



Ministry of
Municipal Affairs
and Housing

Ministry Overview

July 20, 2017

Ministry of Municipal Affairs and Housing

Ministry Overview Binder, July 2017

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**MINISTRY
PROFILE**

Ministry:

Community, Sport and Cultural Development (and Minister Responsible for TransLink)

Ministry Mandate:

The Ministry of Community, Sport and Cultural Development brings together key government services and supports which help to make B.C. communities great places to live, work, visit and invest. The Ministry takes leadership in supporting 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 BC Arts Council, the BC Assessment Authority, the BC Games Society, the Board of Examiners, the Islands Trust Fund and the Royal BC Museum. 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 supports the Audit Council for the Auditor General for Local Government. The Ministry is also responsible for TransLink.

2017/18 Estimates Budget (in 000's):

Local Government	\$234,802
Community and Legislative Services	\$2,968
Arts, Culture and Sport	\$47,637
Transfers to Crown Corporations and Agencies	\$11,866
Executive and Support Services	\$ 6,441
Ministry Totals	\$303,714
Special Accounts:	
BC Arts and Culture Endowment special account	\$2,500
Physical Fitness and Amateur Sports Fund	\$1,700
University Endowment Lands Administration Account	\$10,442
Total	\$318,356

Full Time Equivalents (FTEs):

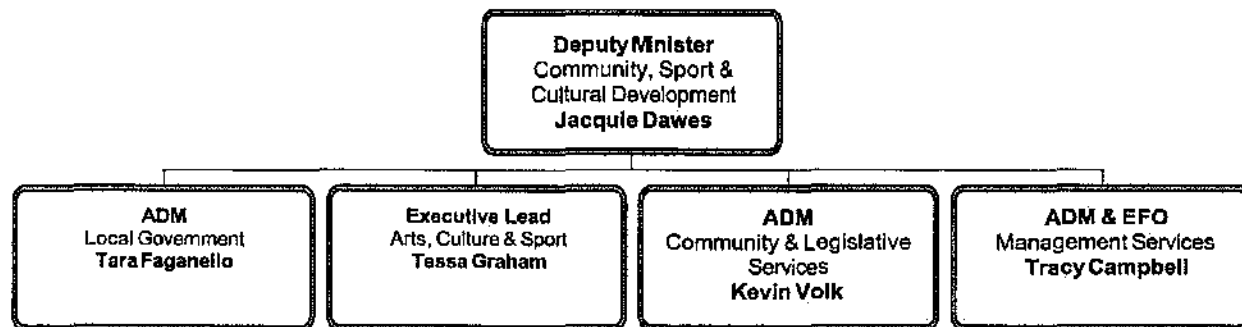
FTE as at May 31, 2017

Local Government	99
Community and Legislative Services	39
Arts, Culture and Sport	29
Executive and Support Services	93
Total¹	260

Notes:

¹ Full-time equivalents as at May 31, 2017.

Executive Organizational Chart:



Key Contacts List:

	Contact	Office	Cell
Deputy Minister's Office			
Deputy Minister	Jacquie Dawes	778-698-3473	s.17
Director, Executive Operations	Vanessa Gedney	778-698-3472	
Local Government Division			
Assistant Deputy Minister	Tara Faganello	778-698-3325	
Executive Coordinator	Ana Andrade	778-698-3486	
Arts, Culture & Sport Division			
Executive Lead	Tessa Graham	778-698-3309	

Admin. Coordinator	Lori Stewart	250-356-6977 s.17
Community and Legislative Services Division		
Assistant Deputy Minister	Kevin Volk	778-698-3319
Executive Coordinator	Elizabeth Porcher	778-698-3478
Executive Admin. Assistant	Natalia Viveiros	250-387-4042
Management Services Division		
Assistant Deputy Minister and EFO	Tracy Campbell	250-387-8705
Executive Coordinator	Lorna Hay	778-698-3485



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

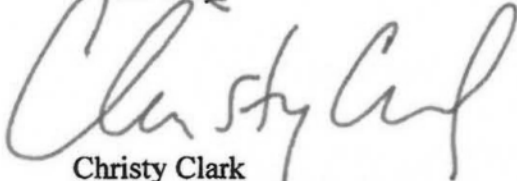
Mailing Address:
World Trade Centre
740 - 999 Canada Place
Vancouver BC V6C 3E1

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

EXECUTIVE MEMBER BIOGRAPHY



Jacqueline Dawes
Deputy Minister

Jacquie was appointed Deputy Minister for Community, Sport and Cultural Development in 2015. Previously, Jacquie held a number of executive positions within the BC Public Service, including Assistant Deputy Minister roles in Environment, Agriculture, Advanced Education and Transportation.

Since her appointment to CSCD, Jacquie has been responsible for the consolidation and refocus of the Community Gaming Grant program; for the oversight of a number of complex initiatives relative to the exercise of local government mandates; for the continued successful delivery of arts and culture grant programming; and for the oversight and delivery of major federal / provincial infrastructure programs, including the New Building Canada Small Communities Fund and the Clean Water and Wastewater Fund. Jacquie has also worked to secure provincial contributions to major individual local government and partner infrastructure projects, including the Capital Regional District Sewage Project, the Lions Gate Wastewater Project, and TransLink projects.

During her career, Jacquie has been responsible for the review of programs and functions across government, including projects respecting health care, corrections, education, environment and transportation. Jacquie has had direct program responsibility for K-12 education funding, for post-secondary programs including Student Financial Aid, and for the oversight of the financial operations of three ministries and their associated agencies. Prior to her appointment as Deputy Minister, Jacquie was most recently responsible for the design and delivery of transportation initiatives to support the expansion of trade through the Pacific Gateway, and for oversight of BC Transit and TransLink.

s.22

EXECUTIVE MEMBER BIOGRAPHY



Kevin Volk
Assistant Deputy Minister
Community and Legislative Services Division

Kevin Volk joined the Ministry of Community Sport and Cultural Development as the Assistant Deputy Minister, Community and Legislative Services in 2016.

Kevin came to the ministry from the Ministry of Transportation and Infrastructure (MOTI) where he was Executive Director, Transit and Crown Agency Programs, including responsibility for TransLink. Kevin's responsibilities have included MOTI's oversight role of three crown corporations - BC Transit, ICBC, and the BC Pavilion Corporation.

He began his career with the BC Public Service in 2008 working on a variety of climate action and transportation policy related files.

Kevin is a professional engineer with local government experience,^{s.22}
s.22

EXECUTIVE MEMBER BIOGRAPHY



Tara Faganello, CPA CGA, BA
Assistant Deputy Minister
Local Government Division and Inspector of Municipalities

Tara was appointed Assistant Deputy Minister of the Local Government Division in July 2015. In her role, Tara provides the leadership needed to support local governments in delivering programs and services which are key to vibrant, healthy, well governed communities.

Tara is a highly engaged, committed leader and a strong communicator. Tara has a collaborative, results-oriented style and ability to facilitate solutions to complex challenges, complemented by her comfort in managing difficult decisions and discussions. Tara is committed to strong stakeholder relationships and has a strong appreciation for her team's skill sets. A dedicated public servant s.22 s.22 in the BC public service, Tara inspires those around her with her commitment to the needs of British Columbians.

Prior to this position, Tara was Assistant Deputy Minister and Executive Financial Officer serving the Ministries of Justice, Finance, Labour and Citizens' Services, Office of the Premier, Public Service Agency and various other entities. She started her public service career in Internal Audit and Advisory Services. Tara has also assisted other government organizations including Finance; Health, Transportation, Agriculture and Lands as well as the Province of Nova Scotia.

s.22

EXECUTIVE MEMBER BIOGRAPHY

Tracy Campbell
Assistant Deputy Minister
Management Services Division



Tracy Campbell is the Assistant Deputy Minister, Management Services Division and Executive Financial Officer, and has held the position since February 2016. In this position, Tracy heads a leadership team with over 125 years of collective public sector experience. Previously, she held the position of Chief Financial Officer for the Ministries of Jobs, Tourism and Skills Training; International Trade; and Small Business and Red Tape Reduction.

Tracy brings extensive financial management experience, a strong client focus and in-depth understanding of the Economy Sector to her job. With her Management Service Division (MSD) team, she leads the strategic delivery of a suite of corporate services to support the Ministry, and the broader Economy Sector, in the areas of: budget and financial management, information technology, human resources and internal communications, corporate planning and compliance reporting, and FOI/records management.

s.22

BC Public Service s.22

She joined the in the financial services stream, assuming progressively more senior roles within the Economy Sector.

s.22

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

**2017/18 – 2019/20
SERVICE PLAN**

February 2017



For more information on the British Columbia Ministry of Community, Sport and Cultural Development contact:

Ministry of Community, Sport and Cultural Development

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VICTORIA, B.C.
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or visit our website at

www.gov.bc.ca/cscd

Published by the Ministry of Community, Sport and Cultural Development

Minister Accountability Statement



The *Ministry of Community, Sport and Cultural Development 2017/18 - 2019/20 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

A handwritten signature in black ink, appearing to read 'H. Fassbender'.

Honourable Peter Fassbender
Minister of Community, Sport and Cultural Development
Minister Responsible for TransLink
February 21, 2017

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Purpose of the Ministry

The Ministry of Community, Sport and Cultural Development brings together key government services and supports to help to make B.C. communities great places to live, work, visit and invest. The Ministry takes leadership in supporting 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 BC Arts Council, the BC Assessment Authority, the BC Games Society, the Board of Examiners, the Islands Trust Fund, and the Royal BC Museum. 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 supports the Audit Council for the Auditor General for Local Government. The Ministry is also responsible for TransLink policy and governance.

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: Infrastructure Canada, the Municipal Finance Authority of British Columbia, the Local Government Management Association of BC, 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, the Athletic Commissioner Act, the Auditor General for Local Government Act and the South Coast British Columbia Transportation Authority Act.

Strategic Direction and Context

Strategic Direction

In her Mandate Letter to Minister Peter Fassbender, Premier Christy Clark outlines key expectations for the Ministry, including implementing expense limits for local government elections, working with the federal government to secure infrastructure funding, implementing an action plan to grow B.C.'s creative economy, making recommendations to Cabinet on ways to improve transit in Metro Vancouver, and balancing the Ministry's budget. The letter also directs the Ministry to continue to work collaboratively 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. In addition, the Ministry contributes to the success of government priorities of a strong economy and a secure tomorrow, including working to advance the BC Jobs Plan, reducing red tape and building partnerships with First Nations.

The Ministry and the associated agencies, boards and commissions adhere to the Taxpayer Accountability Principles, which outline standards of fiscal responsibility and transparency across government.

Strategic Context

The Economic Forecast Council (EFC) expects British Columbia's real GDP to grow by 2.3 per cent in 2017 and 2.2 per cent in 2018. Meanwhile for Canada, the EFC projects national real GDP growth of 1.9 per cent in 2017 and 2.0 per cent in 2018. As such, B.C.'s economic growth is expected to outperform Canada in the coming years. Downside risks to B.C.'s economic outlook include the potential for a slowdown in North American economic activity, ongoing fragility in Europe, slower than anticipated Asian demand (particularly in China), and uncertainty in the outlook for the Canadian dollar.

British Columbia is a vibrant and diverse province, with a wealth of natural and human resources and residents who enjoy a rich quality of life. For some B.C. communities, shifting global markets and a changing environmental context have resulted in challenges, including diminished local government tax revenues from industrial downsizing. In other parts of the province, communities are responding to changes stemming from increased industrial growth. As it works to create jobs and grow the economy, government will have an opportunity to address these dynamics through focusing on strong relationships with communities and First Nations and engaging the federal government on priority programs, such as public transit and green infrastructure. Government and communities continue to respond to the impacts and seize the opportunities of urban change, whether demographic or growth-related. British Columbia is a worldwide leader in the fight against climate change and under its new Climate Leadership Plan remains committed to working with industry, communities and First Nations to take action to reduce Green House Gas emissions while continuing to grow the economy and create jobs.

B.C. is a culturally rich province that is home to a world-renowned creative sector. The creative economy is an important part of B.C.'s diverse economy. B.C.'s total culture GDP in 2014 was about \$6.7 billion, a \$1 billion increase since 2010.¹ In addition, a vibrant arts and culture sector is a key factor in attracting skilled workers and corporate investment as well as enhancing the quality of life in communities throughout the province.

Sport is a powerful tool to foster positive health, social and economic outcomes in communities across British Columbia. In order to help ensure all British Columbians enjoy these benefits, the Ministry will continue to work with sport and multi-sector partners to reduce barriers to participation and achievement, including measures to reduce instances of bullying which may disenfranchise participants. A further particular emphasis will be on promoting an inclusive environment for sport—one that supports government priorities and investments such as the BC Jobs Plan, Accessibility 2024, Active People, Active Places-BC Physical Activity Strategy and the First Nations Truth and Reconciliation Call to Action.

¹ Data from the Culture Satellite Account (CSA), a federal government accounting framework developed by Statistics Canada. Due to amount of time it takes to analyse the information, releases are often a few years behind.

Goals, Objectives, Strategies and Performance Measures

This Service Plan outlines the Ministry's goals and objectives for the 2017/18 – 2019/20 fiscal years and identifies key strategies the Ministry intends to pursue to achieve them. Over the next three years, the Ministry will work towards achieving the following outcomes:

- 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 5: Eligible non-profit societies are supported by community gaming grants to provide programs that benefit communities

The Ministry operates under the Taxpayer Accountability Principles that strengthen accountability to the citizens of B.C. by providing a common platform of compensation and accountability across the public sector. The six principles—cost consciousness (efficiency), accountability, appropriate compensation, service, respect, and integrity—are integrated into the Ministry's operations and reflected through the goals and objectives of this Service Plan.

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 where needed to assist local governments to govern effectively and meet citizens' needs. Included in these efforts will be the implementation of expense limits for the 2018 local government elections.
- Encourage citizen and local government engagement in decision-making by providing advice and resolving problems on governance, finance, land use and other matters of interest to citizens, as well as developing public information and furthering education with partner organizations.
- Support communities in assessing their local and regional governance—including with respect to services and how local decision-making is organized—and, where appropriate, support

communities in changing local government structure by contributing resources to developing a shared understanding of the facts and implications of proposed local government restructuring.

- Provide leadership as TransLink works with the Mayors' Council on Regional Transportation to plan and implement an efficient and accountable transportation system that can accommodate the anticipated long-term population growth in the region.
- Work to ensure there is a fair, accountable and transparent property assessment system, including an independent appeal process.
- Support local governments in building respectful relationships with First Nations by contributing funding to the Community to Community Forum program which enables local governments and their First Nations neighbours to come together locally to build mutual understanding.
- Work to ensure that the annual Union of British Columbia Municipalities convention provides a comprehensive exchange of ideas between government and its municipal partners.

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.
- Work with the federal government to participate in, and benefit from, new infrastructure programs and funding for B.C. communities, including for transportation in Metro Vancouver.
- Facilitate existing infrastructure grants 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, including through problem solving, guidance and program support for delivery of local and regional services such as water, recreation and economic development.
- Partner with TransLink, the Mayors' Council on Regional Transportation and the federal government to deliver key Phase One infrastructure and service improvements over the next three years.
- In partnership with key stakeholders, identify opportunities to leverage the increased value of properties adjacent to transit and reinvest that value for the benefit of the region.
- 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 of BC, 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	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of municipalities collecting at least 90 per cent of their current year taxes.	155	155	155	155

Data Source: Local governments provide the Ministry with financial data at the end of the fiscal year. The Ministry's reporting requirements are comprehensive and the data received is highly accurate. There were 162 municipalities in B.C. in January 2017.

Discussion:

Property taxes are the main source of annual municipal revenues and are therefore crucial in enabling municipalities to provide 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 assistance in assessing their financial capacity and addressing challenges. Ministry efforts include the development and promotion of financial best management practices, along with other decision support guidance documents, as well as the provision, where needed, of direct financial planning assistance and advice.

Performance Measure 2: Local governments' ability to obtain low-cost, long-term capital financing

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Municipal Finance Authority's Credit Rating.	AAA	AAA	AAA	AAA

Data Source: Municipal Finance Authority. Ratings provided by the Moody's, Standard & Poor's, and Fitch rating agencies.

Discussion:

The cost of borrowing is a critical concern for local governments when planning capital projects. The Municipal Finance Authority of British Columbia (MFA) was created in 1970 to act as a collective borrowing agency for local governments to provide access to low-cost financing.

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”, in conjunction with the Ministry of Small Business and Red Tape Reduction, to decrease the regulatory burden on citizens and businesses.
- Work with the Ministry of Jobs, Tourism and Skills Training to assist local government 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 (for example, the [Clean Water and Wastewater Fund](#), a joint federal/provincial infrastructure-funding program).
- 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 effective life-cycle cost approaches to support local government land use and infrastructure planning.

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.
- In collaboration with the Union of British Columbia Municipalities, provide guidance, advice and tools to help local governments meet their commitments under the British Columbia Climate Action Charter and to refresh actions in support of the new Climate Leadership Plan.
- Encourage local governments to facilitate the development of 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, 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, assist communities in implementing priority infrastructure projects that support sustainable service delivery under the New Building Canada-Small Communities Fund Program, a joint federal/provincial infrastructure-funding program.

Performance Measure 3: Percentage of local governments taking action to reduce their carbon footprints

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of local governments taking action to reduce their carbon footprints.	96%	96%	96%	96%

Data Source: Data collected by the Ministry from local government grant recipients under the Climate Action Revenue Incentive Program (CARIP). The measure reflects the percentage of local governments (including the Islands Trust) submitting CARIP reports, which outline local governments' actions to reduce their carbon footprint.

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 planning tools and making more sustainable land use decisions to create complete, compact and energy efficient communities and regions with more diverse housing, greenspace and renewable energy and transportation.

Goal 3: Communities are culturally rich and foster sustainable jobs, economic growth and a vibrant social fabric

Objective 3.1: 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 by investing in artistic exploration and innovation while also strengthening the network of arts and culture organizations through programs offered by the [BC Arts Council](#).
- Strengthen engagement in the arts by increasing the opportunities for British Columbians to participate in the arts and by providing leadership to increase community engagement.
- Support the richness of Aboriginal artists and communities in B.C. by acknowledging the contribution of Aboriginal artists and their culture, and support Aboriginal artists and organizations to help them participate in a wide range of artistic and cultural activities.
- Develop the artistic and adaptive capacity of the arts and culture sector in B.C.
- Engage audiences and artists reflective of the diverse demographics of the province.

Objective 3.2: Implement initiatives to grow B.C.'s creative economy and workforce

Strategies

- Assist B.C.'s creative workers in developing their careers through programs offered by the [BC Arts Council](#) and partners.
- Provide funding to encourage the development of more collaborations, creative clusters and co-locations of artists and cultural organizations.
- Invest in training for Aboriginal artists.
- Create opportunities for the cultural sector to access new markets, including by showcasing artists internationally, in order to support success in the province's trade, investment and tourism strategies.
- Maximize public and private investment in the arts by demonstrating the value of public and private partnerships as well as philanthropy.
- Realize the full potential of the creative sector in communities by investing in cultural events and by enhancing partnerships with local governments.
- Foster creativity in children and youth through engagement programs.

Performance Measure 4: Career development opportunities provided to help grow the creative economy and workforce

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of career development opportunities provided. ¹	200	210	100 ²	100

Data Source: Arts and Culture Branch and the BC Arts Council.

¹ For the purpose of this measure, career development opportunities are defined as the number of participants in:

- the BC Arts Council's BC Early Career Development programs
- Training for Aboriginal artists
- the ArtsVest sponsorship training
- the Arts Legacy Fund showcasing project

² The lower 2018/19 and 2019/20 targets are the result of the ArtsVest program completing in 2017/18. This and other targets may be adjusted upward in the future as plans for additional programs or spaces are finalized.

Discussion:

The government's plan to grow the creative economy aims to drive innovation, productivity and entrepreneurship throughout the province. Developing B.C.'s creative workforce is one of government's key objectives, which the Ministry supports through a number of programs to provide artists and other creative workers with career development opportunities ranging from business training, to opportunities for mentorship, to the showcasing of artists and their work.

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, such as provincial and multi-sport organizations.
- Provide support to initiatives that reduce geographic, financial and other barriers to participation and achievement in sport (e.g. [Accessibility 2024](#) initiatives, [KidSport BC](#) and [BC Sport Participation Program](#)).
- Continue to build on the work of the [Aboriginal Sport, Recreation and Physical Activity Strategy](#) to support Aboriginal youth in leading healthy and active lives.
- Support the Premier's [Awards for Aboriginal Youth Excellence in Sport](#) and other initiatives to promote and advance Aboriginal youth participation and achievement in sport.

- Improve health, social and educational outcomes for youth through school-based and community sport by supporting initiatives such as the [After School Sport and Arts Initiative](#).
- Increase coach and leadership development opportunities and support organizations and programs that promote safe, positive experiences and skill development in sport with a specific focus on injury prevention, inclusion and anti-bullying.
- Work with the provincial sport sector to streamline the sector's operations 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

- Help B.C. athletes excel by providing resources during their development (e.g. provincial and regional coaching, sport science expertise).
- Support B.C. athletes as they progress and pursue excellence at higher levels of competition (e.g. BC Games, Canada Games, Olympic and Paralympic Games and other major events).

Performance Measure 5: Percentage of B.C. athletes on national teams

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of B.C. athletes on national teams. ¹	greater than 25%	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. 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 Games, Western Summer Canada Games, and North American Indigenous Games. Sports included in the measure are those that have been targeted for enhanced performance support funding. Thirty-two such sports were included in the measure in 2016/17.

Discussion:

This measure reflects the health of B.C.'s sport system—including its organizations, coaches, athlete development programs and facilities—and the value of the province's investment in the system. More than 30 per cent of national team members are B.C. athletes—more than double B.C.'s share of Canada's population (13 per cent). This represents the effectiveness of B.C.'s sport system in supporting our athletes to excel.

Objective 4.3: Major events support sport, economic and community development

Strategies

- Continue to expand the Sport, Arts and Culture Hosting Program with additional toolkit components and knowledge transfer mechanisms.
- Invest in major hosting opportunities that help develop local economies, such as the BC Games, the 2017 Telus Cup (hockey), the 2017 World Rugby Sevens Series (men and women) and the 2018 Scottie's Tournament of Hearts (curling).
- 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.
- Provide oversight to the BC Athletic Commissioner, an independent office that regulates the conduct of professional boxing and mixed martial arts (MMA) as well as amateur MMA, kickboxing, Muay Thai and pankration events throughout British Columbia.

Goal 5: Eligible non-profit societies are supported by community gaming grants to provide programs that benefit communities

Objective 5.1: Eligible non-profit societies are effectively supported through the gaming grants process

Strategies

- Review and update community gaming grants eligibility criteria on an annual basis to maximize positive outcomes for communities.
- Deliver ministry community gaming grants workshops for non-profit societies in all eight economic regions of the province.
- Update the Community Gaming Grants website to enhance the availability of educational materials regarding the program.
- Support community groups such as the BC Association for Charitable Gaming and BC Association of Aboriginal Friendship Centers to assist other not-for-profit organizations to deliver community gaming grants workshops with ministry approved material and to assist non-profit organizations in the application process.
- Provide Community Gaming Grants staff with skills training in customer service and deliver annual customer surveys to clients, beginning in 2017/18.
- Establish a performance measurement framework for the Community Gaming Grants program.

Resource Summary

Core Business Area	2016/17 Restated Estimates ¹	2017/18 Estimates	2018/19 Plan	2019/20 Plan
Operating Expenses (\$000)				
Local Government ²	179,455	234,802	184,897	184,897
Community and Legislative Services ³	2,214	2,968	2,987	2,987
Arts, Culture and Sport	46,867	47,637	47,685	47,685
Transfers to Crown Corporations and Agencies	11,866	11,866	11,866	11,866
Executive and Support Services	6,356	6,441	6,526	6,526
Ministry Totals	246,758	303,714	253,961	253,961
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	8,442	10,442	10,442	10,442
Total	259,400	318,356	268,603	268,603
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services	1,074	852	2	2
Total	1,074	852	2	2

¹For comparative purposes, amounts shown for 2016/17 have been restated to be consistent with the presentation of the 2017/18 Estimates.

²Local Government includes University Endowment Lands (UEL).

³Community and Legislative Services includes Assessment Services, Assessment Policy and Support, and Community Gaming Grants.

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

Appendix: Ministry Contact Information

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Minister

Ministry of Community, Sport and Cultural Development

Minister Responsible for TransLink

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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](#).

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

**2016/17
ANNUAL SERVICE PLAN REPORT**



For more information on the British Columbia
Ministry of Community, Sport and Cultural Development
and Responsible for TransLink
see Ministry Contact Information on page 21 or contact:

Ministry of Community, Sport and Cultural Development and Responsible for TransLink
PO BOX 9490
STN PROV GOVT
VICTORIA, B.C.
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or visit our website at
www.gov.bc.ca/cscd

Published by the Ministry of Community, Sport and Cultural Development and Responsible for TransLink

Minister's Message and Accountability Statement



Our government is committed to building a strong British Columbia for today and tomorrow. The Ministry of Community, Sport and Cultural Development helps achieve this goal through significant investments and programs that build successful communities in every region of the province.

The B.C. government supports communities with major infrastructure investments and grant support to provide services and assets that contribute to a high quality of life and help attract business, investment, new residents and visitors.

Through the Clean Water and Wastewater Fund, the provincial and federal governments invested a combined \$373.6 million to support 179 projects for clean drinking water, wastewater and stormwater systems. The Ministry also provided over \$400 million for key infrastructure projects in growing urban areas such as the Capital Regional District, Metro Vancouver and the Thompson Okanagan region.

The B.C. government continues to support the 10-Year Vision of the Mayors' Council to improve transit and transportation in Metro Vancouver and committed \$246 million over three years for significant transit improvements and expansions in the region.

Listening to local voices remained an important part of the Ministry's work. The Vancouver Charter was amended to enable a tax on unoccupied residential properties in support of affordable housing, and a municipal incorporation vote was ordered for Salt Spring Island.

Over the past year, the B.C. government continued to provide strong support for arts and culture, sport and community service organizations. The Ministry invests approximately \$60 million in arts and cultural organizations and in individual artists. This funding support includes the continuation of the community gaming grants program, amounts provided through the BC Arts Council, and the annual operating grant provided to the Royal BC Museum. To recognize the 150th anniversary of Canada's Confederation, government also provided \$8 million in grants to 150 communities as part of *B.C. | Canada 150: Celebrating B.C. Communities and their contributions to Canada*.

The B.C. government also invested \$50 million in sport to help build sport infrastructure, to train coaches, officials and athletes, and to support communities in hosting significant sporting events. The Rio 2016 Olympic and Paralympic Summer Games yielded impressive results for our province: 186 athletes hailed from or trained in British Columbia, and 18 B.C. athletes brought home medals.

Government will continue to work with local governments to ensure that communities throughout the province are well-positioned to enjoy the benefits and opportunities created by a strong B.C.

The *Ministry of Community, Sport and Cultural Development's 2016/17 Annual Service Plan Report* compares the Ministry's actual results to the expected results identified in the 2016/17 – 2018/19 Service Plan. I am accountable for those results as reported.

A handwritten signature in dark ink, appearing to read 'Sam Sullivan'.

