to arts, culture, gaming grants and sport, including:
 - the administration and delivery of BC Arts Council programs under the Arts Council Act;
 - the administration of the Arts Legacy Fund and the BC 150 Cultural Fund (BC Arts and Culture Endowment);
 - \$135m in gaming grant funding to community organizations throughout province
 - support and funding for sport, physical activity, sport infrastructure, local hosting of events; and
 - the administration of the Physical Fitness and Amateur Sports Fund

Local Government Division

- Supports local governments in a variety of business areas including:
 - maintaining and applying the policy and legislative framework;
 - providing advisory services and problem-solving support; and
 - administering grant programs
- The Division has the Property Assessment Services Branch that works closely with BC Assessment to ensure a fair and equitable property assessment system
 - administers the annual Property Assessment Review Panel program provincially
 - supports the management of the Property Assessment Appeal Board
- The Division is also responsible for municipal services in the University Endowment Lands

Local Government Division

There are a number of areas in which local governments commonly intersect with the Ministry:

Examples

- Approvals (land use & borrowing)
- Infrastructure and other grants
- Structural changes (boundaries, incorporations)
- Legislative framework
- Dispute resolution
- Regional Growth Strategies
- Official Community Plans
- Local planning support
- Bylaws
- Regional district service areas
- Improvement district bylaws
- Loan authorizations
- Advice
- Development Cost Charges
- Facilitate First Nations/LG relations
- Climate action

Integrated Policy, Legislation and Operations Division

- Lead cross government and ministry initiatives;
- Lead and support development of legislation and policy;
- Maintain central agency liaison for Cabinet and Committee items;
- Assist Local Government, Sport and Culture & Heritage Federal/Provincial/Territorial tables;
- Ministerial correspondence services

Management Services Division

Develops and maintains infrastructure and internal systems within the Ministry that support programs and contribute to improved service delivery capabilities including:

- financial management and reporting;
- support for business planning and performance management;
- information and technology; and
- strategic human resources management

The Division also provides services to Economy Sector which includes the Ministry of Jobs, Tourism, Skills Training and Labour; Ministry of International Trade; the Ministry of Small Business, Red Tape Reduction and Minister Responsible for the Liquor Distribution Branch, the BC Athletic Commissioner; and Destination BC

Ministry Mandate Letter Commitments

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia
2. Work with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth

s.13,s.14

3.

4. Working with the Ministry of Jobs, Tourism and Skills Training, report out and implement the ministry's plan to grow BC's creative economy and creative workforce

s.13

5.

Mandate Letter Commitments continued

6. s.12,s.13,s.16,s.17

7.

8.

9. Work with your colleagues to ensure that the annual UBCM convention provides a comprehensive exchange of ideas with municipal partners

10. s.12,s.16,s.17

*aboriginal
friendship*

**Community, Sport, Cultural Development and
Minister Responsible for TransLink
First Contact List Recommendations**

Organization	Contact	Phone
Union of BC Municipalities	Sav Dhaliwal President	Phone: 604-420-8188 Cell: 778-228-0247
	Gary MacIsaac Executive Director	s.17
BC Arts Council	Merla Beckerman Chair (appointed July 2015)	s.17
	Gillian Wood Executive Director (also a provincial employee)	250-356-1725
British Columbia Assessment Authority (BCA)	Judy Rogers Chair	s.17
	Connie Fair President and CEO	250-595-6211
Royal BC Museum (RBCM)	Susan Knott Chair	s.17
	Jack Lohman CEO	250-953-4015
BC Games Society	Kelly Mann President	250-387-1375
Property Assessment Appeal Board	Cheryl Vickers s.22 Chair	604-775-1740

Islands Trust	Peter Luckham Chair	s.17
	Linda Adams CAO	s.17
viaSport	Chair Pending	
	Cathy Priestner Allinger CEO	s.17
Audit Council (for the Auditor General for Local Government)	Antonio (Tony) Ariganello Chair	Work: s.17 Home: s.17,s.22 Cell: s.17
Auditor General for Local Government (AGLG)	Arn van Iersel Acting AGLG	s.17
CreativeBC	Michael Francis Chair	s.17
	Robert Wong Interim CEO + Film Commissioner	604-730 2236
BC Business Council	Greg D'Avignon President & CEO	604-684-3384
BC Chamber of Commerce	President & CEO Vacant	604-638-8110
	Jon Garson Vice President, Policy + GR	s.17
Canadian Federation of Independent Business	Laura Jones Executive Vice-President (Ontario, Atlantic and Western Canada)	416-222-8022 (Toronto) 604-684-5325 (Vancouver)
Urban Development Institute (UDI)	Anne McMullin President & CEO	604-661-3030

Vancouver Board of Trade	Iain Black President and CEO	604-681-2111
Local Government Management Association (LGMA)	Kelly Ridley President Nancy Taylor Executive Director	250-383-7032 250-383-7032 Ext. 223
Municipal Finance Authority of British Columbia (MFA-BC)	(Mayor) Malcom Brodie Chair Robin Stringer CAO	s.17 250-419-4760
Board of Examiners	Gary Paget Chair (also a provincial employee)	250-953-4129
BC Recreation & Parks Association (BCRPA)	Darryl Condon President of the Board Suzanne Strutt CEO	s.17 s.17
BC Association of Charitable Gaming	Susan Marsden President	604-568-8649
ArtsBC (Formerly Assembly of BC Arts Councils)	Stephen (Oz) Parsons President Neil Harrower Executive Director	s.17
Canadian Sport Institute – Pacific	Wendy Pattenden CEO	604-295-6941
Greater Vancouver for Arts & Culture (Alliance for Arts and Culture)	Rob Gloor Executive Director	604-681-3535 ext 209

Local Government Mayors and CAO's Contact List - August 2011

Community	Jurisdiction	Mayor/ Chair Title	First Name	Last Name	Mayor/Chair Email	Mayor/ Chair Phone	Mayor Emergency Number	CAO Title	CAO First Name	CAO Last Name	CAO's Email	CAO's Phone	CAO Emergency Phone
100 Mile House	District	Mayor	Mich	Campbell	mcampbell@100mlehouse.bc.ca	250-395-2434	s.15, s.17	CAO / Director of Corporate Administration	Roy	Scott	rscott@dist100mlehouse.bc.ca	250-395-2434	s.22
Abbotsford	City	Mayor	Henry	Braun	mayorbraun@abbotsford.ca	604-864-5500		City Manager	George	Murray	gmurray@abbotsford.ca	604-853-2281	
Alert Bay	Village	Mayor	Michael	Berry	mberry@cokelechee.com	250-974-5213		Chief Administrative Officer	Heather	Nelson-Smith	heather.ns@alertbay.ca	250-974-5213	
Anmore	Village	Mayor	John	McEwen	village.hall@anmore.com	604-461-3384		A/CAO/Corporate Officer	Karen-Ann	Cobb	karen.cobb@anmore.com	604-469-9877	
Armstrong	City	Mayor	Chris	Pieper	cpieper@telus.net	250-546-3023		Chief Administrative Officer / Clerk	Melinda	Stickney	mstickney@cityofarmstrong.bc.ca	250-546-3023	
Ashcroft	Village	Mayor	Jack	Joyes	jjoyes@ashcroftbc.ca	250-453-2259		Chief Administrative Officer	Michelle	Allen	michelle@ashcroftbc.ca	250-453-5161	
Barriere	District	Mayor	Yvonne	Smith	yvonne@barriere.ca	250-851-6165		Chief Administrative Officer	Colleen	Hannigan	channigan@barriere.ca	250-672-9751	
Belcarra	Village	Mayor	Ralph	Drew	rdrew@belcarra.ca	604-937-0143		Chief Administrative Officer	Linda	Floyd	lfloyd@belcarra.ca	604-937-4101	
Bowen Island	Island Municipality	Mayor	Murray	Steele	msteele@bimbo.ca	604-947-4255		Chief Administrative Officer	Kathy	Lalonde	klalonde@bimbo.ca	604-947-4255	
Burnaby	City	Mayor	Derek	Corrigan	mayor.corrigan@burnaby.ca	604-294-7340		City Manager	Bob	Moncur	bob.moncur@burnaby.ca	604-294-7105	
Burns Lake	Village	Mayor	Luke	Strimbold	village@burnslake.ca	250-692-7587		Chief Administrative Officer	Sherif	Worthing	sworthing@burnslake.ca	250-692-7587	
Cache Creek	Village	Mayor	John	Rantz	bjr00n4@telus.net		s.22	Chief Administrative Officer	Dan	Plamondon	dplamondon@cachecreek.mto	250-457-6237	
Campbell River	City	Mayor	Andy	Adams	mayor.adams@campbellriver.ca	250-286-5708		Acting City Manager	Ron	Neufeld	ron.neufeld@campbellriver.ca	250-286-5700	
Canal Flats	Village	Mayor	Ure	Lucas	ujuras@gnal.com	250-349-5462		Chief Administrative Officer / Clerk	Brian	Woodward	bwoodward@canalflats.ca	250-349-5462	
Castlegar	City	Mayor	Lawrence	Cheroff	mayor@castlegar.ca	(250)365-7227		Chief Administrative Officer	John	Malcolm	jmalcolm@castlegar.ca	250-365-7227	
Central Saanich	District	Mayor	Ryan	Windsor	ryan.windsor@csaanich.ca	250-885-8539		Chief Administrative Officer	Patrick	Robins	patrick.robins@csaanich.ca	250-544-4001	
Chase	Village	Mayor	Rick	Berrigan	berrigan@telus.net	250-679-5330		Chief Administrative Officer	Lara	Heinrich	l.h@chasebc.ca	250-679-3238	
Chesterwind	District	Mayor	Merla	Nichols	d.cher@cheesterwind.com	250-401-4100		Chief Administrative Officer	Doug	Fleming	d.fleming@cheesterwind.com	250-401-4103	
Chilliwack	City	Mayor	Sharon	Gaetz	sgaetz@chilliwack.com	604-793-2900		Chief Administrative Officer	Peter	Monteith	pmonteith@chilliwack.com	604-793-2903	
Clearwater	District	Mayor	John	Harwood	jharwood@doe.ca	250-674-3270		Chief Administrative Officer	Leslie	Groulx	lgroulx@doe.ca	250-674-2257	
Clinton	Village	Mayor	Jim	Rivet	director.jrivet@tnrd.ca	250-459-2261		Chief Administrative Officer	Tom	Dall	tdall@village.clinton.bc.ca	250-459-2261	

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Coldstream	District	Mayor	Jim	Garlick	jimgarlick@coldstream.ca	250-545-5304	s.15,s.17	Chief Administrative Officer	Trevor	Seibel	tseibel@coldstream.ca	250-545-5304	s.22
Colewood	City	Mayor	Carol	Hamilton	mayor@colewood.ca	250-478-5999		Chief Administrative Officer	Gary	Nason	gnason@colewood.ca	250-478-5999	
Cornus	Town	Mayor	Paul	Ives	pives@cornus.ca	250-334-2416		Administrator	Richard	Kanigan	rkanigan@cornus.ca	250-339-2202	
Coquidam	City	Mayor	Richard	Stewart	rstewart@coquidam.ca	604-927-3001		City Manager	Peter	Sieblin	managersoffice@coquidam.ca	604-927-3006	
Courtenay	City	Mayor	Larry	Jangula	ljangula@courtenay.ca	250-703-4842		Chief Administrative Officer	David	Allen	dallen@courtenay.ca	250-703-4854	
Cranbrook	City	Mayor	Lee	Pratt	lee.pratt@cranbrook.ca	250-489-6300		Chief Administrative Officer	Wayne	Stoldt	stoldt@cranbrook.ca	250-489-0211	
Creston	Town	Mayor	Ron	Toyota	rtoyota@rdclbc.ca	(250) 428-2214		Town Manager	Lou	Varela	lvarela@creston.ca	250-428-2214	
Cumberland	Village	Mayor	Leslie	Baird	Mayor.Baird@cumberland.ca	250-336-3001		CAO / Corporate Officer / Approving Officer	Sundance	Topham	stopham@cumberland.ca	250-336-3002	
Dawson Creek	City	Mayor	Dale	Bonstead	mayorbonstead@dawsoncreek.ca	250-784-3616		Chief Administrative Officer	Jim	Chute	jchute@dawsoncreek.ca	250-784-3613	
Delta	District	Mayor	Lois	Jackson	mayor@delta.ca	604-946-3210		Chief Administrative Officer	George	Harvie	ceo@delta.ca	604-946-3212	
Duncan	City	Mayor	Phil	Kerr	mayor@duncan.ca	250-746-6126		Chief Administrative Officer	Peter	de Vergeil	peter@duncan.ca	250-746-6126	
Elkford	District	Mayor	Dan	McKerracher	info@elkford.ca	250-865-4000		Services / Director of Corporate Services	Curtis	Helgesen	chelgesen@elkford.ca	250-865-4004	
Fenderby	City	Mayor	Greg	McCune	gregmccune@celus.net	250-838-9874		Chief Administrative Officer	Tare	Bengtsen	tbengtsen@cityofenderby.com	250-838-7230	
Gesquemat	Township	Mayor	Barbara	Desjardins	barb.desjardins@gesquemat.ca	250-414-7100		Chief Administrative Officer	Laune	Hurst	laune.hurst@gesquemat.ca	250-414-7133	
Fernie	City	Mayor	Mary	Giuliano	mary.giuliano@fernie.ca	250-423-2233		Chief Administrative Officer	Jim	Hendricks	jim.hendricks@fernie.ca	250-423-2225	
Fort St. James	District	Mayor	Rob	MacDougall	mayor@fortstjames.ca	250-996-8233		Chief Administrative Officer	Kevin	Crook	ceo@fortstjames.ca	250-996-8233	
Fort St. John	City	Mayor	Lori	Ackerman	Lori.Ackerman@fnsd.bc.ca	250-787-8160		City Manager	Dianne	Hunter	dhunter@fortstjohn.ca	250-787-8150	
Fraser Lake	Village	Mayor	Dwayne	Lindstrom	dwaynelindstrom@fraserlake.ca	250-699-6257		CAO / Director of Corporate Services	Rodney J	Holland	rj.holland@fraserlake.ca	250-699-6257	
Fruivale	Village	Mayor	Patricia	Cecchini	mayor@village.fruivale.bc.ca	250-367-7691		Chief Administrative Officer	Lile	Cresswell	ceo@village.fruivale.bc.ca	250-367-7551	
Gibsons	Town	Mayor	Wayne	Rowe	wrowe@gibsons.ca	604-886-2274		Chief Administrative Officer	Emmanuel	Machado	emachado@gibsons.ca	604-886-2274	
Gold River	Village	Mayor	Brad	Unger	brunger@comusable.com	250-283-2615		CAO / Clerk / Treasurer	Larry	Pleunde	lpleunde@rabbibroker.com	250-283-2202	

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Golden	Town	Mayor	Ron	Ozons	ron.ozons@golden.ca	250-344-2271	s.15,s.17	Chief Administrative Officer / Corporate Officer	Jon	Wilsand	cao@golden.ca	250-344-2271	s.22
Grand Forks	City	Mayor	Frank	Konrad	fkonrad@grandforks.ca	250-443-2270		Chief Administrative Officer	Douglas	Allin	dallin@grandforks.ca	250-442-8266	
Granisle	Village	Mayor	Linda	McGuire	lmcguire@villageofgranisle.ca	250-697-2248		Chief Administrative Officer	Sharon	Smith	ssmith@villageofgranisle.ca	250-697-2248	
Greenwood	City	Mayor	Ed	Smith	ed.smith@greenwoodcity.ca	1-250-445-6644		Chief Administrative Officer, Acting	Wendy	Hughes	adman@greenwoodcity.shaw.ca	250-445-6644	
Harrison Hot Springs	Village	Mayor	Len	Pacio	lpacio@harrisonhotsprings.ca	604-796-2171		Chief Administrative Officer/Corporate Officer	Debra	Key	dkey@harrisonhotsprings.ca	604-796-2171	
Hazelton	Village	Mayor	Alice	Maidland	amaidland@hazelton.ca	250-842-5991		Chief Administrative Officer	Tanasee	Flesse	tflesse@hazelton.ca	250-842-5991	
Highlands	District	Mayor	Ken	Williams	kwilliams@highlands.ca	250-474-1773		Chief Administrative Officer	Christopher	Coates	cocoates@highlands.ca	250-474-1773	
Hope	District	Mayor	Wilfrid	Vektor	wvektor@hope.ca	604-869-5671		Chief Administrative Officer	John	Parmlaczky	jparmlaczky@hope.ca	604-869-5671	
Houston	District	Mayor	Shane	O'Brien	mayor@houston.ca	250-845-8342		Chief Administrative Officer	Michael	Clavin	cao@houston.ca	250-845-2238	
Hudson's Hope	District	Mayor	Gwen	Johanson	mayor@hudsonshope.ca	250-783-9901		CAO	Tom	Mims	cao@hudsonshope.ca	250-783-9901	
Invermere	District	Mayor	Gerry	Taft	gtaft@gmtv.com	250-342-9281		Chief Administrative Officer	Christopher	Prosser	cao@invermere.net	250-342-9281	
Jumbo Glacier	Resort Municipality	Mayor	Greg	Deek	gregon.deek@gmail.com	250-347-6455		Chief Administrative Officer	Mark	Read	mark.read@radiomhausprings.ca	250-347-6455	
Kamloops	City	Mayor	Peter	Mikobar	mayor@kamloops.ca	250-374-8119		Chief Administrative Officer	David	Terwin	dterwin@kamloops.ca	250-828-3498	
Kaslo	Village	Mayor	Suzan	Hewar	kslomayor@seridea.com	250-353-2311		Chief Administrative Officer	Neil	Smith	cao@kaslo.ca	250-353-2311	
Kelowna	City	Mayor	Colin	Barston	cbarston@kelowna.ca	250-469-8980		City Manager	Ron	Mattussi	rmattussi@kelowna.ca	250-469-8901	
Kent	District	Mayor	John	Van Laerehoven	vanlaerehoven@district.kent.bc.ca	604-796-2235		Chief Administrative Officer	Wallace	Mah	wmah@district.kent.bc.ca	604-796-2235	
Keremeos	Village	Mayor	Manfred	Bauer	mayorandcouncil@keremeos.ca	250-499-2711		Chief Administrative Officer	Cathy	Cowan	cao@keremeos.ca	250-499-2711	
Kimberley	City	Mayor	Don	McCormick	mayor@kimberley.ca	250-432-5460		Chief Administrative Officer	Scott	Sommerville	ssommerville@kimberley.ca	250-427-5311	
Kimberley	District	Mayor	Philip	Gernoth	district@kimberley.ca	250-632-8920			Wayne	Waychesen	wwaychesen@kimberley.ca	250-632-8915	
Ladysmith	Town	Mayor	Aaron	Stone	aastone@ladysmith.ca	250-245-6490		City Manager	Ruth	Malli	rmalli@ladysmith.ca	250-245-6401	
Lake Country	District	Mayor	James	Baker	baker@lakecountry.bc.ca	250-766-6670		Chief Administrative Officer	Alberto	De Fco	adefeo@lakecountry.bc.ca	250-766-6671	