Honourable Sam Sullivan
Minister of Community, Sport and Cultural Development and
Responsible for TransLink
June 23, 2017

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Purpose of the Ministry

The Ministry of Community, Sport and Cultural Development brings together key government services and supports to help to make B.C. communities great places to live, work, visit and invest. The Ministry takes a leadership role in supporting 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 mandate: the BC Arts Council, the BC Assessment Authority, the BC Games Society, the Royal BC Museum, the Board of Examiners, and the Islands Trust Fund. 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 supports the Audit Council for the Auditor General for Local Government. The Ministry is also responsible for TransLink.

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: Infrastructure Canada, the Municipal Finance Authority of British Columbia, the Local Government Management Association of BC, the Government Finance Officers Association of BC, the Municipal Insurance Association of BC, the Union of British Columbia Municipalities (UBCM) and viaSport.

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, the Athletic Commissioner Act, the Auditor General for Local Government Act and the South Coast British Columbia Transportation Authority Act.

Strategic Direction and Context

The Premier's Mandate Letter to the Minister of Community, Sport and Cultural Development and Minister Responsible for TransLink outlines key expectations for the Ministry, including implementing expense limits for local government elections, working with the federal government to secure infrastructure funding, implementing an action plan to grow B.C.'s creative economy, making recommendations to Cabinet on ways to improve transit in Metro Vancouver, and balancing the Ministry's budget. The letter also directs the Ministry to continue to work collaboratively 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. In addition, the Ministry contributes to the success of government priorities of a strong economy and a secure tomorrow, including working to advance the BC Jobs Plan, reducing red tape and building partnerships with First Nations.

The Ministry and the associated agencies, boards and commissions adhere to the Taxpayer Accountability Principles, which outline standards of fiscal responsibility and transparency across government.

British Columbia's real GDP increased by 3.7 per cent in 2016 (according to preliminary GDP by industry data from Statistics Canada), the strongest growth among provinces. Employment in B.C. grew by 3.2 per cent in 2016, its fastest annual pace since 1994. Consumer spending was strong for a

third consecutive year as retail sales were supported by strong employment growth, increased tourism, interprovincial migration and low interest rates. B.C.'s housing market saw elevated levels of activity in 2016, with the highest number of annual housing starts since 1993. B.C. manufacturing shipments and exports expanded in 2016 as goods exports to both the US and the rest of the world increased.

Key elements of the Ministry's strategic context in 2016/17 are listed below:

- The creative economy is an important part of B.C.'s diverse economy. B.C.'s total culture GDP in 2014 was about \$6.7 billion, a \$1 billion increase since 2010.¹ B.C. leads Canada with the largest percentage of its labour force in arts occupations. The Ministry continued its work through the Creative Economy Strategy to support and grow the creative sector. A significant influx of federal arts/culture infrastructure funding generated additional activity in the sector. Together with our federal counterparts, the Ministry worked to ensure that B.C. arts and cultural organizations were able to take advantage of this opportunity. Canada's 150th anniversary also generated opportunities for arts and cultural organizations with new federal and provincial funding in B.C. communities. A range of legacy projects will commemorate this significant milestone in 2017.
- Responsiveness to the housing market by creating legislation enabling the City of Vancouver to tax vacant properties.
- New federal infrastructure money has allowed the Ministry to continue to work with federal partners to administer funding programs to support infrastructure in B.C. communities.
- This year, significant opportunities to leverage federal funding for public transit in Metro Vancouver under the Public Transit Infrastructure Fund were realized. Discussions also continued with the region on the opportunities for transit-oriented development and sustainable funding opportunities along major transit corridors.
- The Ministry collaborated with cross-government and non-government partners such as the Ministry of Health, Ministry of Children and Family Development, viaSport, Indigenous Sport, Physical Activity and Recreation Council², BC Healthy Living Alliance and Directorate of Agencies for School Health (DASH) to expand existing sport programs and create new opportunities that are inclusive and reduce barriers to participation in sport, particularly for those populations typically under-represented.

Report on Performance

The reference point for this annual report is the Ministry's *2016/17–2018/19 Service Plan*, in which the Ministry committed to pursuing the following goals in 2016/17:

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

¹ Data from the *Culture Satellite Account* (CSA), a federal government accounting framework developed by Statistics Canada. Due to amount of time it takes to analyse the information, releases are often a few years behind.

² Formerly the Aboriginal Sport, Recreation and Physical Activity Partners Council

Goal 4: The provincial sport sector is robust and supports increased participation and athletic achievement

Goal 5: Eligible non-profit societies are supported by community gaming grants to provide programs that benefit communities

Of the Ministry's performance targets for the year, four were met and results for the remaining two were not available at the time of publication. These included PM1: Number of municipalities collecting at least 90 per cent of their current year taxes (data available in November 2017) and PM3: Percentage of local governments taking action to reduce their carbon footprints (data available in July 2017). More detail about the goals and strategies pursued by the Ministry in 2016/17, and about how performance was measured, is provided below.

The Ministry's service plan for the 2016/17 fiscal year was informed by the Premier's July 30, 2015 Mandate Letter to the Minister of Community, Sport and Cultural Development and Responsible for TransLink. At the end of the fiscal year, seven of ten deliverables listed in that letter are completed, two are on-going commitments and one is in progress. More detail on Ministry actions in response to this letter can be found in Appendix C of this report.

The Ministry operates under the Taxpayer Accountability Principles, which strengthen accountability to the citizens of B.C. by providing a common platform of compensation and accountability across the public sector. The six principles—cost-consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity—are integrated into the Ministry's operations and reflected by the goals, objectives and measures of its service plans.

Goals, Objectives, Strategies and Performance Results

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 2016/17 included:

- Reviewing and monitoring the policy, legislative, and regulatory framework, proposing changes so that local governments can govern effectively and meet citizens' needs. Included in these efforts was implementation of expense limits for the 2018 local government elections and beyond.
- Encouraging citizen-engagement in local government decision-making processes. Resolving problems between local governments and their citizens by providing advice on governance, finance, land use and other local matters of interest, and by assisting in the development of public information and education programs with partner-organizations. For example, funding was provided to two restructure study processes including community engagement—the Citizen's Assembly on Municipal Amalgamation (reported back to Duncan and North Cowichan Councils in May), and the Salt Spring Island incorporation study process (scheduled to culminate in a community vote in September 2017).

- Supporting communities in assessing their local and regional governance including with respect to services and organization—and, where appropriate, supporting communities in changing local government structure (e.g. boundary extensions; incorporations) by contributing to a shared understanding of the facts and implications of governance and services issues—for example, the Capital Integrated Services Initiative report which is expected to be released in summer 2017.
- Working with the Mayors' Council on Regional Transportation and TransLink to advance the region's vision for improved transit and transportation services.
- Reviewing the recommendations made by Chris Trumpy to improve the operations of the office of the Auditor General for Local Government and provide options for reform.
- Supporting local governments in delivering their services efficiently, effectively and economically. In 2016, the Auditor General for Local Government published eight Performance Audit Reports which included 47 recommendations for adoption. In addition, the Auditor General for Local Government added a fourth publication to their Perspective series: Improving Local Government Procurement Processes.
- Continuing to support a fair, accountable and transparent property assessment system that encourages economic growth in British Columbia, including the independent appeal process.
- Supporting local governments in building respectful relationships with First Nations, including encouraging dialogue on matters³ proposed for provincial decision by local governments and by funding the Community to Community Forum program which enables local governments and First Nations neighbours to come together to build mutual understanding.
- Working to ensure that the annual Union of British Columbia Municipalities convention provides a comprehensive exchange of ideas between government and its municipal partners.

Objective 1.2: Local governments are able to meet the service needs of their residents

Strategies

Key strategies in 2016/17 included:

- Enabling 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.
- Working with the federal government to participate in, and benefit from, new infrastructure programs and funding for B.C. communities, including for transportation in Metro Vancouver.
- Work with the federal government on infrastructure funding programs to enable local governments to provide services to residents and create the conditions needed for economic growth and assist with climate leadership.

³ e.g. Land use bylaw approvals and boundary changes where local engagement is desirable ahead of provincial consultation.

- Providing targeted funding for policing, crime prevention and community safety by returning net traffic fine revenues to local governments.
- Supporting local governments to make effective, integrated and collaborative service provision choices, including through problem solving, guidance and program support for delivery of local and regional services such as water, recreation and economic development.
- Providing leadership as TransLink works with the Mayors' Council on Regional Transportation, to deliver efficient and accountable transportation services for Metro Vancouver and make recommendations on ways to improve transit and transportation in that region.
- Encouraging strong fiscal and asset management practices to encourage the development of sustainable infrastructure and amenities to accelerate economic development and climate adaptation for communities.
- Partnering 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 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Number of municipalities collecting at least 90 per cent of their current year taxes.	149	160 ¹	155	Not Available ²	155	155

Data Source: Local governments provide the ministry with financial data that can be reported out by the fall of every year. The Ministry's reporting requirements are comprehensive and the data received is highly accurate. There were 161 municipalities in B.C. in January 2016.

¹ 2015/16 Actual has been updated from 155 as reported in the 2015/16 Annual Service Plan Report to 160 because five more local governments reported that they collected their current year taxes.

² Data available November 2017.

Discussion:

Property taxes are the main source of annual municipal revenues and are therefore crucial in enabling municipalities to provide 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 assistance in assessing their financial capacity and addressing challenges. Ministry efforts include the development and promotion of financial best management practices, along with other decision support guidance documents, as well the provision, where needed, of direct financial planning assistance and advice. Overall, the results for this measure have been increasing since 2009/10, when 142 municipalities reported having collected at least 90 per cent of their current year taxes.

Performance Measure 2: *Local governments' ability to obtain low-cost, long-term capital financing*

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Municipal Finance Authority's Credit Rating.	AAA	AAA	AAA	AAA	AAA	AAA

Data Source: Municipal Finance Authority. Ratings provided by the Moody's, Standard & Poor's, and Fitch rating agencies.

Discussion:

The cost of borrowing is a critical concern for local governments when planning capital projects. The Municipal Finance Authority of British Columbia (MFA) was created in 1970 to act as a collective borrowing agency for local governments to provide access to low-cost financing.

The Ministry supports the MFA in maintaining 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. MFA's AAA rating in 2016/17 reflects the continued ability of B.C. local governments to access low cost financing.

Objective 1.3: *Local governments support a positive environment for business and economic development*

Strategies

Key strategies in 2016/17 included:

- Working with partners to ensure property tax on industrial and business properties promotes competitiveness and investment while maintaining local government capacity.
- Encouraging local governments to engage with the business sector and other stakeholders to create policies, processes and actions to enable economic growth.
- Promoting the reduction of "red tape", in conjunction with the Ministry of Small Business and Red Tape Reduction, to decrease the regulatory burden on citizens and businesses.
- Working with the Ministry of Jobs, Tourism and Skills Training and Responsible for Labour to assist local government 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

Key strategies in 2016/17 included:

- Assisting local governments to plan for and build the capacity needed to respond to the demands and opportunities for sustained regional economic growth from major industrial activity.
- Administering frameworks that leverage the social, economic and community dividends resulting from expansion of industrial activity in the province.

Objective 2.2: Communities have effective water and waste management

Strategies

Key strategies in 2016/17 included:

- Providing targeted funding to local governments to help them achieve provincial water and waste management objectives.
- Providing tools and resources to local governments to assist them in conserving and protecting water resources.
- Encouraging local governments to use liquid and solid waste as a resource and maximize the recovery value.
- Promoting the use of the best, lowest life-cycle cost approaches for local government infrastructure projects.

Objective 2.3: Local governments are implementing strategies to improve community sustainability

Strategies

Key strategies in 2016/17 included:

- Updating ministry infrastructure funding programs to encourage local governments to innovate, integrate and prioritize those 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*.
- Encouraging local governments to facilitate the development of more affordable housing including options near transit.
- Continuing to implement the Federal Gas Tax Transfer Fund in partnership with the federal government and the Union of British Columbia Municipalities.
- Providing tools and resources for local governments to integrate land use planning and management decisions with transportation, infrastructure and financial planning and decision-making.
- In conjunction with the *Environmental Assessment Office* (EAO), continuing to support the development, approval and implementation of Socio-Economic Effects Management Plans

(SEEMPs) to adaptively manage effects on community-level infrastructure and services related to certain liquefied natural gas (LNG) projects.

- Promoting 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, assisting communities in implementing priority infrastructure projects that support sustainable service delivery under the New Building Canada-Small Communities Fund Program, a joint federal/provincial infrastructure-funding program.

Performance Measure 3: Percentage of local governments taking action to reduce their carbon footprints

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Percentage of local governments taking action to reduce their carbon footprints.	91%	92% ¹	96%	Not Available ²	96%	96%

Data Source: Local governments' annual Climate Action Revenue Incentive Program (CARIP) reports. The measure reflects the percentage of local governments (including the Islands Trust) submitting CARIP reports, which outline local governments' actions to reduce their carbon footprint.

¹ The 2015/16 Target for this measure was 96%. This variance appears to be due, in part, to some smaller local governments opting not to submit CARIP reports. Continued refinements to the online reporting system, outreach by staff to support local governments in completing the survey, and an increase in the number of local governments that have signed the *Climate Action Charter* and are eligible for funding are expected to support an increase in the number of local governments reporting moving forward.

² Data available July 2017.

Discussion:

Local government actions to reduce greenhouse gas (GHG) emissions in their corporate operations and the broader community are vital to creating sustainable communities and regions. As illustrated by the performance measure, B.C. local governments continue to implement climate actions, including land use planning decisions that support complete, compact and energy efficient communities and regions with more diverse housing, greenspace and renewable energy and transportation. Data for 2016/17 will be available in late July 2017, and the percentage of local governments taking action over the past year is projected to meet or exceed the 2016/17 target.

Goal 3: Communities are culturally rich and foster sustainable jobs, economic growth and a vibrant social fabric

Objective 3.1: Implement initiatives to grow B.C.'s creative economy and workforce

Strategies

Key strategies in 2016/17 included:

- Assisting B.C.'s creative workers in developing their careers through programs offered by BC Creative Futures, the BC Arts Council and other provincial partners.
- Providing funding to encourage the development of more collaborations, creative clusters and co-locations of artists and cultural organizations.
- Investing in professional development and capacity building opportunities for Aboriginal artists.
- Creating opportunities for the cultural sector to access new markets, including by showcasing artists internationally, in order to support success in the province's trade, investment and tourism strategies.
- Maximizing public and private investment in the arts by demonstrating the value of public and private partnerships as well as philanthropy.
- Realizing the full potential of the creative sector in communities by investing in cultural events and by enhancing partnerships with local governments.
- Fostering creativity in children and youth through the programs outlined in the BC Creative Futures strategy.

Performance Measure 4: Career development opportunities provided to help grow the creative economy and workforce

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Number of career development opportunities provided. ¹	N/A ²	90 ³	200	255	210	100 ⁴

Data Source: Arts and Culture Branch and the BC Arts Council.

¹ For the purpose of this measure, career development opportunities are defined as the number of participants in: The BC Arts Council's BC Early Career Development programs; Training and professional development opportunities for Aboriginal artists; The artsVest sponsorship training; and the international presence project grants.

² This indicator was established in 2015/16 in line with the release of the Creative Economy Strategy in February 2016 and there is no available data to report for 2014/15.

³ The 2015/16 forecast in the 2015/16 Annual Service Plan Report was an estimate prior to planned investments being implemented. Once implemented, the actual program provided 12.5 per cent more career development opportunities than initially anticipated.

⁴ The lower 2018/19 target is the result of the artsVest program completing in 2017/18. This and other targets may be adjusted upward in the future as plans for additional programs or spaces are finalized.

Discussion:

The government's plan to grow the creative economy aims to drive innovation, productivity and entrepreneurship throughout the province. Developing B.C.'s creative workforce is one of the strategy's key pillars, which the Ministry supports through a number of programs to provide artists and other creative workers with career development opportunities ranging from business training, to opportunities for mentorship, to the showcasing of artists and their work.

This measure was chosen as it both crosses various themes of the creative economy strategy and also captures the positive impact of the strategy on individual artists, their skill sets and arts organizations in one measure.

The 2016/17 result of 255 exceeded expectations due to the scale and scope of some of the projects funded through international presence project grants and the high level of participation from arts organizations in the artsVest program.

Objective 3.2: British Columbia's arts and culture sector is vibrant, resilient and recognized for artistic excellence

Strategies

Key strategies in 2016/17 included:

- Fostering artistic excellence in all art forms and practices by investing in artistic exploration and innovation and the strength of arts and culture organizations through programs offered by the [BC Arts Council](#).
- Strengthening engagement in the arts by increasing the opportunities for British Columbians to participate in the arts and providing leadership to increase community engagement.
- Supporting the richness of Aboriginal artists and communities in B.C. by acknowledging the contribution of Aboriginal artists and their culture, and supporting Aboriginal artists and organizations to help them participate in a wide range of artistic and cultural activities.
- Developing the artistic and adaptive capacity of the arts and culture sector in B.C.
- Engaging audiences and artists reflective of the diverse demographics of the province.

Performance Measure 5: Geographic reach of BC Arts Council funding

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Number of communities and regional districts where cultural and artistic activities are supported with BC Arts Council funding. ¹	230 communities; All 27 Regional Districts	230 communities; All 27 Regional Districts	More than 205 communities; 27 Regional Districts	226 communities; All 27 Regional Districts	N/A ²	N/A ²

Data Source: BC Arts Council.

¹ For the purpose of this measure, communities are defined as municipalities and unincorporated settlements.

² Official targets for 2017/18 and 2018/19 have not been set, as this measure is no longer included in the Ministry Service Plan.

Discussion:

The BC Arts Council's mandate is to engage all British Columbians in a healthy arts and cultural community recognized for excellence. By targeting the vast majority of B.C. communities and all 27 regional districts, 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.

The 2016/17 result of 226 communities in all 27 regional districts continues to demonstrate the broad and stable geographic reach of the Council's programs. For 2017/18, this indicator has been discontinued since the BC Arts Council's funding has a very consistent provincial footprint and the Council does not influence whether an individual or an organization chooses to apply. The distribution of funding is reported in detail in the BC Arts Council's annual report.

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 2016/17 included:

- Promoting opportunities for British Columbians to participate and achieve personal goals in organized sport by supporting programs and services delivered through provincial, disability and multi-sport organizations.
- Providing support to initiatives that reduce geographic, financial and other barriers to participation and achievement in sport (e.g. KidSport BC and the B.C. Sport Participation Program).
- Improving health, social and educational outcomes for youth through school-based and community sport through initiatives such as the After School Sport and Arts Initiative and the B.C. Sport Participation program.
- Supporting the Parliamentary Secretary for Youth Sport to promote and advance youth participation in sport, with an initial focus on First Nations and Aboriginal youth. The Parliamentary Secretary worked with First Nations, Aboriginal leaders and youth to co-create the Premier's Award for Aboriginal Youth Athletic Achievement that recognized 12 Aboriginal youth (six females, six males) excelling in sport and community service.
- Increasing coach and leadership development opportunities and supporting organizations and programs that promote safe experiences and skill development in sport. The province and viaSport, for example, joined 85 B.C. sport and community organizations to commit to #ERASEbullying in sport through the signing of a Declaration of Commitment.
- Working with the provincial sport sector to streamline operations to create savings that were 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 2016/17 included:

- Helping B.C. athletes and coaches excel by supporting organizations providing resources during their development (e.g. provincial and regional coach education and salary support, sport science and medicine expertise, and mental training).
- Supporting B.C. athletes as they progress and pursue excellence at higher levels of competition (e.g. BC Games, Canada Games, and the Olympic and Paralympic Games).

Performance Measure 6: Percentage of B.C. athletes on national teams

Performance Measure	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Percentage of B.C. athletes on national teams. ¹	34.8%	30.1%	greater than 25%	35%	greater than 25%	greater than 25%

Data Source: Canadian Sport Institute Pacific.

¹ An athlete is considered a "B.C. athlete" if they are born and/or developed in British Columbia or resided here for a minimum of three months over the previous year. National team membership is determined by each national sport organization and includes athletes who represent Canada at events such as: Olympic, Paralympic and Commonwealth Games, world cups and world championships or athletes who are supported through the Sport Canada Athlete Assistance Program in the current year. Other indicators related to this measure that are monitored are: Team BC performance at Canada Games and North American Indigenous Games, B.C. athletes' results at national championships and medalling at Olympic and Paralympic Games.

Discussion:

This measure reflects the health of B.C.'s sport system—including its organizations, the athletes' daily training environment, coaches and facilities—and the value of the province's investment in the system. In the 32 sports receiving provincial enhanced excellence funding in 2016/17, B.C. athletes comprised 35 per cent of national team membership. This proportion is more than double that of B.C.'s per capita share (13 per cent) of Canada's population, and reflects positively on the effectiveness of B.C.'s sport system in supporting our athletes to excel. Other indicators monitored include the success of B.C. athletes at higher levels of competition. For example, athletes from, living or training in British Columbia earned 50 per cent of Canada's medals at the 2016 Rio Olympic Summer Games and 34 per cent of Canada's medals at the 2016 Rio Paralympic Summer Games.

Objective 4.3: Major events support sport, economic and community development

Strategies

Key strategies in 2016/17 included:

- Launching new elements of the Sport, Arts and Culture Hosting Program, such as an event support email contact and knowledge transfer mechanisms to the toolkit website.
- Investing in major hosting opportunities, such as the BC Games, the 2016 Canada Cup of Wheelchair Rugby, the 2016 Women's World Softball Championships, the 2016 World Women's Hockey Championships and the 2016 World Rugby Sevens (men's event in

Vancouver and women's event in Langford).

- Supporting 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. In 2016/17, the program supported 107 events in 40 communities including the 2017 National Aboriginal Hockey Championship in the Cowichan Valley and the 2017 Provincial Pee Wee Lacrosse Championships in Fort St. John.
- Providing oversight to the BC Athletic Commissioner (BCAC), an independent office that regulates the conduct of professional boxing and mixed martial arts (MMA) as well as amateur MMA, kickboxing, Muay Thai and pankration events throughout British Columbia.

Goal 5: *Eligible non-profit societies are supported by community gaming grants to provide programs that benefit communities*

Objective 5.1: Enhance client service experience of the Community Gaming Grant program

Strategies

Key strategies in 2016/17 included:

- Continuing to ensure gaming grants eligibility criteria result in positive contributions to communities.
- Delivering community presentations on gaming grant guidelines.
- Updating the community gaming grant guidelines and website to improve user-experience and enhance clarity.
- Supporting community groups such as the BC Association for Charitable Gaming and BC Association of Aboriginal Friendship Centres to assist other not-for-profit organizations in the application process.
- Providing community gaming grants staff with skills training in customer service and deliver annual customer surveys to clients, beginning in 2016.
- Working to develop a performance measurement framework for the Community Gaming Grants program.

Financial Report

Discussion of Results

This Discussion of Results reports on the Ministry of Community, Sport and Cultural Development and Minister Responsible for TransLink's financial results for the year ended March 31, 2017 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 and reallocated the savings to the Arts, Culture, Gaming Grants and Sport division to fund provincial arts and culture initiatives including the Royal BC Museum – First Nations Cultural Objects Project.
- In 2016/17, the Ministry received access to Statutory Appropriations under the *Public Works Agreement Act* to fund the Lions Gate Secondary Wastewater Treatment Plant Project and projects under the Clean Water and Wastewater Fund and the New Building Canada Fund – Small Communities Component.
- The Ministry also received access to contingencies to fund projects including the Northern Rockies Regional Municipality Infrastructure Plan, the Peace River Agreement, B.C.'s investment to celebrate Canada's 150th Anniversary and the New Building Canada Fund – Small Communities Component.

Capital Projects

- The Ministry made \$292,000 in capital expenditures for the development of the Local Government Information System (LGIS) in fiscal 2016/17. LGIS is the Ministry's priority information systems initiative that will deliver an integrated solution for grant and regulatory tracking programs for Local Governments.

Financial Report Summary Table

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance ²
Operating Expenses (\$000)					
Local Government	178,640	371,224	549,864	549,759	(105)
Integrated Policy, Legislation and Operations	2,797	0	2,797	1,899	(898)
Arts, Culture, Gaming Grants and Sport	46,728	17,522	64,250	65,327	1,077
Transfer to Crown Corporations and Agencies	11,866	0	11,866	11,866	0
Executive and Support Services	5,906	0	5,906	5,832	(74)
Ministry Totals	245,937	388,746	634,683	634,683	0
Special Accounts					
BC Arts and Culture Endowment	2,500	0	2,500	2,500	0
Physical Fitness and Amateur Sport Fund	1,700	0	1,700	850	(850)
University Endowment Lands Administration Account	8,442	0	8,442	8,304	(138)
Sub-Total	258,579	388,746	647,325	646,337	(988)
Adjustment of Prior Year Accrual ³	0	0	0	(92)	(92)
Total	258,579	388,746	647,325	646,245	(1,080)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Executive and Support Services	1,074	0	1,074	292	(782)
Total	1,074	0	1,074	292	(782)

¹Other Authorizations:

Statutory Appropriations	\$327,825
• <i>Public Works Agreement Act</i>	\$327,825
Contingencies Access	\$60,921
• Local Government	
○ New Building Canada Fund – Small Communities Fund	\$21,564
○ Northern Rockies Regional Municipality Infrastructure Plan	\$10,000
○ Peace River Agreement	\$8,400
○ Tsawwassen First Nation – Metro Vancouver Water Main Replacement	\$1,735
○ Clean Water Wastewater Fund Transfers	\$1,700
• Arts, Culture, Gaming Grants and Sport	
○ Grants to Community Organizations	\$8,140
○ B.C.'s investment to celebrate Canada's 150th Anniversary	\$8,000
○ One Time Grants to Community Organizations	\$540
○ Community Gaming Grants Administration	\$492
○ Establishment of Vimy Foundation Centennial Park	\$350

²Explanations of Variances Greater than five per cent

- Integrated Policy, Legislation and Operations: Savings in this division were reallocated to the Arts, Culture, Gaming Grants and Sport division to fund provincial arts and culture initiatives.
- Arts, Culture, Gaming Grants and Sport: Higher than expected expenditures related to provincial arts and culture initiatives including the Royal BC Museum – First Nations Cultural Objects Project.
- Physical Fitness and Amateur Sport Fund: Reduced expenditures driven by lower return on the investments in the Physical Fitness and Amateur Sport fund.

³ The Adjustment of Prior Year Accrual of \$0.092 million is a reversal of accruals in the previous year.

Appendix A – Contact Information and Hyperlinks

Minister's Office

Hon. Sam Sullivan

Minister

Ministry of Community, Sport and Cultural Development

Minister Responsible for TransLink

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Tel: 250-387-2283

Email: CSCD.minister@gov.bc.ca

Deputy Minister's Office

Jacqueline Dawes

Deputy Minister

Ministry of Community, Sport and Cultural Development

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V8W 9T2

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University Endowment Lands

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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

BC Games Society

Royal BC Museum

Agencies

Auditor General for Local Government

BC Arts Council

Islands Trust Fund

Office of the BC Athletic Commissioner

TransLink

Boards

Board of Examiners

Property Assessment Review Panels

The Ministry also oversees the University Endowment Lands

Appendix C – Minister’s Mandate and Actions Summary

In the Premier’s July 30, 2015 Mandate Letter, the Minister of Community, Sport and Cultural Development and Minister Responsible for TransLink received direction on strategic priorities for the 2015/16 fiscal year. These priorities and the ministry’s resulting actions are summarized below:

Mandate Letter Direction	Ministry’s Action
1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.	Completed – Financial targets for the year were met, and will be verified through the release of the 2016/17 Public Accounts.
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.	Ongoing – Three LNG projects received approval of their Socio-Economic Effects Management Plans (SEEMPs) for Managing Community-Level Infrastructure and Services Effects Related to Liquefied Natural Gas to adaptively manage the impacts on community level infrastructure and services.
3. Develop and present legislation to the House to implement the commitment to limit local government election expenses by March 31, 2016.	Completed – The <i>Local Elections Campaign Financing (Election Expenses) Amendment Act, 2016</i> , was introduced for First Reading on February 25, 2016 and brought into force on May 19, 2016. Local government expense limits are now in place for the 2018 general local election, as set out in the Local Elections Campaign Financing Expense Limit Regulation 309/2016.
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.	In Progress – Year 2 of the Strategy continued to encourage artists and others working in the sector to find both creative and financial success and reinforce their vital role in British Columbia and the economy. A range of investments including supporting international opportunities, maximizing cultural space, promoting arts and culture through tourism, supporting indigenous artists and building business skills were the focus of this year’s implementation.
5. Review the recommendations made by Chris Trumpy to improve the operations of the office of the Auditor General for Local Government and provide options for reform.	Completed – The Office of the Auditor General for Local Government (AGLG) reported to the Audit Council that progress had been made on all five of the Trumpy recommendations.

<p>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.</p>	<p>Ongoing – The Ministry is advancing provincial objectives respecting efficient and cost effective local government through a variety of study initiatives:</p> <ul style="list-style-type: none"> • Capital Integrated Services and Governance Initiative – the Ministry retained consultants to support the Capital region’s local governments and public in understanding current service and governance arrangements, with a report anticipated to be released in 2017. • Salt Spring Island – the community and local elected officials were supported in their work to test local interest in a change in governance; an incorporation vote is to be held in September 2017. • Duncan-North Cowichan – the communities were supported in undertaking an amalgamation study.
<p>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.</p>	<p>Completed – The Ministry reported to Cabinet that the province received more in tax revenue than the province’s \$2 million investment.</p>
<p>8. Work with the federal government to secure funding for British Columbia available under the Building Canada Communities Fund.</p>	<p>Completed – Implemented and fully allocated the Small Communities Fund infrastructure program. Furthermore, signed bilateral agreement to establish the Clean Water and Wastewater Fund. The program was launched and has been fully allocated to projects.</p>
<p>9. Work with your colleagues to ensure that the annual UBCM convention provides a comprehensive exchange of ideas with municipal partners.</p>	<p>Completed – Overall ratings positive.</p> <ul style="list-style-type: none"> • The Minister of Community, Sport and Cultural Development had 54 meetings with delegates, including meetings held jointly with other ministers and the Premier. • Six provincial policy sessions and seven provincial clinics were held. • On behalf of government, 162 provincial meetings with delegates were coordinated.

<p>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.</p>	<p>Completed – Historic new levels of government funding were announced to support significant transit improvements and expansion in Metro Vancouver:</p> <ul style="list-style-type: none">• May 2016: the province committed \$246 million over three years, leveraging a \$370 million commitment from the Government of Canada under the Public Transit Infrastructure Fund.• March 2017: the province and the federal government announced an additional \$2.2 billion each in transit funding to be allocated over the next 11 years.
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LOCAL GOVERNMENT DIVISION: LOCAL GOVERNMENT PROGRAMS

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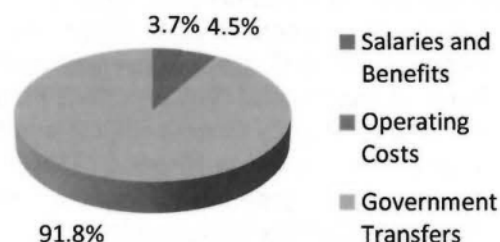
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2017/18 BUDGET BY EXPENDITURE TYPE

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; administering grant programs; and providing advisory services and problem-solving support. LGD is also responsible for municipal-like services in the University Endowment Lands (UEL).



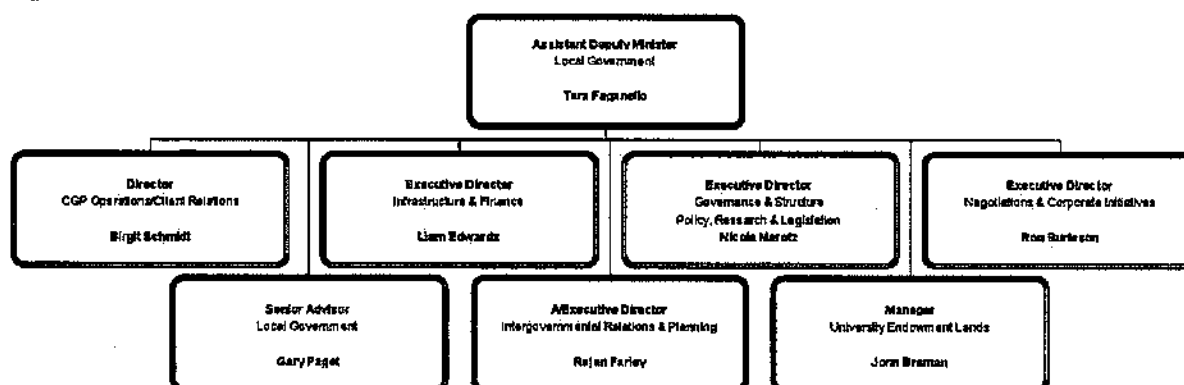
Operating Budget (\$000s)	2016/17 Budget Restated	2017/18 Estimates	Increase/ (Decrease)
Salaries and Benefits	8,248	9,119	871
Operating Costs	8,423	10,247	1,824
Government Transfers	171,514	297,771	126,257
Other Expenditures	13	13	0
UEL Special Account	8,442	10,442	2,000
Total before Recoveries	196,640	327,592	130,952
Internal Recoveries	(8,443)	(10,443)	(2,000)
External Recoveries	(300)	(71,905)	(71,605)
Sub-vote & Special Account Total	187,897	245,244	57,347

Local Government Division: 99 full-time equivalents (at May 31, 2017).

Includes: Local Government, and University Endowment Lands (UEL) Administration and Public Works.

LOCAL GOVERNMENT DIVISION OVERVIEW

Organization Chart:



Branch	Description	Notional Allocation Operating Budget \$000's	
		2016/17 Restated	2017/18 Estimates
ADM Office	Oversees the delivery of a full range of programs to serve local governments and their communities. Centralized services for the division are included.	1,937	2,017
Intergovernmental Relations and Planning Branch	<p>Provides support to local governments, the Islands Trust, and Resort Municipalities for:</p> <ul style="list-style-type: none"> - community and regional land use planning, - development and management; - intergovernmental agreements, - the prevention and resolution of intergovernmental conflict, and - dispute resolution services. <p>Coordinates socio-economic effects management planning in response to Environmental Assessment certificates; and supports provincial and local government action on climate change, including the British Columbia (BC) Climate Action Charter and the Climate Action Revenue Incentive Program (CARIP) conditional grant.</p>	1,566	1,566

Branch	Description	Notional Allocation Operating Budget \$000's	
		2016/17 Restated	2017/18 Estimates
Infrastructure and Finance Branch	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.	2,298	2,905
Governance and Structure Branch	Supports the work of local governments in three main areas: advising, problem solving and educating 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. Also maintains the functional connection between the ministry and the UEL administration (a unique body responsible for providing direct municipal-like services to an unincorporated area on the Point Grey Peninsula).	1,630	1,630
Negotiations and Corporate Initiatives	Strategic Lead for Northwest Communities Readiness Initiative, working to ensure that communities benefit from major industrial growth including liquefied natural gas. Lead and support key divisional initiatives to improve delivery of services to local government.	321	321
Policy, Research and Legislation	Reporting through Governance and Structure Branch, the Local Government Policy, Research and Legislation Unit is responsible for forward-looking policy and legislative development on virtually any aspect of the local government system, as well as knowledge gathering/sharing about that system.	926	926
Sub Total	Local Government Administration	8,678	9,365

Branch	Description	Notional Allocation Operating Budget \$000's	
		2016/17 Restated	2017/18 Estimates
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.	5,583	5,592
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.	8,442	10,442
Sub Total	Department Administration & UEL	22,703	25,399
Grants and Transfers (net of UEL and Recoveries)	See Programs Summary	165,194	219,845
Total	Local Government & UEL Special Account Sub-Vote	187,897	245,244

Explanation of Net Budget Changes:

BCGEU staff salary and benefit increase	93
First Nations Rail Tax Agreement	257
University Endowment Lands Special Account	2,000
Small Communities Grants	2,000
Traffic Fine Revenue Sharing	3,000
New Building Canada – Small Communities Fund	10,000
Clean Water and Wastewater Fund	40,000
Other minor adjustments	(2)
Overall change due to changes in the benefits chargeback rate	(1)
Overall net increase	57,347

QUICK FACTS ABOUT B.C. LOCAL GOVERNMENT

Local and Regional Government in B.C.

- Local governments in British Columbia (BC) consist of incorporated municipalities and regional districts.
- 162 municipalities (cities, districts, towns, villages, resort municipalities and regional municipalities) and 27 regional districts as well as the Islands Trust.
- 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*.

B.C. Population	# of mun.'s	% of mun.'s	% of B.C. pop
>100,000	10	6%	56%
>50,000	10	6%	19%
>10,000	38	23%	18%
>5,000	15	9%	3%
<5,000	89	55%	4%
Total	162	100%*	
Unincorporated			11%*

*percentages do not add to 100 because of rounding

Population Distribution

- In 2016, BC had a population of over 4.7 million.* Eighty-nine per cent of BC's population lived in an incorporated area (municipality), while 11.0 per cent of the population lived in non-municipal territory.
 - Incorporated municipalities – approx. 4.1 million
 - Electoral/unincorporated areas – approx. 0.5 million
- Municipal population ranged from under 101 (Zeballos) to over 648,608 (City of Vancouver).
- The average municipal population size was 25,975; however, the median population size was 4,492. 64 per cent of municipalities had a population of less than 10,000.
- Most of BC's urban population (Greater Vancouver Regional District (GVRD), Fraser Valley Regional District (FVRD), Capital Regional District (CRD) inhabits only 1.97 per cent of the province's entire area.
- 53 per cent of B.C.'s population lives in the GVRD, which only accounts for 0.30 per cent of the province's territory.

Regional Growth and Planning

- BC's metropolitan regions are experiencing high growth. An additional 1.2 million people are expected to live in BC between 2015 and 2041.
- Over 90 percent 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 support a 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.

* These are the latest figures available from BC Stats. All subsequent references are based on the 2017 population figures.

QUICK FACTS ABOUT LOCAL GOVERNMENT FINANCE

Local Government Expenditures

In 2015, local government spending accounted for approximately 3.8 per cent of BC's Gross Domestic Product at approximately \$8.9 billion.

- Municipal vs. regional district spending:
 - Municipal \$7.5 billion (84 per cent of local total)
 - Regional \$1.4 billion (16 per cent of local total)

Local Government Revenue Sources

- In 2015, local government revenue was approximately \$10.9 billion. Local government revenue sources have remained stable for the last seven 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 33,200 people make up the local government public sector labour force in BC.
- Between 2005 and 2015, the number of people working in local government in BC increased by five per cent. During that same time period, the employment rate in the Federal Government in BC increased by 10 per cent and decreased in the provincial government by seven per cent (BC Stats).

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. The allocation begins with a base funding of amount of \$200,000 plus:
 - 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	
	2016/17	2017/18 Budget
Small Community Grants	53,100	55,100

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

Program Outcomes/Service Statistics:

- 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.

Please see: Appendix A – Small Communities Grants 2009/10 – 2016/17

Appendix B - Regional District Grants 2009/10 – 2016/17

Contact:

Liam Edwards, Executive Director
Infrastructure and Finance Branch
(778) 698-3230

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 per cent 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	
	2016/17	2017/18 Budget
TFRS	58,100	61,100

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.

Please see Appendix C Traffic Fine Revenue Sharing Grants 2009/10 – 2016/17

Contact:

Liam Edwards, Executive Director
Infrastructure and Finance Branch
(778) 698-3230

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 region.
- 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 fiscal 2034/35.

Program Description:

- The Peace River Agreement is a 20-year agreement signed in 2015 that provides provincial funding of \$50.0 million annually to the Peace River Regional District (PRRD) and to the seven municipalities located within the district. Beginning in fiscal 2020/21, provincial funding will also include a two per cent compounding inflation escalator.

Client Profile:

- One regional district
- Seven municipalities

Note: In 2017/18, the ministry has an appropriation for this program of \$41.6 million, and received approval ^{s.12,s.17}

Program Budget	Budget \$000's	
	2016/17 Budget	2017/18 Budget
Peace River Agreement	41,600	41,600

Service Provider:

- The Province allocates annual funding under this agreement based on formulas and procedures set out in an appendix to the agreement.
- The funding agreement establishes eligibility criteria and reporting requirements for the PRRD and its seven member municipalities including submission of:
 - Long-term Development Plan (LTDP)
 - Annual Development Plan (ADP)
 - Annual Progress Report (APR)
- This agreement is an extension of a previous agreement (called the Peace River Memorandum of Understanding (MOU)). Between 2005 and 2015, total funding under the MOU was approximately \$387.0 million, bringing significant benefits to the region.

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 signatories receive some funding each year.

2017/18 Priorities/Key Initiatives:

- The agreement allows northeast communities to access new resources to improve the infrastructure that is crucial to a healthy community and an active business sector. The amount attributable to 2017/18 will be \$50.0 million.

Contact:

Liam Edwards, Executive Director
Infrastructure and Finance Branch
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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 Regional Municipality (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 and NRRM signed a 20-year agreement, whereby the Province may provide NRRM with up to \$10.0 million annually (beginning in fiscal 2015/16), to facilitate and accommodate the growth of the NRRM as a regional service centre for the natural gas industry.
- In July 2015, the Province provided the NRRM with the first annual contribution of \$10.0 million for community infrastructure. The second \$10.0 million payment was made in July 2016.

Client Profile:

- 1 regional municipality

Note: The ministry does not have a budget appropriation for this program, but has received approval s.12,s.17 in 2017/18.

Program Budget	Budget \$000's	
	2016/17 Budget	2017/18 Budget
Northern Rockies	0	0

Service Provider:

- This program will provide the NRRM with up to \$10.0 million per year to fund infrastructure works established in an approved capital plan.

Program Outcomes (Impacts)/Service Statistics:

- The long-term outcome of this funding agreement is to develop the NRRM as a regional service centre for natural gas development.

2017/18 Priorities/Key Initiatives:

- The 20-year agreement provides up to \$10.0 million per year, allowing the NRRM to access new resources for infrastructure crucial to a healthy community and an active business sector.
- The ministry, Treasury Board Staff, Management Committee, and staff from the NRRM have finalized three economic and demographic indicators (for permanent population, transient population, and natural gas production), which will be used to determine future annual funding under the agreement.
- s.13,s.17

Contact:

Liam Edwards, Executive Director
Infrastructure and Finance Branch
(778) 698-3230

TRANSFER PROGRAMS – OTHER PROGRAM PROFILE

Program Description:

Annual

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

- Local Services Grants specifically relates to the Province's 15-year commitment from 2009 to 2023 to provide an annual grant of approximately \$1.4 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 per cent of their carbon taxes paid.
- Municipalities and regional districts.

Program Budget	Budget \$000's	
	2016/17 Budget	2017/18 Budget
Local Service Grants	1,000	1,000
Climate Action Programs	8,744	8,744
Total	9,744	9,744

Program Outcomes (Impacts)/Service Statistics:

- Assist local governments to become carbon neutral in internal operations and to take other actions to reduce greenhouse gas 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.

Please see Appendix D Climate Action Revenue Incentive Program 2010-2016/17

Contact:

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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, Public Safety and Solicitor General, 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	
	2016/17 Budget	2017/18 Budget
Restructure grants	500	500

Service Provider:

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

Program Outcomes (Impacts)/Service Statistics:

- Monitored emerging restructures requests to form the basis for a restructure program plan to support strategic decision-making on governance study requests.
- Concluded community-based study processes to consider municipal incorporation on Salt Spring Island in the Capital Region and governance enhancements in Okanagan Falls/Kaleden/Apex and Twin Lakes area of Okanagan-Similkameen.
- Contributed restructure study funding to a joint City of Duncan-Municipality of North Cowichan process examining municipal amalgamation.
- Collaborated with regional districts in the establishment of community-based study processes to inventory governance and service provision and diagnose challenges in Central Coast and consider governance enhancements in Sorrento/Blind Bay and Tappen area of Columbia-Shuswap.
- Facilitated a fact-finding exercise to specifically identify the issues and opportunities in the communities within the Capital Region to help the region move forward.
- Monitored work by the Regional District of Kitimat-Stikine to examine governance and service delivery in the Greater Terrace area, and the Comox Valley Regional District to examine fire service delivery in Merville and surrounding communities.
- Processed seven municipal boundary changes, including the West Fernie boundary restructure. Processed request to rename Skeena-Queen Charlotte Regional District as North Coast Regional District, resolved two regional district boundary changes, and implemented treaty-related boundary or membership changes for three regional districts. Processed four improvement district dissolutions, with local services transferred to regional district service areas and submitted 13 improvement district boundary amendments for consideration by Minister.

2017/18 Priorities/Key Initiatives:

- Support decision on incorporation vote for Salt Spring Island.
- Seek direction on scope and scale of a potential governance review for University Endowment Lands.
- Support outcomes of governance study process for Okanagan Falls/Kaleden and Regional District of Okanagan Similkameen's evaluation of next steps upon receipt of report in September 2016.
- Monitor activities in relation to Jumbo Glacier Mountain Resort (JGMR) development.
- s.16
- Process further routine municipal boundary extensions and improvement district boundary amendments for decision.
- Explore options and opportunities to convert legal municipal and regional district boundary descriptions from text (metes-and-bounds) to visual (map-based) format.

- Update program materials to more effectively assist communities seeking changes to achieve different governance and service delivery arrangements (e.g. articulate criteria for municipalization, rural governance enhancement, or service delivery enhancement initiatives).

Please see Appendix K Local Government Structure Grants FY 2016/17

Contacts:

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Governance and Structure Branch
(778) 698-3227

Nicola Marotz, Executive Director
Governance and Structure Branch
(778) 698-3221

TRANSITIONAL/SPECIAL ASSISTANCE TRANSFERS PROGRAM PROFILE

Program Objectives:

- Special purpose grants assist in the resolution of unique local problems and 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.

Note: In 2017/18, the budget for the First Nations Rail Tax Agreement increased by \$257,000 to reflect current agreement expenditures.

Program Budget	Budget \$000's	
	2016/17 Budget	2017/18 Budget
Railway Tax Mitigation	658	658
First Nations Rail Tax Agreement	492	749
Grants in Lieu of Taxes	500	500
Total	1,650	1,907

2017/18 Priorities/Key Initiatives:

- Continue to support specific agreements.

Contact:

Liam Edwards, Executive Director
Infrastructure and Finance Branch
(778) 698-3230

INFRASTRUCTURE PROGRAMS

NEW BUILDING CANADA – SMALL COMMUNITIES FUND (NBCF-SCF) 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 \$109.0 million to match federal funding contributions.
- Through this program over \$327.0 million will be invested in BC communities.

Program Description:

- The Federal New Building Canada Plan (NBCP) provides \$53 billion nationally over 10 years, from 2014/15 until 2023/24. The NBCP contains numerous programs, including the Gas Tax Fund and GST Rebate Program. From this, the NBCP results in approximately \$14 billion of new federal funding as the New Building Canada Fund (NBCF) with the following components:
 - \$4.0 billion National Infrastructure Component (NIC) to support projects of national significance;
 - \$10.0 billion Provincial-Territorial Infrastructure Component (PTIC) for projects of national, regional or local significance.
 - The PTIC allocation to BC is \$1.09 billion over the 10-year period. The Federal Government requires that a minimum of 10 per cent of each provincial allocation under PTIC is dedicated towards the Small Communities Fund (NBCF-SCF) and matched with a provincial contribution.
- Through the NBCF-SCF program, the provincial and federal governments will each allocate approximately \$109.0 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 operates concurrently with Gas Tax Funding and Clean Water and Wastewater Fund.
- The NBCF-SCF funding formula is based on 1/3 of project funds contributed by each level of government: federal, provincial and local.
- Through two application intakes (2015 and 2016) 81 projects were approved for the combined federal and provincial funding contribution of \$218 million. The program is now fully allocated and the projects are underway and being monitored.
- 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
- Wastewater

Client Profile:

- Primarily local governments.

Note: In 2016/17, the ministry accessed the Contingencies Vote to fund provincial contributions. In 2017/18, program budget of \$10.0 million is included in the ministry budget to reflect provincial contributions. s.13,s.17
s.13,s.17

Program Budget	Budget \$000	
	2016/17 Budget	2017/18 Budget
	0	10,000
Total	0	10,000

2017/18 Priorities/Key Initiatives:

- Monitoring approved projects through monthly budget forecast reports, quarterly progress reports, processing claims, site visits, and reporting out to the federal partners on progress.

Contact:

Liam Edwards, Executive Director
Infrastructure and Finance Branch
(778) 698-3230

CLEAN WATER AND WASTEWATER FUND (CWWF) PROGRAM PROFILE

Program Objectives:

2016 - Open

- To support the rehabilitation of local government drinking water, wastewater and storm water infrastructure, and the planning and design of future facilities and upgrades to existing systems.

Program Description:

Canada and British Columbia launched the Clean Water and Wastewater Fund (Fund) following the signing of the agreement between the Government of Canada and the Province of British Columbia on September 30, 2016.

- The Fund accelerates short-term local government investments, while supporting the rehabilitation of water, waste water and storm water infrastructure, as well as the planning and design of future facilities and upgrades to existing systems. Eligible project categories include:
 - Asset management – Design and Planning
 - Drinking Water
 - Storm water
 - Wastewater
- Canada and British Columbia governments are investing up to \$373.6 million under the Fund. The Government of Canada will contribute \$225.1 million and the Province of British Columbia will contribute \$148.5 million to the total program funds. An initial list of 35 approved projects was announced under the Fund as part of the signing announcement, which represents \$60.0 million of the combined \$373.6 million available.
- The Fund offers funding up to a maximum of eighty-three per cent (83 per cent) of the total eligible project costs. Fifty per cent (50 per cent) is contributed by the Government of Canada and thirty-three per cent (33 per cent) by the Province of British Columbia.
- 180 projects were approved through the Fund; 35 at the initial signing of the agreement with 144 more announced in March 2017 and one additional project approved in June 2017. The program is fully allocated.
- More information and applications can be found at:
www.gov.bc.ca/cleanwaterwastewaterfund.

Client Profile:

- All local governments.
- Note: In 2016/17, the ministry accessed the Contingencies Vote to fund provincial contributions. In 2017/18, program budget of \$40 million is included in the ministry budget to reflect provincial contributions. s.13,s.17
s.13,s.17

Program Budget	Budget \$000	
	2016/17 Budget	2017/18 Budget
	0	40,000
Total	0	40,000

2017/18 Priorities/Key Initiatives:

- Monitoring approved projects through monthly budget forecast reports, quarterly progress reports, processing claims, site visits, and reporting out to the federal partners on progress.

Contact:

Liam Edwards, Executive Director
Infrastructure and Finance Branch
(778) 698-3230

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.
- 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 per cent of the first \$5,000 and 50 per cent 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.
- 52 projects were approved through the program in fiscal 2016/17.
- The next intake closes July 12, 2017 and is typically awarded at Union of British Columbia Municipalities (UBCM) Convention in September.

Client Profile:

- Primarily local governments.

Program Budget	Budget \$000's	
	2016/17 Budget	2017/18 Budget
Infrastructure Planning Grants	500	500

2017/18 Priorities/Key Initiatives:

- Continue to explore ways to encourage innovation, cost effectiveness, and asset management.
- Implement a systems database to improve efficiency of administering the program.

Contact:

Liam Edwards, Executive Director
Infrastructure and Finance Branch
(778) 698-3230

GAS TAX AGREEMENT (GTA) FUNDING PROGRAM PROFILE

Program Objectives:

Annual

- 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 UBCM that delivers federal funding to BC local governments.
- The current Agreement covers a 10-year period to March 31, 2024. 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.
 - Strategic Priorities Fund – application based for local governments outside of Metro Vancouver
 - Community Works Fund – per capita allocation to all 189 local governments
 - Greater Vancouver Regional Fund – supports TransLink projects within Metro Vancouver
- The first intake for the SPF program occurred in 2015. Application reviews resulted in 66 projects approved for \$120.0 million in spring 2016.

Client Profile:

- Local governments.

2017/18 Priorities/Key Initiatives:

- Gas Tax funding is administered by UBCM in accordance with the GTA. The ministry has key support responsibilities including Strategic Priorities Fund (SPF) program applications and review stages that will occur throughout the implementation of the program.
- The Gas Tax Strategic Priorities Fund is an application-based pooled funding program that provides opportunities to local governments outside the GVRD 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 second intake SPF were accepted by UBCM until June 1, 2017. The Ministry of Community, Sport and Cultural Development (CSCD) staff will begin the technical reviews of capital applications in July 2017. Program decisions are planned for late 2017.

Contact:

Liam Edwards, Executive Director
Infrastructure and Finance Branch
(778) 698-3230

BOARD OF EXAMINERS PROGRAM PROFILE

Division: Local Government

ADM Responsible: Tara Faganello

Program Objectives:

- Certification of local government employees and provision of financial support for training of local government officials.

Program Description:

- The principal goal of the Board of Examiners is to improve the professional skills of BC's local government employees.
- The Board is responsible for awarding certificates to local government employees who meet the standards of qualification in local government administration, as prescribed in the Board of Examiners Regulation, pursuant to the *Local Government Act*.
- 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 (CSCD); Ron Poole (Local Government Management Association); and Marie Crawford, (UBCM).

Client Profile:

- Local government employees.

2017/18 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: www.cscd.gov.bc.ca/lgd/gov_structure/board_examiners/index.htm

Contact:

Gary Paget, Chair
Local Government Division
(778) 698-3210

Islands Trust Program Profile

Division: Local Government

ADM Responsible: Tara Faganello

Program Objectives:

- The Islands Trust is established as an autonomous elected body.
- The province provides legislative oversight, including the provision of statutory approvals including Ministerial approval of Local Trust Committees' (LTC) official community plan bylaws in accordance with section 27 of the *Islands Trust Act* (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 provides due consideration to each approval.

Program Description:

- The Islands Trust (Trust) was established by legislation in 1974 to address the challenges encountered by regional districts in dealing with increasing development on the Gulf Islands, and to manage threats to the unique natural environment.
- 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 BC generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of BC."

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 islands in Georgia Strait and Howe Sound, running from the US border north to and including Denman Island).
- Other than planning, 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.
- Governance of the Islands Trust Area is provided by 12 Local Trust Committees, one island municipality and, to a lesser extent, the seven 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 \$7.0 million per year and has 51 staff serving a population of about 26,000. Trust staffs 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 three per cent of revenues (the grant in 2015/16 was \$180,000). The majority of the revenues come from the annual property tax levy which comprises 90 per cent of revenues.

- The Trust has strong relationships with regional, provincial and federal governments and land conservancies, the closely associated Islands Trust Fund Board, other agencies, First Nations, community groups and land owners.