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Lake Cowichan	Town	Mayor	Russ	Forrest	rforrest@lakecowichan.ca	250-749-6681	s.15, s.17	Chief Administrative Officer	Joseph	Fernandez	jfernandez@lakecowichan.ca	250-749-6681	s.22
Langford	City	Mayor	Stewart	Young	lkaerchen@cityoflangford.ca	250-478-7882		Administrator	Jim	Bowden	jbowden@cityoflangford.ca	250-478-7882	
Langley	Township	Mayor	Jack	Froese	jfroese@to.ca	604-533-6000		Administrator	Mark	Bakken	mbakken@to.ca	604-533-6002	
Langley	City	Mayor	Ted	Schaffer	tschaffer@langleycity.ca	604-514-2800		Chief Administrative Officer	Francis	Cheung	fcheung@langleycity.ca	604-514-2805	
Lanville	District	Mayor	Colin	Charme	charme@shaw.ca	250-390-4131		Interim CAO	Jim	Das	jim@lanville.ca	250-390-4006	
Lillooet	District	Mayor	Margaret	Lampman	mayorlampman@gmail.com	250-256-4289		Chief Administrative Officer	Brad	McRae	bmcrae@lillooetbc.ca	250-256-4289	
Lions Bay	Village	Mayor	Karl	Buhr	mayorbuhr@lionsbay.ca	604-921-9333		CAO	Mandy	Koonis	mkoonis@lionsbay.ca	604-921-9333	
Lugan Lake	District	Mayor	Robin	Smith	rsmith@lucanlake.ca	250-523-6813		Chief Administrative Officer	Kathleen	Day	ca@lucanlake.ca	250-523-6235	
Lumby	Village	Mayor	Kevin	Acton	mayoracton@lumby.ca	250-547-2171		Chief Administrative Officer	Tom	Kodla	tomk@lumby.ca	250-547-2171	
Lytton	Village	Mayor	Jessie	Lightfoot	jlightfoot@lytton.ca	250-455-2355		Chief Administrative Officer	Lorna	Dyart	ca@lytton.ca	250-455-2355	
Mackenzie	District	Mayor	Pat	Crook	pat@district.mackenzie.bc.ca	250-997-3221		Chief Administrative Officer	Peter	Weeber	pweeber@district.mackenzie.bc.ca	250-997-3221	
Maple Ridge	City	Mayor	Nicole	Read	nread@mapleridge.ca	604-463-5221		Chief Administrative Officer	Jim	Rele	jrele@mapleridge.ca	604-463-5221	
Masset	Village	Mayor	Andrew	Menles	vom@mhtv.ca	250-636-3995		Chief Administrative Officer / Clerk	Trevor	Jarvis	vom@mhtv.ca	250-636-3995	
McBride	Village	Mayor	Loranne	Martin	mayor@mcbride.ca	250-569-2229		Chief Administrative Officer	Kelley	Williams	ca@mcbride.ca	250-569-2229	
Meritt	City	Mayor	Neil	Merard	nmerard@meritt.ca	250-315-7259		Chief Administrative Officer	Allan	Chabot	achabot@revelstoke.ca	250-837-2911	
Metcalfe	District	Mayor	John	Rams	jramms@metcalfe.ca	250-474-3167		Chief Administrative Officer	Lisa	Uelacher	luelacher@metcalfe.ca	250-474-3167	
Midway	Village	Mayor	Randy	Kappes	midwaybc@shaw.ca	250-449-2222		Chief Administrative Officer	Penny	Pest	midwaybc@shaw.ca	250-449-2222	
Mission	District	Mayor	Randy	Hewes	rhewes@mission.ca	604-820-3702		Chief Administrative Officer	Ron	Paule	rpoule@mission.ca	604-820-3704	
Monterose	Village	Mayor	Joe	Danchuk	mayor@monterose.ca	250-367-7234		CAO / CPO / Approving Officer	Boyan	Teasdale	cao@monterose.ca	250-367-7234	
Nakusp	Village	Mayor	Karen	Hamling	khamling@nakusp.com	250-265-3689		Chief Administrative Officer	Laurie	Taylor	ca@nakusp.com	250-265-3689	
Nanaimo	City	Mayor	Bill	McKay	bill.mckay@nanaimo.ca	250-755-4400		City Manager	Ted	Swabey	ted.swabey@nanaimo.ca	250-755-4451	

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Nelson	City	Mayor	Debra	Kozak	dkozak@nelson.ca	250-352-5511	s.15, s.17	City Manager	Kevin	Cormack	kcormack@nelson.ca	250-352-8203	s.22
New Denver	Village	Mayor	Ann	Bunka	mayor@newdenver.ca	(250) 358-2316		CAO/CFO	Bruce	Woodbury	ceo@newdenver.ca	250-358-2316	
New Hazelton	District	Mayor	Gail	Lowry	glowry@newhazelton.ca	250-842-6571		Chief Administrative Officer	Wendy	Hunt	whunt@newhazelton.ca	250-842-6571	
New Westminster	City	Mayor	Jonathan	Cote	jcote@newwestcity.ca	604-527-4523		Chief Administrative Officer	Lisa	Spitale	lspitale@newwestcity.ca	604-521-3711	
North Cowichan	District	Mayor	Ian	Lefebvre	mayor@northcowichan.ca	250-746-3100		Chief Administrative Officer	Dave	Devans	davedevans@northcowichan.ca	250-746-3300	
North Saanich	District	Mayor	Alice	Finall	afinall@northsaanich.ca	250-656-0781		Chief Administrative Officer	Rob	Buchan	rbuchan@northsaanich.ca	250-656-0781	
North Vancouver	City	Mayor	Darrell	Mussatto	dmussatto@nvc.org	604-998-3280		Chief Administrative Officer	David	Stuart	dstuart@nvc.org	604-990-2206	
North Vancouver	District	Mayor	Richard	Watson	rwatson@nvc.org	604-990-2208		CAO	Ken	Tollstam	ktollstam@nvc.org	604-990-4243	
Northern Rockies	Regional Municipality	Mayor	Bill	Streeper	Bill.Streeper@northernrockies.ca	250-774-6700		Chief Administrative Officer	Randy	McLean	rmclean@northernrockies.ca	250-774-2541	
Oak Bay	District	Mayor	Nile	Jensen	erdchair@erd.bc.ca	250-598-3311		Chief Administrative Officer	Ilcken	Koning	ikoning@oakbay.ca	250-598-3311	
Oliver	Town	Mayor	Ron	Flavanes	rflavanes@oliver.ca	250-485-6205		Chief Administrative Officer	Heidi	Frank	hfrank@oliver.ca	250-485-6200	
Osoyoos	Town	Mayor	Sue	McKerloff	smckerkoff@osoyoos.ca	250-495-6515		Chief Administrative Officer	Barry	Ramankin	bramankin@osoyoos.ca	250-495-6515	
Parksville	City	Mayor	Marc	Lefebvre	mayor@parksville.ca	250-954-4661		Chief Administrative Officer	Feed	Manson	fmanson@parksville.ca	250-954-4666	
Peachland	District	Mayor	Candy	Forin	mayorforin.peachland@gmail.com	250-212-9416		Chief Administrative Officer	Heidi	Lemke	elemke@peachland.ca	250-767-2647	
Pemberton	Village	Mayor	Mike	Richman	mrichman@pemberton.ca	604-894-6135		Chief Administrative Officer	Nikki	Gilmore	ngilmore@pemberton.ca	604-894-6135	
Penticton	City	Mayor	Andrew	Jakubec	andrew.jakubec@penticton.ca	250-492-2403		Chief Administrative Officer	Eric	Sorenson	eric.sorenson@penticton.ca	250-492-2407	
Pitt Meadows	City	Mayor	John	Becker	jbecker@pittmeadows.bc.ca	604-465-2416		Chief Administrative Officer	Kim	Croat	kgroat@pittmeadows.bc.ca	604-465-2413	
Port Alberni	City	Mayor	Mike	Rutan	mike_rutan@portalberni.ca	250-720-2822		City Manager	Ken	Watson	ken_watson@portalberni.ca	250-720-2824	
Port Alice	Village	Mayor	Ian	Allen	mayor@portalice.ca	250-284-3391		Chief Administrative Officer	Madelene	McDonald	mcdonald@portalice.ca	250-284-3391	
Port Clements	Village	Mayor	Ian	Gould	igould@portclements.ca	250-557-4295		Chief Administrative Officer	Kim	Mushynsky	ceo@portclements.ca	250-557-4295	
Port Coquitlam	City	Mayor	Greg	Moore	gmoore@portcoquitlam.ca	604-927-5410		Chief Administrative Officer	John	Leeburn	jleeburn@portcoquitlam.ca	604-927-5410	

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Port Edward	District	Mayor	Dave	MacDonald	info@portedward.ca	250-628-3667	s.15, s.1 7	Chief Administrative Officer	Bob	Pavette	bpavette@portedward.ca	250-368-3667	s.22
Port Hardy	District	Mayor	Hank	Boud	hboud@porthardy.ca	250-949-6665		Chief Administrative Officer	Kick	Davidge	rickd@porthardy.ca	250-949-6665	
Port McNell	Town	Mayor	Shirley	Ackland	MayorAckland@portmcneill.ca	250-956-3111		Administrator	Sus	Harvey	SueHarvey@portmcneill.ca	250-956-3111	
Port Moody	City	Mayor	Mike	Clay	mclay@portmoody.ca	604-469-4515		City Manager	Kevin	Ramsay	kramsay@portmoody.ca	604-469-4519	
Pouce Coupe	Village	Mayor	William	Plowright	wpd.ca@poc.bc.ca	250-786-5794		Chief Administrative Officer	Carol	Bishop	CBishop@poucecoupe.ca	250-786-5794	
Powell River	City	Mayor	Dore	Formosa	dformosa@pdpr.bc.ca	604-485-8601		Chief Administrative Officer	Mar	Praser	mfraser@pdpr.bc.ca	604-485-8601	
Prince George	City	Mayor	Lyn	Hall	lyn.hall@princegeorge.ca	250-561-7609		City Manager	Kathleen	Salis	ksalis@city.pg.bc.ca	250-561-7607	
Prince Rupert	City	Mayor	Lee	Brain	mayor@princ Rupert.ca	250-627-0934		City Manager	Robert	Long	robert.long@princ Rupert.ca	250-627-0934	
Princeton	Town	Mayor	Frank	Armitage	farmitage@princeton.ca	250-295-3135		CAO	Rick	Zarr	rzarr@princeton.ca	250-295-3135	
Qualicum Beach	Town	Mayor	Tony's	Westbrook	mayor@qualicumbeach.com	250-752-6921		Chief Administrative Officer	Daniel	Sailland	dsailand@qualicumbeach.com	250-752-6921	
Queen Charlotte	Village	Mayor	Greg	Martin	mayor@queencharlotte.ca	250-559-4765		Chief Administrative Officer	Lon	Wiedeman	cao@queencharlotte.ca	250-559-4765	
Quesnel	City	Mayor	Bob	Simpson	bsimpson@quesnel.ca	250-991-7477		Chief Administrative Officer	Bernie	Johnson	bjohnson@quesnel.ca	250-992-2111	
Radium Hot Springs	Village	Mayor	Clara	Reinhardt	Clara.Reinhardt@radiumhotsprings.ca	250-347-7706		Chief Administrative Officer	Mark	Reed	mark.reed@radiumhotsprings.ca	250-347-6455	
Revelstoke	City	Mayor	Mark	McKee	rmckee@revelstoke.ca	250-837-2911		Chief Administrative Officer	Alan	Chabot	achabot@revelstoke.ca	250-837-2911	
Richmond	City	Mayor	Malcolm	Brodie	mayorandcouncillors@richmond.ca	604-276-4123		Chief Administrative Officer	George	Duncan	administrators@richmond.ca	604-276-4338	
Roseland	City	Mayor	Kathy	Monre	mayor@roseland.ca	250-362-3319		Interim CAO	Mike	Marturo	mmarturo@roseland.ca	250-362-2321	
Saanich	District	Mayor	Richard	Atwell	mayor@saanich.ca	250-475-5510		Chief Administrative Officer	Andy	Laidlaw	andy.laidlaw@saanich.ca	250-475-5555	
Salmo	Village	Mayor	Stephen	White	Mayor.White@salmo.ca	(250) 357-9433		Chief Administrative Officer	Diane	Kalen-Sukra	diane.kalensukra@salmo.ca	250-357-9433	
Salmon Arm	City	Mayor	Nancy	Cooper	ncooper@salmonarm.ca	250-803-4034		Chief Administrative Officer	Carl	Bannister	cbannister@salmonarm.ca	250-803-4033	
Seward	Village	Mayor	John	MacDonald	westie@sewardvalley.net	250-282-0184		Chief Administrative Officer	Darren	Kiedyk	cao@sewardvalley.net	250-282-5512	
Sechelt	District	Mayor	Bruce	Milne	milne@sechelt.ca	604-885-1986		Interim Chief Administrative Officer	Bill	Beamish	bbeamish@sechelt.ca	604-885-1986	

Local Government Mayors and CAO's Contact List - August 2011

Community	Jurisdiction	Mayor/ Chair Title	First Name	Last Name	Mayor/Chair Email	Mayor/ Chair Phone	Mayor Emergency Number	CAO Title	CAO First Name	CAO Last Name	CAO's Email	CAO's Phone	CAO Emergency Phone
Sechelt	Indian Government	Chief	Calvin	Cragon	ccragon@secheltmation.net	604-885-2273	s.15,s.1 7	CAO, Sechelt Indian Band	Nadine	Houbre	dhall@secheltmation.net	604-885-2273	s.22
Sicamous	District	Mayor	Terry	Rysa	trysa@sicamous.ca	250-836-2477		Interim Chief Administrative Office	Tim	Palmer	cao@sicamous.ca	250-836-2477	
Sidney	Town	Mayor	Steve	Poirce	stpoirce@sidney.ca	250-656-1139		Chief Administrative Officer	Randy	Humble	rhumble@sidney.ca	250-656-1139	
Silverton	Village	Mayor	Jason	Clarke	jason.clarke@silverton.ca	250-358-2472		Chief Administrative Officer	Melisa	Miles	mmiles@silverton.ca	250-358-2472	
Slocan	Village	Mayor	Jessica	Lunn	mayor@villageofslocan.ca	250-355-2277		Chief Administrative Officer	Michelle	Gordon	cao@villageofslocan.ca	250-355-2277	
Smithers	Town	Mayor	Taylor	Wachrach	mayor@smithers.ca	250-847-1600		Chief Administrative Officer	Deborah	Sargent	dsargent@smithers.ca	250-847-1600	
Sooke	District	Mayor	Maja	Tait	mtait@sooke.ca	250-647-1634		Chief Administrative Officer	Gord	Flower	ghflower@sooke.ca	250-642-1634	
Spallumcheen	Township	Mayor	Jayce	Brown	mayor@spallumcheen.bc.ca	250-546-3013		Officer, Chief Financial Officer	Cory	Pickering	cory.pickering@spallumcheen.bc.ca	250-546-3013	
Sparwood	District	Mayor	Col	McDougall	mayor@sparwood.ca	250-425-3350		Chief Administrative Officer	Terry	Melcer	tmelcer@sparwood.ca	250-425-6271	
Squamish	District	Mayor	Patricia	Heintzman	phintzman@squamish.ca	604-892-5217		Chief Administrative Officer	Carlen	Becker	cbecker@squamish.ca	604-892-5217	
Stewart	District	Mayor	Galina	Ducant	stewartmayor@gmail.com	(250) 636-2251		Chief Administrative Officer	Maureen	Tarrant	cao@districtofstewart.com	250-636-2251	
Summerland	District	Mayor	Peter	Waterman	mayor@summerland.ca	250-494-6451		Chief Administrative Officer	Linda	Tynan	lynnan@summerland.ca	250-494-6451	
Sun Peaks	Resort Municipality	Mayor	Al	Raine	araine@telus.net	250-578-2020		Chief Administrative Officer	Rob	Bermace	cao@sunpeaksmunicipality.ca	250-578-2020	
Surrey	City	Mayor	Linda	Hepner	Mayor@surrey.ca	604-591-4192		City Manager	Vince	Lalonde	valalonde@surrey.ca	604-591-4314	
Tahsis	Village	Mayor	Judith	Scheoner	mayor@villageoftahsis.com	250-934-6533		Chief Administrative Officer / Chief Financial Officer	Doug	Chapman	dchapman@villageoftahsis.com	250-934-6544	
Taylor	District	Mayor	Rob	Fraser	mayorfraser@districtoftaylor.com	250-789-3392		Administrator	Charlotte	McLeod	cmcleod@districtoftaylor.com	250-789-3392	
Telkwa	Village	Mayor	Darcy	Repen	darcy.repen@gmail.com	250-846-5212		Chief Administrative Officer	Kim	Martinsen	kimmartinsen@telkwa.com	250-846-5212	
Terrace	City	Mayor	Carol	Leclerc	cleclerc@terrace.ca	250-635-6311		Chief Administrative Officer	Heather	Avison	havisoe@terrace.ca	250-639-4722	
Tofino	District	Mayor	Lois	Osborne	osborne@tofino.ca	250-725-3229		Chief Administrative Officer	Bob	MacPherson	bmacpherson@tofino.ca	250-725-3229	
Tsai	City	Mayor	Mavis	Martin	mmartin@tsai.ca	250-364-1262		CAO / Financial Administrator	David	Perchodoff	dperchodoff@tsai.ca	250-364-0805	
Tumbler Ridge	District	Mayor	Don	McPherson	Dmcpheerson@ttr.ca	250-242-4242		Chief Administrative Officer	Barry	Elliott	barry@ttr.ca	250-242-4242	

Local Government Mayors and CAO's Contact List - August 2015

Community	Jurisdiction	Mayor/ Chair Title	First Name	Last Name	Mayor/Chair Email	Mayor/ Chair Phone	Mayor Emergency Number	CAO Title	CAO First Name	CAO Last Name	CAO's Email	CAO's Phone	CAO Emergency Phone
Uchuellet	District	Mayor	Dianne	St. Jacques	info@uchuellet.ca	250-726-7744	s.15,s.17	Chief Administrative Officer	Andrew	Yates	ayates@uchuellet.ca	250-726-7744	s.22
Valemount	Village	Mayor	Jeanette	Townsend	townsend@valemount.ca	250-566-4435		Chief Administrative Officer	Anne	Yancew	cao@valemount.ca	250-566-4435	
Vancouver	City	Mayor	Gregg	Robertson	gregg.robertson@vancouver.ca	604-873-7621		Chief Administrative Officer	Dr. Penny	Ballem	penny.ballem@vancouver.ca	604-873-7625	
Vanderhoof	District	Mayor	Gerry	Thiessen	mayor@district.vanderhoof.ca	250-567-4711		Chief Administrative Officer	Evan	Parliament	cao@district.vanderhoof.ca	250-567-4711	
Vernon	City	Mayor	Akbal	Murd	mayor@vernon.ca	250-545-1361		Chief Administrative Officer	Will	Pearce	wpearce@vernon.ca	250-545-1361	
Victoria	City	Mayor	Lisa	Holps	lholps@victoria.ca	250-385-5711		City Manager	Jason	Johnson	jjohnson@victoria.ca	250-361-0202	
View Royal	Town	Mayor	David	Screech	mayorandcouncil@viewroyal.ca	250-479-6800		Chief Administrative Officer	Kam	Artema	karama@viewroyal.ca	250-479-6800	
Warfield	Village	Mayor	Tal	Pahl	warfieldadmin@shawlink.ca	250-368-8302		Chief Administrative Officer / Clerk / Treasurer	Jackie	Partridge	warfieldadmin@shawlink.ca	250-368-8302	
Wells	District	Mayor	Robin	Sharpe	rsharpe@nerbistro.com	250-993-3330		Chief Administrative Officer	Karina	Lockovic	admin@nerbistro.com	250-993-3330	
West Kelowna	City	Mayor	Doug	Findlater	Doug.Findlater@districtofwestkelowna.ca	778-797-2210		Chief Administrative Officer	Jim	Zaffino	jim.zaffino@districtofwestkelowna.ca	778-797-2210	
West Vancouver	District	Mayor	Michael	Smith	msmith@westvancouver.ca	604-925-7001		Chief Administrative Officer	Nina	Leemhuis	nleemhuis@westvancouver.ca	604-925-7002	
Whistler	Resort Municipality	Mayor	Nancy	Wilhelm-Morden	nwillhelm-morden@whistler.ca	604-935-5535		Chief Administrative Officer	Mike	Furey	mifurey@whistler.ca	604-935-8181	
White Rock	City	Mayor	Wayne	Baldwin	wbaldwin@whiterockcity.ca	604-541-2124		Chief Administrative Officer	Dan	Bouril	dbouril@whiterockcity.ca	604-541-2123	
Williams Lake	City	Mayor	Wali	Cobb	mayor@williamslake.ca	250-392-2311		Chief Administrative Officer	Darrell	Gareau	dgareau@williamslake.ca	250-392-1763	
Zeballos	Village	Mayor	Donnie	Cox	admin@zeb@zreen.ca	250-761-4220		CAO / Clerk / Treasurer	Bileen	Livesteam	zeb@zeb@zreen.ca	250-761-4220	