2017/18 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.
- A new Salt Spring Incorporation Study was funded in March 2015, following agreement with the Trust Council that it would develop a strategy to mitigate impacts if Salt Spring Island were to incorporate.
- An analysis of the impact of Salt Spring Island incorporation on the Islands Trust found that incorporation would result in a gap between the Trust's revenue and expenditures of approximately \$540,000. Salt Spring Island accounts for 32 per cent of assessed value in the Trust area.
- The Trust Council has identified, and approved in principle, the objectives that would underscore its approach for longer-term adaptation should Salt Spring incorporate (vote scheduled for September 9, 2017). Islands Trust staff have also assembled an inventory of the short-term transition tasks that would more immediately arise from incorporation.

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

Contact:

Gary Paget, Senior Advisor
Local Government Division
(778) 698-3210

Islands Trust Fund Board
Program Profile

Division: Local Government

ADM Responsible: Tara Faganello

Program Objectives:

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

Program Description:

- The Islands Trust 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.
- As of March, 2016 the ITFB has protected more than 1,1160 hectares (2,866 acres) of land on 98 properties throughout the Islands Trust area, through acquisition of land assets (valued at \$12.5 million) and conservation covenants.

Client Profile:

- The Trust Area consists of over 450 islands located in Georgia Strait and Howe Sound, running from the United States border north to and including Denman Island
- The ITFB has strong relationships with regional, provincial and federal governments and land conservancies, other agencies, First Nations, community groups and land owners.

Priorities/Key Initiatives:

- Ecosystem protection, focused on natural areas with highest biodiversity values; protecting the working landscape; conserving marine ecosystems; education and outreach to conservation partners.
- Recently protected areas include establishment of two new conservation covenants on North Pender Island and one on Galiano Island that permanently protect sensitive natural habitat on private property.

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

Contact:

Michelle Dann, Director
Governance and Structure Branch
(778) 698-3261

UNIVERSITY ENDOWMENT LANDS PROGRAM PROFILE

Program Objectives:

- To provide effective administration, community planning and a broad range of municipal-like services to residents of the University Endowment Lands (UEL) in accordance with the principles of good governance.

Program Description:

- The ministry is responsible for the UEL in accordance with the *University Endowment Land Act* (the 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 UEL, with delegation of specific and general powers and functions.
- The program provides the community with general administration; community planning; development and building inspection services; utility services, such as, water, sewer, and garbage collection; maintenance of local roads, street lighting and parks; and other typical municipal services. (Note: Potable water is provided to both UEL and UBC residents.)
- The costs of these services are recovered through a UEL tax levy administered by the provincial Surveyor of Taxes, revenues from water sales, fees for licences and permits and parking meter revenue. Property taxes in the UEL are substantially lower than adjacent jurisdictions, but are intended to increase to cover the cost of replacing aging infrastructure and meeting 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 now (2016) recovered from UEL residents. The majority of the costs are for protecting University of British Columbia (UBC) (campus and residential areas) 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 UEL is a community of approximately 4,000 people living between Vancouver and UBC.
- The UEL community has existed since the 1920's under provincial administration, and 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 Community Advisory Council requested that the Minister fund a study of incorporation as a stand-alone municipality within the current boundaries. Significant policy, technical and other work would be needed to understand potential governance options and to implement any changes (see Structure Program profile).
- The UEL is experiencing significant change as new multi-family/commercial properties are developed and existing single-family properties are redeveloped within the UEL and in adjacent communities.

- In November 2016, the Musqueam First Nations's rezoning/development proposal for Block F was approved. Block F is held by the Musqueam as fee simple land and is expected to be developed over at least 10 years to include commercial/retail, apartments and highrise residential as well as a community park and community centre; and to increase the UEL population by 2,500 people. Land clearing, community centre design, land subdivision and public works installations are all expected to proceed in 2017/18.
- s.16
- More generally, the UEL is seeing a wider interest in rezoning from other land owners. Rezoning to permit expansion of Regent College, a private, post-graduate religious college, was completed January 2014, followed by development permit issuance in May 2016, and enquiries have been made by some other property owners. In response, bylaw amendments need to be considered to ensure a sufficient legal framework for development in the UEL.
- The administration has in place a capital plan to respond to infrastructure pressures, particularly respecting water, sewer and road works. In 2014, the UEL budget was increased by \$2.0 million to respond to needs; and a further increase of \$2.0 million is anticipated to address Block F pressures, additional infrastructure demands and service level changes. This increase will be reflected in UEL's 2017/18 budget and is also cost neutral to the province,
- In June 2016, a UEL Works and Services Bylaw was enacted to establish rigorous standards for developers' impacts on the public realm (roads, sidewalks, pipe infrastructure and landscaping), including risk and financial security.
- UEL has also completed further capital infrastructure upgrades under its capital plan, including some sewer separation and water main replacements.

Service Provider:

- Provincial government.

Program Budget	Budget \$000's	
	2016/17 Budget	2017/18 Budget
Administration and Public Works	8,442	10,442
Fire Prevention Services	5,583	5,583
Total	14,025	16,025

2017/18 Priorities/Key Initiatives:

- Undertake planning, oversight and support work for Block F subdivision processes and community centre design, Undertake major infrastructure installations in the public realm to service Block F.
- Build on/refine the development process as needed to reflect issues raised by the Block F process and other development proposals.

- Continue to implement the Capital Infrastructure Rehabilitation and Replacement plan, as budget and staff capacity allow – for 2017/18, it is expected that \$1.4 million of infrastructure work be completed.
- Work with UBC to manage costs for/impact on UEL of Webbrook Mall intersection redevelopment.
- Completed the UEL Community Information Initiative (January-February 2017), with a Web-based series of fact sheets about governance and services in the UEL and a feedback form seeking community input on living in the UEL. A report back to the Minister is outstanding as this could not be done to discuss next steps prior to the interregnum.

Contact:

Jon Braman, Manager
University Endowment Lands
(604) 660-1810 Ext. 28

SPONSORED CROWN GRANTS AND NOMINAL RENT TENURES PROGRAM PROFILE

Program Objectives:

- To assist local governments and community organizations in obtaining tenures and title to Crown land for the benefit of all community residents.
- The Sponsored Crown Grants/Nominal Rent Tenures (SCG/NRT) program meets provincial objectives of fostering enhanced economic and social development by providing Crown land for community infrastructure and public use.

Program Description:

- Local governments or community groups proposing to use Crown land for community purposes are eligible to apply to the 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 British Columbia (FCBC).

Client Profile:

- Municipalities, regional districts and improvement districts access NRTs and SCGs for community uses such as parks, recreation, and water or wastewater treatment.
- Community organizations obtain NRTs for recreation and park management, youth activities, protecting heritage, promoting the arts, and other community activities.

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.
- All Crown land applications are submitted through FCBC. If a ministry sponsors a proposal, the FLNRO engages stakeholders (including First Nations) and manages land transfer to applicants.
- Following sponsorship, SCG or NRT process may take one-three years to complete land transfer or tenure. At completion, large values NRTs are booked against the ministry's CSLA allocation.

- 2014/15 accounting changes now show completed SCG as zero value against CLSA allocations; therefore CSCD's CLSA allocation was able to be lowered from \$10 million to \$1 million.

Year	SCG Sponsored	NRT Sponsored	Total \$ Sponsored
2012/13	3	6	\$11.3 million
2013/14	6	8	\$7.5 million
2014/15	2	4	\$10.5 million
2015/16	4	5	\$4.6 million
2016/17	1	7	\$2.7 million ¹

¹Sponsorships approved are estimated at \$2.7 million for 2016/17 to date; budget allocations are on completion and only for NRTs, not at sponsorship.

2016/2017 NRT Completions	Program Allocation \$000's		
	2016/17 Estimates	2017/18 Estimates	Increase(Decrease)
117	1,000	1,000	(0)

2017/18 Priorities/Key Initiatives:

- Review Crown land applications from municipalities, regional districts, improvement districts and community organizations to determine if key provincial and ministry criteria are satisfied as part of the evaluation process culminating in a recommendation for sponsorship.
- Continue to support provision of Crown land and tenures to eligible organizations that provide enhanced opportunities for local governments and community groups to deliver local water/ sewage treatment, administrative buildings, fire halls, recreation, parks, or airport services to the greatest possible number of residents in the community.

Contact:

Dannie Carsen, Senior Program Analyst
Governance and Structure Branch
(778) 698-3259

ISSUE NOTE

Issue: Cannabis Legalization and Regulation in Canada

- The proposed federal *Cannabis Act* would create a strict legal framework for controlling the production, distribution, sale and possession of recreational cannabis in Canada, with provinces responsible for how the distribution/sale of cannabis will be regulated. s.13,s.16

Background:

- On April 13, 2017 the federal Government introduced the proposed *Cannabis Act* to legalize, strictly regulate and restrict access to cannabis. The proposed legislation pursues a new approach that aims to be more effective at protecting youth and keeping profits away from organized crime. The proposed legislation would also add new offences to the federal *Criminal Code* to enforce a zero tolerance approach for drug impaired driving and to provide police with new tools to better detect drivers' drug levels in the body.
- The proposed legislation is intended to be effective no later than July 2018. Cannabis will remain illegal while the legislation moves through the legislative process. The current program for access to cannabis for medical purposes would continue under the new legislation.
- The federal legislation proposes a minimum age for possession of cannabis at 18 years or older. Provinces may set a higher minimum age for legal possession of cannabis.

Key considerations for local governments:

- Wholesale distribution of cannabis: The proposed *Cannabis Act* would give the federal Minister of Health the authority to license production and import/export, but rely on provincial and territorial authorization of wholesale distribution of cannabis in close collaboration with municipalities.
- Retail sale and distribution: The regulation of the sale and distribution of cannabis is proposed as a shared provincial and municipal role, subject to minimum federal requirements. Provinces and municipalities would be able to set additional regulatory requirements for retailers, including provincial licensing requirements, where retailers can be located, how they are staffed, and whether youth would be allowed on the premises. The federal Minister of Health would reserve the ability to license the sale of cannabis where provinces have not yet enacted a provincial regulatory framework.
- Personal production: Adults would be allowed without a federal license to cultivate up to 4 size-limited cannabis plants per residence for personal use. Adults could also make legal products containing cannabis, such as food and drinks at home, with certain restrictions. Personal production through home cultivation may present a variety of issues for local governments, such as effective oversight and enforcement, or potential risks to occupants of residences (e.g. house fires due to blown electrical transformers).

- **Enforcement:** The proposed *Cannabis Act* would include a range of compliance and enforcement tools, including inspection powers, authority to issue administrative and monetary penalties, and the ability for peace officers to issue tickets for specific offences. Although it appears that enforcement would be primarily a federal responsibility, additional provincial and local requirements, such as for the sale and distribution of cannabis or personal production, are contemplated to be enforced by the provinces in close collaboration with municipalities.
- **Consultation:** British Columbia's response to the federal legislation is being led by the Ministries of Public Safety and Solicitor General (PSSG) and Health. The Ministry of Community, Sport and Cultural Development (CSCD) is working with those ministries to identify and communicate interests of local governments to federal officials through federal/provincial/territorial discussions. The federal government has committed to direct consultation with local governments through the Federation of Canadian Municipalities. ^{s.16}
s.16
- **UBCM 2017 Convention:** Provincial staff in CSCD and PSSG have kept UBCM staff apprised and updated on the status of federal and provincial activities related to the legalization of cannabis. On May 19, 2017 UBCM published a report on a survey they conducted of their members titled "BC Local Government Attitudes Towards the Legalization and Regulation of Marijuana in Canada". UBCM has indicated that it is planning a session on the legalization of cannabis for their members at the 2017 UBCM Convention. ^{s.13,s.16}
s.13,s.16

Decision required:

- **30-day Issue**
- s.13,s.16

Division: Local Government Division
Contact: Tara Faganello, Assistant Deputy Minister, 250-356-6575

ISSUE NOTE

Issue: Capital Region Integrated Services and Governance Initiative

- Direction is required respecting the release of the Capital Integrated Services and Governance Initiative report.

Background:

- In 2016, the Minister of Community, Sport and Cultural Development commissioned a report to establish facts on local government governance and service delivery within the Capital region. All 13 municipalities and the Regional District participated in the project.
- The 160+ page final report was received by the Ministry on March 8, 2017 and required review.
- The report has not been released, including to the relevant local governments. A previous commitment was made to the region's Mayors that the report would be released shortly after the conclusion of the election period.
- On April 12th, 2017, a Freedom of Information request was made for the report. Subsequently, the Ministry has received two additional FOI requests for the report.
- The report was withheld under section 20 of the *Freedom of Information and Privacy Protection Act*, which allows the head of a public body to refuse disclosure of information, if information is to be published or released to the public within 60 business days after the request is received.
- Requestors were informed that the report was withheld pending publication or release, and that a publication location was intended to be provided before or on July 11, 2017.
- If the release of the Report is delayed, to August, the applicants will be notified and must receive a copy within 30 business days (August 23, 2017). Once the Report is released to the applicants, the Report will then be published on the Open Information BC website within 3-5 business days.

The report and process:

- During the 2014 local government elections eight municipalities in the Region sought voter perspectives on investigating a variety of changes to governance and service delivery, ranging from greater service integration to full amalgamation; voters in seven municipalities indicated in the affirmative. In one, they were opposed (Oak Bay).
- As a first step, the provincial government committed to study service integration in the Capital region, recognizing that the referenda did not result in a clear path forward. Specific factors at play in determining this direction were that the referenda questions and results varied, there was and remains a lack of consensus from area local governments on what to do, the topic has attracted continued interest from the media and special interest groups including calling for the province to be involved, and no fulsome baseline data or information on the current state of service integration existed.
- The Initiative was advanced by the Province in collaboration with all regional local governments based on a number of key assumptions and principles including:
 - this project was not about amalgamation;

- local governments and citizens need facts on service delivery in order to discuss opportunities and barriers to efficiencies; and,
 - the Province would facilitate but did not intend to impose solutions.
- A consultant was retained by the Province to explore the issue further, and consensus was reached on a framework for discussion to *"facilitate a discussion among local governments in the Capital region toward identifying any potential opportunities to enhance the efficient delivery of services that citizens need"*.
- In June 2016, the Capital Integrated Services and Governance Initiative was launched based on the framework with the objectives of:
 - gathering facts about current service delivery;
 - increasing understanding about service delivery best practices; and,
 - exploring further opportunities to better integrate services and governance.
- The consultants proceeded to engage elected officials to discuss issues, barriers and opportunities for local governments respecting the provision of the most effective services for their citizens, undertook fact finding respecting current practices for service organization and delivery, and engaged stakeholders including through an online forum via PlaceSpeak to allow the public to participate in a virtual open house.
- The consultants' work culminated in a report which contains factual information on various aspects of how local governments deliver their services, provides insights into how the region's local governments are currently collaborating, and summarizes opportunities and barriers which they face. The materials in the report are tailored for local governments so that they can take action as they see fit.
- The three key findings for local governments in the report are:
 - continue and encourage the progress being made on regional services that are a priority for residents and businesses -- for example, CRD regional transportation service, integrated fire response and police dispatch and creation of a regional economic development organization (South Island Prosperity Project)
 - develop a regional framework for discussing service integration and governance; and
 - evaluate new opportunities for the integration of service(s) using the tools developed by the consultants.

Decision required:

- **30-day issue**
- Direction will be required respecting how the report is communicated and released, in the context of a targeted July 11, 2017 date for release to comply with expectations in connection to FOI.

s.13,s.16

Division: Local Government Division
 Contact: Tara Faganello, Assistant Deputy Minister, 250-356-6575

ISSUE NOTE

Issue: Definition of Third Party Advertising Sponsor in the *Local Elections Campaign Financing Act*

- s.13,s.16

Background:

- LECFA establishes expense limits and campaign financing rules for candidates, elector organizations (e.g. organizations that endorse candidates), and third party advertising sponsors¹ who participate in local elections for mayoral and council candidates and candidates for regional district electoral areas and school boards. Expense limits will apply to general local elections beginning in 2018.
- Third party advertising sponsors are required to register with Elections BC prior to undertaking advertising during the campaign period (the 28-day period before the election) in both provincial and local elections.
- In January 2017, the Supreme Court of Canada (SCC) considered a similar definition in the provincial *Election Act* and issued a decision confirming that the definition of third party advertising sponsor in that Act does not capture individuals and organizations who undertake small-scale advertising campaigns and engage in political self-expression (e.g., putting up a home-made sign in a window, driving around with a bumper sticker, wearing a t-shirt with a political message). The SCC found that the provincial *Election Act* does not infringe upon freedom of expression rights because these minor forms of advertising and self-expression are not captured.
- The definition in LECFA is different and it more clearly captures small scale advertisers in a way that would not be consistent with the SCC decision. ^{s.14}

- s.13,s.14

¹ A third party advertising sponsor is, generally, an individual or organization that communicates a message promoting or opposing the election of a candidate or elector organization during the campaign period (the 28-day period before the election).

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Decision required:

- **30-day issue**
- s.13

Division: Local Government Division
Contact: Tara Faganello, Assistant Deputy Minister, 250-356-6575

² The next general local elections will be held in October 2018. Comprehensive education and outreach activities are being undertaken by the Ministry, Elections BC, and local elections partners (e.g. the Union of B.C. Municipalities, Local Government Management Association, B.C. School Trustees Association, Ministry of Education) given the significance of expense limits and related rules being in place for the 2018 general local elections.

ISSUE NOTE

Issue:

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

Background:

- The federal budget provided new details about infrastructure programs previously announced in the Fall Economic Update (November 2016).
- The federal budget confirmed an additional \$81.2 Billion over 11 years, starting in 2017-18, covering public transit, green infrastructure, trade and transportation, and social infrastructure.
- The new federal infrastructure programs are part of the "*Investing in Canada Plan*" (Budget 2017) – Phase 2 of federal infrastructure programs for \$81.2 Billion over 11 years starting 2017/18 until 2027/28.
- In a July 6 2017 letter to Premier-designate John Horgan, the Minister of Infrastructure and Communities (INFC), Hon. Amarjeet Sohi, confirmed BCs allocation of the multiple new federal infrastructure programs.
- The INFC letter also confirmed that programs are focused on outcomes rather than specific project types, expanding the types of projects that could be deemed eligible so long as they meet the desired outcomes.
- On July 17 2017, INFC ADM and staff will meet in person in Victoria with MOTI and CSCD ADMs to discuss program details and lay the foundation for further discussions and formal negotiations anticipated to begin this Fall.
- INFC anticipates signing bi-lateral agreements by March 2018.
- s.12,s.16,s.17
- INFC is pursuing Integrated Bi-lateral Agreements (IBA) that will consolidate the following programs into one bi-lateral agreement:
 - **Public Transit Infrastructure**
 - \$20.1 Billion, with provincial allocations based on ridership (70 per cent) and population (30 per cent).
 - Under the anticipated IBA, Canada will provide up to 50 per cent of eligible costs for rehabilitation projects and up to 40 percent of eligible costs for new public transit construction and expansion projects.
 - s.16,s.17

○ **Green Infrastructure**

- \$9.2 Billion, allocated based on \$200 Million for each province/territory plus an additional amount per capita.
- BC's allocation is \$903.2 Million.
- The program has three funding sub-streams:
 - Environmental quality
 - Reduction of GHG emissions (i.e. mitigation)
 - Adaptation, Resilience & Disaster Mitigation
- The program will support priority projects for water and wastewater, transit, active transportation, electricity generation and transmission, climate action, disaster mitigation, etc.
- Federal cost sharing is 40% to local government projects, 50% to provincial projects, 75% to first nation projects and 25% to private sector projects.
- Minimum provincial contribution to local government projects is 33%.

○ **Rural & Northern Community Infrastructure (starting 2018/19)**

- \$2.0 Billion, allocated based on \$75 Million for each province/territory plus an additional amount per capita.
- BC's allocation is \$166 Million.
- Province/territory to determine definition of "rural" however population must be less than 100,000.
- Program supports a range of infrastructure projects such as to improve road access, expand internet connectivity, and to renew and replace energy systems in northern communities to reduce their reliance on diesel.
- Federal cost sharing is 50% to local government projects, 50% to provincial projects, 75% to first nation projects and 25% to private sector projects.
- Minimum provincial contribution to local government projects is 33%.

○ **Disaster Mitigation and Adaptation Fund**

- A \$2 Billion merit (application) based program.
- BC share is yet to be determined.
- s.13

Aimed at large scale infrastructure to support national, provincial and municipal projects to mitigate natural disasters, extreme weather events and impacts from climate change.

○ **Cultural and Recreational Bilateral Agreements**

- \$1.347 Billion, allocated based on \$25 Million for each province/territory plus an additional amount per capita.
- BC's allocation is \$157 Million.
- The program will support sports facilities for public use, museums, parks and trails, recreation paths, playgrounds, community centres, etc.
- Federal cost sharing is 40% to local government projects, 50% to provincial projects, 75% to first nation projects.
- Minimum provincial contribution to local government projects is 33%.

Canada also committed to infrastructure funding that is independent of bilateral agreements, including:

- **National Trade Corridors Fund**
 - \$2 Billion over 11 years to address urgent capacity constraints and freight bottlenecks at major ports of entry, and to better connect the rail and highway infrastructure that delivers economic growth across Canada.
- **Canada Infrastructure Bank (CIB)**
 - CIB is to be established in 2017, with \$35 Billion over 11 years, as an arm's-length organization that will work with provincial, territorial, municipal, Indigenous and private sector investment partners.
 - Mandate is to leverage the expertise and capital of the private sector focusing on large scale projects such as transportation networks.
- **Canada Cultural Spaces Fund**
 - \$300 Million over 10 years to construct, renovate and better equip the creative spaces and hubs that will be home to the next generation of artists and innovators.
- **Federal-Provincial-Territorial Partnership in Housing**
 - \$3.2 Billion over 11 years to provinces and territories to support key priorities for affordable housing. Funds will be provided through a new multilateral investment framework that will replace the existing Investment in Affordable Housing initiative, which is set to expire at the end of 2018–19.

Decision required:

- **30 Day Issue:** s.13,s.16
s.13,s.16

ISSUE NOTE

Issue: Local Elections Campaign Finance Act Amendments - Donations

- s.13,s.14,s.16

Background:

- The 2017 Confidence and Supply Agreement between the British Columbia (BC) New Democrat Caucus and the BC Green Caucus proposes several reforms to the provincial campaign finance system in advance of the next provincial election, including:
 - Banning corporate and union contributions from non-BC residents; and
 - Prohibiting loans that are not from banks or recognized financial institutions.Whether these changes would apply to local government elections is not explicitly stated.

- s.13,s.14,s.16

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- **Consultations:** There is a statutory requirement to consult with the Union of BC Municipalities regarding any amendments to *LECFA*. Several internal and external stakeholders should also be consulted during this process, including the BC School Trustees Association, Elections BC, and the Ministries of Justice and Education.
- **Implementation Considerations:** Further implications may increase the complexity and duration of the project, given the Fall 2018 local general elections:
 - Effective date of the proposed reforms: Under *LECFA*, campaign participants may accept contributions at any time preceding the local general election. This means campaign participants may already be accepting contributions for the 2018 election, which may make applying the prohibition for those elections challenging.
 - Elections BC's role: The 2018 local general election will be the first local election conducted with election expense limits. Elections BC is creating new education materials for campaign participants and planning outreach activities for winter 2017/18. If the proposed prohibitions are to apply to the 2018 elections, Elections BC will need sufficient time to augment its materials and communicate further new rules to prospective campaign participants and the public, to avoid serious confusion.

○ s.13,s.14,s.16

Decision required:

- **30-day issue**
- s.13,s.14,s.16

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Division: Local Government Division
Contact: Tara Faganello, Assistant Deputy Minister, 250-356-6575

ISSUE NOTE

Issue: Referendum Electoral Reform Proposal - Proportional Representation Concurrent with 2018 Local Elections

- s.13,s.16

Background:

- The 2017 Confidence and Supply Agreement (Agreement) between the BC New Democrat Caucus and the BC Green Caucus outlines a proposal to, in the 1st sitting of the next Session, introduce legislation to establish that *"a referendum on proportional representation will take place in the fall of 2018, concurrent with the next municipal election"*.
- BC's local elections are run by local governments themselves under rules established by provincial legislation (namely the *Local Government Act*; the *Community Charter*; the *Vancouver Charter*; the *School Act*; and the *Local Elections Campaign Financing Act (LECFA)*). Each local government appoints its own Chief Elections Officer and all local governments and other local bodies simultaneously conduct separate elections on the same general voting day (e.g. for the 2014 local elections, an 'election' was held in over 250 jurisdictions throughout BC). This model applies equally to local referenda (known as assent voting).
- Provincial elections are administered by Elections BC under the *Election Act*; unlike local elections, a provincial election is administered by a single authority: the province's Chief Electoral Officer.
- The framework, administration and rules of a provincial election differ vastly from local elections (e.g. different voters lists, electoral districts, election advertising rules). The provincial *Referendum Act* and the *Election Act* provide for a legislative framework within which a provincial referendum or plebiscite can be administered by Elections BC.
- There is no available mechanism within the existing local government legislative framework to require a referendum to be undertaken concurrently with local elections on a provincially-initiated topic. s.13,s.16
s.13,s.16
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Withheld pursuant to/removed as

s.16;s.13

- Holding a provincial referendum concurrent with local elections has been previously explored but ultimately not undertaken (such as for the 2009 provincial referendum on electoral reform), in order to: minimize costs; ensure a smooth and simple process for voters; reduce the complexities of administration; provide for proper tabulation of results; and to maximize the success of the referendum.¹
- Elections BC has administered previous provincial plebiscites and referendum questions completely separate from the timing and process of local elections, either under stand-alone legislation or under the provincial *Referendum Act* or *Election Act*, via mail-in ballot or in-person. Nine plebiscites have been held since 1872, including the 2015 Metro Vancouver Transportation and Transit Plebiscite; 5 referendums have been held since 1991 (the HST referendum (2011), both referendums on electoral reform (2005; 2009), the Treaty Negotiations Referendum (2002) and the recall and initiative referendum (1991)).

s.13,s.16,s.17

- The Ministry of Justice provides advice to government on provincial elections and referenda and is the liaison with Elections BC on these issues. s.13,s.16
s.13,s.16

Decision required:

- **30-day issue**
- s.13,s.16

¹ Ministry of Justice (which has responsibility for the *Election Act* and the *Referendum Act*) and Elections BC concerns contributed to the 'Translink referendum', which was actually a non-binding plebiscite, administered by Elections BC via mail-in ballot under a stand-alone regulation. The plebiscite was held in Spring 2015, outside of the local election period to avoid concurrency issues such as election advertising implications.
s.13,s.16

Division: Local Government Division
Contact: Tara Faganello, Assistant Deputy Minister, 250-356-6575

ISSUE NOTE

Issue: Spences Bridge Improvement District Lack of Quorum

- Ministry officials are engaged at an operating level in supporting the Spences Bridge Improvement District (SBID) as it works through a situation of lack of quorum, in order to move the community forward in maintaining essential fire services pending longer term discussions respecting the potential for governance changes. Direction will be needed from the Minister to confirm the work underway and to inform next steps in supporting the community.

Background:

Improvement Districts

- Improvement Districts (ID) are limited purpose service providers that predate regional districts; they were historically created by the Province in response to a petition of the majority of landowners in a community seeking services (for which they are taxed by the ID). An ID's functions (or objects) are limited to those set out in their Letters Patent. ID decision making rests with the board of trustees (elected landowners). Longstanding Ministry policy is to not create new IDs and to encourage their dissolution/conversion to local government services (e.g. the regional district in which they are located) who have a more substantive governance framework to manage the services within.

SBID

- SBID was incorporated in 1956 by Letters Patent to provide street lighting and fire protection to a community of approximately 175 near Lytton. In late April 2017, two of the three elected SBID trustees and the SBID administrator resigned, leaving the ID with one trustee (no quorum) and without administrative capacity.

- s.13,s.16

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Provincial Role

- Under the *Local Government Act*, the Inspector of Municipalities (the Assistant Deputy Minister responsible for local government) has authority to make provision on behalf of the improvement district for an election to fill the vacancies among the trustees when there is a lack of quorum. This has typically provided the most immediate path to stability in a community when there is a lack of quorum; however this requires local administrative capacity to run the election.
- Recently, the province has successfully provided support to calm contentious and conflicted communities by offers of assistance ranging from facilitators/fact finders or negotiators (e.g. McBride Municipal Advisor, Kelowna water facilitators, Union Bay Water agreement negotiator). These contractors/consultants are local governance and service experts and provide assistance by contributing valuable perspectives respecting issues and conflicts in community, building community consensus on a way forward and helping develop a plan and laying the groundwork for a transfer of a service to a local government (when the service is within an ID). This approach reflects the challenges many communities face in moving through complex issues, particularly when local expertise may not be as deep as needed to properly inform the work needed.
- The legislation also authorizes the province to intervene to appoint a receiver to manage the affairs of an ID if it appears in the public interest to do so. s.12,s.13
- s.13,s.16
- Fred Banham, a former and experienced Chief Administrative Officer has been appointed as returning officer by the Inspector of Municipalities to conduct SBID's by- election and to gather service information to lay the foundation for future decisions.

Decision required:

- **30-day issue**
- s.13

Division: Local Government Division
Contact: Tara Faganello, Assistant Deputy Minister, 250-356-6575

ISSUE NOTE

Issue: Union of BC Municipalities Convention - 2017

- Direction will be required to enable CSCD to submit to UBCM its proposed plan for provincial participation at the Union of British Columbia Municipalities (UBCM) 2017 Convention. This submission also provides the Minister with an early opportunity to shape the mandate and relationship with UBCM for the coming term of government.

Background:

- UBCM holds an annual Convention that serves as the main forum for policy making by bringing together local governments of all sizes in British Columbia.
- The 2017 UBCM Convention will be held in Vancouver September 25 – 29, 2017.
- The Ministry is responsible for coordinating the Provincial Government's involvement at Convention, which is attended by approximately 1900 delegates.
- In addition to the business portion of UBCM's agenda, the convention includes a significant Provincial presence in the form of meetings with local government delegates and leadership of, and participation in, a number of workshops and clinics.
- The Minister of Community, Sport and Cultural Development (CSCD), as Minister responsible for Local Government, is the traditional host Minister of Convention. The Minister is normally expected to be actively involved in a series of UBCM interactions and in provincial decisions respecting its involvement with convention in the lead up to September.
- As the Minister responsible for local government, the Minister traditionally receives a high number of meeting requests, which can result in over 60 community-specific meetings during Convention, and up to 12 speeches including a key note address and Minister's participation in forums, Cabinet Panel and other sessions.
- CSCD has begun the process of engaging with all ministries in regards to UBCM's call for workshop and clinic submissions and is compiling a listing of ministries' proposed submissions for the CSCD Minister's review and advice on provincial priorities before ministries submit their proposals to UBCM.

Decision required:

- **30-day issue**
- Provide the Minister with a high-level overview of the Minister's role at Convention outlining Convention activities regarding the Minister participation, and what is known to date.
- Minister's decision regarding provincial proposed workshops and clinics submissions to UBCM, and direction respecting Minister's interest in participating in particular CSCD related workshop and/or clinic sessions if a proposal(s) is selected by UBCM.
- The Minister will also be asked at a later date for:
 - Preferences respecting criteria to be considered in granting a meeting with delegates at Convention; and

- Confirmation of Minister's Convention-week schedule including decisions regarding the number of meetings to be granted, speaking opportunities to be accepted and criteria for other invitations to be accepted.

Division: Local Government Division

Contact: Tara Faganello, Assistant Deputy Minister, 250-356-6575

ISSUE NOTE

Issue: Working Group on Responsible Conduct

- In response to member interest, the Union of BC Municipalities (UBCM) instituted a Working Group on Responsible Conduct (WGRC) with the Local Government Management Association (LGMA) and the Ministry of Community, Sport and Cultural Development (CSCD); WGRC expected to release a policy report and further policy debate expected at UBCM Convention. Direction from government will be required to assess:
 - Provincial interest in adding to communication/release of the WGRC's policy report;
 - Provincial position in potential response to anticipated debate on responsible conduct issues at the 2017 UBCM Convention; and
 - next steps and policy direction stemming from the WGRC's policy report and discussions at UBCM Convention, which may result in recommendations to the province for proposed legislation or other changes.

Background:

- There is a growing concern in B.C. (and across Canada) about the issue of responsible conduct of local government elected officials. *Responsible conduct* broadly refers to how local government elected officials conduct themselves with their elected official colleagues, with staff, and with the public. Responsible conduct assumes that officials will exercise their office and their personal behaviour with honesty and integrity and in a way that furthers a local government's ability to provide good governance to its community (e.g. governing in a way that is transparent, ethical, accountable, respectful of the rule of law, collaborative, effective and efficient).
- Concerns about responsible conduct have received media attention and cover a range of behaviours, such as release of confidential information, questionable behaviour at council/board meetings or in interactions with the public, alleged bullying of staff and inappropriate use of social media.
- At the 2016 UBCM Convention, a resolution related to responsible conduct (specifically promoting the concept of a new municipal Integrity Commissioner) was referred for further exploration. As a result, staff from UBCM, the LGMA and CSCD formed the WGRC which has been undertaking collaborative research and policy work to explore issues related to responsible conduct more broadly. The aim of the WGRC's work is to gain a more complete understanding of the background to this issue, and of the benefits and challenges of various approaches to furthering responsible conduct as they support the collective goal of an effective local government system.
- UBCM Executive has made a commitment to bring recommendations on the issue of responsible conduct before delegates at the 2017 UBCM Convention (which will be held September 25 – 29).
- The staff-level WGRC identified 3 phases of work in its Terms of Reference:
 - *Phase 1:* Define the issue, conduct research on specific topics (e.g. codes of conduct; integrity commissioners; use of censure), and develop a consultation paper (**completed**);
 - *Phase 2:* Undertake consultation and gather feedback (**completed** -- UBCM and LGMA conducted a consultation process based on the consultation paper throughout spring 2017); and

- *Phase 3: Develop a final report that presents an analysis of feedback from the consultations and provides potential policy approaches related to responsible conduct. The final report will propose high-level recommendations (nearing completion).*
- The WGRC is currently drafting the policy report; UBCM Executive is expected to determine at its meeting in mid-July 2017 how it intends to use the report to assist in framing further policy debate among its members at the 2017 UBCM Convention.
- The work of the WGRC has been very collaborative, from development of terms of reference to development of recommendations (the recommendations suggest continued WGRC work on a number of issues). At the same time, the recommendations provide sufficient room for each WGRC member to determine how they fit with their interests/positions and do not commit the province to any particular policy direction or change.
- Once policy debate is completed at UBCM Convention, CSCD will be in a better position to determine which responsible conduct matters may warrant further policy development and the potential timing for such work.

Decision required:

- **30-day issue**
- s.13,s.16
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Division: Local Government Division
 Contact: Tara Faganello, Assistant Deputy Minister, 250-356-6575

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COMMUNITY AND LEGISLATIVE SERVICES DIVISION

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COMMUNITY AND LEGISLATIVE SERVICES DIVISION OVERVIEW

Description:

The Community and Legislative Services Division provides the ministry with leadership and support in the areas of legislative services, property assessment services, community gaming grants, TransLink and the BC Athletic Commissioner.

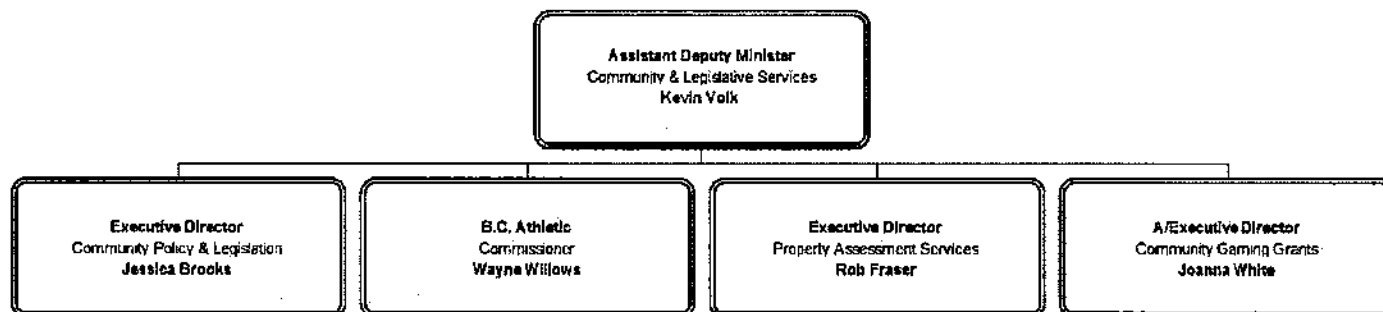
Budget (in 000s):

Core Business Area	2016/17 Restated Estimates	2017/18 Estimates	2018/19 Plan	2019/20 Plan
Community and Legislative Services Division	2,214	2,968	2,987	2,987

Positions:

39 full-time equivalents (at May 31, 2017).

Organization Chart:



COMMUNITY POLICY AND LEGISLATION BRANCH PROFILE

Program Objectives:

- To provide services and leadership in policy and legislative development related to local government, TransLink, sport, arts and culture. The branch is responsible for and executes the legislative program for the Ministry.

Program Description:

- Legislative program management and planning, including development of the and execution of the ministry's Legislative Plan.
- Lead the development of strategic policy initiatives, and any legislative impacts, related to provincial oversight of TransLink and its enabling legislation.
- Leading and supporting branches from across the Ministry in undertaking and implementing strategic policy and legislative issues, program design, project management and research and analysis.
- Coordination and management of ministry Orders In Council (OIC) processes.
- Supporting other ministries' legislative initiatives.
- Supporting the Minister's Office on legislative initiatives.

Client Profile:

- The Minister
- BC local governments
- TransLink
- Ministry branches / divisions
- Other Ministries

Service Provider:

- Ministry staff

2017/18 Priorities/Key Initiatives:

- Work with TransLink and the Ministry of Transportation and Infrastructure to support the advancement of the Mayors Council Vision for transportation in Metro Vancouver, including regional revenue sources, provincial project funding, and policy support.

Contact:

Jessica Brooks, Executive Director
Community Policy and Legislation Branch
(778) 698-3483

COMMUNITY GAMING GRANTS BRANCH PROFILE

Program Objectives:

To ensure all eligible not-for-profit organizations in B.C. have fair and equitable access to gaming funds to support the delivery of programs that benefit their communities.

Program Description:

The Community Gaming Grants Branch administers gaming grants to eligible not-for-profit organizations to support programs that directly benefit British Columbians and their communities.

Client Profile:

- Eligible organizations are those delivering approved programs and services in the following six sectors, generally in keeping with the brief descriptions below:
 - **Arts and culture**
 - Adult Arts & Culture
 - Fairs, Festivals & Museums
 - Youth Arts & Culture
 - **Sport**
 - Sport for Adults
 - Sport for Disabled Persons
 - Sport for Youth
 - **Public Safety**
 - Enhancement of Public Safety
 - **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**
- Not-for-profit organizations must meet the organizational, program and financial eligibility requirements set out in the Program Guidelines.

- The Branch works collaboratively with its partners in the not-for-profit sector, such as the BC Association for Charitable Gaming, the Community Charitable Gaming Associations, the BC Association of Aboriginal Friendship Centres and other umbrella organizations with connections throughout the sector.

Program Outcomes (Impacts)/Service Statistics

- Approximately 5,000 community organizations – representing virtually every community in British Columbia – received community gaming grants in 2016/17.
- Each year a total of \$135M is awarded, subject to per-applicant annual funding maximums of:
 - \$100,000 for organizations offering programs locally;
 - \$225,000 for organizations offering programs regionally; and
 - \$250,000 for organizations offering province-wide programs.
- In 2017/18 an additional \$5M will be awarded under the Community Gaming Grants program, targeted to approved capital projects.

Service Provider:

- Ministry Staff

2017/18 Priorities/Key Initiatives:

- New, user-friendly program guidelines were published in December 2016, reflecting a renewed focus on customer service. These will apply to community gaming grant applications received in 2017 and going forward.
- The Community Gaming Grants Branch will conduct a series of informational workshops across the province in 2017. These workshops will provide educational and networking opportunities for not-for-profit organizations interested in applying for community gaming grants.
- In December 2016, the Office of the Auditor General for British Columbia released its report following a regularly-scheduled audit of the Community Gaming Grants program. The audit found that the Province has a suitable framework in place to administer the program, and provided 10 recommendations for improvements. CSCD has accepted all 10 recommendations and is implementing them throughout 2017/18.

Contact:

Joanna White, Executive Director
Community Gaming Grants
(778) 698-3382

PROPERTY ASSESSMENT SERVICES PROFILE

Program Objectives:

- To ensure a transparent, flexible, fair and equitable assessment system.

Program Description:

The Property Assessment Services (PAS) Branch works closely with the BC Assessment Authority (BCA) to ensure a transparent, flexible, fair and equitable property assessment system.

The branch:

- 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; and
- administers the annual Property Assessment Review Panel program across the province.

Client Profile:

- BC Assessment relies on PAS for policy direction, and for legislative and regulatory support relative to the delivery of its responsibilities.
- The Province of British Columbia, and its over 180 local governments and regional districts, rely on the work of PAS and the assessment system to form the basis for their property taxation calculations and the resultant revenues.

Service Provider:

- Ministry Staff

2017/18 Priorities/Key Initiatives:

- Transformation Process for Appeals Tribunals – Partnership with the Ministry of Justice to integrate new technology and customer service into the Property Assessment Appeals Board and Property Assessment Review Panel.
- Valuation of Port Properties – BC Marine Terminal Operators Association (BCMTOA) has expressed concerns with the methodology used to value both land and improvements. PAS is proceeding with a pilot project to evaluate alternative ways of costing port-related properties to ensure continued support for the provincial Ports Competitiveness and Pacific Gateway Initiatives.

- Split Assessment Methodology – Developers in the lower mainland and the City of Vancouver have sought changes to the assessment methodology for redevelopment properties to separate the classification of the current use of property from future use.
- Appeal of Property Assessments in the Tsilhqot'in Designated Title Area – The Province is a party to BC Assessment's appeal to the Property Assessment Appeals Board of the 80% reduction in property values in the Designated Title Area.

Contact:

Rob Fraser, Executive Director
Property Assessment Services
(778) 698-3560

BC ATHLETIC COMMISSIONER PROFILE

Program Objectives:

- To ensure the safety and integrity of combat sports in the Province.

Program Description:

- The BC Athletic Commissioner oversees the conduct of professional boxing, Mixed Martial Arts (MMA), amateur kickboxing, Muay Thai and pankration events throughout the Province of B.C.

Client Profile:

- Professional and amateur contestants, promoters, matchmakers, seconds, and officials.

Service Provider:

- Commissioner
- Program Administrator
- Contractors (2)

2017/18 Priorities/Key Initiatives:

- Continue to promote safety for contestants:
 - Sponsoring academic review and study about physiological impacts of severe dehydration associated with weight cutting prior to combative sports.
 - Create a collaborative environment with promoters to undertake direct actions concerning contestant safety, with a specific emphasis on weight cutting.
- Continue to enshrine centralized influence and decision making within the office of the Commissioner, with a reduced reliance on contractors.
- Work on a national level (federal, provincial, territorial) to ensure a standardized approach to manage combative sports on all issues concerning safety and integrity.

Contact:

Wayne Willows, BC Athletic Commissioner
(778) 698-3375

MANAGEMENT SERVICES DIVISION PROFILE

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MANAGEMENT SERVICES DIVISION OVERVIEW

ADM: Tracy Campbell

Description:

The Management Services Division (MSD) develops the internal infrastructure and systems that support ministry programs and contribute to improved service delivery. This includes supports in the areas of:

- Budget and financial management
- Information technology
- Human resources
- Corporate planning & compliance reporting
- FOI & records management.

MSD provides services to four Economy Sector clients including the Ministry of Community, Sport and Cultural Development (CSCD); the Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour (JTSTL); the Ministry of International Trade (MIT); and the Ministry of Small Business and Red Tape Reduction (SBRT) as well as to Destination BC and the Auditor General for Local Government.

Budget (in \$000s):

As a division, MSD provides financial management of combined gross budgets of approximately \$900 million for its Economy Sector clients. MSD's operating budget is provided below.

Core Business Area	2016/17 Restated Estimates ¹	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Management Services	3,044	3,075	3,088	3,088

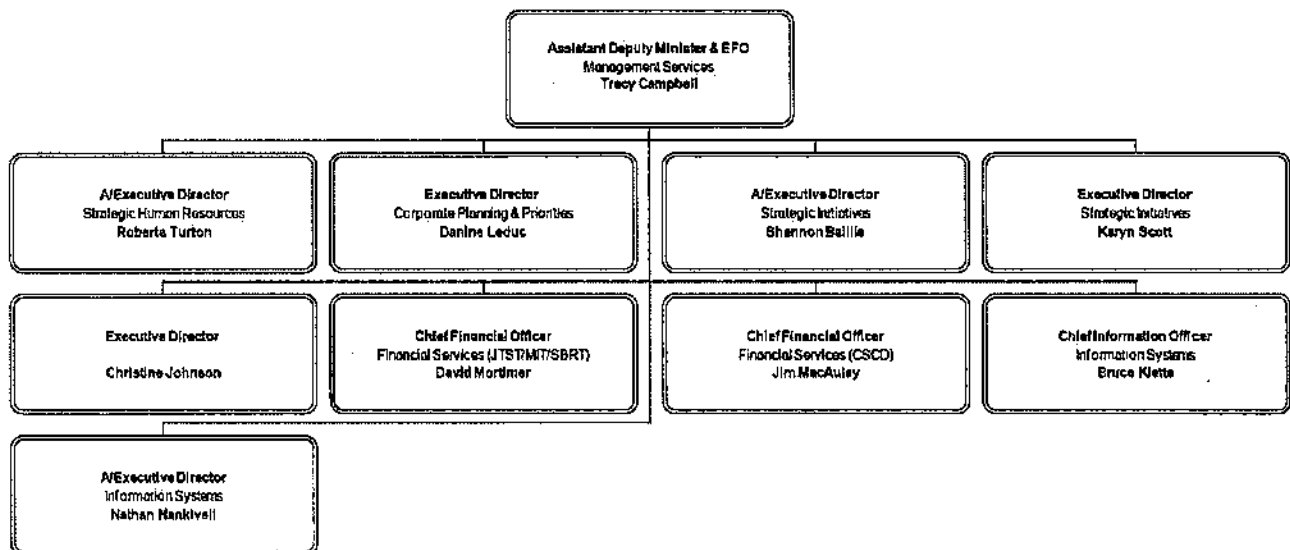
¹ For comparative purposes, amounts shown for 2016/17 have been restated to be consistent with the presentation of the 2017/18 Estimates.

Positions:

The table below summarizes the Management Services Division FTEs at May 31, 2017. The table includes JTST and CSCD FTEs that provide support to ministry program areas.

Support Services FTEs	
JTST FTE's	
MSD	18
CSCD FTE's	
MSD	79
Total Economy Sector FTE's	
Total	97

Organization Chart:



FINANCIAL SERVICES BRANCH PROFILE

Branch Objectives:

To support the Economy Sector, by providing financial management and oversight of ministry budgets. The branch offers cost-effective financial support in the areas of financial planning and reporting, financial operations and contract policy and review.

Branch Description:

Financial Planning and Reporting (Budgets):

The branch works to ensure that the Ministry has the ability to discharge its financial reporting duties related to expenditures, revenue, capital, FTEs and forecasting. The branch provides the following budgetary services:

- Ensuring that the Ministry's Executive and Ministers have timely access to appropriate financial information to facilitate decision making.
- 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.
- 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.
- Producing monthly financial reports for program managers.
- Coordinating the development of all Treasury Board Submissions with ministry program staff and Treasury Board Staff, and advising on financial aspects of cabinet and treasury board submissions.
- 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.

Client Profile:

- Ministers and Ministry Executive.
- Program managers.
- Ministry staff.

Service Provider:

- Branch staff.

Branch Outcomes/Service Statistics

- In 2016/17, transferred and on-boarded Enterprise Data Services (EDS) from the Ministry of Advanced Education, with a program budget of \$4 Million and 25 FTEs.
- 2016/17 spending was within budget, with minimal underspending.
- 2015/16 audited financial statements reported in accordance with GAAP with no exceptions from the Office of the Auditor General.

2017/18 Priorities/Key Initiatives

- Financial Services Branch will continue to monitor monthly reporting, and support expenditure approval processes to ensure:
 - Ministry expenditures remain within budget.
 - Ministry hiring adheres to managed hiring controls and salary expenses are managed within STOB 50 targets.
 - Expenditures are managed within expenditure guidelines, core policy, and budget letter directions.

Contact:

Jim MacAulay, CFO and Executive Director
(778) 698-3360

INFORMATION SYSTEMS BRANCH PROFILE

Branch Objectives:

To support the Economy Sector and the office of the Government Chief Information Officer by overseeing the procurement, development and deployment of technology solutions, ranging from workstations and mobile devices through to large internationally accessible business applications.

Branch Description:

Program Management and Oversight:

ISB is responsible for overseeing and implementing corporate information technology (IT) programs and initiatives within the sector. ISB also provides IT Business consulting services to oversee the delivery of vendor services and to ensure that these services align with client needs and corporate priorities (such as the Internet Strategy, open Data and Citizens at the Centre).

Legislative / Policy Compliance, Intellectual property protection

ISB assists the Economy Sector in meeting the requirements set out in the *Freedom of Information and Protection of Privacy Act* (FOIPPA) and the *Electronic Transactions Act*. The branch also works to enable its sector clients to meet the extensive IM/IT and Data Stewardship policies outlined through Core Government and the Office of the Chief Information Officer (OCIO) policy.

Information Security and Privacy

ISB works to protect the sector's IT assets from unauthorised access and to ensure that personal information trusted to the sector is stored and accessed in an appropriate manner. This is accomplished through proactive security threat and risks assessments, educational awareness and ongoing security audits, the development of privacy impact assessments and information sharing agreements, as well as the investigation and management of incidents.

IT Operations & Application Development

ISB provides desktop and mobile device support to the sector, and manages the larger system and network infrastructure required for the sector's line of business applications. The branch supports the development of new applications 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.

Internal Communications

ISB includes the Internal Communications Branch which facilitates conversations and two-way dialogue throughout 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.

Client Profile:

- Economy Sector ministries and staff.
- Destination BC.
- OCIO.

Service Providers:

- ISB staff.

Branch Outcomes/Service Statistics

- Direct, enable & implement multiple IM/IT projects as well as managing an average spend of \$3 million per fiscal on vendor resources.
- Support four ministries and DBC in their line of business desktop, mobile and communications needs.
- Implement cross government initiatives and infrastructure updates on behalf of the OCIO.

2017/18 Priorities/Key Initiatives

- Completion of Employment Standards Case Tracking.
- Canada Jobs Grant.
- Provincial Nominee Program phase 2 & 3.
- Completion of Local Government Information System.
- Support for major cross government & economy sector transformation initiatives.
- Replacement of workbc.com job bank.
- Implementation of the new Privacy policy & preparation for internal audit.
- Re-Tool & prepare ISB for the next 5 years:
 - Strategic IM/IT plan for the sector.

Contact:

Bruce Klette, CIO and Executive Director
(250) 356-0803 (office)
(250) 580-6906 (cell)

STRATEGIC HUMAN RESOURCES (STRATEGIC HR) BRANCH PROFILE

Branch Objectives:

To support the Economy Sector, by overseeing strategic human resource and internal communications programs, planning and reporting as well as customised advisory services focused on organizational excellence and an exceptional employee experience. The branch's work is guided by "Where Ideas Work", sector priorities and the Work Environment Survey (WES).

Branch Description:

Program Management and Oversight

Strategic HR oversees 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 develops and delivers 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 and plan for the future by developing and implementing succession management strategies for each ministry, or the sector as a whole. This also includes providing informal and formal development opportunities to build the bench strength of the current workforce, 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 on organizational design, managed staffing strategies, change management, facilitation and Management Compensation and Classification. 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.

Client Profile:

- Economy Sector executives, managers, and staff.

Service Providers:

- Strategic HR staff.

Branch Outcomes/Service Statistics

- Support Executive to establish and complete deliverables in Holdback Measure 2, Building Internal Bench Strength.
- Develop and deliver Ministry specific succession management plans for four ministries.
- Roll out Work Environment Survey (WES) results to four ministries and multiple divisions across the sector.
- Review and process over 100 hiring requests per quarter.

2017/18 Priorities/Key Initiatives

- Supporting the corporate succession management and management essentials projects.
- Providing ongoing support to ministry executives on Holdback Measure 2 Building Internal Bench Strength through coordination and development of programming.
- Delivering development opportunities to develop employees through experiential, classroom and just-in-time learning.
- Providing ongoing support of the ministries' hiring practices to ensure merit based competitions.
- Lead Occupational Health, Safety and Wellness within the ministries.
- Supporting ministry communications and change management practices for LWS projects.
- Providing organizational design and development advice and facilitation to four ministries to ensure the human capital in the organization is aligned to meet current ministry mandates and future organizational goals.

Contact:

Roberta Turton, A/Executive Director
(250) 387-1495

CORPORATE PLANNING AND PRIORITIES BRANCH PROFILE

Branch Objectives:

To support the Economy Sector's key corporate processes by providing: Executive support on major corporate projects; corporate and compliance reporting; Crown portfolio management; risk management; business continuity planning; and FOI and records management.

Branch Description:

Executive Support

CPP supports the Ministry Executive by coordinating key corporate projects, such as ministry transitions and estimates. This entails working with staff across the organization to ensure that Executive and the Minister are supported for ministry specific and corporate asks.

Corporate and Compliance Reporting

CPP coordinates the development a number of corporate reports on behalf of its clients, including: service plans, annual reports, enterprise-wide risk management, business continuity readiness, multiculturalism reports, carbon-neutral reports, Lean reporting and regulatory reform reports. In case of service plans and annual reports, CPP works with program areas to develop ministry-wide performance measures and targets.

Crown Portfolio Management

CPP provides support to program leads and their Crown corporations to deliver a consistently high level of service for all economy sector Crowns. Branch services include support for Crown service planning, Crown annual service plan reports, the Crown Mandate Letter process and corporate initiatives such as the Taxpayer Accountability Principles.

Risk Management, Business Continuity Management Program

CPP is responsible for leading sector-wide frameworks, capacity-building and coordination of risk management, Business Continuity Planning and preparedness as well as the Ministry Operations Centre plan and procedures.

FOI and Records Management

Branch services include responsibility for timely responses to access to information (FOI) requests, records management support for programs/branches, and assistance with planning and delivery of information management initiatives across the sector.

Client Profile:

- Economy Sector ministry executives and program staff.
- Deputy Minister's Offices and Minister's Offices.

Service Providers:

- CPP branch staff.

Branch Outcomes/Service Statistics (Sector-wide)

- Twelve Ministry and Crown service plans and annual reports produced per year.
- Support Ministers and ministry executives across the sector in preparing for the Budget, Estimate Debate and UBCM processes.