Local Government- Regional District Chairs Contact List - August 2015

Regional District	Elected Official	First Name	Last Name	Phone	Fax	E-Mail	Secondary E-Mail
Alberni-Clayoquot	Chair - Municipal	Josie	Osborne	250-725-3229		osborne@tofino.ca	s.22
Bulkley-Nechako	Chair - Electoral Area	Bill	Miller	250-692-3195	250-692-3305	bmiller.pbm@gmail.com	
Capital	Chair - Municipal	Nils	Jensen	250-598-3311	250-598-9108	crdchair@crd.bc.ca	
Cariboo	Chair - Electoral Area	Al	Richmond	250-392-3351	250-392-2812	arichmond@cariboord.bc.ca	
Central Coast	Chair - Electoral Area	Reginald	Moody-Humchitt	250-799-5291	250-799-5750	rmoody@ccrd-bc.ca	
Central Kootenay	Chair - Municipal	Karen	Hamling	250-265-3689		khamling@nakusp.com	
Central Okanagan	Chair - Municipal	Gail	Given	250-469-8677		ggiven@kelowna.ca	
Columbia Shuswap	Chair - Electoral Area	Rhona	Martin	250-832-8194	250-832-3375	director.e@csrd.bc.ca	
Comox Valley	Chair - Electoral Area	Bruce	Jolliffe	250-334-6000	250-334-4358	administration@comoxvalleyrd.ca	
Cowichan Valley	Chair - Municipal	Jon	Lefebure	250-746-3100	250-746-2513	mayor@northcowichan.ca	
East Kootenay	Chair - Electoral Area	Rob	Gay	250-489-2791	250-489-3498	Rob11gay@gmail.com	
Fraser Valley	Chair - Municipal	Sharon	Gaetz	604-793-2900		gaetz@chilliwack.com	
Fraser-Fort George	Chair - Electoral Area	Art	Kaehn	250-998-4432	250-563-7520	akaehn@rdffg.bc.ca	
Kitimat-Sikine	Chair - Municipal	Stacey	Tyers	250-635-6311	250-638-4777	styers@terrace.ca	
Kootenay Boundary	Chair - Electoral Area	Grace	McGregor	250-368-9148	250-368-3990	gem9293@gmail.com	
Metro Vancouver	Chair - Municipal	Greg	Moore	604-927-5410	604-927-5331	mooreg@portcoquitlam.ca	
Mount Waddington	Chair - Electoral Area	Dave	Rushton	250-956-3301	250-956-3232	drushton@wossable.com	
Nanaimo	Chair - Electoral Area	Joe	Stanhope	250-390-4111	250-390-4163	corpsrv@rdn.bc.ca	
North Okanagan	Chair - Electoral Area	Rick	Fairbairn	250-550-3700	250-550-3701	rick.fairbairn@rdno.ca	
Okanagan Similkameen	Chair - Electoral Area	Mark	Pendergraft	250-492-0237	250-492-0063	mpendergraft@rdos.bc.ca	
Peace River	Chair - Municipal	Lori	Ackerman	250-787-8160	250-787-8181	Lori.Ackerman@prrd.bc.ca	
Powell River	Chair - Electoral Area	Patrick	Brabazon	604-485-2260	604-485-2216	administration@powellriverrd.bc.ca	
Skeena-Queen Charlotte	Chair - Municipal	Barry	Pages	250-624-2002	250-627-8493	bpages@mhtv.ca	
Squamish-Lillooet	Chair - Municipal	Jack	Crompton	604-932-5535	604-935-8109	jcrompton@whistler.ca	
Strathcona	Chair - Electoral Area	Jim	Abram	250-830-6700	250-830-6710	jimabram@xplornet.ca	
Sunshine Coast	Chair - Electoral Area	Garry	Nohr	604-885-6800	604-885-7909	garry.nohr@scrd.ca	
Thompson-Nicola	Chair - Municipal	John	Ranta	250-457-9119	250-457-9192	bigjohn4@telus.net	

**MINISTRY OF COMMUNITY, SPORT, CULTURAL DEVELOPMENT AND MINISTER
RESPONSIBLE FOR TRANSLINK**

Ministry Contact Information August 2015

Department	Name	Office	Cell	Home
Deputy Minister's Office			s.15,s.17,s.22	
Deputy Minister	Jacquie Dawes	250-387-4094		
Executive Coordinator	Lee Valentine	250-387-4104		
Integrated Policy, Legislation and Operations Division				
Executive Lead	Heather Brazier	250-387-3860		
Administrative Coordinator	Carrie McCaffery	250-387-4042		
Director, Integrated Operations	Tom Brown	250-356-9037		
Management Services Division				
Assistant Deputy Minister	David Curtis	250-387-9180		
Executive Administrative Assistant	Lorna Hay	250-387-8705		
Chief Financial Officer	Jim MacAulay	250-387-9179		
Local Government Division				
A/Assistant Deputy Minister /Senior Advisor, LGD	Gary Paget	250-953-4129		
Assistant Deputy Minister (Starts Aug 24)	Tara Faganello	250-387-5312		
Executive Coordinator (Starts Aug 10, currently Vacant)	Ana Andrade	250-356-6575		
Arts, Culture Gaming Grants and Sport Division				
Assistant Deputy Minister	Melanie Stewart	250-356-7139		
Executive Coordinator	Pam Shatzko	250-387-8638		
Government Communications and Public Engagement				
Director, Communications	Gillian Rhodes	250-953-3677		
Director, Communications	Vanessa Schneider	N/A		
Manager, Communications	Bonnie Bates Gibbs	250-356-6334		

MINISTRY OF COMMUNITY, SPORT, CULTURAL DEVELOPMENT AND MINISTER RESPONSIBLE FOR TRANSLINK

TRANSITION BINDER B

August 18, 2015

Distribution:

- 1. Honourable Peter Fassbender, Minister**
- 2. Joan Dick, Chief of Staff**
- 3. Riley Whitelock, Executive Assistant**
- 4. Minister's Office Copy**

- 5. Jacquie Dawes, Deputy Minister**
- 6. Tara Faganello, ADM, Local Government**
- 7. Melanie Stewart, ADM, Arts, Culture, Gaming Grants and Sport**
- 8. David Curtis, ADM, Management Services**
- 9. Heather Brazier, Executive Lead, Integrated Policy, Legislation and Operations**

- 10. Gillian Rhodes, Director Communications, GCPE**
- 11. Vanessa Schneider, Director Communications, GCPE**
- 12. Tom Brown, Director, Integrated Operations**
- 13. Integrated Operations Copy**

Prepared by Integrated Operations
Contact: Tom Brown, Director
Phone : (250) 356-9037

**Ministry of Community, Sport, Cultural Development and Minister
Responsible for TransLink**

**BINDER B- TRANSITION
PRIORITY ITEMS**

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Ministry Overview

CSCD Business Areas

In collaboration with our partners, our mission is to build capacity in communities and bring together the services and supports needed to make B.C. communities great. Our goal is to promote active, creative and socially connected communities; promote sustainable job creation and economic growth in communities; promote accountable and accessible communities; and provide opportunities for residents to participate in artistic, cultural and sporting activities.

- Provide local governments with a legislative framework that enables them to govern effectively and be accountable to their citizens;
- Financially support a range of sport, art and cultural organizations to provide programming and events in communities throughout BC;
- Support a range of community organizations with the administration of Community Gaming Grants;
- Assist local governments in planning for smart, green communities, & sustainable regional growth;
- Provide funding, advice/expertise, legislative and regulatory support to foster effective local government services, infrastructure, & governance structures, & facilitate community economic growth;

Business Areas continued

- Support the provincial sport system, including organizations, coaches, officials and volunteers, to expand opportunities for sport participation and excellence, and for community development through sport event hosting;
- Support artists and cultural organizations in order to engage all British Columbians in a vibrant arts and culture community that is recognized for excellence;
- Ensure that the property assessment system is transparent, flexible and fair;
- Promote excellent relations between local governments, First Nations, provincial and federal bodies, the private sector, and community groups, and
- Provide legislation and governance for TransLink.

Total FTEs = 219

Organizational Structure

- **Arts, Culture, Gaming Grants & Sport Division**
- **Local Government Division**
- **Integrated Policy, Legislation & Operations Division**
- **Management Services Division**

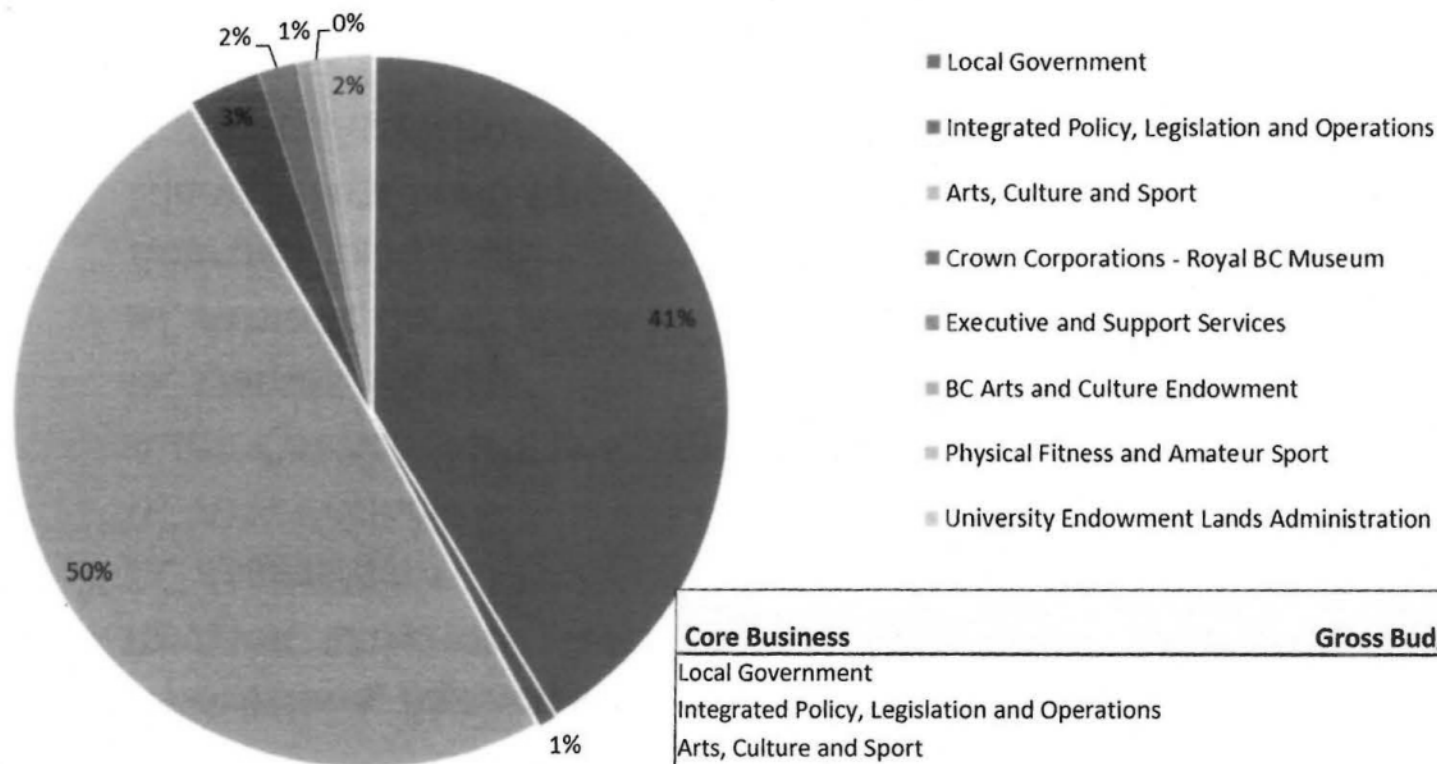
Organizational Structure

Crown Corporations, Agencies, Boards, Commissions:

- Royal BC Museum
- BC Assessment
- BC Arts Council
- Audit Council (for the Auditor General for Local Government)
- BC Games Society
- BC Athletic Commissioner
- Board of Examiners
- Islands Trust Fund Board
- Property Assessment Appeal Board & Review Panels
- University Endowment Lands (UEL)
- TransLink

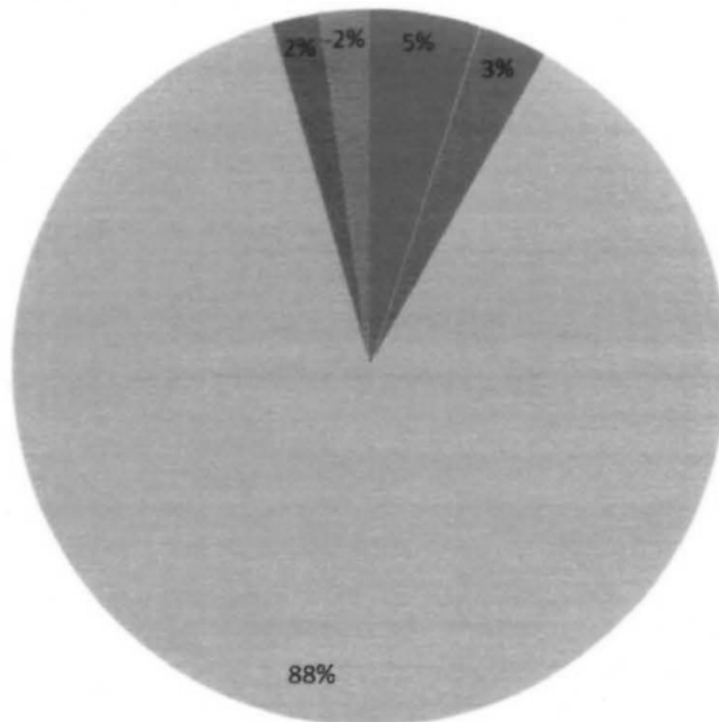
Ministry of Community, Sport and Cultural Development

2015/16 Ministry gross budget is \$367.360 million



Core Business	Gross Budget (\$'000s)
Local Government	151,617
Integrated Policy, Legislation and Operations	2,791
Arts, Culture and Sport	182,182
Crown Corporations - Royal BC Museum	11,866
Executive and Support Services	6,262
BC Arts and Culture Endowment	2,500
Physical Fitness and Amateur Sport	1,700
University Endowment Lands Administration	8,442
	367,360

Ministry of Community, Sport and Cultural Development



Government transfers represent the majority of the Ministry's budget (\$336.3M):

Local Government Transfers \$141.5 M

- \$135.2 M for transfers to local governments.
- \$6.3M for University Endowment Lands

Arts, Culture Gaming Grants and Sport Transfers \$182.9

- \$135.0 M for gaming grant transfers
- \$26.3 M transfers for Arts and Culture
- \$21.6 M for sport transfers

Royal BC Museum \$11.9 M

Expenditure Type	2015/16
Salaries and Benefits	19,174
Operating Costs	12,158
Government Transfers	336,280
Other Expenses	8,494
Recoveries	(8,746)
	367,360

- Salaries and Benefits
- Operating Costs
- Government Transfers
- Other Expenses
- Recoveries

Local Government Transfers \$141.514 M

Local Government	Budget FY16 (\$ '000's)
STOB 77 - Grants	
Buckley Nechako/Kitimat Stikine/Local Service	1,414
LG - 1st Nations Relations - CN Accommodation	492
Peace River*	41,600
Small Community Grants	38,100
Traffic Fine Revenue Sharing	43,100
Grants Total	124,706
STOB 79 - Entitlements	
Grants in Lieu - <i>Municipal Aid Act</i>	465
Railway Tax Mitigation	658
Entitlements Total	1,123
STOB 80 - Shared Cost Arrangements	
Climate Action Revenue Incentive Program	-
Peace River*	8,365
Planning Grants	500
Structure Grants	500
University Endowment Lands - Fire	6,320
Shared Cost Arrangements Total	15,685
Local Government Total	141,514

*Total Peace River transfer for FY16 is \$50M

In addition to FY16 budgeted Government Transfers, approved and notional contingency access has been allocated:

Approved Contingency Access

- Tsawwassen First Nation \$1.72M
- Northern Rockies Regional Municipality \$10M

**Notional Contingency Access,
pending report back**

- New Building Canada Fund \$5-7M

Ministry of Community, Sport and Cultural Development

Arts, Culture, Gaming Grants and Sport Transfers \$182.900 M

Arts, Culture, Gaming Grants and Sport		Budget FY16 (\$ '000's)
Community Gaming Grants		135,000
BC Arts Council		24,000
Arts and Culture		2,334
Sport		
VIA Sport	16,218	
BC Games Society	2,100	
Directorate of Agencies for School Health	1,000	
Other Events	718	
Aboriginal Partners Council	680	
Frozen Budget due to Lower Fund Returns	850	
		21,566
Transfers Total		182,900

- Community Gaming Grants is fully recoverable from the BC Lotto Corporation
- \$0.850M of the \$21.566M Sport budget is frozen due to lower returns in the Physical Fitness and Amateur Sports Fund



CSCD Legislation

- Local Government Act
- Community Charter
- Vancouver Charter
- Assessment Act
- Auditor General for Local Government Act
- Arts Council Act
- Athletic Commissioner Act
- Local Elections Campaign Financing Act
- Museum Act
- Islands Trust Act, UEL Act, Municipal Finance Authority Act
- Specific legislative authorities/functions under Motor Vehicle Act, Environmental Management Act, Land Title Act & Public Health Act
- South Coast British Columbia Transportation Authority Act (except part 7.1)
- South Coast British Columbia Transportation Authority Funding Referenda Act

Arts, Culture, Gaming Grants and Sport Division

- Supports the development and implementation of policy and programs related to arts, culture, gaming grants and sport, including:
 - the administration and delivery of BC Arts Council programs under the Arts Council Act;
 - the administration of the Arts Legacy Fund and the BC 150 Cultural Fund (BC Arts and Culture Endowment);
 - \$135m in gaming grant funding to community organizations throughout the province
 - support and funding for sport, physical activity, sport infrastructure, local hosting of events; and
 - the administration of programs funded through the Physical Fitness and Amateur Sports Fund.

Local Government Division

- Supports local governments in a variety of business areas including:
 - maintaining and applying the policy and legislative framework;
 - providing advisory services and problem-solving support; and
 - administering grant programs.

- The Division has the Property Assessment Services Branch that works closely with BC Assessment to ensure a fair and equitable property assessment system which:
 - administers the annual Property Assessment Review Panel program provincially; and,
 - supports the management of the Property Assessment Appeal Board.

- The Division is also responsible for municipal services in the University Endowment Lands.

Local Government Division

There are a number of areas in which local governments commonly intersect with the Ministry:

Examples

- Approvals (land use & borrowing)
- Infrastructure and other grants
- Structural changes (boundaries, incorporations)
- Legislative framework
- Dispute resolution
- Regional Growth Strategies
- Official Community Plans
- Local planning support
- Bylaws
- Regional district service areas
- Improvement district bylaws
- Loan authorizations
- Advice
- Development Cost Charges
- Facilitate First Nations/LG relations
- Climate action

Integrated Policy, Legislation and Operations Division

- Lead cross government and ministry initiatives;
- Lead and support development of legislation and policy;
- Maintain central agency liaison for Cabinet and Committee items;
- Assist Local Government, Sport and Culture & Heritage Federal/Provincial/Territorial tables;
- Ministerial correspondence services.

Management Services Division

Develops and maintains infrastructure and internal systems within the Ministry that support programs and contribute to improved service delivery capabilities including:

- financial management and reporting, records management, FOI;
- support for business planning and performance management;
- information and technology; and
- strategic human resources management

The Division also plays a key role in leading corporate projects to gain efficiencies and leverage resources across the Economy Sector. Sector clients include the Ministry of Jobs, Tourism, Skills Training and Minister Responsible for Labour; Ministry of International Trade and Minister Responsible for Asia Pacific Strategy; the Ministry of Small Business, Red Tape Reduction and Minister Responsible for the Liquor Distribution Branch; the BC Athletic Commissioner; the Auditor General for Local Government Office; and Destination BC.

Ministry Mandate Letter Commitments

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Work with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth.
3. s.13,s.14
4. Working with the Ministry of Jobs, Tourism and Skills Training, report out and implement the ministry's plan to grow BC's creative economy and creative workforce.
5. s.13

Mandate Letter Commitments continued

s.12,s.13,s.16,s.17

9. Work with your colleagues to ensure that the annual UBCM convention provides a comprehensive exchange of ideas with municipal partners.

s.12,s.16,s.17

Page 022 to/à Page 023

Withheld pursuant to/removed as

s.12;s.14;s.16;s.13

Page 024 to/à Page 030

Withheld pursuant to/removed as

s.12;s.14;s.13

Page 031 to/à Page 038

Withheld pursuant to/removed as

DUPLICATE

Ministry of Comur. , Sport, Cultural Development and Minister Responsible for TransLink

MINISTRY	DATE	GOAL #	GOAL	STATUS	COMMENTS
CSCD-T	2015-08-21	1	Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.	1	On Track
CSCD-T	2015-08-21	2	Work with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth.	1	LG capacity building underway; critical infrastructure and services work underway in collaboration with JTST - CSCD will continue to use cross-government work group/ADM's committee to advance ministry-planning as projects progress; Municipal Property Taxation - Peter Adams has been contracted to work on support and engagement with key LNG communities, CSCD has also implemented changes to the Depreciation of Industrial Improvements Regulation (with Ministry of Finance) to reduce the expected burden of non-municipal taxes on LNG facilities; Socio-Economic Effects Management - s.13 s.13,s.16
CSCD-T	2015-08-21	3	s.12,s.13,s.14	1	Local elections reform is being implemented in two phases. Transparency, disclosure, education, compliance and enforcement were implemented through LECFA for 2014 local elections; s.12,s.13,s.14 Phase 1: Complete, Phase 2: Underway
CSCD-T	2015-08-21	4	Working with the Ministry of Jobs, Tourism and Skills Training, report out and implement the ministry's plan to grow BC's creative economy and creative workforce.	1	s.12,s.13
CSCD-T	2015-08-21	5	s.13	1	s.12,s.13,s.14

Ministry of Community, Sport, Cultural Development and Minister Responsible for TransLink

CSCD-T	2015-08-21	6	s.12,s.13,s.16	1	Previous minister held a number of face-to-face meetings with CRD mayors and key councillors in late July to confirm their positions on approach, further meetings proposed. s.12,s.13,s.16
CSCD-T	2015-08-21	7	Assess and report to Cabinet on the economic impact resulting from the FIFA 2015 Women's World Cup in Vancouver s.13 s.13,s.17	1	Economic assessment (being conducted by the Canadian Sport Tourism Alliance) is expected fall 2015; MCSCD working with the Ministry of Jobs, Tourism and Skills Training to identify s.13,s.17
CSCD-T	2015-08-21	8	Work with the federal government to secure funding for British Columbia available under the Building Canada Communities Fund	1	On May 6 th , 2015 the first NBCF-SCF Oversight Committee (OC) was held. On May 26, the second meeting was held resulting in the approval of 21 projects valued at joint federal-provincial contribution of \$59.2 million. On June 26 th 2015, the second NBCF-SCF Oversight Committee (OC) was held resulting in the approval of 34 projects valued at a joint federal-provincial contribution of \$86.5 million.
CSCD-T	2015-08-21	9	Work with your colleagues to ensure that the annual UBCM convention provides a comprehensive exchange of ideas with municipal partners	1	Preparations are well underway for the Province to participate in the 2015 Convention and to report out on achieving this directive.
CSCD-T	2015-08-21	10	Following the decision by the voters of Metro Vancouver on the transit plebiscite, consult with the Mayors' Council s.12,s.13 s.12,s.13	1	Response to TransLink Referendum to P&P Sept. 30
Status legend: 1 = green: on or close to target to meet the goal and no attention required 2 = yellow: not on target to meet the goal and some attention is required 3 = red: not on target to meet the goal and significant attention is required					

Page 041 to/à Page 043

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Approvals: Dir: md ED: ADM: DM:

Ministry of Community, Sport and Cultural Development
BRIEFING NOTE FOR MINISTER

Ref #:159061

FOR DECISION

Date: August 13, 2015

Title: Capital Region Governance and Services Review

Issue:

To fulfill Government's commitment to review governance and services in the Capital region, a decision is needed on process leadership. Presentation materials for Planning and Priorities Committee (PPC) in Appendix 1 provide two options for the leadership of the Capital project:

- s.13,s.16,s.17

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Background:

In the 2014 local government elections, eight out of thirteen municipalities in the Capital Regional District (CRD) asked non-binding questions on their ballots regarding governance. The questions were quite mixed, ranging from ones that asked about studying regional services, to provincially funded amalgamation studies of specific geographies (see Appendix 1 PPC presentation materials for a full outline of questions and results).

Provincially, the Premier has stated "Citizens have told [municipal politicians] they want more integration of services and so do I" (Times Colonist, 12/11/14). Former Minister Oakes had committed to supporting a study in the Capital region once local governments had an opportunity to discuss and review the referenda results in greater detail. The mandate letter commitment also provides the direction to "develop and present options to Cabinet on potential processes under which local government could either amalgamate or integrate service delivery by June 30, 2016". It is understood that this commitment refers to the Capital.

In July, former Minister Oakes met with 11 Mayors and council representatives in the Capital region to hear their perspectives and interests respecting the integration of services and governance. The former Minister committed to meet with remaining Mayors and council representatives (Oak Bay and Colwood) early in the Fall. The Mayor of Oak Bay is also the CRD Chair.

There are at least two active stakeholder groups (Amalgamation Yes; and the Greater Victoria Conversation on Amalgamation) who see the ultimate goal as amalgamation of all thirteen municipalities. A series of community discussions was launched by the Greater Victoria Conversation on February 24, 2015 with about 100 individuals in attendance. April 21, 2015 was the most recent event with Mike Harcourt as key-note speaker. Amalgamation Yes has continued to pursue information from and meetings with Ministry executive and staff.

Mandate Considerations: Yes By legislation, any municipal amalgamation must be voluntary, driven by local governments and their citizens. As the local governments in the Capital regional have not come together on this issue, initiating a review of governance and services would be taking a leadership role, responding to citizen interest in furthering a discussion of how to find greater integration, cost savings and efficiencies.	s.12,s.13,s.17
Fiscal Considerations: Yes - Cost of a study will depend on factors such as payment for expert consultants, timeframe for public engagement, and complexity of service picture. s.13,s.17 s.13,s.17	s.12,s.13,s.16,s.17

s.12,s.13,s.17

s.12,s.13,s.17

s.13,s.16

s.13

Options: s.13,s.16
s.13,s.16

s.13,s.16

Recommendation: s.13

s.13,s.16

Peter Fassbender, Minister

Date:

Approved / Not Approved

Contact: Michelle Dann/Marijke Edmondson/ Nicola Marotz
Telephone: 7-4059/ 7-4058

https://icw.eapprovals.cscd.gov.bc.ca/Documents/159061/159061_Aug_capital_leadership.docx \ Cliff #
Last update:18/08/2015 - Dann, Michelle CSCD:EX

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s.12;s.16;s.13;s.17

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s.12;s.14;s.13



Ministry of
Justice

Office of Legislative
Counsel

MEMORANDUM

Mailing Address: PO Box 9280 Stn Prov Govt, Victoria, BC V8W 9J7

Location: 5th Floor - 1001 Douglas St., Victoria, BC

Phone: 250-356-5592 Fax: 250-356-5758

July 21, 2014

Strictly Confidential

To: Meagan Gergley
Director
Ministry of Community, Sport and Cultural Development

From: Stephanie Weinhold
Legislative Counsel

s.12,s.13,s.14

s.12,s.13,s.14

s.12,s.13,s.14

cc Cabinet Operations
Corinne Swystun, Chief Legislative Counsel, Janet Erasmus, Q.C., Senior Legislative Counsel,
Kevin Kohan, Legislative Counsel
Erin Faulkner, Advising LSB Solicitor
Alayna van Leeuwen, Brad Co, MCSD

This memorandum and the enclosed are subject to solicitor and client privilege and are to be shared only

- (a) within the executive arm of the Provincial government,
- (b) subject to that privilege, and
- (c) to the extent necessary for drafting of the Bill to proceed.

Appendix B: Treasury Board Staff Comments

s.12,s.13,s.14

Appendix C: Three Column Document

Expense Limits

Current	Proposed	Reasons
The campaign finance provisions of the LECFA require that candidates and elector organizations record and disclose election expenses. The LECFA does not limit the amount that candidates and elector organizations can spend in relation to an election campaign. The campaign finance provisions in the LECFA require that third party advertisers record and disclose the value of third party advertising that was advertiser sponsored. The LECFA does not limit the value of third party advertising that can be sponsored by a third party advertiser.	s.12,s.13,s.14	s.12,s.13,s.14

Current	Proposed	Reasons
Candidates and elector organizations must currently disclose all contributions, regardless of when they are received, and disclose expenses incurred during the calendar year of an election. Under LECFA, candidates, elector organizations and third party advertising sponsors must identify elections proceedings period expenses separately from expenses incurred in the rest of the calendar year (i.e. the "campaign period"). There are no expense limits.	s.12,s.13,s.14	s.12,s.13,s.14
Currently no expense limits.		

Current	Proposed	Reasons
	s.12,s.13,s.14	
None		s.12,s.13,s.14

Current	Proposed	Reasons
None	s.12,s.13,s.14	s.12,s.13,s.14

APPENDIX D – Drafting Instructions

s.12,s.13,s.14

s.12,s.13,s.14

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s.12,s.13,s.14

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s.12,s.13,s.14

Materials for this Briefing Item to be provided under separate cover

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Current	Proposed	Reasons
Currently, there is no specific provision under the <i>Assessment Act</i> (Act) for prescribing assessed values for taxable SPRU lease properties, located primarily on Crown lands. The following sections are relevant and need to be re-examined for the proposed amendment: - Sections 20.2 to 20.4 of the Act set out special valuation rules for designated properties, such as designated ski hill property (section 20.2), designated port land (section 20.3) and supportive housing (section 20.4). - Section 19(5) specifies that when determining the assessed value of occupied Crown, municipal or other tax exempt leased lands (section 26, 27 or 28), the assessor must consider any restriction placed on the use of the land and improvements.	s.12,s.13,s.14	s.12,s.13,s.14,s.17

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s.12;s.13;s.17

Direction	Rationale
2016/2017: Identify and assess emerging assessment policy and methodology issues which could impact the current or future economic viability of existing property types or economic sectors and work with the Ministry and key partners to provide policy, regulatory and legislative solutions to ensure fairness and equity. <i>2015/16: Identify and assess emerging assessment policy or methodology issues which could impact the current or future economic viability of existing property types or economic sectors and work with the Ministry and key partners to provide policy, regulatory and legislative solutions to ensure fairness.</i>	This direction remains unchanged from last year and reflects what has become standard direction to the Corporation for the last several years to help proactively identify and cooperate on solving potential policy and methodology issues that could impact the economic viability of sectors/property types or is not justifiable from a fairness or equity perspective. s.13,s.14
2016/2017: s.13,s.17 s.13,s.17 2015/16: Not applicable.	

Contact: Blair Schumacher, Manager, Property Assessment Services
Telephone: 250-387-1520

Page 168

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s.12;s.16;s.13



JAN 15 2015

Ref: 157128

Ms. Judy Rogers
Chair
BC Assessment Authority
400 - 3450 Uptown Boulevard
Victoria, BC V8Z 0B9

Dear Ms. Rogers:

Re: 2015/16 Mandate Letter

British Columbians have come to expect the high quality products and services delivered by their provincial public sector organizations. The Province is well served by our public sector organizations. It is the responsibility of the boards and senior management teams of these organizations to lead and manage in the best interests of the Province and the taxpayer by strengthening accountability and promoting cost control.

One of government's core values is respect for the taxpayer's dollar. It is critical that public sector organizations operate as efficiently as possible, in order to ensure British Columbians are provided with services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is the government's commitment to controlling spending and balancing the budget.

The BC Assessment Authority is mandated to establish and maintain uniform real property assessments throughout British Columbia in accordance with the *Assessment Act*.

The BC Assessment Authority is directed to take the following specific strategic priority actions for 2015/16:

1. Replace the existing ValueBC information system with NextGen ValueBC by 2018 to improve the collection, maintenance and distribution of assessment information.
2. Develop and execute a plan to ensure up-to-date inventory across all property types with the goal of achieving inventory accuracy by 2017.
3. Develop and execute upon a strategy to maintain the average 2015 tax levy on existing taxpayers at levels equivalent to 2014 and ensure any increase on funds generated through non-market change (e.g., new construction) is used to improve customer service.

.../2

4. Identify and assess emerging assessment policy or methodology issues which could impact the current or future economic viability of existing property types or economic sectors and work with the Ministry and key partners to provide policy, regulatory and legislative solutions to ensure fairness and equity.

These specific strategic priority actions and the Taxpayer Accountability Principles actions are to be included and integrated in your 2015/16 – 2017/18 Service Plan.

As part of the commitment to fiscal responsibility and to ensure the best possible use of government resources, provincial public sector organizations now operate under the Taxpayer Accountability Principles (enclosed) announced by Honourable Christy Clark, Premier, in June 2014. Through the implementation of the Taxpayer Accountability Principles, public sector organizations are developing a cost-conscious sector that strengthens cost management capabilities and fosters a principled culture of efficiency and accountability at all levels. This leadership includes implementing your organization's Code of Conduct which contains conflict of interest provisions and post-employment restrictions.

The BC Assessment Authority is expected to fully adopt the Taxpayer Accountability Principles – cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity. The actions, as detailed in the 2014/15 GLE Addendum Letter, are to be completely implemented in 2015/16. For further information on the Taxpayer Accountability Principles, please see:
<http://gov.bc.ca/crownaccountabilities>.

To support the implementation of the Taxpayer Accountability Principles, please ensure all board members sign this 2015/16 mandate letter and that the signed letter is posted publicly on your organization's website.

Government is committed to further strengthening accountability, improving the management of public funds and revitalizing the relationship between government and public sector organizations. This strong focus on improved two-way communication is to ensure a complete understanding of government directions, expectations, accountabilities and alignment with strategic priorities. As such, it is important that each of us advise the other in a timely manner of any issues that may materially affect the business of the BC Assessment Authority and/or the interests of government, including information on any risks to achieving financial forecasts and performance targets.

I look forward to our regular quarterly meetings that focus on strategic priorities, performance against the Taxpayer Accountability Principles, results and working together to protect the public interest at all times.

Sincerely,



Coralee Oakes
Minister of Community, Sport and Cultural Development

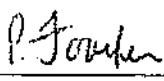
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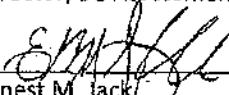

Judy Rogers
Chair, BC Assessment Authority


Richard Taylor
Vice Chair, BC Assessment Authority

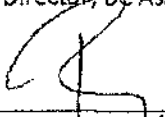

Sheila Eddin
Director, BC Assessment Authority

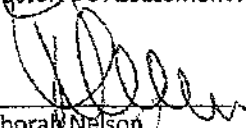

Philip Foucher
Director, BC Assessment Authority

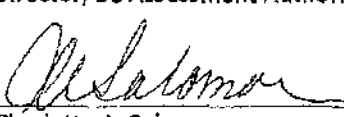

Shelley Gilbert
Director, BC Assessment Authority

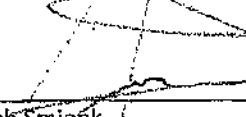

Ernest M. Jack
Director, BC Assessment Authority

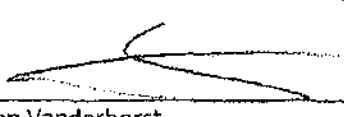

David MacKeigan
Director, BC Assessment Authority


Ronald S. Miles
Director, BC Assessment Authority


Deborah Nelson
Director, BC Assessment Authority


Charlotte A. Salomon
Director, BC Assessment Authority


Josh Smjenk
Director, BC Assessment Authority


Ben Vanderhorst
Director, BC Assessment Authority

Ms. Judy Rogers, Chair

Page 4

pc: Honourable Christy Clark
Premier

Mr. John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Mr. Peter Milburn
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Ms. Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Ms. Rebecca F. Denlinger
Deputy Minister
Ministry of Community, Sport and Cultural Development

Ms. Connie Fair
President and Chief Executive Officer
BC Assessment Authority

Board Members
BC Assessment Authority



RECEIVED
4/13/15

April 8, 2015

Ref: 157129

Mr. Byron McCorkell
Chair
BC Games Society
400 - 990 Fort Street
Victoria BC V8V 3K2

Dear Mr. McCorkell:

Re: 2015/16 Mandate Letter

British Columbians have come to expect the high quality products and services delivered by their provincial public sector organizations. The Province is well served by our public sector organizations. It is the responsibility of the boards and senior management teams of these organizations to lead and manage in the best interests of the Province and the taxpayer by strengthening accountability and promoting cost control.