2017/18 Priorities/Key Initiatives

- Development of Ministry and Crown service plans.
- Coordination of Budget 2017 briefing materials and preparation for the budget estimates debates.
- Coordination of Mandate Letter process for eight Crown Corporations.
- Strengthened Risk Management capacity and program-based Business Continuity expertise.
- Supporting re-focusing of Lean expertise to support red-tape reduction improvements.
- Supporting corporate priorities as required.

Contact:

Danine Leduc, Executive Director
(778) 698-3563

EXECUTIVE OFFICES PROFILE

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**MINISTER'S OFFICE
PROFILE**

Minister of Community, Sport and Cultural Development

Description:

Minister's Office

The Minister's office is comprised of the executive and support staff of the Minister. The role of the staff are to be a source of support and advice for the Minister.

Budget (in \$000s):

Core Business Area	2016/17 Restated Estimates ¹	2017/18 Estimates	2018/19 Planned	2019/20 Planned
MO	572,000	572,000	573,000	573,000

¹ For comparative purposes, amounts shown for 2016/17 have been restated to be consistent with the presentation of the 2017/18 Estimates.

Positions:

MO: 5 full-time equivalents (FTEs) at May 31, 2017.

Staff:

- Chief of Staff
- Ministerial Assistant
- Executive Assistant
- Administrative Coordinator
- Administrative Assistant

DEPUTY MINISTER'S OFFICE PROFILE

Deputy Minister: Jacqueline Dawes

Role of the Deputy Minister

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

Deputy Minister's Office

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

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

The office is responsible for the following key activities:

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

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

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

Budget (in \$000s):

Core Business Area	2016/17 Restated Estimates ¹	2017/18 Estimates	2018/19 Planned	2019/20 Planned
DMO ²	917,000	922,000	927,000	927,000

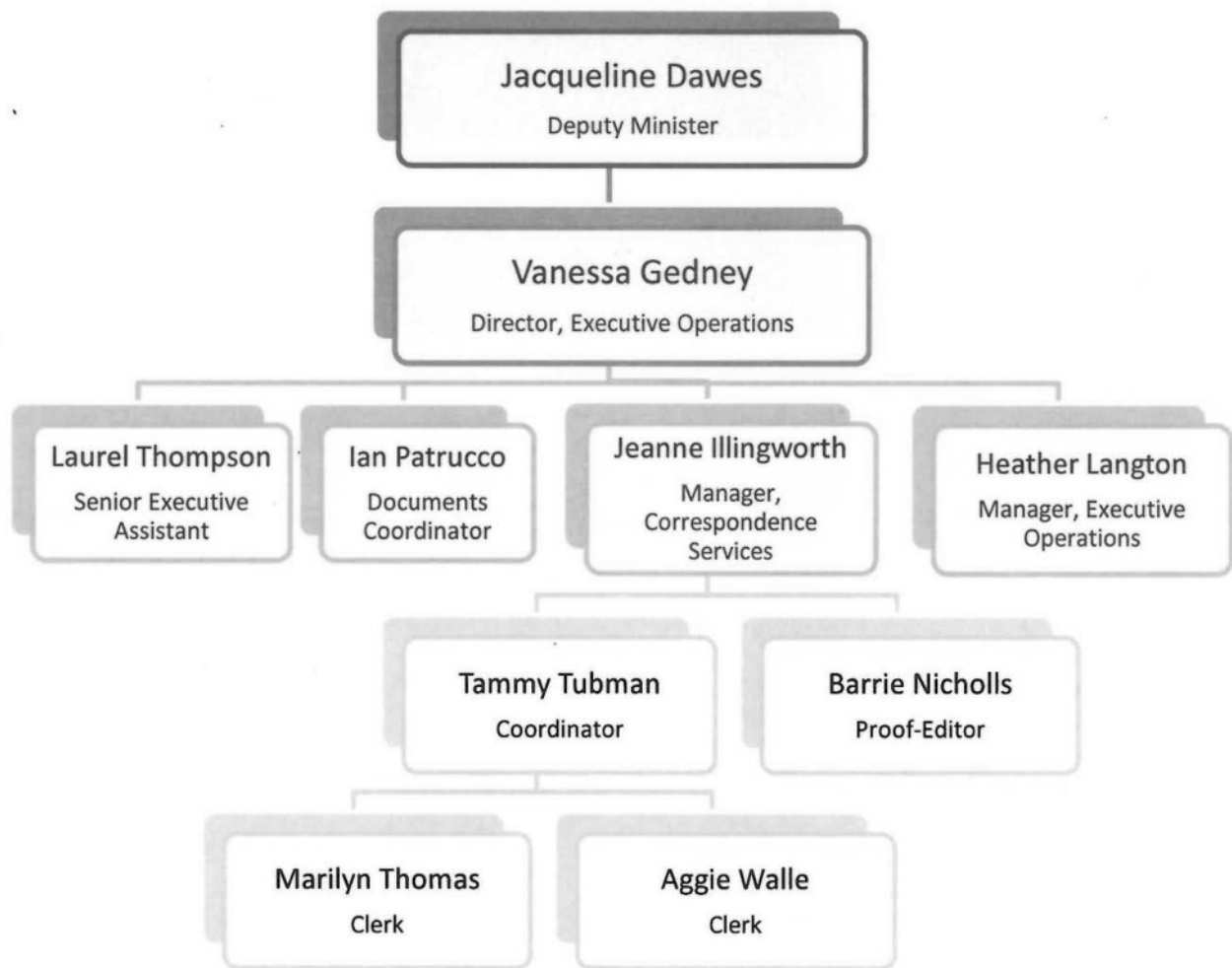
¹ For comparative purposes, amounts shown for 2016/17 have been restated to be consistent with the presentation of the 2017/18 Estimates.

² Including the Correspondence Branch.

Positions:

DMO (including Correspondence Branch): 9 full-time equivalents (at May 31, 2017).

Organization Chart:



Contact:

Jacqueline Dawes, Deputy Minister
(778) 698-3473

BRITISH COLUMBIA ASSESSMENT AUTHORITY (BC ASSESSMENT) PROFILE

Statutory Authority: *Assessment Authority Act*

Type of Organization: Crown corporation

Appointment Process: Order in Council

Program Description:

- The British Columbia Assessment Authority, or BC Assessment (BCA), is a service delivery Crown Corporation.
- BCA's mandate is to "provide assessments that are uniform in the whole of the province" in accordance with the *Assessment Act*.
- BCA determines the correct classification and actual value and records tax exemption status of over 2 million properties across the province with a total value of more than \$1.68 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.

Governing Legislation:

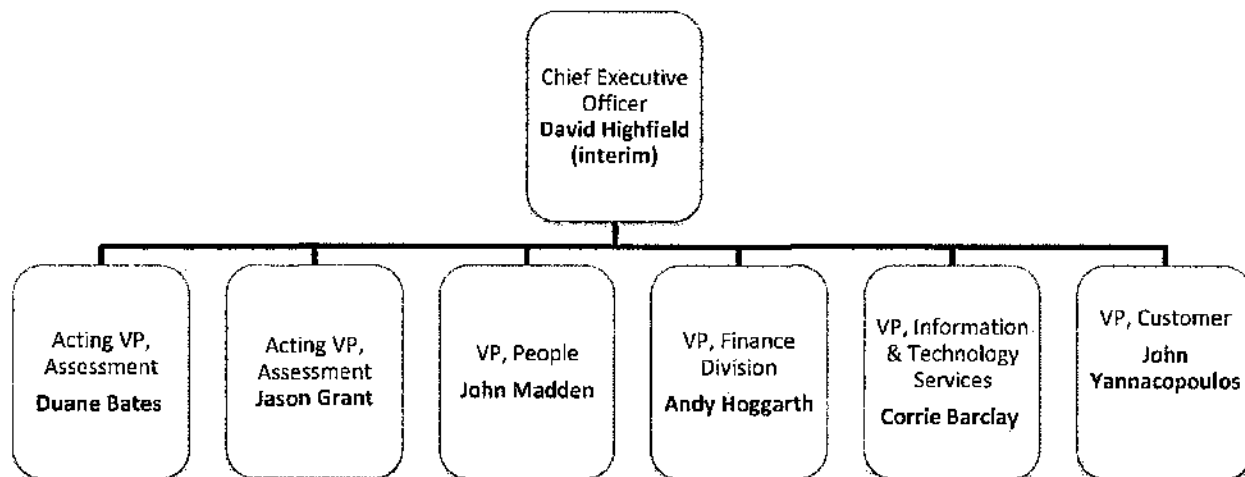
Assessment Authority Act

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

Assessment Act

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

Organizational Chart:



Client Profile:

- Residential and non-residential property owners in BC,
- Local and provincial taxing authorities,
- General public, and
- First Nations clients: 95 jurisdictions – 81 under contract and 14 other First Nations (taxing treaty, Nisga'a Nation, Sechelt Indian Government District).

Priorities/Key Initiatives:

The BC Assessment Board of Directors approved the 2017 Strategic Plan which focuses on BCA delivering on the assessment mandate to provide “assessments that are uniform in the whole of the province” in accordance with the *Assessment Act*.

Remaining a strong assessment organization requires ongoing investment in business processes, technology and people. Property data accuracy is essential to creating high quality assessments, which presents a challenge as the number of properties in the province grows. BC Assessment is developing new processes for efficient data capture and verification, and replacing its core assessment system. These investments are partially supported by revenue generated through data licensing and agreements with public and private sector entities, limiting the financial impact to taxpayers.

The 2017/2018 Mandate letter provided to BCA confirms its mandate and directs the corporation to take the following specific strategic priority actions:

- Continue the project to replace the existing valueBC information system with NextGen valueBC to improve the collection, maintenance and distribution of assessment information, while meeting Treasury Board requirements. Full system implementation to be completed by 2019.

- Make every effort to maintain the average 2017 tax levy on existing taxpayers at levels equivalent to the previous year and ensure any increase of funds generated through non-market change is used to improve customer service.
- 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.
- Continue to execute the multi-year Property Data Accuracy Program to ensure up-to-date inventory across all property types and achieve inventory accuracy by the 2018 assessment roll.

These specific strategic priority actions have been included and integrated into the corporation's 2017 – 2019 Service Plan.

Legislative Priorities:

s.13,s.14

Major Issues:

60 Days

- s.13,s.16

- MCSCD, MEM, BCHydro and BCA are engaged in a working group to discuss possible changes to the assessment methodology for BCHydro substations and transmission lines.
- BCAA is currently in the process of hiring a new CEO. The Minister, in his/her oversight capacity, will have the opportunity to engage with the BCAA Board in selecting the preferred candidate.

• s.16

90 Days

- s.13

- s.13,s.17

- Crown review is complete and implementation of action items is pending.
- BCAA will continue its project to replace the existing valueBC information system with NextGen valueBC to improve the collection, maintenance and distribution of assessment information (by 2019).
- BCA Data Sales Policy is being developed in conjunction with Province's Open Data Policy.
- s.13,s.16,s.17

Board Composition:

Members are appointed by Order in Council. There are currently 12 members:

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry
Jack, Ernest	Director	2011-12-01	2015-12-31	2017-11-30
Smienk, Johannes	Director	2011-12-01	2015-12-31	2017-11-30
Vanderhorst, Bernard	Director	2011-12-01	2015-12-31	2017-11-30
Nelson, Deborah	Director	2013-03-31	2015-12-31	2017-12-31
Eddin, Sheila	Director	2012-06-22	2015-07-31	2018-06-22
Gilberg, Shelley	Director	2012-07-31	2015-07-31	2018-07-31
Hunter, Malcolm	Director	2016-07-31		2018-07-31
Young, Wai	Director	2016-07-31		2018-07-31
Rogers, M. Judy	Chair	2009-11-04	2015-11-03	2018-11-03
MacKeigan, David	Director	2013-12-11	2015-12-31	2018-12-11
Foucher, Philip	Director	2012-06-22	2016-07-31	2019-07-31
Taylor, Richard	Vice Chair	2011-06-16	2016-10-31	2019-10-31

Appointments Required:

- No Board appointments are set to expire within the next 90 days.

Website: www.bcassessment.ca

Contact: Rob Fraser, Executive Director, Property Assessment Services,
778-698-3560

EXECUTIVE MEMBER BIOGRAPHIES



David Highfield
Interim President and Chief Executive Officer

David joined BC Assessment in 1975 and has since held a variety of appraisal and leadership positions throughout the province. He last served as the Assessor in the Vancouver Sea to Sky Region. David is an Accredited Appraiser with the Appraisal Institute of Canada (AACI) and holds a professional designation with the Real Estate Institute of BC (RI). He has served on the Boards of a variety of business-related and professional organizations and is currently Past President of the Appraisal Institute of Canada. He is often called on for presentations, training and facilitation.

Jason Grant
Acting Vice President, Assessment



Duane Bates joined BC Assessment in 1991 and has most recently served as Assessor for the Greater Vancouver region, accountable for the creation of annual property assessments for over 500,000 properties worth approximately \$825 billion dollars. He is currently on the Executive Committee, overseeing assessment operations across the Province and is also the corporate media spokesperson. Jason has been a member of the Real Estate Institute of BC (REIBC) since 1994 and was elected to their Board of Governors in 2012, serving as REIBC President from 2014-2015. Jason is an Accredited Appraiser with the Appraisal Institute of Canada (AACI). He actively participates in numerous real estate industry functions, conferences and charity events. ^{s.22}

s.22

Andy Hoggarth

Vice President Finance & Executive Financial Officer



Andy is a Chartered Professional Accountant, Certified General Accountant, a Certified Aboriginal Financial Manager, and a Certified Corporate Director. Prior to joining BC Assessment in 2008, Andy served 22 years in the electricity and water utility industries in various senior executive roles. Andy began his career in public accounting providing financial, audit and tax services. He has also served as a Director on a number of not-for-profit and private corporate boards. Andy is a member of the Curve Lake First Nation. He was educated in Ontario receiving his Directorship Designation from the Rotman School of Management, University of Toronto; his Bachelor of Administration degree from Lakehead University; advanced college diplomas in both Financial Management and Human Resources Management from Sir Sandford Fleming College; and a Certificate in Public Procurement Law & Practice from Osgoode Hall Law School, York University.

John Madden
Vice President, People



John is a career human resources and corporate services executive who has led teams in both the public and private sector. As Vice President Human Resources and Public Safety at TransLink, he was responsible for developing and integrating human resource and public safety initiatives across the TransLink companies from 2005 until 2010. Prior to TransLink, John led Human Resources and Corporate Law at ICBC for four years. He was a member of the executive team that turned ICBC around both financially and in customer ratings. John started his career with Canadian Airlines, where he played key roles in a number of mergers and restructurings over nearly 20 years. John holds a Bachelor of Commerce in Human Resource Management from UBC. He has been active on a number of non-profit boards and in the Vancouver business community.

John Yannacopoulos
Vice President, Customer



John Yannacopoulos is focussed on building relationships with customers and ensuring BC Assessment is an optimum source of property information. John began his appraisal career in 1983 and has worked throughout the province on a variety of BC Assessment assignments and projects including previous leadership roles as the Regional Assessor for the Fraser Valley, Field Operations Assessor, Acting VP of Field Operations, Acting VP of Human Resources, and Acting Executive Director of Information Technology Services & Field Operations. John holds appraisal accreditations with the Real Estate Institute of BC and the Appraisal Institute of Canada (AIC). He is a past President of the BC Association of AIC and a past AIC National Vice-President and Board of Directors member. He also possesses Executive Development and Management Development Certificates from the Sauder School of Business, University of British Columbia.

Corrie Barclay
Vice President, Information & Technology Services



Corrie joined BC Assessment in 2015 and has an extensive background providing Information Management/Information Technology consulting services, project directorship and management consulting services with an emphasis on strategy, implementation, change and communications. Corrie possesses over twenty-five years of experience in information technology, financial and strategy planning disciplines including transformation service contracts with Shared Services BC, Higher Education Sector and the Pan-Canadian Public Health Initiative as well as work with many of the ministries within the provincial government. Corrie holds a Certified Management Accountant designation and a Business Diploma with a focus on Technology and Finance.

BOARD OF DIRECTORS BIOGRAPHIES

Judy Rogers
Chair



Judy Rogers is a senior advisor to private, public, Crown corporations and not-for-profit agencies providing expertise in government affairs and communication, relationship building and managing diversity in the workplace. Judy held the role of City Manager of the City of Vancouver from 1999 to 2008 - the first woman to be appointed to the position. It was also under Judy's leadership that Vancouver won the right to host the 2010 Olympic and Paralympic Winter Games. Judy holds a Master's in Public Administration and Doctorate in Laws (honourary) and is the recipient of the Lieutenant Governor's Medal for Excellence in Public Service in BC. Judy is currently the Chair of the BC Assessment Authority as well as Chair of the BC Housing Commission. She is the past Chair of the Board of LIFT Philanthropic Partners, served as Chair of the UBC Alumni Association (2012-2015) and a past President of the Institute of Public Administrators of Canada.

Richard Taylor
Vice Chair

Richard Taylor's governance interests are focused on local government, not-for-profit and Crown Corporation organizations, reflecting his service as the Executive Director of the Union of British Columbia Municipalities between 1985 and 2007. Presently, he is a Trustee on the Municipal Pension Board and a director on the board of Pacific Blue Cross. He is a recent past Chair of Pacific Blue Cross, BC Pension Corporation and the Municipal Pension Plan. In the voluntary sector he is Chair of the PBC Community Connection Health Foundation. He was a founding member of CivicInfo Society of BC and the Integrated Cadastral Information Society of BC. Mr. Taylor holds a Bachelor of Arts degree from the University of Victoria; a Master of Science in Urban and Regional Planning from the University of Toronto and is a graduate of the ICD-Rotman Directors Education Program and holds the ICD.D designation. He is the Chair of the Audit and Risk Management Committee.

Sheila Eddin

Sheila Eddin has extensive experience with planning, designing and implementing business transformation across various industries for the past 20 years. From 2007 till the end of 2014, she was the Executive Sponsor of Business Transformation, the largest business renewal effort ever undertaken at ICBC, designed to prepare ICBC for the future. Sheila led the strategic planning, design, governance set-up and successful implementation of the numerous transformational projects involving over 500 resources, successfully fulfilling her mandate. Before joining ICBC, Sheila held senior executive roles with Bell Canada, Capgemini, and Ernst & Young. She holds an electrical and computer engineering degree from McGill University and a post-graduate degree in network engineering from the University of Toronto. She is a member of the Professional Engineers and Geoscientists of BC. Sheila is a graduate of the ICD-Rotman Directors Education Program and holds the ICD.D designation. Sheila is an Advisory Board member of Sauder School of Business at UBC for the past four years. She has also been a member of the Board of Advisors at Guidewire Solutions whose headquarters are in California. She is the co-Founder of VanWIT (Vancouver Women in Technology). It is a non-profit society that provides mentorship, networking and educational opportunities to help women thrive in Vancouver's technology community.

Shelley Gilberg

Shelley Gilberg is Vice President and Partner in IBM Global Business Services leading Canadian Healthcare. Shelley has over 20 years of experience in public, private and non-governmental organizations. Her career experience includes consulting, finance, policy, strategy, technology and operational senior leadership roles in both the public and private sector. Shelley holds a Master's degree in Business Administration from Queen's University and is a Certified Professional Accountant (CPA, CMA). Shelley is a founding member of VANWIT-Vancouver Women in Technology and is a former director for several not-for-profit organizations. She is an active mentor within industry, at the UBC Sauder School of Business, SFU Beedie School of Business and in her communities of interest.

Ernest M. Jack

Ernest Jack is a member of the Penticton Indian Band at Penticton, British Columbia. Mr. Jack is the President of the First Nation Tax Administrator Association. He has 20 years of experience in First Nation property taxation, specifically in implementing and operating property tax regimes. Mr. Jack served as President of the Penticton Indian Band Development Corporation from 2007-2011. He recently received a certificate in First Nation Property Tax Administration from Thompson Rivers University (2011) and the TULO Centre of Indigenous Economics. Mr. Jack has been employed as the Surveyor of Taxes of the Westbank First Nation since March 2003.

David Mackeigan

David Mackeigan is a Real Estate and Development Manager BC for Tim Hortons British Columbia, after working as the District Manager of Operations for 6 years. Active in his community, Mr. Mackeigan volunteers for the Canadian Executive Service Organization and has served as a Fundraising & Operations Committee Member for the Victoria Dragon Boat Festival and as a Founding Committee Member for Futures TLC. He holds a Bachelor of Commerce from Royal Roads University.

Deborah Nelson

A professional REALTOR® from 1981 until 1984, Deborah completed an MBA at UBC in 1988 and then joined the Real Estate Division at UBC's Sauder School of Business where she led a number of significant industry initiatives at the local, provincial, national and international level. As Assistant Dean, Deborah was responsible for revitalizing a number of Faculty units including Executive Education, Career and Placement Services, Alumni Relations and Faculty Communications. In 2002, she took on the role of Executive Director of the new campus at UBC Robson Square in downtown Vancouver. In 2004, she went on to spend two years in Singapore as Registrar and Director of Student Services for an international on-line university. Since returning to Canada, she has provided consulting services for the real estate industry including work with the Real Estate Council of British Columbia. Deborah sits as the Attorney General's Nominee on the Board of the Notaries' Foundation and currently works for the British Columbia Real Estate Association as Director of Education.

Josh Smienk

Josh Smienk was the founding member of the Columbia Basin Trust. In the past 30 years of public service Mr. Smienk has held the following positions: Director of Columbia Power Corporation, where he chaired the Major Projects Review Committee; Member of the West Kootenay Power's Advisory Panel; President and Chair of Association of Kootenay Boundary Municipalities (named Life Member); Director of Union of British Columbia Municipalities; Director of the Regional District of Central Kootenay; Chair of Regional District Parks Board; Vice President of BC Government Employees Union local; Chair of Fisheries Committee of the Nelson and District Economic Development Board; Chair of Columbia River Treaty Committee; Vice-Chair of Regional District of Central Kootenay; Director of Nelson University Centre; Chair of the Sunshine Bay Parks Board; Chair of the Central Kootenay Hospital Board; Director and Executive Member of West Kootenay Boundary Regional Health Board; Appointed to the British Columbia Task Force on Electrical Reform; Director of Balfour and District Business and Historic Association.

Ben Vanderhorst

Ben Vanderhorst retired in 2012 from a partnership with MNP LLP, a national chartered accountancy and consulting firm. His experience included advising clients in both the public and private sectors. Previously, Mr. Vanderhorst was the Managing Partner of Huxham and Co. From 2002 until 2010, Mr. Vanderhorst served as an appointed member of the Institute of Chartered Accountants of BC's Practice Review and Licensing Committee. As well, he worked with the provincial government for 17 years, advancing to the level of Area Manager within the public service. Mr. Vanderhorst earned his Chartered Accountant designation in 1995 and holds his Bachelor of Arts from Simon Fraser University. In his home Comox Valley community, Ben has served as a director and executive member of a variety of organizations including the Community Foundation, Hospice Society, Transition Society, Minor Hockey, the Farmers Institute and the Islands Agriculture Show Society. Recently in 2015, Ben completed the requirements of the Institute of Corporate Directors for the ICD.D designation.

Wai Young

Wai Young was most recently a Member of Parliament for Vancouver South. Before her election, she worked for the provincial and federal governments, as well as an entrepreneur and activist working to develop social policies and programs in Vancouver and across Canada. Highlights of her work include: immigrant settlement programs and services; business improvement; youth-at-risk initiatives; foster-parent training; international student safety; and more. Organizations Ms. Young has worked with include the South Vancouver Policing Centre, Family Services of Greater Vancouver, VANOC, Vancouver Chinatown Business Improvement Association, S.U.C.C.E.S.S., Immigrant Services Society, MOSAIC, and more. Prior to consulting, Ms. Young worked and volunteered in Vancouver communities, including the Downtown Eastside, where she served as a counselor and child care worker, founded and chaired Canada's first Youth-At-Risk Task Force, and established Canada's longest-running breakfast program for underprivileged children. She has served as President of the Strathcona Community Centre Association, and as a director of YWCA Vancouver and the Mennonite Central Committee of B.C. Ms. Young holds her Bachelor of Arts in Sociology from the University of British Columbia.

Malcolm Hunter

Malcolm Hunter is President of the Deeley Group of Companies and the Past President of Deeley Harley-Davidson Canada which was the exclusive distributor of Harley-Davidson Products in Canada for 40 years. Deeley's had a national network of authorized Retailers, service, though office and distribution warehouse facilities located in Richmond B.C. and Concord Ontario. Malcolm is a graduate of the Simon Fraser University Economics and Commerce Department, the Queen's University Executive MBA Program and the Wharton School of Business Advanced Management Program. Malcolm achieved his Institute of Corporate Directors ICD Designation in 2013. This designation is the only professional designation for Canadian directors recognized both nationally and internationally. He brought a strong background in finance and business systems to the Company and oversaw the growth of the Company in its most successful period. Under his guidance, Deeley Harley-Davidson Canada earned the prestigious 50 Best Managed Companies designation for twenty consecutive years, from 1995 to 2014, earning the organization Platinum Club Status. Other awards include being named to the roster of the Top 40 Employers in B.C. and Top 100 Employers for four consecutive years. Malcolm resides in West Vancouver with his wife Janice and enjoys spending time at his summer cabin on Gambier Island and winters skiing at Whistler.



January 23, 2017

Ref: 170249

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

Dear Ms. Rogers:

This Mandate Letter confirms your organization's mandate, provides government's annual strategic direction and sets out key performance expectations for the 2017/18 fiscal year.

BC Assessment plays an integral and impartial role in the provincial property taxation system by producing an accurate and uniform assessment roll each year. The assessment roll provides a foundation for a stable property tax program that allows communities to sustain transportation and utility infrastructure, schools, police and fire services, parks, recreational, cultural and other community services that provide broad public benefits to British Columbians, in alignment with government priorities.

On behalf of the Province of British Columbia, thank you for your leadership and the contributions made by BC Assessment Authority over the past year and congratulations on the efforts made towards the following achievements:

- The Next Generation valueBC (NextGen) program to replace BC Assessment's computer assisted mass appraisal (CAMA) system received approval to proceed in April 2016. Gap analysis and implementation planning is underway, and will continue into 2017.
- You are on target to ensure complete validation of the residential, strata and commercial property inventory by the end of 2017. Presently, 1,491,000 properties of a total of 1,933,700 (77%) have had their inventory validated as accurate.
- The 2016 average tax levy was maintained on existing taxpayers at levels equivalent to 2015 and increased funds generated through non-market change (e.g. new construction) were put towards customer service initiatives, such as enhancing e-valueBC.
- You have continued to provide assessment policy work on emerging issues including consultation with industry groups, as appropriate.

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

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 310
Parliament Buildings
Victoria BC

www.gov.bc.ca/cscd

British Columbia's Corporate Governance Framework takes a principles-based approach in providing direction for effective governance of ministries and Public Sector Organizations (PSOs). Since June 2014, the Taxpayer Accountability Principles (TAP) have provided guidance to ensure that the actions taken and services provided strengthen accountability and promote cost control while meeting the public policy objectives established by government on behalf of the citizens of British Columbia.

It is critical that public sector organizations operate as efficiently as possible, in order to ensure British Columbians are provided with effective 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. This is critical to government's commitment to control spending and balance the budget.

Government is making open information a priority across the public sector to enhance government transparency and accountability in the use of public resources, the delivery of programs and public services.