One of government's core values is respect for the taxpayer's dollar. It is critical that public sector organizations operate as efficiently as possible, in order to ensure British Columbians are provided with services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is the government's commitment to controlling spending and balancing the budget.

The BC Games Society, under the *Societies Act*, has been mandated to provide opportunities for development to athletes, coaches, and officials in preparation for higher levels of competition in multi-sport events; and to provide opportunities for British Columbians to participate in sport and physical activity and celebrate the spirit of community.

The BC Games Society is directed to take the following specific strategic priority actions for 2015/16:

1. Implement shared services opportunities that support the mandate of the Government's Core Review process.
 - The overarching goal of the Core Review process is to help ensure the best possible use of government resources and respect for the interests of taxpayers.
2. In conjunction with Host Organizing Committee, explore options for safe, secure, and fiscally prudent accommodations, transportation and meals for Games participants.
 - Continue to ensure the safety and well-being of the children and young adults competing at the Games, as well as the care and comfort of all spectators.

.../2

Ministry of Community, Sport
and Cultural Development

Office of the Minister

Mailing Address:
PO Box 9056 Stn Prov Govt
Victoria BC V8W 9E2

Phone: 250 387-2283
Fax: 250 387-4312

Location:
Room 124
Parliament Buildings
Victoria BC V8V 1X4

www.gov.bc.ca/cscd

3. Review and complete implementation of policies to ensure athletes with a disability are fully integrated in the Games and continue to work with host societies to implement Games accessibility improvements (transportation, venues, etc.) in the community.
 - Continue to ensure the Games are inclusive and all athletes have an equitable opportunity to achieve excellence.

These specific strategic priority actions and the Taxpayer Accountability Principles actions are to be included and integrated in your 2015/16 – 2017/18 Service Plan.

As part of the commitment to fiscal responsibility and to ensure the best possible use of government resources, provincial public sector organizations now operate under the Taxpayer Accountability Principles (enclosed) announced by Honourable Christy Clark, Premier, in June 2014. Through the implementation of Taxpayer Accountability Principles, public sector organizations are leading a change to a cost-conscious sector that strengthens cost management capabilities and fosters a principled culture of efficiency and accountability at all levels. This leadership includes implementing your organization's Code of Conduct which contains conflict of interest provisions and post-employment restrictions.

The BC Games Society is expected to fully adopt the Taxpayer Accountability Principles – cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity. The actions, as detailed in the 2014/15 GLE Addendum Letter, are to be completely implemented in 2015/16. For further information on the Taxpayer Accountability Principles, please see: <http://gov.bc.ca/crownaccountabilities>.

To support the implementation of the Taxpayer Accountability Principles, please ensure all board members sign this 2015/16 Mandate letter and that the signed letter is posted publicly on your organization's website.

Government is committed to further strengthening accountability, improving the management of public funds and revitalizing the relationship between government and public sector organizations. This strong focus on improved two-way communication is to ensure a complete understanding of government directions, expectations, accountabilities and alignment with strategic priorities. As such, it is important that each of us advise the other in a timely manner of any issues that may materially affect the business of the BC Games Society and/or the interests of government, including information on any risks to achieving financial forecasts and performance targets.

I look forward to our regular quarterly meetings that focus on strategic priorities, performance against the Taxpayer Accountability Principles, results and working together to protect the public interest at all times.

Sincerely,

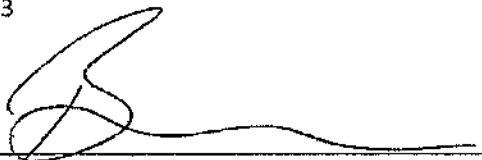


Coralee Oakes
Minister

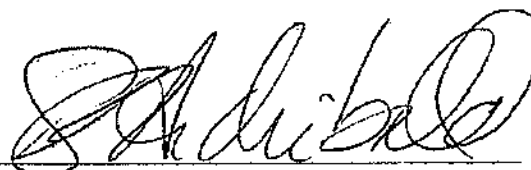
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Mr. Byron McCorkell, Chair
Page 3



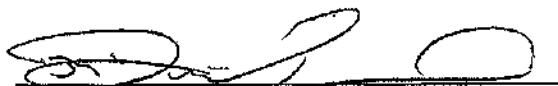
Byron McCorkell
Chair, BC Games Society



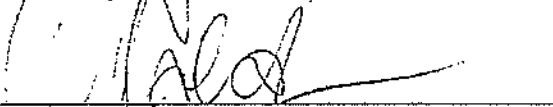
Susan Archibald
Member, BC Games Society



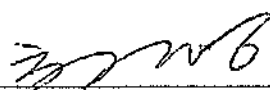
Sue Bock
Member, BC Games Society



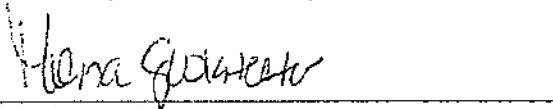
Kjeld Brodsgaard
Member, BC Games Society



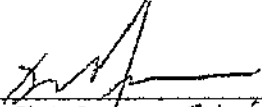
David Calder
Member, BC Games Society



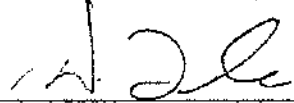
Jamie Choi
Member, BC Games Society



Moira Gookstetter
Member, BC Games Society



Chris Graham *CLG*
Ex-Officio, BC Games Society
OS/Chief



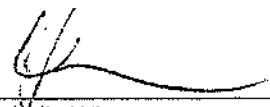
Wade Loukes
Northern Games Society Rep., BC Games Society
MEMBER



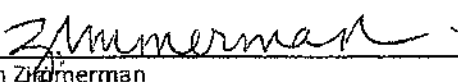
Donna Mihatcheon
Member, BC Games Society



Simon Whitfield
Member, BC Games Society



Rochelle Winterton
Member, BC Games Society



Sarah Zimmerman
Member, BC Games Society



Jared Kuehl
Member, BC Games Society

.../4

Mr. Byron McCorkell, Chair

Page 4

pc: Honourable Christy Clark
Premier

Mr. John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Mr. Peter Milburn
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Ms. Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Ms. Rebecca F. Denlinger
Deputy Minister
Ministry of Community, Sport and Cultural Development

Mr. Kelly Mann
President and Chief Executive Officer
BC Games Society

Board Members
BC Games Society



JAN 15 2015

Ref: 157130

Ms. Susan Knott
A/Chair
Royal BC Museum
675 Belleville Street
Victoria, BC V8W 9W2

Dear Ms. Knott:

Re: 2015/16 Mandate Letter

British Columbians have come to expect the high quality products and services delivered by their provincial public sector organizations. The Province is well served by our public sector organizations. It is the responsibility of the boards and senior management teams of these organizations to lead and manage in the best interests of the Province and the taxpayer by strengthening accountability and promoting cost control.

One of government's core values is respect for the taxpayer's dollar. It is critical that public sector organizations operate as efficiently as possible, in order to ensure British Columbians are provided with services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is the government's commitment to controlling spending and balancing the budget.

The Royal BC Museum was created under the *Museum Act* (2003) to fulfil the Government's fiduciary role as a public trustee of specimens, artefacts, the archives of government and private archival records and other materials that illustrate the natural and human history of British Columbia; to communicate knowledge of human and natural history through exhibitions, research and programs; and to hold collections for current and future generations of British Columbians.

The Royal BC Museum is directed to take the following specific strategic priority actions for 2015/16:

1. Work together with stakeholders to promote the upcoming 2015 Gold Rush exhibit and the importance of the British Columbia Gold Rush to the history of the province.
2. Continue to develop key relationships with partners in China to support research, collections, exhibition touring and increased tourism to British Columbia.
3. Continue implementation of the comprehensive new learning strategy.

.../2

Ministry of Community, Sport
and Cultural Development

Office of the Minister

Mailing Address:
PO Box 9056 Stn Prov Govt
Victoria BC V8W 9E2

Phone: 250 387-2283
Fax: 250 387-4312

Location:
Room 124
Parliament Buildings
Victoria BC V8V 1X4

www.gov.bc.ca/cscd

Ms. Susan Knott
A/Chair
Page 2

4. Commence the implementation of the Royal BC Museum revitalization plan to provide more opportunities to expand programs and exhibits; diversify and increase revenue opportunities. The scale of the redevelopment is contingent on the Royal BC Museum's capacity to fund the changes internally or through public support.

These specific strategic priority actions and the Taxpayer Accountability Principles actions are to be included and integrated in your 2015/16 –2017/18 Service Plan.

As part of the commitment to fiscal responsibility and to ensure the best possible use of government resources, provincial public sector organizations now operate under the Taxpayer Accountability Principles (enclosed) announced by Premier Christy Clark in June 2014. Through the implementation of the Taxpayer Accountability Principles, public sector organizations are developing a cost-conscious sector that strengthens cost management capabilities and fosters a principled culture of efficiency and accountability at all levels. This leadership includes implementing your organization's Code of Conduct which contains conflict of interest provisions and post-employment restrictions.

The Royal BC Museum is expected to fully adopt the Taxpayer Accountability Principles – cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity. The actions, as detailed in the 2014/15 GLE Addendum Letter, are to be completely implemented in 2015/16. For further information on the Taxpayer Accountability Principles, please see: <http://gov.bc.ca/crownaccountabilities>.

To support the implementation of the Taxpayer Accountability Principles, please ensure all board members sign this 2015/16 mandate letter and that the signed letter is posted publicly on your organization's website.

Government is committed to further strengthening accountability, improving the management of public funds and revitalizing the relationship between government and public sector organizations. This strong focus on improved two-way communication is to ensure a complete understanding of government directions, expectations, accountabilities and alignment with strategic priorities. As such, it is important that each of us advise the other in a timely manner of any issues that may materially affect the business of the Royal BC Museum and/or the interests of government, including information on any risks to achieving financial forecasts and performance targets.

I look forward to our regular quarterly meetings that focus on strategic priorities, performance against the Taxpayer Accountability Principles, results and working together to protect the public interest at all times.

Sincerely,



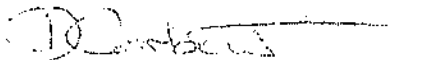
Coralee Oakes
Minister of Community Sport and Cultural Development

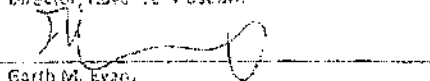
Enclosure

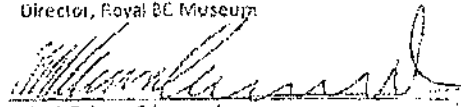
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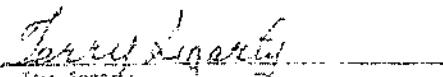
Kia Susan Thott
A/Chair
Page 4

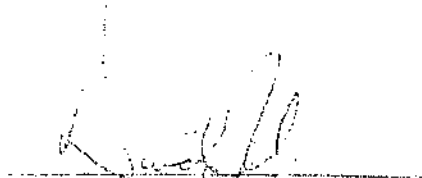

Susan Knott
A/Chair, Royal BC Museum


Daphne Corbett
Director, Royal BC Museum

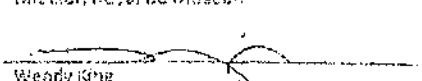

Garth M. Evans
Director, Royal BC Museum

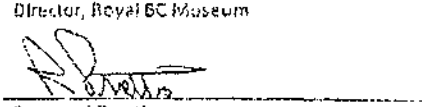

Mark Palmer-Edgcombe
Director, Royal BC Museum

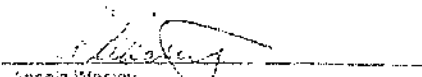

Terry Segard
Director, Royal BC Museum


David E. Adams
Director, Royal BC Museum


Heidi E. Dale-Johnson
Director, Royal BC Museum


Wendy King
Director, Royal BC Museum


Raymond Protti
Director, Royal BC Museum


Angela Wesley
Director, Royal BC Museum

Ms. Sisan Knett
A/Chair
Page 4

pc: Honourable Christy Clark
Premier

Mr. John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Mr. Peter Milburn
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Ms. Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Ms. Rebecca F. Denlinger
Deputy Minister
Ministry of Community, Sport and Cultural Development

Mr. Jack Lonman
Chief Executive Officer
Royal BC Museum

✓ Board Members
Royal BC Museum

B.C. Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

**1 Cost Consciousness
(Efficiency)**

Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to "bend the cost curve" and support sustainable public policies and programs as a lasting legacy for generations to come.

2 Accountability

Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government's strategic mandate.

**3 Appropriate
Compensation**

Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government's taxpayer accountability principles and respectful of the taxpayer.

4 Service

Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.

5 Respect

Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers' monies.

6 Integrity

Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles.

Page 182 to/à Page 213

Withheld pursuant to/removed as

s.12;s.14;s.13

Materials for this Briefing Item to be provided under separate cover

Materials for this Briefing Item to be provided under separate cover

Approvals: Dir: _____ ED: _____ ADM: _____ DM: _____

Ministry of Community, Sport and Cultural Development

BRIEFING NOTE FOR MINISTER

Ref #:159146

FOR INFORMATION

Date: August 8, 2015

Title: Auditor General for Local Government (AGLG) Recruitment

Issue: Update on status and key dates for AGLG recruitment

Background:

The Auditor General for Local Government Act (the Act) was passed in Spring 2012, establishing a new provincial office to conduct performance audits of local governments. The first AGLG assumed the position in January 2013 and was removed in March 2015. Arn van Iersel was appointed Acting AGLG in April 2015. Also in April, the Audit Council, which is the oversight body responsible for reviewing and monitoring the performance of the AGLG, initiated an independent review of the Office, which was conducted by Chris Trumpy. Many of the recommendations from the review have already been implemented.

In addition, in May 2015, Cabinet approved targeted and administrative amendments to the AGLG Act to clarify roles and responsibilities of the AGLG, Minister and Audit Council and to clarify the terms and conditions of employment for the AGLG.

Mandate Considerations: YES	Liquefied Natural Gas Considerations: N/A
Fiscal Considerations: N/A	First Nations Considerations: N/A
The 2015/16 mandate letter states "Review the recommendations made by Chris Trumpy to improve the operations of the office of the AGLG and provide options for reform."	

Discussion:

The process of recruiting a new, permanent AGLG is well underway. s.13,s.16,s.17
s.13,s.16,s.17

s.13,s.16,s.17

s.13,s.14

The Public Service Agency will manage the appointment letter and terms for the new AGLG.

Contact: Heather Brazier
Telephone: 250 387-3860

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recruitment.docx \ Cliff #159146
Last update:20/08/2015 - Brazier, Heather M CSCD:EX

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Page 220 to/à Page 224

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s.12;s.14;s.13

OFFICE OF LEGISLATIVE COUNSEL

Examined by: Stephanie Weinhold

**GREEN
TAG**

Order in Council ☒ Regulation ☐

Comments:

Signed: S. A. Weinhold Date: July 28, 2015

This legal opinion is subject to solicitor-client privilege.

O/608/2015/33

PROVINCE OF BRITISH COLUMBIA
ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No. _____, Approved and Ordered

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that

- (a) the appointment of Jay Schlosar as Inspector of Municipalities, made by Order in Council 205/2014, is rescinded, and
- (b) Tara Faganello is appointed Inspector of Municipalities.

*Minister of Community, Sport and Cultural
Development and Minister Responsible for
TransLink*

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: Local Government Act, R.S.B.C. 1996, c. 323, s. 1019

Other: OIC 205/2014

July 28, 2015

page 1 of 1

O/608/2015/33

Page 227 to/à Page 234

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s.12;s.13;s.17

Page 235

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s.12;s.13

Page 236 to/à Page 237

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s.13

Page 238

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s.16;s.13;s.17

Page 239

Withheld pursuant to/removed as

s.12;s.16;s.13;s.17

Page 240

Withheld pursuant to/removed as

s.16;s.13;s.17

Major Projects

Project	Status	Timing/Considerations
<i>Capital Region</i> region-wide governance and service review	- preliminary meetings with elected officials from 11 of 13 municipalities) undertaken by former Minister - decision on project leadership approach and process pending	- opportunity to announce approach in late Fall - s.17
<i>Fernie</i> significant boundary extension to include West Fernie in conjunction with water and sewer upgrades	- restructure assistance funding committed in 2014 - regional district capital service establishment bylaw has been approved - water distribution to be continued by Fernie in interim	- regional district to complete construction of capital upgrades before boundary change implemented - planned phased approach may not be needed in light of significant new infrastructure funding
<i>Kitimat-Stikine Regional District</i> regional district boundary extension into the Stikine	staff-level consultations to establish satisfactory description of proposed boundary nearing completion	s.13,s.16,s.17
<i>Okanagan Falls</i> governance study of Electoral Area D (Okanagan Falls, Kaleden, Skaha Estates)	- study funded in March 2015 - study committee established by regional district. - consultant selected, initial research work underway.	s.13,s.16

Project	Status	Timing/Considerations
<i>Salt Spring Island</i> incorporation study	- study funding in March 2015, post governance study - consultant selected, initial research work underway - inter-ministry consultations underway (TRAN; JAG) - Provincial-First Nations consultations underway - Islands Trust working on mitigation strategy re financial impact if Salt Spring incorporated	s.12,s.16,s.17
<i>Thornhill</i> service, governance and planning diagnostic inventory for Thornhill/Terrace area	- study funded in March 2015 - diagnostic analysis underway - regional district pursuing a Thornhill OCP update - regional district seeking incorporation; restructure with Terrace also viable	- diagnostic report due by Sept 15, 2015 - inter-local discussion to follow on approach to/scope of restructure - joint meeting request anticipated for UBCM
<i>Trail</i> complex boundary extension to include industrial properties, including the Waneta Dam and Teck Metals reload facility	- outstanding issues related to regional district service impact mitigation and extent of proposed limitation on municipal regulatory authority - municipality updating fiscal analysis for 2015 tax data - Electoral Area Director remains vocally opposed	service impact mitigation discussions to follow resolution of regulatory authority issue (direction to be sought on the latter) s.13

APPENDIX 1 – Projects in Progress and Received Proposals

Page 6

Routine Projects

Project	Status	Timing/Considerations
<i>Campbell River</i> routine boundary extension to include industrial lands adjacent to Quinsam Coal	- staff review complete; no outstanding issues - municipality has just completed elector approval process by alternative approval process (AAP)	decision for Fall 2015
<i>Cariboo Regional District</i> community governance assessment for Interlakes area	- community group exerting pressure for incorporation - high degree of MLA interest - community governance assessment intended to uncover broader community interests in governance and service delivery	s.13,s.16,s.17
<i>Castlegar</i> routine boundary extension to include a TRAN gravel pit, which the municipality may acquire in the future	s.13,s.16	
<i>Creston</i> routine boundary redefinition to more completely include the municipal road network	- no outstanding issues - proposal suggested by TRAN district office	decision for Fall 2015
<i>Dawson Creek</i> routine boundary extension to include two privately-owned parcels	- municipality submitted proposal on August 17, 2015. - staff review pending	s.13,s.16

APPENDIX 1 – Projects in Progress and Received Proposals

Page 7

Project	Status	Timing/Considerations
Port Edward s.13,s.16		
Princeton industrial boundary extension to include the Similco (Copper Mountain) Mine	staff working with municipality and industrial operator on tax limit agreement	s.13,s.16
Revelstoke routine boundary extension to include a single residential parcel	- staff review complete; no outstanding issues - municipality has initiated elector approval process.	decision for Fall 2015
Sparwood boundary reduction to return a section of road serving Teck Metals mining operations	- staff review complete, elector approval secured through AAP. - s.13	s.13
West Kelowna s.13,s.16		

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s.16;s.13;s.17

Page 248

Withheld pursuant to/removed as

s.13

BACKGROUND:

- Since July 2013, staff members from Community, Sport, Cultural Development, and Ministry responsible for Translink have been observers in ongoing negotiations between Esquimalt and the Capital Regional District (CRD) on an amenity package, which includes McLoughlin Point re-zoning.
- In April 2014, Esquimalt Council voted unanimously to turn down the negotiated package and reject the zoning bylaw infringement required for the McLoughlin Point Wastewater treatment plant. At the same time, Council directed its staff to prepare a bylaw that would down-zone the site and expressly prohibit its use for a waste water treatment plan.
- On May 27, 2014 the Minister of Environment issued a statement reiterating the Government of British Columbia's position that the current CRD sewage dispute is a local government issue. The minister also said the Government of British Columbia will not overrule the decision of a locally-elected government.
- On July 15th, a letter was sent from the CRD Chair to Minister Coralee Oakes and Minister Mary Polak. In the letter the CRD requested that the Government of British Columbia (Minister of Environment) intervene to resolve zoning issues, which the CRD asserts, are preventing the construction of the McLoughlin Point Wastewater Treatment Plant in Esquimalt.
- On July 29, the Ministry of Environment responded with a letter that acknowledged the difficulty of the situation, but reiterated that:

"The timely implementation of the approved Core Area Liquid Waste Management Plan (CALWMP), remains a local government issue that the CRD has both the ability and responsibility to fulfill. With the defined provincial and federal funding agreement timelines, it is imperative that the CRD takes substantive and immediate actions to meet the legislated deadlines."

- The Provincial contribution of \$248 million is one-third of the 2010 cost estimate of \$743 million and meets the Provincial public commitment for funding of 1/3 of the best, lowest-cost solution (subject to PPP consideration) at UBCM Convention 2006 and in the 2007 Throne Speech.
- The federal government is contributing \$253.4 million from three different programs:
 - \$120 million from the Building Canada – Major Infrastructure Component (Infrastructure Canada)
 - \$50 million from the Green Infrastructure Fund (Infrastructure Canada)
 - \$83.4 million from Public Private Partnerships Canada (PPP Canada)

• s.13,s.16,s.17

- s.13,s.17
- The CRD has to be in compliance with federal standards for wastewater treatment by end of 2020.
- The CRD Core Area Liquid Waste Management Committee has established two sub-committees to explore the possibilities of east and west options. Esquimalt, View Royal, Langford, Colwood and Songhees Nation form the western region. Victoria, Saanich and Oak Bay form the east region.
- The two committees have identifies numerous sites and have submitted their reports to the CRD Core Area Liquid Waste Management Committee and are awaiting direction from the CRD Board for next steps/direction.
- Recently, the CRD sewage committee, chaired by Mayor Lisa Helps, supported creation of a six-member technical oversight panel that will report directly to elected officials and provide an informed and unbiased review of proposed project options.
- The Seatterra Commission will close at the end of August, 2015, having been dismantled by the CRD as it was created to run the original treatment project which placed treatment sites at McLoughlin Point in Esquimalt and Hartland Landfill in Saanich. To meet provincial funding criteria, a new commission will be needed at such time that the new project work is confirmed.

Program Area Contact:	Liam Edwards	250 356-0218
Date:	Aug. 5, 2015	
Pathway: (Right click to update field)	G:\Integrated_Operations\Transition\July 2015 - MIN and DM\Binder 2\Issues\IN_CRD_Sewage_Treatment_Aug_5,2015_revised_Aug_20.docx	

Page 251 to/à Page 253

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s.16;s.13;s.17

The approval of these projects provides the Ministry with an opportunity to influence and guide best practices throughout the Province in a time when there are no intake open for capital grant funds.

Decision 1 – Project Approvals

Options:

1. Approve the **XX** grants and commitment of **\$XX**
2. Do not approve the grants.

Recommendation: Option

Honourable Peter Fassbender, Minister

Date:

Approved / Not Approved

Contact: Regan Purdy, Infrastructure Resource Officer, 250 356-7255
Local Government Infrastructure and Finance Branch

Page 255 to/à Page 258

Withheld pursuant to/removed as

s.16;s.13;s.17

Contact: Gary Paget Acting, Assistant Deputy Minister, Local Government Division
Telephone: 250-953-4129

Attachment One: Ernst and Young Report

The E & Y report was part of Core Review's stated objective of ensuring public sector wage levels are appropriate. The review investigated executive, management and bargaining unit compensation in core government, the broader public sector (e.g. K-12, social services, health, university and Crown corporations) and local governments.

The E&Y report identified the need to improve taxpayer value in local government compensation and increase alignment of local government compensation with the broader BC public sector. Major findings of the report include:

- Local government compensation is out of step with the rest of the public sector.
- At the executive level, local government compensation was generally on parity with the provincial core government (e.g. Chief Administration Officers of larger municipalities vs. Deputy Ministers).
- At the management level, local governments pay higher compensation in the majority of cases for comparable roles in the provincial core government.
- At the bargaining unit level, local government employees have received significantly higher increases than in core government or the broader public sector.
- Using a sample of 10 local governments, research indicates bargaining unit employees have received 38 percent cumulative increase between 2001 and 2012 while inflation was 23 percent
- Data availability was a key challenge in the research. Available sources of data cannot feasibly provide the BC government with the means to understand variation in total compensation across the arms of provincial and local governments.
- The Province should invest in more accessible and comprehensive data across the broader public sector.
- There is considerable catch-up for local governments, and provincial leadership is imperative to support local governments to align to the broader public sector.

s.13,s.16,s.17

s.13,s.16,s.17

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July 2015 Transition Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

Title: Metro Vancouver Regional Growth Strategy (RGS) Dispute

Revised: August 7, 2015

Issue: Metro Vancouver RGS implementation and the Board's non-acceptance
of the Township of Langley's Regional Context Statement

Response:

- Metro is a large, diverse region with complex growth management issues.
- The Metro Regional Growth Strategy (RGS) provides important guidance to local governments within the region as they work together to create livable and economically resilient communities in the midst of fast population growth.
- Parties are working together on implementation of the RGS, including the development of municipal regional context statements (RCSs) as required by legislation.
- Disputes over non-acceptance of RCSs by the Metro Board are resolved under the *Local Government Act* through a dispute resolution process.
- Those provisions will be used to resolve the dispute between the Township of Langley and the Metro Board, as the Board did not accept the Township's proposed RCS on November 15, 2013.
- As required under the legislation, the Minister directed Metro and the Township to a non-binding dispute resolution process. In 2014, the Minister temporarily suspended this process pending the outcome of court proceedings on related matters.
- The court proceedings concerned the 1996 RGS and the Township's related RCS and subsequent OCP amendments. The proceedings concluded in December 2014, when Metro's appeal of the lower court decisions was dismissed by the BC Court of Appeal.
- With the conclusion of the court case, both parties requested that the process to resolve the dispute between the 2011 Metro RGS and the Township's RCS proceed.
- On July 16, 2015, Minister Oakes reinitiated the dispute resolution process. According to the Minister's letter, the parties are to have started the non-binding dispute resolution process by September 4, 2015 and are to report to MCSCD on their progress by October 23, 2015. Recent information indicates that the prospect of an agreement is good.

July 2015 Transition Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes

Background/Status:

- Under Part 25 of the *Local Government Act*, a regional district is authorized to develop a regional growth strategy (RGS) and adopt it by bylaw. A RGS is a strategic regional planning policy document promoting settlement that is socially, economically and environmentally healthy which also makes efficient use of public facilities, land and other resources.
- A RGS is initiated, prepared and implemented by a regional district with full involvement, and acceptance, of its member municipalities and adjacent regional districts. The Province, First Nations and others are consulted.
- Metro Board adopted the Metro RGS only after it was accepted by all its member municipalities, adjacent regional districts, TransLink and Tsawwassen First Nation.
- A regional context statement (RCS) forms a part of a municipality's official community plan (OCP), and is required by legislation. It outlines the relationship between the OCP and the content of an RGS and describes how the OCP is or will be made consistent with the RGS.
- If a regional district does not accept a municipality's RCS, a statutory dispute resolution process is triggered and under the *Local Government Act*, the Minister must direct the parties to either a non-binding or binding dispute resolution process.
- Metro is implementing the RGS, including processing requested amendments and working with municipalities on the preparation of RCSs.

Township of Langley

- Although it accepted the RGS, the Township has expressed concerns primarily in relation to a proposed "university district" development for which the Township adopted an OCP amendment bylaw. Metro has stated that the proposed amendment requires an amendment to the Township's RCS. The Township continues to disagree.
- The core issue in this conflict is land use planning and development in a municipality with 74% of its land within the ALR and subject to an RGS that sets out agreed-to planning policy for the regional district and all member municipalities.
- MCSCD offered to help facilitate a focused discussion between the parties to resolve this issue. The Township did not respond to MCSCD's offer of assistance.
- In summer 2013, the Metro Board authorized court action against two of the Township's OCP amendment bylaws due, in general terms, to inconsistencies with

July 2015 Transition Advice to the Minister and Deputy Minister

Ministry: Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

Minister Responsible: Hon. Peter Fassbender

Deputy Minister: Jacquie Dawes
the 1996 RGS.

- In November, 2013, the Metro Board did not accept the Township's proposed RCS related to the 2011 RGS. In February 2014, under section 859 of the *Local Government Act*, the Minister directed the parties to a non-binding dispute resolution process.
- Metro's case concerning the 1996 RGS went before the Court in January, 2014 and the judge dismissed both petitions in favour of the Township on March 13, 2014. Metro appealed the decision and the Appeal Court dismissed the appeal on December 24, 2014.
- In a July 25, 2014 letter, the Minister had suspended the RCS dispute resolution process concerning the 2011 (current) RGS (by agreement) pending the outcome of the court cases. With the court cases concluded, both parties have requested that the dispute resolution process for the current RGS and the Township's RCS proceed.
- Following a July 13 meeting between Ministers Oakes and Pollack, on July 16 Minister Oakes signed the letters reinitiating the dispute resolution process. According to the letter, the parties are to have started the non-binding dispute resolution process by September 4, 2015 and are to report to MCSCD on their progress by October 23. Staff had previously provided both parties with a list of possible facilitators.
- Recent information indicates that the prospect of an agreement is good.

Contact:

A/Director –	Karen Rothe	Intergovernmental	250 356-7064
Planning Programs		Relations and Planning	



JUL 16 2015

Ref: 157387

His Worship Mayor Jack Froese
Township of Langley
20338 65 Avenue
Langley, BC V2Y 3J1

His Worship Mayor Greg Moore, Chair
Metro Vancouver
4330 Kingsway
Burnaby, BC V5H 4G8

Dear Mayor Froese and Chair Moore:

Subject: Dispute resolution process concerning the November 15, 2013 decision of the Metro Board to not accept the Township of Langley's Regional Context Statement (RCS) that was prepared in response to the Metro Vancouver Regional Growth Strategy (RGS) adopted on July 29, 2011

Thank you for your letters of January 23 and February 13, 2015, respectively, informing me of the resolution of the *GVRD v Township of Langley 2014 BCSC 413* and *GVRD v Township of Langley 2014 BCSC 414* appeal process. I understand that the British Columbia Court of Appeal rendered its decision on December 24, 2014.

In my letter of July 24, 2014, I supported your request to delay the dispute resolution process until resolution of the court cases, as it was anticipated that the legal proceedings would relate to matters that would be raised during the dispute resolution process.

Now that the court cases have concluded, the dispute resolution process to which I directed you a year ago should proceed. Consistent with the direction I provided in my February 27, 2014 letter, I am directing you to a non-binding dispute resolution process, in accordance with section 859 of the *Local Government Act*. I have chosen this process as I would like to provide a formal opportunity for both parties to resolve the outstanding issues, in as collaborative a manner as possible, with the assistance of a neutral expert, if so agreed.

In accordance with section 859 (2.1) of the Act, I am specifying that the dispute resolution process begin no later than September 4, 2015. In the interest of reaching a timely resolution, I would also ask either the Township or Metro to please provide an update by October 23, 2015, to Ministry of Community, Sport and Cultural Development staff on the progress that has been achieved.

Having directed both of you to a non-binding process, it is up to both of you to determine, by agreement and consistent with the legislation, the design of the non-binding dispute resolution process. I have confidence that these steps will be completed as quickly as possible so that the non-binding dispute resolution process can begin by September 4, 2015.

.../2

Ministry of Community, Sport
and Cultural Development

Office of the Minister

Mailing Address:
PO Box 9056 Stn Prov Govt
Victoria BC V8W 9E2
Phone: 250 387-2283
Fax: 250 387-4312

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www.gov.bc.ca/cscd

His Worship Mayor Jack Froese
His Worship Mayor Greg Moore, Chair
Page 2

As mentioned in my February 27, 2014 letter, please note that, as per section 859(5) of the Act, the costs of dispute resolution are to be shared between the participating parties, unless you can agree on an alternative cost-sharing arrangement. Furthermore, to assist you with reaching agreement on the RCS, you may wish to engage a neutral third party to facilitate discussions. Finally, if you are unable to agree upon the design of the non-binding process, I will direct you to a specific dispute resolution process, which I am required to do under the legislation. Please let me know as soon as possible if you cannot reach agreement on the design of the process.

One of the underlying principles of the RGS legislation is that the planning process has to reach closure. This means that differences must be resolved. While local governments are provided every opportunity to negotiate collaborative solutions, the dispute resolution mechanisms in the legislation ensure that the process reaches a conclusion. Consistent with that principle, if acceptance of the RCS is not reached within 60 days following the completion of the non-binding process, the matter will proceed to final settlement, as required under section 860 of the Act. I would like to emphasize that the Township and Metro may continue to negotiate and arrive at a solution at any time during the dispute resolution process.

Please ensure that you follow all of the requirements set out in the Act and regulations. For reference, I would suggest that all participating parties review the relevant sections of the Act regarding dispute resolution: www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96323_29.

"Regional Growth Strategies: An Explanatory Guide", may also be helpful:
www.cscd.gov.bc.ca/lgd/intergov_relations/library/RGS_Explanatory_Guide_2005.pdf.

Ministry staff is available to provide you with advice on the next steps in the process as needed. Please contact Ms. Karen Rothe, A/Director Planning Programs, if you have any questions. Ms. Rothe can be reached by telephone at: 250 356-7064; or by email at: Karen.Rothe@gov.bc.ca.

Regional Context Statements are critical components in implementing the Metro Vancouver RGS, to which all affected local governments agreed. I am hopeful that in the next few months the dispute regarding the RCS can be resolved in a timely and effective manner.

Sincerely,



Coralee Oakes
Minister

pc: Honourable Rich Coleman, MLA, Fort Langley-Aldergrove
Honourable Mary Polak, MLA, Langley
Ms. Karen Rothe, A/ Director, Planning Programs, Ministry of
Community, Sport and Cultural Development

Approvals: Dir: _____ ED: _____ ADM: _____ DM: _____

Ministry of Community, Sport, Cultural Development and
Minister Responsible for TransLink

BRIEFING NOTE FOR MINISTER

Ref #: 158930

FOR INFORMATION

Date: July 21, 2015

Title: Municipal Liabilities Regulation Amendment

Issue: Drafting of an Order in Council to amend and update Section 4(f) of the *Municipal Liabilities Regulation* of the *Community Charter* to reflect the new name of the agreement referenced there (Peace River Agreement) and the broader list of signatories to the agreement.

Background:

In May 2015, the Province of British Columbia and the Peace River Regional District and all of the municipalities within the Peace River Regional District unanimously agreed to enter into the Peace River Agreement. Ratification of the 2015 Peace River Agreement (agreement) replaces the previous Memorandum of Understanding signed in 2005. The agreement has similar terms to the 2005 MOU but has a different name, longer duration (to 2034), revised annual payments, and a broader list of signatories that includes all the municipalities within the Peace River Regional District. The agreement functions to more equitably spread the economic benefit of oil and gas development among local governments in the region.

Mandate Considerations: Implementation of the new Peace River Agreement.	Liquefied Natural Gas Considerations: Amendment provides Peace River communities facing growth due to LNG development with greater annual debt servicing capacity.
Fiscal Considerations: The amendment is considered low risk and will result in no fiscal impact to the Province.	First Nations Considerations: Not applicable

Discussion:

The *Municipal Liabilities Regulation* establishes the liability servicing limit, which is the maximum amount that a municipality may expend in a year to service debt. Section 4(f) of the regulation authorizes municipalities to utilize grants received under the agreement in the calculation of their liability servicing limit.

The amendment will have the effect of slightly increasing the liability servicing limit of municipalities within the Peace River Regional District.

The proposed treatment of funding received through the Peace River Agreement is consistent with how the regulation treats other municipalities in receipt of relatively consistent grant funding (e.g. Infrastructure Development Contribution Agreement with the Northern Rockies Regional Municipality). The amendment will allow municipalities within the Peace River Regional District to maximize their borrowing capacity and is seen to be low risk. Only the amount of funding actually received by municipalities within the Peace River Regional District in the prior year can be counted towards the following year's limit.

The Electoral areas affected include the Peace River North and Peace River South. This amendment will not result in any fiscal impacts to the Province.

Contact: Kevan Letawske, Senior Policy Analyst, Local Government Finance Unit
Telephone: 250 387-4026

PROVINCE OF BRITISH COLUMBIA
ORDER OF THE LIEUTENANT GOVERNOR IN COUNCIL

Order in Council No.

, Approved and Ordered

Lieutenant Governor

Executive Council Chambers, Victoria

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and consent of the Executive Council, orders that section 4 (f) of the Municipal Liabilities Regulation, B.C. Reg. 254/2004, is repealed and the following substituted:

- (f) revenue received under the Peace River Agreement between the Province of British Columbia and the Peace River Regional District and the municipalities within the boundaries of the Peace River Regional District; .

Minister of Community, Sport and Cultural
Development and Minister Responsible for
TransLink

Presiding Member of the Executive Council

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: Community Charter, S.B.C. 2003, c. 26, s. 174 (3)

Other: OIC 550/2004

July 31, 2015

Resub 1/R/496/2015/33

OFFICE OF LEGISLATIVE COUNSEL

Examined by: Stephanie Weinhold

YELLOW
TAG

Order in Council ☐ Regulation ☒

Cautions/Comments:

There is another tagged version of this regulation dated June 15, 2015; only this version is to be enacted.

Signed: S. A. Weinhold Date: July 28, 2015

This legal opinion is subject to solicitor-client privilege.

RESUB 1/R/496/2015/33

Page 276

Withheld pursuant to/removed as

s.12

Page 277 to/à Page 279

Withheld pursuant to/removed as

s.12;s.13



Regulatory Criteria Exemption Form

Name of authorizing legislation: Community Charter

Name of regulation, if applicable: Municipal Liabilities Regulation

Purpose: To allow local governments that receive funding through the Peace River Agreement to include that funding in the calculation of their liability servicing limit (i.e. increase its annual debt servicing capacity).

I certify that the proposed legislation or regulation satisfies the following condition or conditions under the Regulatory Reform Policy and, therefore, the regulatory criteria do not apply.