Government provided the following mandate direction to BC Assessment under the *Assessment Act* to establish and maintain uniform real property assessments throughout British Columbia. To achieve this mandate, BC Assessment is directed to take the following strategic actions:

- Continue the project to replace the existing valueBC information system with NextGen valueBC to improve the collection, maintenance and distribution of assessment information, while meeting Treasury Board requirements. Full system implementation to be completed by 2019.
- Make every effort to maintain the average 2017 tax levy on existing taxpayers at levels equivalent to the previous year and ensure any increase in funds generated through non-market change is used to improve customer service.
- 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.
- Continue to execute the multi-year Property Data Accuracy Program to ensure up-to-date inventory across all property types and achieve inventory accuracy by the 2018 assessment roll.

The ongoing culture shift to principled public sector governance remains a priority for government. PSOs are expected to undertake more comprehensive professional development to enhance orientation of their board members and senior executives. Government will be providing programming and resources designed to complement components of orientation to ensure understanding of the accountabilities and expectations of public sector boards and organizations. For detailed information about TAP directives, please refer to the following link:
[Taxpayer Accountability Principles](#).

Government is committed to continue to revitalize the relationship between Government and PSOs. This strong focus on increased two-way communication supports and ensures a common understanding of Government's expectations. Timely communication of emerging issues which may affect the business of BC Assessment and/or the interests of government is critical to building trust and the effective delivery of public services, including information on any risks to achieving financial forecasts and performance targets. With the TAP embedded in the Annual Service Plans and Reports, this will support board chairs in assessing and communicating the organization's overall performance.

In addition, it is expected that your organization will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the public sector. Please refer to the following link for a summary of these accountabilities:
[PSO Accountability Summary](#).

Each board member is required to acknowledge the direction provided in the Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website and a copy signed by all board members provided to the ministry is to be made available to the public upon request.

I look forward to our regular meetings focusing on strategic priorities, performance against TAP, and working together to protect the public interest at all times.

Sincerely,



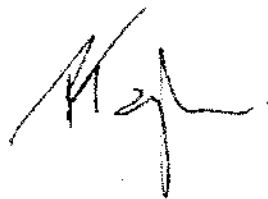
Peter Fassbender
Minister

Date:

Enclosure: Taxpayer Accountability Principles



Judy M. Rogers
Chair, BC Assessment Authority



Richard T. Taylor
Vice Chair, BC Assessment Authority



Sheila Eddin
Director, BC Assessment Authority



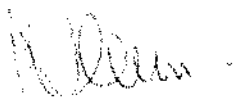
Shelley Y. Gilberg
Director, BC Assessment Authority



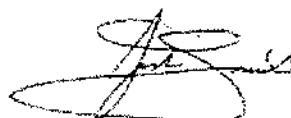
Ernest Jack
Director, BC Assessment Authority



David N. MacKeigan
Director, BC Assessment Authority



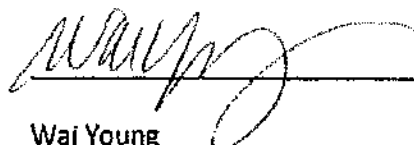
Deborah E. Nelson
Director, BC Assessment Authority



Josh T. Smienk
Director, BC Assessment Authority



Ben A. Vanderhorst
Director, BC Assessment Authority



Wai Young
Director, BC Assessment Authority



Malcolm Hunter
Director, BC Assessment Authority

pc: The Honourable Christy Clark
Premier

Kim Henderson
Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service

Athana Mentzelopoulos
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Jacquie Dawes
Deputy Minister
Ministry of Community, Sport and Cultural Development

Richard Taylor
Vice Chair
BC Assessment Authority

Sheila Eddin
Board Member
BC Assessment Authority

Shelley Gilberg
Board Member
BC Assessment Authority

Ernest M. Jack
Board Member
BC Assessment Authority

David Mackeigan
Board Member
BC Assessment Authority

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Deborah Nelson
Board Member
BC Assessment Authority

Josh Smienk
Board Member
BC Assessment Authority

Ben Vanderhorst
Board Member
BC Assessment Authority

Wai Young
Board Member
BC Assessment Authority

Malcolm Hunter
Board Member
BC Assessment Authority

David Highfield
Acting President and Chief Executive Officer
BC Assessment Authority

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. |

BC Assessment

2017 – 2019 SERVICE PLAN

February 2017



For more information on BC Assessment contact:

400 – 3450 Uptown Boulevard

Victoria, B.C., V8Z 0B9

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

or visit our website at
www.bcassessment.ca

Accountability Statement

The *2017–2019 BC Assessment Service Plan* was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and the B.C. Reporting Principles. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what is contained in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 24, 2017 have been considered in preparing the plan. The performance measures presented are consistent with the Taxpayer Accountability Principles, BC Assessment's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined in consideration of BC Assessment's operating environment, forecast conditions, risk assessment and past performance.



Judy Rogers
Board Chair

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Strategic Direction and Context

Strategic Direction

The *Assessment Act* provides BC Assessment with the mandate to provide real property assessments that are uniform in the whole of British Columbia. We produce an annual Assessment Roll for two million properties in the province that provides fair, equitable, independent and trusted property assessments. BC Assessment plays a vital role in British Columbia's property tax system that provides about \$7.2 billion annually to support communities and a strong economy.

We continue to move forward as a customer-centric organization that creates value for our customers by enhancing our assessment-related products and property information services. The establishment of a division focused on supporting our customers helps us to gain an in-depth understanding of their needs, and to respond with high-impact and cost-effective products and services. Replacement of our aging core property assessment and support systems will allow us to develop and implement digital capabilities for customer interactions, property data access and information exchange. Our commitment to data quality continues to drive investments in data management processes and systems to maximize the value of our property data for all British Columbians.

The 2017–2019 *Service Plan* aligns with the [Taxpayer Accountability Principles](#), and BC Assessment will execute the direction shown in the 2017 [Mandate Letter](#), including: completion of the nextGen valueBC project; maintaining the average 2017 tax levy on existing taxpayers at levels equivalent to 2016; identifying and developing solutions for emerging assessment issues; and, continuing the multi-year Property Data Accuracy Program.

Operating Environment

The significant market movement in real estate has dominated headlines. We have responded by creating a Market Activity Response Team and by investing additional resources in our core Assessment Division to ensure quality assessment rolls now and into the future. While our current systems have proven to be reliable, we recognize the need to upgrade our core assessment technology to improve data quality, and expand the use and access to our property data. These requirements, combined with the additional workload created by market activity and the addition of approximately 20,000 new properties annually to the assessment roll, will continue to exert pressure on the financial capacity of BC Assessment.

BC Assessment monitors and proactively manages significant business risks, including: improving and sustaining property data accuracy; addressing cyber security threats; keeping pace with rapid changes in technology; managing organizational change; and, predicting assessment appeal levels and associated operational pressures and costs. Significant opportunities to help us achieve our Performance Plan stated goals include: leveraging our property data to provide valuable property information products and services; optimizing technology and business processes to enhance productivity; investing in the skills and engagement of our employees; and, exploring relationships for information exchange and cost sharing, consistent with the Province's open data policy.

Performance Plan

Goals, Strategies, Performance Measures and Targets

For the *2017–2019 Service Plan*, we refined our goals, strategies and performance measures to ensure that we provide optimum support for government's goal for a strong economy and alignment with the Taxpayer Accountability Principles. These changes reflect our commitment to improving how we perform our work and manage our customer-facing activities.

Our refined strategies create the conditions in which we will continue to realize BC Assessment's mission of creating uniform assessments and trusted property information to support economic and social prosperity in B.C.

Goal 1: Our work delivers an accurate assessment roll with current property information in a financially responsible manner

BC Assessment is committed to improving operational effectiveness while delivering a high quality Assessment Roll. Continued investment in new technologies and improved processes will enable BC Assessment to contribute to a stable tax base and provide assessment solutions to customers while limiting increases in the costs associated with delivering property assessment services.

As an assessment organization, accurate information about properties is critical to the delivery of fair and uniform assessments. We therefore invest heavily in property data accuracy programs, in which we use innovative methods to collect and verify data at unprecedented levels as the number of properties in British Columbia continues to grow. The replacement of our core mass appraisal system will allow us to take advantage of significant advancements in digital technologies and to improve both our assessment and business practices.

Strategies

- Invest in assessment quality management initiatives that increase the accuracy and advance the fairness of our annual assessment roll.
- Design and implement a new, flexible core business system that optimizes the delivery of assessment and other property information services.
- Invest in data management governance, processes and systems to optimize data accuracy and enable the integrated use of property, financial and operational data.
- Implement a continuous business process and system improvement discipline throughout the company to achieve operational productivity gains.

Performance Measure 1: Assessment to Sales Ratio

Performance Measure	2015 Actual	2016 Actual	2017 Target	2018 Target	2019 Target
Assessment to sales ratio					
- Residential	98.1%	98.2%	97-100%	97-100%	97-100%
- Non-residential	96.1%	96.3%	95-100%	95-100%	95-100%

Data Source: Internal property information database.

Discussion

The Assessment to Sales Ratio (ASR) is a common roll quality measure used by the International Association of Assessing Officers (IAAO). The ASR measures how closely assessments mirror a property's actual selling price. BC Assessment measures the ASR for properties according to internationally recognized standards. The ASR is calculated by dividing the assessed value (as determined by BC Assessment) of a property that has sold by its selling price, and expressing the result as a percentage. For example, if a property is assessed with a value of \$243,000 and it sold for \$250,000, the ASR would be 97.2 percent. In short, the ASR measures how accurately BC Assessment appraises property at market value. The IAAO has set a standard for a median ASR of 90-110 percent for an acceptable level of assessment achievement. BC Assessment's targets of 97-100 percent for residential properties and 95-100 percent for non-residential properties are far more challenging targets than the international standards.

BC Assessment's statistics are based on all available single-family residential arm's-length sales for the two quarters surrounding BC Assessment's valuation date of July 1. For non-residential sales, data are based on sales occurring throughout the year. The actual 2016 (2017 Assessment Roll) ASR results in the *2017-2019 Service Plan* are based on the 2017 Completed Roll. The 2016 results that will be included in the *2016 Annual Service Plan Report* will be based on the 2017 Revised Roll, and may differ slightly from the 2017 Completed Roll results.

Performance Measure 2: Coefficient of Dispersion

Performance Measure	2015 Actual	2016 Actual	2017 Target	2018 Target	2019 Target
Coefficient of dispersion					
- Urban	6.3%	7.2%	5.0-10.0%	5.0-10.0%	5.0-10.0%
- Rural	8.4%	9.0%	5.0-15.0%	5.0-15.0%	5.0-15.0%

Data Source: Internal property information database.

Discussion

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

BC Assessment has set targets for the COD based on IAAO standards for single-family residential properties of 5-10 percent for homogeneous (urban) regions and 5-15 percent for heterogeneous (rural) regions. The COD is calculated by adding the differences between each ASR in the group and the median ASR. The average difference is the sum of these numbers, divided by the median and expressed as a percentage. An example calculation is presented in the table at right.

The actual 2016 (2017 Assessment Roll) COD results in the *2017–2019 Service Plan* are based on the 2017 Completed Roll. The 2016 results that will be included in the *2016 Annual Service Plan Report* will be based on the 2017 Revised Roll, and may differ slightly from the 2017 Completed Roll results.

Example Calculation of Coefficient of Dispersion (Using 97.5% as the Median)	
Assessment to Sales Ratio (ASR)	Deviation from Median
86.60%	10.90%
92.70%	4.80%
97.50%	0.00%
102.30%	4.80%
104.90%	7.40%
Total Deviation	27.90%
Average Deviation	5.58%
Coefficient of Dispersion = (5.58% ÷ 97.5%) * 100% = 5.72%	

Performance Measure 3: Assessment Roll Stability – Change in Taxes Collected

Performance Measure	2015 Actual	2016 Actual	2017 Target	2018 Target	2019 Target
Assessment roll stability – change in taxes collected	0.10%	0.06%	≤ 0.22%	≤ 0.22%	≤ 0.22%

Data Source: Internal property information database.

Discussion

In any given year, property status can change, and new properties may be created while others are deleted. BC Assessment annually measures the stability of the assessment roll by analyzing the number of additions or deletions made to the roll after creation of the “revised roll”. Roll stability is a critical issue for local governments, which rely almost exclusively on property taxes to fund services to their residents. The objective of this measure is to track changes in taxes collected by the taxing jurisdictions, indicating a stable, dependable assessment roll. This performance measure is accepted by BC Assessment and throughout the taxing jurisdictions as a good measure of the stability of the assessment roll.

Following the [Property Assessment Review Panel](#) revisions to the completed roll, the annual assessment roll may also be subject to supplementary changes as a result of data errors or adjustments made after an appeal is made to the [Property Assessment Appeal Board](#). This performance measure estimates the change in the amount of taxes collected or refunded by taxing jurisdictions based on the change in general taxable value for a period of 19 months after the Revised Roll. For example, the 2016 value measures the 2015 roll stability by estimating the changes in taxes collected as a result of supplementary rolls issued between May 1, 2015 and December 31, 2016. The 2016 value will be reported in the *2016 Annual Service Plan Report*, which will be published in May 2017.

Performance Measure 4: Average Net Cost per Property for Assessment Services

Performance Measure	2015 Actual	2016 Forecast	2017 Target	2018 Target	2019 Target
Average net cost per property for assessment services	\$43.20	\$43.03	\$43.87	\$44.29	\$46.57

Data Source: Internal property information database.

Discussion

BC Assessment's primary source of revenue is a tax levy collected from each taxable property. This tax levy is a component of the property taxes paid by property owners to the taxing jurisdictions, which in turn, remit the tax levy collected to BC Assessment. This performance measure reflects BC Assessment's commitment to keeping costs to the taxpayer as low as possible while still meeting increased service demands in a progressively more complex assessment environment.

Cost per property target adjustments are made each year as new information becomes available and our forecasts are refined. The targets for 2017 to 2019 have been calculated using service plan forecasts that take into consideration projected new construction and development, and key assumptions regarding changes in revenues and expenditures. In 2019, our replacement core mass appraisal system will go live, at which time amortization charges will be added to our operating expenditures. In addition, there will be an overlap of software maintenance costs to support the new system and the existing legacy system. Both of these factors are expected to cause an increase in the cost per property figure for 2019.

The cost per property for assessment services funded from the levy has been calculated by:

$$\frac{\text{Total expenditures less Non-tax levy revenue}}{\text{Number of taxable properties}} = \text{Average net cost per property}$$

BC Assessment maintains appropriate internal controls and will continue reporting regularly to the Board of Directors and to the Office of the Comptroller General.

Goal 2: Our people are skilled and knowledgeable professionals invested in making our vision reality

Research suggests that successful employee engagement is the foundation for a workplace that enhances satisfaction and commitment, and creates an environment where people want to come to work. Engaged employees also contribute to higher levels of customer satisfaction, trust and confidence in what an organization does. BC Assessment strives to provide a workplace of choice for its employees, and leverages innovation and technology with investment in employee development to create a supportive, diverse and flexible work environment where people can find a rewarding career.

Strategies

- Build and promote a great place to work and grow a career, with flexible work options.
- Enable a culture where everyone owns our values and is committed to our strategic direction.
- Invest in the professional development of highly skilled people.

Performance Measure 5: Level of Employee Engagement

Performance Measure	2015 Actual	2016 Actual	2017 Target	2018 Target	2019 Target
Level of employee engagement	64	Biennial survey	66	Biennial survey	68

Data Source: BC Assessment has a contract with BC Stats, part of the Ministry of Technology, Innovation and Citizens' Services, to act as an independent third party to conduct our employee engagement survey.

Discussion

Employee engagement is measured through a biennial employee engagement survey that gauges employee perceptions on motivation, work capacity and capability, leadership, and alignment with the organization's vision, mission and goals. The target is an average score (not a percentage) that expresses all responses to a series of survey questions.

The survey is conducted by an independent organization, and only those results with a confidence level of at least 95 percent are reported. The average scores from the employee engagement survey allow comparisons within and between departments and organizations. In 2009, BC Assessment began using the same employee engagement survey approach as the provincial government, to permit benchmarking against the government's annual engagement score results.

In spring 2012, BC Assessment's management implemented a biennial survey schedule for the engagement survey to allow sufficient time to analyze previous results and effect improvements. It was acknowledged at the same time that a static long-term target cannot account for the future state of the many, complex engagement drivers; thus, targets have been set at "previous result + 2" to reflect both the previous result and the desired level of continuous improvement to the score.

For the 2015 Employee Engagement Survey, a number of changes were made to reduce the length of the survey and align questions with our newly created value statements, while retaining comparability for the primary engagement drivers of organization commitment and job satisfaction. We continue to implement the findings from the 2015 survey, supplementing it with targeted engagement feedback conversations in all offices, while beginning preparation for the 2017 survey.

Goal 3: Our customers trust us and see us as essential to satisfying their property information needs

BC Assessment is a customer-centric organization that aims to meet the diverse needs and expectations of our customers while operating within our assessment mandate and financial capacity. This requires an understanding of our various customer groups and continuous improvement of our

supporting processes, products and services. We strive to improve access to and exchange of property information to support our assessment business and provide greater value to our customers.

Strategies

- Enhance our customers' understanding of who we are, what our business does, and how we can provide value to them.
- Create insights into all of our customer segments, and provide them with relevant assessment products and services.
- Develop and implement digital capabilities to interact with customers and exchange property data and information.

Performance Measure 6: Customer Satisfaction Index – Employee Interaction

Performance Measure	2015 Actual	2016 Forecast	2017 Target	2018 Target	2019 Target
Property Owners	82	Not applicable*	≥ 86	≥ 86	≥ 86
Taxing Authorities	Biennial survey	≥ 86	Biennial survey	≥ 86	Biennial survey

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

Footnote: * BC Assessment is changing the report date for property owner survey results to better align with our business cycle and improve our performance information. We conduct customer surveys for property owners in the first quarter each year, when the greatest proportion of interactions occurs, with results reported against the previous year's target (e.g. the first quarter 2016 survey was reported as the calendar 2015 result). This report timing does not allow us to extend the data collection timeframe for improved response rate and properly review the findings prior to reporting and discussion. Thus, we are changing the timing of our reporting so that the survey outcomes will be reported for the current year. This means that the results of the first quarter 2017 survey will be reported against the 2017 target rather than a 2016 target, but there is no interruption to our customer survey process.

Discussion

BC Assessment regularly reviews customer feedback to identify areas where we can enhance the customer experience. Our approach uses e-mail surveying with questions designed to evaluate customer interactions with BC Assessment. The results are analyzed to determine what specific service attributes are important to our customers, with a relative weight analysis used to create the index for Customer Satisfaction – Employee Interaction. The index number itself is relative to 100 with excellent performance represented by results in the range of 86 to 100. BC Assessment has set performance targets in this excellence range.

In prior years, Provincial Government customer survey responses were included in calculating the results for taxing authorities. In preparation for the 2017 survey, we acknowledged that we have a relationship with our Provincial Government customers that is unique and different from that with local governments and First Nations. We learned that the current customer survey is not an effective tool to gather feedback from Provincial Government customers, so we will not survey this customer group in 2017. We will instead develop new strategies to determine the best mechanism to obtain their feedback.

The result for property owners represents the combined results for all property owners; this includes residential, commercial, and major industry. Property owners are surveyed annually while taxing authorities are on a biennial survey program at their request.

Performance Measure 7: Percentage of Assessments Accepted without Appeal

Performance Measure	2015 Actual	2016 Forecast	2017 Target	2018 Target	2019 Target
Percentage of assessments accepted without appeal	98.8%	≥ 98.0%	≥ 98.0%	≥ 98.0%	≥ 98.0%

Data Source: Internal property information database.

Discussion

BC Assessment interprets high acceptance of assessments by residential, commercial and major industry customer groups as a validation of the quality, accuracy and uniformity of assessments. Property owners who do not agree with the estimate of their property's market value or exemption status, or who believe that their property was improperly classified, can challenge the assessment. The Ministry of Community, Sport and Cultural Development is responsible for administering the independent [Property Assessment Review Panel](#) (PARP) process between February 1 and March 15 each year. The number of complaints (appeals) to PARPs gives a useful measure of public acceptance of the assessments.

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

The actual 2016 results (for the 2017 Assessment Roll) for this performance measure will be available in April 2017, and thus are not provided in this service plan. Appeal rates for the 2017 Assessment Roll will be included in the *2016 Annual Service Plan Report*, to be published in May 2017.

Goal 4: Our products and services optimize the value we create for our customers

BC Assessment is working to optimize the value we provide to British Columbians by sharing our extensive property information. This requires continued investment in the accuracy of our property data. For many years, public and private sector organizations have shown interest in accessing and acquiring this data. More than ever before, accurate and comprehensive property data is proving useful in supporting economic development in our province. BC Assessment is supporting the expanded use of our property data by enhancing access channels, product options and service delivery, and by encouraging other organizations to use the data for their own purposes. BC Assessment is working to define value-added products for customer clarity. While most data is

provided free-of-charge, there are also limited circumstances in which commercial users pay for data. The revenue from data licensing is reinvested in our assessment business and helps to keep the burden on property taxpayers as low as possible.

Strategies

- Define a portfolio of high-impact and cost-effective property information products and services.
- Build organizational capability and capacity to enhance our products and services.
- Safeguard non-tax levy revenue sources and increase access to our data.

Performance Measure 8: Customer Satisfaction Index – Products and Services

Performance Measure	2015 Actual	2016 Forecast	2017 Target	2018 Target	2019 Target
Property Owners	66	Not applicable*	≥ 73	≥ 73	≥ 73
Taxing Authorities	Biennial survey	≥ 73	Biennial survey	≥ 73	Biennial survey

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

Footnote: * BC Assessment is changing the report date for property owner survey results to better align with our business cycle and improve our performance information. We conduct customer surveys for property owners in the first quarter each year, when the greatest proportion of interactions occurs, with results reported against the previous year's target (e.g. the first quarter 2016 survey was reported as the calendar 2015 result). This report timing does not allow us to extend the data collection timeframe for improved response rate and properly review the findings prior to reporting and discussion. Thus, we are changing the timing of our reporting so that the survey outcomes will be reported for the current year. This means that the results of the first quarter 2017 survey will be reported against the 2017 target rather than a 2016 target, but there is no interruption to our customer survey process.

Discussion

Customer satisfaction with our products and services is measured using the same survey methodology as that used to evaluate customer satisfaction with employee interaction (Performance Measure 6).

Survey results are analyzed to determine what specific product and service attributes are important to our customers, with a relative weight analysis used to create the index for Customer Satisfaction – Products and Services. The index number itself is relative to 100. BC Assessment has set performance targets to provide above average customer satisfaction with our products and services.

The result for property owners represents the combined results for all property owners; including residential, commercial and major industry. Property owners are surveyed annually while taxing authorities are on a biennial survey program at their request.

Taxpayer Accountability Principles

All our work directly supports the Taxpayer Accountability Principles. Examples of how we support each principle are described in the table below.

Principle	BC Assessment Implementation
Cost consciousness (efficiency)	<ul style="list-style-type: none"> • Improve efficiency by implementing leading practices across assessment operations and enabling functions, striving for continuous improvement and streamlining business processes. • Partner with taxing authorities and government agencies for cost sharing on improved processes to collect new property data, adding non-market change (new construction) to the Assessment Roll and resulting in additional tax revenue. • Examine and improve planning and governance frameworks for resource management.
Accountability	<ul style="list-style-type: none"> • Align with government's strategic agenda by incorporating the 2017 Mandate Letter from our Minister into our 2017–2019 Service Plan. • Regular reporting to government and to the public on our financial results and performance against our goals and targets. • Increase the amount of property data and assessment related information available to the public online, to demonstrate transparency for taxpayers and our customers.
Appropriate compensation	<ul style="list-style-type: none"> • Our compensation oversight rests with the Public Sector Employers' Council (PSEC) and the PSEC Secretariat approves all compensation plans. Our compensation philosophy is to provide fair compensation and to target the total compensation package at the 50th percentile of the defined comparator markets. • The Board of Directors complies with the <i>Public Sector Employers Act</i> by disclosing the annual total compensation for the Chief Executive Officer and the top four highest paid executives.
Service	<ul style="list-style-type: none"> • Our focus on customer centricity puts the needs and expectations of our customers first, defining and evolving our strategies for all customer groups to ensure that our processes, products and services improve service delivery.
Respect	<ul style="list-style-type: none"> • Demonstrate through our people practices, such as the Employee Engagement Survey, 360° leadership feedback reviews for managers and supervisors, leadership training and personal performance and development planning. • Form partnerships with local governments and other stakeholders to proactively collaborate in a manner that respects the use of taxpayers' monies. • Implement our comprehensive Stakeholder Engagement and Communications Strategy to support and enhance relationships with key stakeholder groups.
Integrity	<ul style="list-style-type: none"> • Integrity is a key element of the organization's Principles of Conduct (within Standards of Conduct Policy). • Our Standards of Conduct policy is regularly updated and communicated to all employees and managers, as well as to the public.

Financial Plan

Summary Financial Outlook

(\$ thousands)	2015 Actual	2016 Forecast	2017 Budget	2018 Budget	2019 Budget
Total Revenue (\$000)					
Tax levies	85,500	87,462	89,572	92,547	95,574
Other	5,957	5,929	6,359	6,297	5,708
Total	91,457	93,391	95,931	98,844	101,282
Total Expenses (\$000)					
Employee expenses	60,057	62,363	63,578	64,456	66,871
Other operating expenditures	27,161	25,380	27,026	27,647	28,466
Amortization	3,357	3,448	3,539	3,704	5,509
Total Operating Expenditures	90,575	91,191	94,143	95,807	100,846
Net Income	882	2,200	1,788	3,037	436
Total Liabilities	15,336	17,426	15,239	14,525	13,905
Accumulated Surplus	34,993	37,193	38,965	42,002	42,439
Capital Investment (\$000)					
Information technology	1,582	6,717	12,471	13,143	9,254
Other (tenant improvements, vehicles, furniture)	504	1,509	1,652	1,154	280
Total Capital Investment	2,086	8,226	14,123	14,297	9,534

Key Forecast Assumptions

BC Assessment's financial planning process takes a long-term view of the nature and level of operating and capital expenditures, cash flows, equity balances, and tax levy revenue requirements to ensure finances are managed to meet expenditure commitments, address increasing demands caused by growth and improvements in products and services, manage potential risks, and execute the Provincial and Board of Directors strategic business objectives.

Key forecast assumptions include: replacement of the core assessment system will be completed within budget as approved by Treasury Board; annual increase in revenue from growth; expenditures will be in line with projections; and, budgeted surpluses will be transferred to the capital equity reserve to fund technology improvements, as approved by Treasury Board.

Management Perspective on Future Financial Outlook

BC Assessment is funded primarily through property tax levies administered by the taxing authorities – budgeted to be approximately \$89.6 million in 2017. In addition, BC Assessment receives revenue from a number of other sources, including contracts with First Nations, payments in lieu of taxes and data access services.

The organization collects its revenues from taxing authorities in July of each year. BC Assessment borrows funds from the provincial government to finance operations and capital expenditures during the first half of the year and repays its debt in full by August of each year. The Minister of Finance acts as the fiscal agent of BC Assessment.

The Board of Directors approves the annual operating and capital budget. The Board also approves the annual property tax levy rates following the provincial Cabinet's review and agreement.

BC Assessment manages the increasing financial pressures resulting from folio growth, continuous improvement of customer service levels and the fiscal environment by encouraging and leveraging technology, investing in innovation to improve workforce productivity, and by using risk-based operating and resource allocation methodologies.