Check all boxes that apply:

- ☒ Is housekeeping in nature and does not involve changing a requirement (e.g., changes to board members or schedules)
- ☐ Is a fee rate change that has been approved by Treasury Board
- ☐ Is related only to the procedures or practices of a court or tribunal
- ☐ Is required under national legislation or regulations, to which regulatory reform principles have been applied
- ☐ Is consolidated and revised under the revision powers in Part 2 of the Regulations Act Regulation
- ☐ Is transitional in nature
- ☐ Is identified by the Minister Responsible, or the Head of the Regulatory Authority, as having special circumstances that make it impractical to apply the Regulatory Reform Drafting Principles

Please explain briefly:

Number of Regulatory Requirements to be added: +

Number of Regulatory Requirements to be eliminated: -

NET CHANGE:

0

Date:

Signature, Responsible Minister or Head of Regulatory Authority

Signator Name:

Ministry/Agency Name: Community, Sport, Cultural Development and Minister Responsible for TransLink

Contact Name: Kevan Letawskie

Page 281 to/à Page 282

Withheld pursuant to/removed as

s.13

ORDER IN COUNCIL DISTRIBUTION FORM

STATUTE: Community Charter, Municipal Liabilities Regulation,
Section 4

For OIC Office use only:

MINISTRY: Community, Sport, Cultural Development and Minister
Responsible for TransLink

SUMMARY OF SUBJECT MATTER

- To allow local governments that receive funding through the Peace River Agreement to include that funding in the calculation of their liability servicing limit (i.e. increase its annual debt servicing capacity).

ORIGINATOR (Name/Ministry/Branch/Telephone/email):

Christine Carvalho
Ministry of Community, Sport, Cultural Development
and Minister Responsible for TransLink
Integrated Operations Branch
4th Floor, 800 Johnson Street - PO Box 9836 Stn Prov Govt
Victoria, B.C. V8W 9N7
Tel: (250) 387-4069

COPIES

☒ PDF copies (Please provide name, Ministry and exact email address for each recipient below):

Christine.Carvalho@gov.bc.ca

Kevan.Letawske@gov.bc.ca

☐ Certified true copy of this OIC - for legal or evidentiary purposes only
(Please provide name, Ministry/Company, mailing address, city, postal code and telephone):

Approvals: Dir: _____ ED: _____ ADM: _____

Ministry of Community, Sport and Cultural Development
BRIEFING NOTE FOR DEPUTY MINISTER

Ref #:

FOR INFORMATION

Date: August 20, 2015

Title: Northern Rockies Regional Municipality (NRRM) Indicators

Issue: Finalizing funding indicators for the NRRM under the Infrastructure Development Contribution Agreement (IDCA)

Background:

In 2013, the NRRM and the Province entered into a 20-year year capital funding agreement called the IDCA. Under this agreement, the Province agreed to provide the NRRM up to \$10 million per year for eligible capital projects required to transition the NRRM into a center for natural gas development.

s.12,s.13,s.17

Discussion:

s.12,s.13,s.17

Contact: Sean Grant, Director of Local Government Finance
Telephone: (2580) 387-4036

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dm.docx \ Cliff #
Last update:20/08/2015 - Grant, Sean CSCD:EX

Page 286 to/à Page 289

Withheld pursuant to/removed as

s.16;s.13;s.17

Appendix A: RBA Members

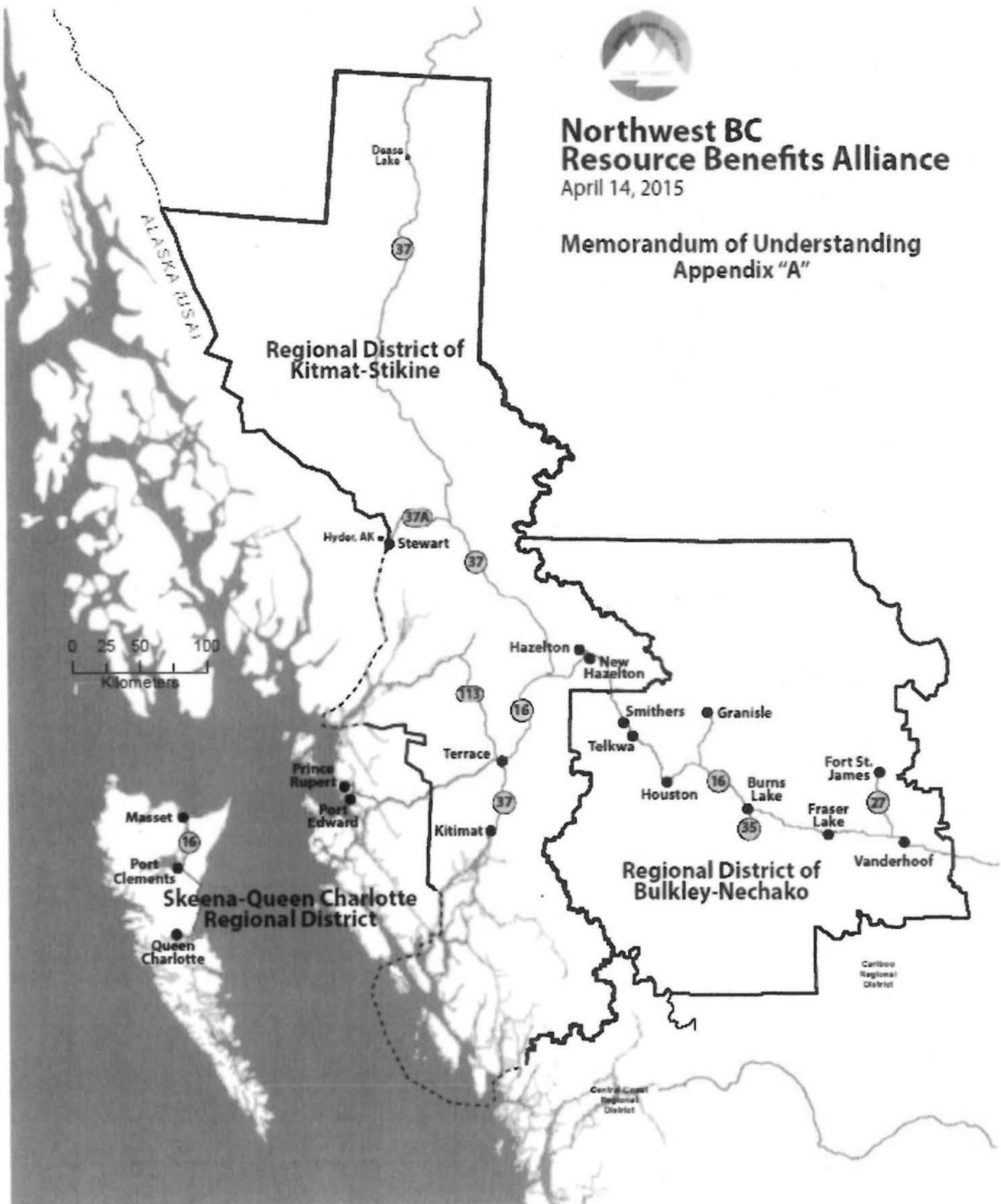
1. **Regional District of Kitimat-Stikine**
2. City of Terrace
3. District of Kitimat
4. District of Stewart
5. Village of Hazelton
6. District of New Hazelton
7. **Skeena-Queen Charlotte Regional District**
8. City of Prince Rupert
9. District of Port Edward
10. Village of Queen Charlotte
11. Village of Port Clements
12. Village of Massett
13. **Regional District of Bulkley-Nechako**
14. Town of Smithers
15. District of Houston
16. District of Vanderhoof
17. Village of Burns Lake
18. Village of Fraser Lake
19. District of Fort St. James
20. Village of Telkwa
21. Village of Granisle



Northwest BC Resource Benefits Alliance

April 14, 2015

Memorandum of Understanding Appendix "A"



Approvals: Dir: JB ED: JS ADM: JS DM: RFD

Ministry of Community, Sport and Cultural Development
DECISION NOTE FOR MINISTER

Ref #: 158715

Date: June 30, 2015

Title: Block F Rezoning - Public Meeting and Delegation of Bylaw Requirements

Issue: The University Endowment Lands Administration (UEL) received an application by Colliers International (Applicant), on behalf of the Musqueam First Nation, to amend the UEL Official Community Plan (OCP) and Land Use, Building and Community Administration Bylaw (Bylaw) for the 21.4 acre Block F. The UEL's comprehensive review of the application is nearing completion and the Bylaw requirements of the rezoning process must now be addressed. These requirements are formally the Minister's to carry out.

This stage in the process requires a decision by the Minister on whether to hold a public meeting on the bylaw amendments and a decision on whether to delegate holding the meeting to the UEL Manager.

Background:

Colliers International, on behalf of the Musqueam Capital Corporation, submitted an application to change the OCP and Bylaw on December 9, 2013. In accordance with the rezoning process, the UEL Administration completed its review and on June 9, 2014 sent the Applicant a substantive list of comments and concerns. On May 21, 2015, the UEL accepted a resubmission of the application. The details of the UEL application are described in the attached information note (158252 / May 26, 2015).

As with the initial application, the revised application was referred to numerous agencies, including the UEL Community Advisory Council (CAC) and an appointed Advisory Design Panel (ADP), which provide advice to the UEL Manager on development/design matters. Meetings were held with the CAC Working Group and the ADP to inform them about the revised application. An open house was held on June 17, 2015 in the UEL to present the application to the UEL community, including residents in adjacent areas of UBC. While not part of the Bylaw requirements, this outreach is important given the complexity, history and impact of the proposed development.

Following the open house, the Applicant has the opportunity to further refine the application to attempt to address any further concerns raised by the community and referral agencies. The UEL Administration will also take into account those concerns as draft amendments to the OCP and Bylaw are formulated for the Minister to consider.

The Bylaw sets out requirements that must be carried out by the Minister as the formal steps in the rezoning process (see Appendix 1). Under the Bylaw, the Minister:

- may choose to conduct a public meeting for the purpose of allowing residents to comment on the proposed change, and
- must refer the application to the Community Advisory Council and Advisory Design Panel for comment.

The UEL Manager has general delegated authority to administer the day-to-day operations of the UEL, but not to undertake wider responsibilities of the Minister under the UEL Bylaw. Conducting a public meeting and consulting prescribed stakeholder bodies on a rezoning proposal would therefore require an additional specific delegation by the Minister.

Discussion:

Rezoning applications are uncommon in the UEL as most available property is built out. In the past decade the only rezoning application is the 2014 Regent College decision which allows the College to build a six-storey facility immediately adjacent to UBC that includes student residences, classrooms, office space and potentially some retail/commercial. The Regent College project is currently seeking a development permit, a process administered by the UEL Manager. The rezoning process followed for Regent College included delegating to the UEL Manager the holding of a public meeting. While there is no requirement for the Minister to conduct the Block F rezoning process the same way, the community will, at a minimum, expect the same process as Regent College.

Block F is the most sizable project undertaken in the UEL in recent history. Block F has several features that make it quite different from previous UEL developments or zoning decisions (reflecting its unique history and its greater complexity), including:

- Although the land has previously been harvested of timber, it is viewed as a greenfield development having once been part of Pacific Spirit Regional Park.
- The current zoning for Block F, MF-1, was applied when the land was transferred through the Musqueam Reconciliation Agreement and the *Musqueam Reconciliation, Settlement and Benefits Agreement Implementation Act*, S.B.C. 2008, c. 6, a process that did not, by necessity, allow for public input.
- MF-1 allows for multi-dwellings up to four storeys in height. The Applicant is seeking comprehensive development zoning that would add significantly to the population, density and diversity of form and tenure to the UEL community.

Owing to this complexity, the UEL Administration and, to some extent, the Applicant have endeavoured to engage with the community on a number of different fronts in order to fully understand and, where possible, address concerns about this proposal. For example, working group meetings with CAC representatives and the June 17 open house were held.

The final opportunity to engage with the community, prior to completing a recommendation for the Minister to consider, would be through a public meeting on the proposed OCP and Bylaw amendments.

Public Meeting on Block F application

The UEL Administration is recommending that a public meeting be held on the rezoning application submitted by the Applicant, following the UEL Administration's completion of its technical review, because:

- this is a complex rezoning application with significant implications for the existing community;
- this would meet community expectations based on previous practice and the impact of the proposed development;
- this would be consistent with rezoning practices of municipalities which require a public hearing; and

- this will provide the Minister with further information on which to base a decision on whether to approve the rezoning by amending the OCP and Bylaw.

Should a public meeting be held, this meeting would take place either later this Fall or early in 2016. To a considerable extent the preparation of the Bylaw/OCP amendments, and therefore the timing of the meeting, depends on the Applicant's responsiveness to certain legal documents that must be drafted, including various agreements and covenants related to the property titles.

s.13

s.13

Approvals: Dir: _____ ED: NM ADM: MS DM: _____

Ministry of Community, Sport and Cultural Development
BRIEFING NOTE FOR MINISTER

Ref #: 158759

FOR INFORMATION

Date: August 5, 2015

Title: Context for Minister's potential meeting with Musqueam First Nation (MFN) regarding their community/economic development plans in Metro Vancouver.

Issue: The MFN requested a meeting with the previous Minister to provide further context about the MFN's community and economic development plans. The MFN is involved in a number of current and future projects with various provincial ministries in the Metro Vancouver area. This note provides context about the MFN, including the Musqueam Capital Corporation (MCC), and the University Endowment Lands (UEL). This note also flags the key linkages with Ministry of Community, Sport and Cultural Development (Ministry) s.13,s.16

s.13,s.16

See Appendix 1 for an overview of the UEL.

Background:

Musqueam:

- Have a registered population of 1,315 of which an estimated 49 per cent lives on own reserves; MFN have three Indian Reserves in Metro Vancouver (totaling 254.2 hectares); one of those reserves is located on the southern border of the UEL.
- In 1984, the MFN filed a comprehensive land claim with Canada (eight years before the creation of the BC Treaty Commission), that covers 80-90 percent of Metro Vancouver (in total about 150,000 hectares in and around Vancouver).
- *Musqueam Reconciliation, Settlement and Benefits Agreement:* in 2008, the MFN and the Province reached an agreement involving cash and fee simple land worth almost \$250 million to settle outstanding litigation involving the UBC golf course, the Bridgeport Lands (site for the River Rock Casino), and the Celtic Shipyards.
- *Musqueam Capital Corporation:* the MFN Chief and Council established the MCC in 2012 as a business company to manage the Band's business activities. It is responsible for existing revenue-producing properties, planning and executing the development or redevelopment of those properties and vacant lands both on- and off-reserve, as well as the development of new business plans.

University Endowment Lands & Block F Rezoning Application

- The 2008 Reconciliation Agreement between the provincial government and the MFN transferred three parcels of land in fee simple to MFN for their economic benefit. Included was the 8.5 hectare forested Block F which is within the UEL, formerly part of Pacific Spirit Regional Park and located on University Boulevard (the gateway to UBC). The Reconciliation Agreement provides for multi-family residential zoning for Block F, plus the ability to apply for rezoning like any other landowner.

- The MFN has applied for a rezoning and OCP amendment to change the land uses and increase density and building height for the Block F parcel. If approved (ultimately by the Minister of CSCD), this development would add about 2,500 people to UEL's current population of 4,100.
- The rezoning process has a long timeline and the MFN is anxious to have it completed. Based on the Reconciliation Agreement, the applicant is treated the same as any other developer in the UEL community. Process to date:
 - The initial application was accepted December 2013.
 - An initial response for additional technical information was sent to the applicant in February 2014.
 - Following consultation with key stakeholders and the community, the UEL responded with significant comments June 2014.
 - Over twenty meetings were held with the applicant through the balance of 2014 and into 2015.
 - The applicant submitted a revised application in May 2015.
 - The UEL referred the application to key agencies and hosted an Open House to provide the community an early opportunity to view the revised proposal in June 2015.
 - The UEL provided the applicant with comments received from the community (through the Community Advisory Council and the open house) and referral agencies in July 2015.
- Depending on further adjustments to the application and progress on hammering out the many legal agreements needed to successfully implement a rezoning, the required public meeting could be held this Fall. s.13

A separate briefing note to confirm delegation of the holding of the public meeting to the UEL Manager is being prepared.

UEL Governance

- In November 2013, the Community Advisory Council (CAC) requested an incorporation study and is still awaiting a substantive response from the Ministry.
- s.12,s.13,s.17

- To support the CWGCR submission, the Ministry retained consultants to build a picture of the current "state of the UEL"; this work confirmed the Ministry's perception that a provincially-run UEL is unsustainable given increasingly complex community needs, development pressures and the inherent constraints of the provincial administrative/financial framework.
- To further the CWGCR's direction, the Ministry has undertaken staff level outreach with key interests, including the MFN and Vancouver; both MFN and Vancouver indicated that: (1) the current UEL governance arrangement is unsustainable; (2) shifting from provincial to local governance in the UEL makes sense; and (3) both MFN and Vancouver see concerns and challenges with a stand-alone UEL municipality.
- Interest in governance remains strong and pressures continue to mount, as evidenced by, for example: a string of FOI requests regarding the Ministry's work on governance; ongoing/growing coverage of the issue in the CAC newsletter; and MLA's Eby's letter/Estimates questions around

perceived lack of Provincial action in the area. The latest CAC correspondence indicates an ongoing strong desire by the CAC for self-municipalisation and general discontent and frustration with the perceived lack of provincial response on the issue to date (as well as requesting a meeting with the former Minister).

See Appendix 1 for further background on outreach to MFN on UEL governance. A separate briefing note for decision is being prepared on UEL governance next steps.

Mandate Considerations: N/A	Liquefied Natural Gas Considerations: N/A
Fiscal Considerations: N/A	First Nations Considerations: YES
First Nations Considerations – the MFN are a key stakeholder in the UEL and the broader Metro region, both as a land owner and because of their claimed aboriginal rights and title. To further their community and economic development goals, the MFN is involved in a number of current and future projects in the UEL/Metro area affecting various provincial ministries. Sufficient Provincial coordination across relevant ministries is required to optimize the success of these initiatives from a Provincial perspective. Ongoing dialogue and engagement with the MFN is necessary on key Ministry initiatives, such as UEL governance; the successful completion of Block Rezoning process is a current priority for the Ministry and the MFN.	

Discussion:

s.13,s.16,s.17

s.13,s.16

Contact: Nicola Marotz / Jonn Braman
Telephone: (250) 356-6257 / (604) 660-1810 ext 28

Appendix 1 – Further Context: University Endowment Lands

University Endowment Lands- History/ Context

- The Point Grey peninsula comprises the University Endowment Lands and the University of B.C. (UBC), within Electoral Area (EA) A of the Greater Vancouver Regional District (known as Metro Vancouver). The UEL population is approx. 4,100; the UBC residential neighbourhoods (UNA) population is approx. 9,300.
- As the UEL predates regional governments in B.C., the conventional local governance and servicing roles of the regional district in the unincorporated areas are fulfilled by others. For example:
 - the Minister in the UEL exercises law-making powers (e.g. bylaw amendments) and provides the majority of direct services through the delegated UEL Administration (under the *University Endowment Land Act*); and,
 - UBC, in the case of its campus lands, provides the majority of direct services.
- Service Delivery - As with adjacent communities, Metro Vancouver and its greater boards provide regional services: water supply, wastewater treatment, regional parks (including the large Pacific Spirit Park in the UEL) and regional growth strategies. Provincial services are provided to UEL and UBC either directly (e.g. major roads) or through contracts – e.g. policing (through RCMP); fire protection (through City of Vancouver).
- UEL Administration - The Minister is the ultimate lawmaker in the UEL, however day-to-day service delivery and administration of the area is delegated to the UEL Manager and a small team of public servants and contracted support. In addition to that general delegation of authority, other matters are typically also delegated to the Manager on a one-off basis (e.g. holding public meetings on rezoning applications). Development permit decisions by the UEL Manager may be appealed to the Minister; holding of such appeals are typically delegated to the Deputy Minister.
- The Community Advisory Council (CAC) - is a 7-member elected advisory body (a registered society) that provides comment/recommendations primarily to the UEL Manager, as set out in the UEL's Official Community Plan (OCP) and the CAC's Constitution/bylaws (e.g. UEL bylaw amendments; annual budget/property tax requisition; rezoning applications). The CAC is not recognized in the UEL's legislation.
- Established in 2005 during OCP renewal to ensure that the UEL Manager hears from all sectors of the community, the CAC is elected to represent 4 UEL Areas, based on estimates of their population. Area A has 2 representatives with Areas B and C having 1 each (totalling 4 representatives for the single-family areas). Area D (multi-family) has 3 representatives. The most active representatives (including Chair) are from single-family areas.
- The CAC envisions itself as a municipal-like council when, in fact, its role is purely advisory to the UEL Manager. This creates challenges for UEL administration to find the right balance in consulting with the CAC (and frustrations for the CAC when it cannot be in on final decision-making). The CAC has a long list of concerns about the UEL, ranging from neighbour-to-neighbour issues such as enforcement of hedge height; to development-related issues, such as building mass and noise; to its own composition (wanting to be at-large, rather than area based); to the broader question of UEL governance.
- In November 2013, the CAC requested an incorporation study for a "UEL-only" municipality. Two previous restructure studies (1990 and 1995) considered UEL and UBC campus neighbourhoods together, and included options to join Vancouver. An incorporation vote in 1995 was defeated. A further study was begun in 1998; however, by 2000, no consensus on an outcome could be reached by the parties (UBC, UEL, and Vancouver) and the study was discontinued.

UEL Governance – Outreach to MFN

- The Ministry has been working to further the direction provided by the CWGCR to shift away from provincial to local governance in the UEL; this has included staff level outreach with the City of Vancouver and the MFN (in Feb-March 2015), both of whom were interested in governance change for the UEL (strongly preferring a boundary extension of Vancouver).
- Specifically, MFN staff flagged the following:
 - s.13,s.16,s.17
 -
 -
 -

Approvals: Dir: _____ ED: _____ ADM: _____ DM: _____

Ministry of Community, Sport and Cultural Development
BRIEFING NOTE FOR MINISTER

Ref #: 159034

FOR DECISION

Date: August 10, 2015

Title: *University Endowment Lands (UEL) – Governance Review & Response to the Community Advisory Council's Request for an Incorporation Study*

Issue: In November 2013, the Community Advisory Council (CAC) (an elected advisory group to the UEL Manager) requested an incorporation study and is still awaiting a substantive response from the Ministry. This note provides considerations and options for responding/proceeding.

Background (*see Appendix 2 for an overview of the UEL*):

The Ministry has been working to further the direction provided by the Cabinet Working Group on Core Review (CWGCR) to shift governance of the UEL away from provincial oversight and to a model of local governance; this work has included staff level outreach with the City of Vancouver and the Musqueam First Nation (MFN), both of whom were interested in governance changes for the UEL (strongly preferring a boundary extension of Vancouver). Recently, however, Vancouver has indicated that it is no longer comfortable with staff-level engagement. This shift, coupled with mounting pressures in the UEL community for a dialogue on governance, indicates the need for a more definite response to the CAC respecting its incorporation study request.

UEL Governance – the UEL predates regional governments in B.C., and is directly administered by the Province under its own legislation (the *University Endowment Land Act*); under the Act, the responsible Minister for the UEL exercises law-making powers (e.g. bylaw amendments) and provides the majority of direct services through the UEL Manager and staff (UEL Administration). Although previous restructure efforts have failed, the demographics and makeup of the population in the UEL have changed dramatically since the last effort based on a 1995 study. UEL governance is complicated because of a multitude of pressures facing the community and because it operates in an environment involving many local and provincial interests.

CAC Request – In November 2013, the CAC chair (and the Electoral Area Director) requested that the Minister fund an incorporation study to create a UEL-only municipality. Interim responses focused on the need for “the Ministry to first get a clearer picture of the current ‘state of the UEL’” (Summer 2014), and on communicating that “work around governance continues to be underway” (April 2015). In May 2015, the CAC sent a follow-up letter requesting a Minister’s meeting to further discuss their “UEL-only” request; the letter indicates an ongoing strong desire for self-municipalisation and general discontent with perceived lack of provincial action. No response has yet been provided to this latest letter.

s.12,s.13,s.17

s.12,s.13,s.17

Work-to-date/Stakeholder Outreach - to further the CWGCR's direction, the Ministry has:

- Focused on **understanding the current "state of the UEL"** (internally focused research regarding history and context, UEL services and pressures, and rationale for change); this work concluded that a provincially-run UEL is unsustainable given increasingly complex community needs, development pressures and inherent constraints of the provincial administrative/fiscal framework.
- Undertaken **staff level outreach with key interests** (in Feb/Mar 2015) - the MFN, Vancouver, Metro Vancouver and UBC. Key messages heard from these interests include: (1) the current UEL governance arrangement is unsustainable; (2) shifting from provincial to local governance in the UEL makes sense; and (3) key interests (particularly Vancouver and MFN) see concerns and challenges with a stand-alone UEL municipality.

• s.13,s.17

Mounting Pressures: Interest in governance remains strong and a number of pressures continue to mount, as evidenced by, for example, a string of FOI requests regarding the Ministry's work on governance, ongoing/growing coverage of the issue in the CAC newsletter, and MLA's Eby's letter/Estimates questions around perceived lack of Provincial action in the area. s.16
s.13,s.16

Mandate Considerations: N/A	Liquefied Natural Gas Considerations: N/A
Fiscal Considerations: YES	First Nations Considerations: YES
s.12,s.13,s.16,s.17	

Discussion:

Given Vancouver's apparent desire to proceed in a more open dialogue about UEL governance (rather than continued staff level engagement) and mounting pressure from the CAC (stemming in large part from their outstanding incorporation study request), s.13,s.16,s.17
s.13,s.16,s.17

¹ By way of background, a governance study in an area already under rural local government would typically involve: a request from/agreement of the affected local government; a Ministry structure grant (administered by the regional district); a community-based study committee reporting to the local government to represent the range of interests in the study area; and professional consultants conducting the study under guidance of the committee. Provincial involvement varies, but is typically more advisory (focused on shaping the terms of reference and then recommending "next steps" to the Minister – e.g. if it is an incorporation study, whether to move to the required incorporation vote). While this is a point of comparison for a UEL governance process (and may reflect CAC expectations), provincial interests in the UEL are much higher and more direct.

KEY ELEMENT	CONSIDERATIONS / FACTORS
s.13,s.16,s.17	

Options:
s.13,s.16,s.17

² See #158759— briefing note on scheduled meeting with the Minister and the Musqueam First Nation re: their community/economic development plans in Metro Vancouver. That note recommends the Minister not discuss UEL governance with the Musqueam in any detail.

s.13,s.17

Honourable Peter Fassbender, Minister

Date:

Approved / Not Approved

Contact: Nicola Marotz/Rena Bindra
Telephone: (250) 356-6257 / (250) 387-4053

<https://icw.eapprovals.cscd.gov.bc.ca/documents/159034/bn 159034 min uel incorporation study cacmeeting decision 2015 08 05 v1.docx> \ Cliff #
Last update:20/08/2015 - Bindra, Rena CSCD:EX

Page 307

Withheld pursuant to/removed as

s.22;s.13

Page 308

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s.13

Appendix 2 – Further Context: University Endowment Lands

University Endowment Lands- History/ Context

- The Point Grey peninsula comprises the University Endowment Lands and the University of B.C. (UBC), within Electoral Area (EA) A of the Greater Vancouver Regional District (known as Metro Vancouver). The UEL population is approx. 4,100; the UBC residential neighbourhoods (UNA) population is approx. 9,300.
- As the UEL predates regional governments in B.C., the conventional local governance and servicing roles of the regional district in the unincorporated areas are fulfilled by others. For example:
 - the Minister in the UEL exercises law-making powers (e.g. bylaw amendments) and provides the majority of direct services through the delegated UEL Administration (under the *University Endowment Land Act*); and,
 - UBC, in the case of its campus lands, provides the majority of direct services and local community planning.
- Previous Governance Attempts - Two previous restructure studies (1990 and 1995) considered UEL and UBC campus neighbourhoods together, and included options to join Vancouver. The incorporation vote in 1995 was defeated; however the demographics and makeup of the population in the UEL have changed dramatically since the last study.
- Service Delivery - As with adjacent communities, Metro Vancouver and its greater boards provide regional services: water supply, wastewater treatment, regional parks (including the large Pacific Spirit Park in the UEL) and regional growth strategies. Provincial services are provided to UEL and UBC either directly (e.g. major roads) or through contracts – e.g. policing (through RCMP); fire protection (through City of Vancouver).
- UEL Administration - The Minister is the ultimate lawmaker in the UEL, however day-to-day service delivery and administration of the area is delegated to the UEL Manager and a small team of public servants and contracted support. In addition to that general delegation of authority, other matters are typically also delegated to the Manager on a one-off basis (e.g. holding public meetings on rezoning applications). Development permit decisions by the UEL Manager may be appealed to the Minister; holding of such appeals are typically delegated to the Deputy Minister.
- The Community Advisory Council (CAC) - is a 7-member elected advisory body (a registered society) that provides comment/recommendations primarily to the UEL Manager, as set out in the UEL's Official Community Plan (OCP) and the CAC's Constitution/bylaws (e.g. UEL bylaw amendments; annual budget/property tax requisition; rezoning applications). The CAC is not recognized in the UEL's legislation.
- Established in 2005 during OCP renewal to ensure that the UEL Manager hears from all sectors of the community, the CAC is elected to represent 4 UEL Areas, based population estimates. Area A has 2 representatives with Areas B and C having 1 each (totalling 4 representatives for the single-family areas). Area D (multi-family) has 3 representatives. The most active representatives (including Chair) are from single-family areas (even though multi-family areas are the growth areas).
- The CAC envisions itself as a municipal-like council when, in fact, its role is purely advisory to the UEL Manager. This creates challenges for UEL administration to find the right balance in consulting with the CAC (and frustrations for the CAC when it cannot be in on final decision-making). The CAC has a long list of matters on which it wants action, ranging from neighbour-to-neighbour issues such as: enforcement of hedge height; to development-related issues, such as building mass and noise; to its own composition (wanting at-large elections, rather than area-based); to interest in large scale bylaw/OCP changes; to the broader question of UEL governance.

Block F Rezoning Proposal

- The 2008 Reconciliation Agreement between the provincial government and the MFN transferred three parcels of land in fee simple to MFN for their economic benefit. Included was the 8.5 hectare forested Block F which is within the UEL, formerly part of Pacific Spirit Regional Park and located on University Boulevard (the gateway to UBC).
- The Reconciliation Agreement provides for multi-family residential zoning for Block F, plus the ability to apply for rezoning like any other landowner.
- Timing of the Block F rezoning application process has significant implications for UEL governance review timing; Block F timing (including public engagement) depends in large part on the MFN and is therefore variable. UEL administration held an open house on the MFN's revised application in June. Depending on further adjustments to the application and progress on hammering out the many legal agreements needed to successfully implement a rezoning, the required public meeting could be held this Fall. s.13



BC ASSESSMENT

Judy Rogers, Board of Directors, Chair
Richard Taylor, Board of Directors, Vice Chair
Connie Fair, President & CEO

Our Request to Minister Coralee Oakes
Minister of Community, Sport and Cultural
Development

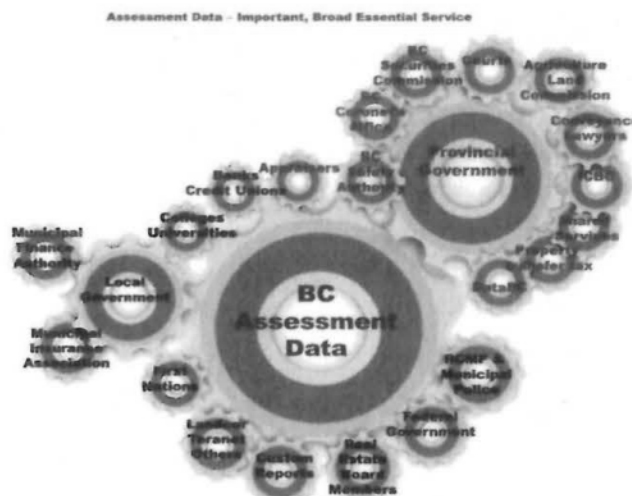
BC Assessment needs your
support to ensure the right
technology is in place to support
stable, accurate, trusted property
assessments and property
information.

This is going to need an
investment over the next 4 years.



Current Users of BCA Data depend on BCA for their business processes

BC Assessment provides much more than property values. We provide property information to dozens of provincial and other agencies that rely on our information to provide necessary services.



*BCA Document - Current Users of BC Assessment Data

Improving BCA Data and “Next Gen Value BC”

This graphic illustrates the host of initiatives BCA has underway to improve the quality of our data.

The key piece in our strategy is renewal of our core computer software - that we call the Next Generation of ValueBC.



*BCA Document, Improving Data Accuracy

There are two drivers behind why we must replacement of our current Value BC system

The consequences of not doing Next Gen ValueBC will be felt not just in the work of BC Assessment but all those others that depend on our information

Technical Imperative Drivers

- Out-dated technology - Current system built in 2002 - 2005
- BCA will lose valueBC product support from Xerox in 2018

Business Drivers

- Requirement to manage increasing workload with same resources
- Evolving customer requirements
- Inability to integrate with modern systems

Multi-year program to replace our core assessment system

Benefits of Investing in renewal of Value BC

There are many benefits of a \$28 million capital investment including the certainty to deliver a tax base that raises of \$7 billion annually - the revenue to finance local and provincial services.

Property owners

- Increased accuracy
- Equitable distribution of taxes
- Increased access to data

Local Governments

- Increased revenue
- Reliable assessments

Provincial Government

- Increased revenue - In 2014, \$30.5 million additional revenue was collected in provincial school taxes from additional inventory BCA added to the tax roll

Assessment Process improvements

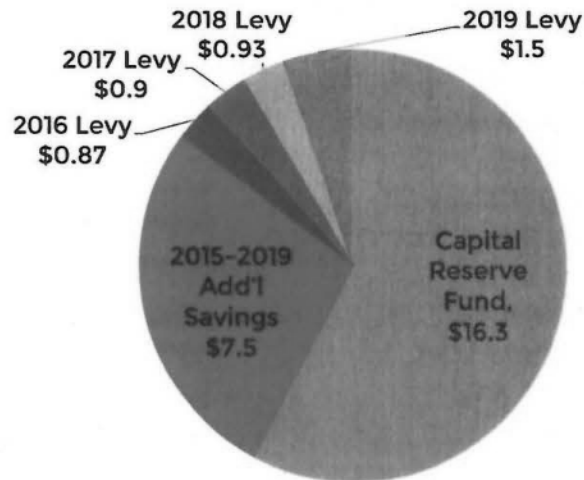
- Sharing of data
- New tools to increase operational efficiency
- Ability to engage with other systems (LTSA, local government, provincial government, private sector)

Funding Sources for investment in NGVBC

The 2016 initial investment of \$870k in new tax revenue is crucial to the success of NGVBC.

That cost is less than \$.31 per average residential property.

86% of the investment is from cost reductions and capital reserves.



A Consistent Provincial Property Tax Policy was introduced in 2003 for Increasing School and Rural Tax Rates

It applies to:

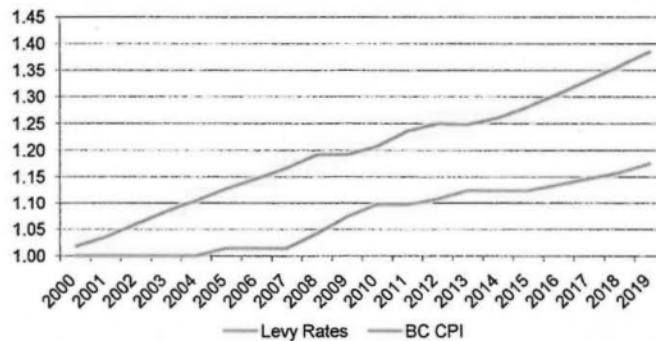
- School Tax - Residential - 2003
- School Tax- Non Residential - later
- Rural area Tax - 2003

Each year the province increases its tax rates based on the rate of inflation. Projected revenue also includes the taxes on new construction.

Next Gen revenue projections are consistent with the province's approach.

BC Assessment Levy Rate Increases are below BC Inflation since the Provincial School and Rural tax policy was introduced in 2003.

BC Assessment rates are set annually and approved by Cabinet on the recommendation of the Minister.



BC ASSESSMENT

27 August 2015

Message to the Minister

BC Assessment needs your support to ensure the right technology is in place to support stable, accurate, trusted property assessments and property information.

Our meeting with you is the opportunity to talk about the benefits that come with this investment which can be financed largely by cutting costs and drawing on capital reserves but includes a 1% tax increase in 2016 that we believe is consistent with provincial school and rural tax policy.



BC ASSESSMENT

Questions?

SC Assessment

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**Community, Sport, Cultural Development and
Minister Responsible for TransLink
First Contact List Recommendations**

Organization	Contact	Phone
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	Gillian Wood Executive Director (also a provincial employee)	250-356-1725
British Columbia Assessment Authority (BCA)	Judy Rogers Chair	s.15,s.17 (cell)
	Connie Fair President and CEO	250-595-6211
Royal BC Museum (RBCM)	Susan Knott Chair	s.15,s.17 (cell)
	Jack Lohman CEO	250-953-4015
BC Games Society	Kelly Mann President	250-387-1375
Property Assessment Appeal Board	Cheryl Vickers (retiring in Fall) Chair	604-775-1740

Islands Trust	Peter Luckham Chair	250-246-4802
	Linda Adams CAO	250-405-5160
viaSport	Chair Pending	
	Cathy Priestner Allinger CEO	866-427-2010
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BC Business Council	Greg D'Avignon President & CEO	604-684-3384
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	Jon Garson Vice President, Policy + GR	604-638-8113
Canadian Federation of Independent Business	Laura Jones Executive Vice-President (Ontario, Atlantic and Western Canada)	416-222-8022 (Toronto) 604-684-5325 (Vancouver)
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BC Association of Charitable Gaming	Susan Marsden President	604-568-8649
ArtsBC (Formerly Assembly of BC Arts Councils)	Stephen (Oz) Parsons President Neil Harrower Executive Director	250-352-5094 604-291-0046
Canadian Sport Institute – Pacific	Wendy Pattenden CEO	604-295-6941
Greater Vancouver for Arts & Culture (Alliance for Arts and Culture)	Rob Gloor Executive Director	604-681-3535 ext 209

**MINISTRY OF COMMUNITY, SPORT, CULTURAL DEVELOPMENT AND MINISTER
RESPONSIBLE FOR TRANSLINK**

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