Significant IT Projects

Significant IT Project (over \$20 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016	Estimated Cost to Complete	Approved Total Capital Costs of Project ¹ (\$ millions)
<p>nextGen valueBC: Implement a replacement solution for BC Assessment's aging core assessment business system.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Replace the existing system prior to the loss of vendor support in 2020. • Reduce the overall labour necessary to produce the assessment roll through automation. • Implement a modern application that can be integrated with other existing and planned systems, and that can be extended to introduce new functionality as needed. <p>Benefits:</p> <ul style="list-style-type: none"> • Will allow obsolete legacy systems to be retired, reducing the overall set of systems to be supported and maintained. • Using off-the-shelf software provides a built-in path for ongoing system enhancements and upgrades. <p>Risks:</p> <ul style="list-style-type: none"> • Potential for the solution to have more gaps to requirements than expected, resulting in more work, increasing costs and potentially impacting on time delivery. • Potential to underestimate the effort required to complete the work on time, resulting in project delays. <p>Work Planned for 2017 to 2019:</p> <p>2017: Major build phase, including data conversion, interfaces and reports</p> <p>2018: Completion of the build phase, final data conversion and testing</p> <p>2019: Completion of testing, training and implementation</p>	2019	\$4.8	\$22.9	\$27.7

¹ Total project costs consist of third party capital costs of \$25 million and capitalized internal salary costs of \$2.7 million for a total capital cost of \$27.7 million.

Appendix – Links to Additional Information

Information	Hyperlink
Board of Directors and Corporate Governance	bcassessment.ca/About-Us/how-bc-assessment-works/Board-of-Directors
Organizational Overview	www.bcasessment.ca/About-Us/about-BC-Assessment
Executive Management Team	www.bcasessment.ca/About-Us/how-bc-assessment-works/executive-management-team
Property Assessment Review Panel	www.cscd.gov.bc.ca/parp
Property Assessment Appeal Board	www.assessmentappeal.bc.ca/



BC ASSESSMENT

**2016
ANNUAL SERVICE PLAN REPORT**



**BRITISH
COLUMBIA**

For more information on BC Assessment contact:

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Victoria, B.C., V8Z 0B9

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

or visit our website at

www.bcassessment.ca

Board Chair's Accountability Statement

The BC Assessment *2016 Annual Service Plan Report* compares the corporation's actual results to the expected results identified in the *2016-2018 Service Plan*. I am accountable for those results as reported.



A handwritten signature in cursive script that reads "Judy Rogers".

Judy Rogers
Chair, Board of Directors

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Chair/CEO Report Letter

BC Assessment is dedicated to being transparent and proactive in communicating with the Provincial Government, stakeholders and customers. This ensures provision of timely information about our implementation of the Taxpayer Accountability Principles.

Specifically, BC Assessment has undertaken the following activities:

- Attended regular quarterly meetings with the Minister and Board Chair, as well as monthly meetings with the Assistant Deputy Minister and our CEO, to discuss our mandate and focus on performance against the Taxpayer Accountability Principles and strategic decisions. A liaison group of key BC Assessment and Ministry Property Assessment Services senior staff also met monthly to discuss policy, legislative and other issues.
- Incorporated the Taxpayer Accountability Principles into our orientation procedures: our Board of Directors is knowledgeable with regard to the Taxpayer Accountability Principles, receives ongoing updates about its implementation, and has incorporated it into decision making.
- Provided new members of BC Assessment's Board of Directors with an orientation package and invitation to take part in a full day training session. BC Assessment continues to support Directors in obtaining formal Director Certification from either the Institute of Corporate Directors or the Directors' College. In 2016, Board members attended the second Annual Public Sector Board Governance Professional Development Forum organized by the Crown Agencies Resource Office. In addition, most regular Board meetings included an education session to cover business development topics that support delivering the Mandate Letter and strategic goals.

BC Assessment continues to meet the specific strategic priority actions set out in the 2016 Mandate Letter; our responses are articulated in Appendix B.



Judy Rogers
Chair, Board of Directors



David Highfield
Interim President and Chief Executive Officer

Purpose of the Organization

BC Assessment is a provincial Crown corporation with the legislated mandate to establish and maintain property assessments that are uniform in the whole of British Columbia, in accordance with the Assessment Act.

While BC Assessment has no direct role in property taxation, it plays an integral and impartial role in the provincial property taxation system by producing an accurate and uniform assessment roll each year. Property values on the assessment roll form the basis of distributing property tax, providing the foundation for a stable tax base for taxing authorities.

In 2016, \$7.54 billion in property tax revenue was generated. This funding allows local governments to sustain the community services, transportation and utility infrastructure, schools, police and fire services, parks, recreational and cultural services that provide broad public benefits to British Columbians.

Strategic Direction and Context

BC Assessment's strategy is developed by the Board of Directors and Executive Management Team in alignment with direction from the Provincial Government, including the Taxpayer Accountability Principles. For 2016, in addition to producing the annual assessment roll, BC Assessment also focused efforts on the strategic priority actions contained in the 2016 Mandate Letter.

In 2016, BC Assessment considered and managed a number of factors that may have had a significant effect on our results:

- 2016 saw the continuation of an unusually active real estate market in the province, both in terms of sales of existing properties and new construction, with double digit percentage value increases in some areas. Operational risks associated with strong market activity were managed by allocating sufficient employee capacity to our core business, conducting timely recruitment and training, undertaking proactive public communications about market movement, increasing consultation with customer groups, enhancing focus on assessment quality management, and by recognizing anticipated market pressures in developing our operational plans for 2017. These concerted efforts ensured successful delivery of the 2017 Assessment Roll.
- Revenue risks were managed through ongoing monitoring of new construction, which has translated into additional tax levy revenue within the range of our expectations. Treasury Board approval for the nextGen valueBC program to replace BC Assessment's computer assisted mass appraisal (CAMA) system was received in April 2016.
- Development and implementation of a Data Policy that supports decisions regarding data licensing and increasing access to data collected for assessment purposes. Revenue generated through the licensing of data with public and private sector entities limits financial impact to taxpayers as BC Assessment continues to improve customer service and access to BC Assessment's property data (e.g. enhancements to our e-valueBC service).
- A significant operational change in 2016 was the implementation of a new Information and Technology Services Division service delivery model, including selection of a service delivery partner to ensure flexibility in capacity and capability to deliver our strategic plan. BC Assessment also introduced Information Management and Information Technology portfolios to align technology projects with common outcomes (e.g. Digital Customer Experience), with supporting governance and quality management structures.

- BC Assessment's workforce experienced significant changes in 2016, with higher than usual levels of turnover and recruitment. Development of a new performance management process and appraisal progression model, along with continued focus on leadership skills, supported BC Assessment in maintaining a skilled and professional workforce.
- A Crown review of BC Assessment's governance and practices was undertaken by the Ministry of Finance's Internal Audit and Advisory Services team in 2016, with multiple BC Assessment business areas involved in providing materials and information to support the report. The report was released in early 2017 and the recommendations contained therein will be evaluated and considered in the development of an action plan.

Report on Performance

The 2016–2018 Service Plan, 2016 Mandate Letter and Taxpayer Accountability Principles established the public reporting performance expectations for BC Assessment, as determined by the Board of Directors. These documents formed our plan of action, clearly setting the conditions that define our success.

BC Assessment's work directly supported the Taxpayer Accountability Principle for cost-consciousness by implementing leading practices across assessment operations and enabling functions for improved efficiency, striving for continuous improvement, and streamlining business processes; for example, Information and Technology Services business partnerships for solutions delivery, customer-driven improvements to products and services, and productivity improvements in human resources processes. We partner with taxing authorities and government agencies for cost sharing on improved processes to collect new property data, adding non-market change (new construction) to the assessment roll and resulting in additional tax revenue. BC Assessment regularly examines and improves planning and governance frameworks for resource management.

We demonstrated accountability through alignment with government's strategic agenda, incorporating the 2016 Mandate Letter into our 2016-2018 Service Plan and executing the direction (fully articulated in Appendix B) to:

- determine options for replacement of the existing valueBC information system;
- continue to execute the multi-year Property Data Accuracy Program;
- maintain the average 2016 tax levy on existing taxpayers at levels equivalent to 2015; and
- identify and assess emerging assessment issues, and work to provide solutions.

Through quarterly reporting to government on our financial results and annual reporting to the public, we showed our progress and performance against our goals and targets. Regular quarterly meetings with the Minister and Board Chair, as well as monthly meetings with Ministry Executive and our CEO, included evaluation of our organization's performance against the Taxpayer Accountability Principles.

BC Assessment continued working to increase the amount of, and accessibility to, property data available online to assist property owner customers in determining that their property has been valued fairly and equitably relative to comparable properties.

BC Assessment's compensation oversight rests with the Public Sector Employers' Council (PSEC), and the PSEC Secretariat approves all compensation plans. Our Board of Directors complies with the *Public Sector Employers Act* by disclosing the annual total compensation for the Chief Executive

Officer and the top four highest paid executives. Our compensation philosophy is to provide fair compensation and to target the total compensation package at the fiftieth percentile of the defined comparator markets.

The Customer Division is responsible for developing strategies to provide service to all of our customer groups. Our focus on customer centricity puts the needs and expectations of our customers first, defining and evolving our strategies for all customer groups to ensure that our processes and products improve service delivery.

Our support for the principle of respect was demonstrated through a number of our people practices, such as continued leadership training and update of the annual performance management process. We also implemented our Stakeholder Engagement and Communications Strategy to enhance relationships, and formed new partnerships with local governments and other stakeholders to proactively collaborate in a manner that respects the use of taxpayers' monies.

The integrity principle was supported as a key element of our organization's Principles of Conduct within the Standards of Conduct Policy, which is regularly updated and communicated to all employees and managers, as well as to the public.

Goals, Strategies, Measures and Targets

Goal 1: Our work delivers an accurate assessment roll and current property information.

BC Assessment is committed to improving effectiveness and efficiency. Continued investment in new technologies and systems will enable BC Assessment to contribute to a stable tax base and provide innovative assessment solutions to customers, while continuing to absorb growth and limiting increases in the costs associated with property assessment services.

As an assessment organization, we are committed to ensuring that we have accurate information about properties to support fair and uniform assessments. We are therefore investing heavily in property data accuracy programs, in which we use innovative methods to collect and verify data at unprecedented levels as the number of properties in British Columbia continues to grow. The replacement of our core mass appraisal system will allow us to take advantage of significant advancements in digital technologies and to improve both our assessment and business practices.

Strategies

- Design and implement a new, flexible core business system that optimizes the delivery of assessment and other property information services.
- Invest significantly in data management governance, processes and systems to optimize data accuracy and enable the integrated use of property, financial and operational data.
- Implement a continuous business process and system improvement discipline throughout the organization to achieve significant operational productivity gains.

Performance Measure 1: Assessment to Sales Ratio (ASR).

Performance Measure	2013 Actual	2014 Actual	2015 Actual	2016 Target	2016 Actual¹	2017 Target	2018 Target
Residential ASR	98.0%	97.9%	98.0% ²	97-100%	98.1%	97-100%	97-100%
Non-Residential ASR	96.2%	96.1%	94.9% ²	95-100%	95.8%	95-100%	95-100%

Data Source: Internal property information database.

¹ The 2016 actuals are based on the 2017 Revised Roll and differ slightly from the 2017 Completed Roll results released in the 2017–2019 Service Plan.

² BC Assessment's 2017-2019 Service Plan referenced 2016 Completed Roll ASR results as 2015 actuals, instead of the more recent and accurate 2016 Revised Roll ASR results reported as 2015 actuals in the 2015 Annual Service Plan Report. The correct figures are used here and will be referenced in subsequent documents.

Discussion

The assessment to sales ratio (ASR) indicates how accurately BC Assessment appraises property at market value by measuring how closely assessments mirror a property's actual selling price; thus, the closer the result is to 100 per cent, the more accurate the assessment. BC Assessment measures the ASR for properties in accordance with internationally recognized standards set by the International Association of Assessing Officers (IAAO). The IAAO has set the median ASR standard between 90 per cent and 110 per cent. However, BC Assessment has set more challenging targets: between 97 per cent and 100 per cent for the residential assessment roll and between 95 per cent and 100 per cent for the non-residential assessment roll.

The median ASR is one of BC Assessment's two primary roll quality measures. The ASRs in this annual report are based on the 2017 Revised Roll and are generated by the performance management information system. BC Assessment's Internal Audit Department also conducts periodic audits on the key performance indicator information as part of the three-year audit plan that is approved by the Board of Directors.

The ASR is calculated by dividing the actual value (as determined by BC Assessment) of a property that has sold, by its selling price, and expressing the result as a percentage. For example, if a property is assessed with a value of \$243,000 and it sold for \$250,000, the ASR would be 97.2 per cent. Our statistics reflect all available single-family residential arm's-length sales for the two quarters surrounding our valuation date of July 1 (April 1, 2016 to September 30, 2016). For non-residential sales, the data are based on sales occurring throughout the year.

For the 2017 Assessment Roll, completed by December 31, 2016 and revised through Property Assessment Review Panels (PARP) in early 2017, BC Assessment's residential ASR result is 98.1 per cent, which is within the target range and indicates accuracy in matching market value in our assessments. The non-residential ASR result is 95.8 per cent, which is also within the target range and indicates accuracy in matching market value in our assessments.

Performance Measure 2: Coefficient of Dispersion (COD).

Performance Measure	2013 Actual	2014 Actual	2015 Actual	2016 Target	2016 Actual ¹	2017 Target	2018 Target
Urban COD	5.6%	5.8%	6.3% ²	5.0-10.0%	7.14%	5.0-10.0%	5.0-10.0%
Rural COD	7.8%	7.8%	8.3% ²	5.0-15.0%	9.01%	5.0-15.0%	5.0-15.0%

Data Source: Internal property information database

¹ The 2016 actuals are based on the 2017 Revised Roll and differ slightly from the 2017 Completed Roll results released in the 2017–2019 Service Plan.

² BC Assessment's 2017–2019 Service Plan referenced 2016 Completed Roll COD results as 2015 actuals, instead of the more recent and accurate 2016 Revised Roll COD results reported as 2015 actuals in the 2015 Annual Service Plan Report. The correct figures are used here and will be referenced in subsequent documents.

Discussion

The coefficient of dispersion (COD) provides an indication of quality of assessments by calculating the dispersion, or spread, of all the ASRs around the median ASR. When all else is equal, less dispersion indicates higher quality assessment information, and is reflected by a lower COD. As a measure of appraisal uniformity, the COD is important in public reporting on our mandate and is complementary to the ASR measures as the second of BC Assessment's two primary roll quality measures. The COD in the annual report is based on the 2017 Revised Roll and generated by the performance management information system.

BC Assessment measures the COD for properties located in both urban and rural areas, according to internationally recognized standards. To calculate the COD, the differences between each ASR in a group and the median ASR are added together. The average deviation is the sum of these numbers, divided by the number of properties in the group. The COD is the average deviation divided by the median, and is expressed as a percentage. An example calculation is presented in the table at right.

Example Calculation of Coefficient of Dispersion (Using 97.5% as the Median)	
Assessment to Sales Ratio (ASR)	Deviation from Median
86.60%	10.90%
92.70%	4.80%
97.50%	0.00%
102.30%	4.80%
104.90%	7.40%
Total Deviation	27.90%
Average Deviation	5.58%
Coefficient of Dispersion = (5.58% ÷ 97.5%) * 100% = 5.72%	

The target for rural properties is higher than for residential properties in urban areas because rural properties are typically less comparable to each other. With fewer comparable market references for sellers and purchasers, there tends to be a wider range of potential purchase prices for any given property. The COD standard set by the IAAO for single-family residential properties is under 15 per cent for urban regions and under 20 per cent for rural regions. BC Assessment has set ongoing targets of under 10 per cent and under 15 per cent, respectively. Our statistics for the COD are based on all available single-family residential arm's-length sales for the two quarters surrounding our valuation date of July 1 (i.e., April 1, 2016 to September 30, 2016).

For the 2017 Assessment Roll, completed by December 31, 2016 and revised through the PARP process in early 2017, BC Assessment's residential urban COD is 7.14 per cent and rural COD result is 9.01 per cent. Both of these results fall well within the target ranges and represent accuracy in matching market value in our assessments. There is a notable increase from prior years attributed primarily to the wider variation in market change. This wider dispersion in market value change leads to a higher COD when aggregated at a provincial level.

Performance Measure 3: Assessment Roll Stability – Change in Taxes Collected.

Performance Measure	2013 Actual	2014 Actual	2015 Actual	2016 Target	2016 Actual	2017 Target	2018 Target
Assessment roll stability – change in taxes collected	0.37%	0.08% ¹	0.10%	≤ 0.22%	0.06%	≤ 0.22%	≤ 0.22%

Data Source: Internal property information database

¹ The result for 2013, and prior years, showed only deductions and achieved the performance target of ≤ 0.37 per cent. For 2014 onward, the measure has been improved to capture both gains and deductions. We are monitoring the results with the new methodology as we have significantly exceeded our performance target for the third consecutive year. Should this trend continue, we may revise our targets. To be statistically valid, we would like to have five years of data before we revise our targets.

Discussion

Assessment roll stability is vitally important for local governments. It is critical for managing their budgets, particularly as the cost of borrowing is directly affected by the stability of their tax revenue. BC Assessment annually measures the stability of the assessment roll by analyzing the changes made to the roll after it is completed. These changes can affect local government's total property tax base. The objective of this measure is to track changes in taxes collected by the taxing jurisdictions. This performance measure is accepted by the taxing jurisdictions as a good measure of the stability and dependability of the assessment roll.

In any given year, property status can change, and new properties are created while others are deleted. Information about these changes may be received by BC Assessment after the completion of the assessment roll. In addition, there are Supplementary Rolls throughout the year reflecting changes after the annual assessment roll has been revised by [Property Assessment Review Panels](#) due to inaccurate information or other specific changes. And finally, there are decisions rendered on appealed properties by the [Property Assessment Appeal Board](#). All of these changes affect roll stability and are reflected in this measure. More specifically, the roll stability measure estimates the change in the amount of taxes collected or refunded by taxing jurisdictions based on the change in general taxable value for a period of 19 months after the Revised Roll. For example, the 2016 value measures the 2015 roll stability by estimating the changes in taxes collected as a result of supplementary rolls issued between May 1, 2015 and December 31, 2016.

BC Assessment met the 2016 target (2015 Assessment Roll) of ≤ 0.22 per cent change in taxes collected, with refunds amounting to 0.06 per cent of general-purpose tax revenues.

BC Assessment's efforts to improve roll quality are directly linked to our activities supporting the three performance measures for assessment to sales ratio (ASR), coefficient of dispersion (COD) and assessment roll stability. Our work on these three performance measures improves roll quality by enhancing transparency of the assessment process and improving data quality.

Performance Measure 4: Average Net Cost per Property for Assessment Services.

Performance Measure	2013 Actual	2014 Actual	2015 Actual	2016 Target	2016 Actual	2017 Target	2018 Target
Average net cost per property for assessment services	\$41.62	\$41.59	\$43.20	\$43.11	\$43.07	\$43.87	\$44.29

Data Source: Internal property information database, Audited Financial Statements

Discussion

BC Assessment's primary source of revenue is a tax levy collected from each taxable property. This tax levy is a component of the property taxes paid by property owners to the taxing jurisdictions, which in turn, remit the tax levy collected to BC Assessment. Efficiency and cost-effectiveness are required to minimize any potential increases to levies. Investments in technology and innovative business process improvements have been essential in allowing BC Assessment to improve service levels, while at the same time, holding the line on costs. This performance measure reflects BC Assessment's commitment to keeping costs to the taxpayer as low as possible while still meeting increased service demands in a progressively more complex assessment environment.

The 2016 cost per property for assessment services funded from the levy has been calculated by:

$$\frac{\text{Total expenditures less Non-tax levy revenue}}{\text{Number of taxable properties}} = \text{Average net cost per property}$$

BC Assessment met the cost per property target for 2016, coming in below our target of \$43.11 with an average actual cost per property of \$43.07. Details on our financial performance for 2016 are outlined in the Financial Report section.

Cost per property target adjustments are made each year as new information becomes available and our forecasts are refined. The targets for 2017 and 2018 have been calculated using *2017-2019 Service Plan* forecasts that take into consideration projected new construction and development, and key assumptions regarding changes in revenues and expenditures.

BC Assessment maintains appropriate internal controls and reports regularly to the Board of Directors and to the Office of the Comptroller General. We are subject to an annual external audit of our financial statements, currently performed by KPMG. These controls contribute to data quality and reliability.

Goal 2: Our people are skilled and knowledgeable professionals invested in making our vision reality.

Research suggests that successful employee engagement is the foundation for a workplace that enhances satisfaction and commitment, and creates an environment where people want to come to work. Engaged employees also contribute to higher levels of customer satisfaction, trust and confidence in what an organization does. BC Assessment strives to provide a workplace of choice for its employees, and leverages innovation and technology with investment in employee development to create a supportive, diverse environment where people can find a rewarding career.

Strategies

- Build and promote a great place to work and grow a career through flexible work options.
- Enable a culture where everyone owns our values and is committed to our strategic direction.
- Invest in the professional development of highly skilled people.

Performance Measure 5: Level of Employee Engagement.

Performance Measure	2013 Actual	2014 Actual	2015 Actual	2016 Target	2016 Actual	2017 Target	2018 Target
Level of employee engagement	61	Biennial Survey	64	Biennial Survey	Biennial Survey	66	Biennial Survey

Data Source: BC Assessment has a contract with BC Stats, part of the Ministry of Technology, Innovation and Citizens' Services, to act as an independent third party to conduct our employee engagement survey.

Discussion

Employee engagement is measured through a biennial employee engagement survey that gauges employee perceptions on motivation, work capacity and capability, leadership, and alignment with the organization's vision, mission and goals. The engagement survey was last completed in 2015, at which time the engagement score of 64 exceeded the 2015 target of 63.

The engagement survey was administered annually from 2008 to 2011 before moving to a biennial format in 2012. In 2009, BC Assessment began using the same employee engagement survey approach as the provincial government, to permit benchmarking against the government's annual engagement score results. In 2015, the engagement survey was revised to provide more information specific to BC Assessment. The revisions included questions on BC Assessment values and on intrinsic motivators. As a result of these revisions, the engagement model was changed to create more meaningful results for the organization moving forward.

The employee engagement survey results not only tell us what our level of engagement is, but also show us how well we are doing on key drivers such as pay and benefits, hiring practices, leadership and teamwork. Based on the 2015 survey results, action plans were created at both the individual work unit level and the corporate level. Throughout 2016, implementation of these plans included continued corporate focus on our organization's values, bringing our staff and leaders together to discuss engagement through "Engagement Conversations" held in each office, and acknowledging each employee's contribution to our success. The next engagement survey is scheduled for spring of 2017.

Goal 3: Our customers trust us and see us as essential to satisfying their property information needs.

BC Assessment is a customer-centric organization that aims to meet the diverse needs and expectations of our customers while operating within our assessment mandate and financial capacity. This requires an understanding of our various customer groups and continuous improvement of our supporting processes, products and services.

A key driver for establishing the Customer Division in our organizational structure was the intention to enhance focus on and responsiveness to customers. We strive to consider customer perspectives and needs in everything we do, from delivering front counter and phone service to developing easy-to-use property information websites such as [e-valueBC](#) and [BCAssessment.ca](#). Improved access to and exchange of property information both supports our assessment business and provides greater value to our customers.

Strategies

- Enhance our customers' understanding of who we are, what our business does, and how we can provide value to them.
- Develop and implement digital capabilities to interact with customers and exchange property data and information.
- Create deep insights into all of our customer segments and target them with a specific mix of services and relationship management.

Performance Measure 6: Customer Satisfaction Index – Employee Interaction.

Performance Measure	2013 Actual	2014 Actual	2015 Actual	2016 Target	2016 Actual	2017 Target	2018 Target
Property Owners	No survey	89	82	≥ 86	Process change	≥ 86	≥ 86
Taxing Authorities	No survey	88	Biennial survey	≥ 86	89	Biennial survey	≥ 86

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

Discussion

BC Assessment regularly reviews customer feedback to identify areas where we can enhance the customer experience. We worked with our key customer groups to develop and implement service commitments and standards that guide service delivery, inform our customers about the level of service they can expect from us, and allow us to monitor and report our performance.

The result for property owners represents the combined results for both residential and non-residential property owners. Similarly, we combine the results for taxing authorities, which consists of local government and First Nations customers. In 2008, at the request of the taxing authorities, we moved from an annual to a biennial survey program to measure their satisfaction with our services. Property owners are surveyed annually.

For the property owner customer group, there is no customer survey result for customer satisfaction with employee interaction being reported for 2016. BC Assessment changed the report date for property owner survey results to better align with our business cycle and improve our performance information. We conduct customer surveys for property owners in the first quarter each year, when the greatest proportion of interactions occurs. In the 2014 and 2015 annual service plan reports, results were reported against the previous year's target (e.g. the first quarter 2016 survey was reported as the calendar 2015 result). This report timing does not allow us to extend the data collection timeframe for improved response rate and to properly review the findings prior to reporting and discussion. Thus, the report timing was changed so that the survey outcomes will be reported for the current year. This means that the results of the first quarter 2017 survey will be reported against the 2017 target rather than a 2016 target. However, there is no interruption to our customer survey process or our activities to respond to the outcomes from the previous survey.

For local government and First Nations customers, the 2016 customer satisfaction result for employee interaction was 89, which exceeded our target of ≥ 86 . Implementation of a web forum for taxing authorities in response to prior survey results and active customer outreach contributed to improving BC Assessment's relationship management and service provision.

In prior years, Provincial Government customer survey responses were included in calculating the results for taxing authorities. In preparation for the 2017 survey, we acknowledged that we have relationships with our Provincial Government customers that are unique and different from our relationships with local governments and First Nations. BC Assessment interacts with a variety of levels and branches within the Provincial Government to support governance and direction, public accountability and issues management, policy development and compliance, cost-sharing partnerships, and data exchange or licensing. These interactions are not consistent or uniform, and therefore not well served by a standard or cyclical approach to soliciting feedback. The current customer survey is not an effective tool to gather feedback from Provincial Government customers, so we did not survey this customer group in early 2017. We will instead work with our various Provincial Government customers to develop new strategies to determine the best mechanisms to obtain their feedback.

Performance Measure 7: Percentage of Assessments Accepted without Appeal.

Performance Measure	2013 Actual	2014 Actual	2015 Actual	2016 Target	2016 Actual	2017 Target	2018 Target
Percentage of assessments accepted without appeal	99.1%	98.9%	98.8%	$\geq 98\%$	98.6%	$\geq 98\%$	$\geq 98\%$

Data Source: Internal property information database.

Discussion

This performance measure reflects the public acceptance rate for the 2017 Assessment Roll. For the 2017 Assessment Roll, produced during the 2016 calendar year, 27,903 folios were appealed to a Property Assessment Review Panel (PARP), compared to 23,354 related to the 2016 Assessment Roll. This represents a 98.6 per cent acceptance rate.

Proactive communication with property owner groups and taxing jurisdictions, combined with enhanced online tools and service, contributed to the continued low number of appeals on the 2017 Assessment Roll.

BC Assessment interprets high acceptance of assessments by residential, commercial and major industry property owner customers as a validation of the quality, accuracy and uniformity of assessments. Property owners who do not agree with the estimate of their property's market value or exemption status, or who believe that their property was improperly classified, can challenge the assessment. The Ministry of Community, Sport and Cultural Development is responsible for administering the independent [Property Assessment Review Panel](#) (PARP) process between February 1 and March 15 each year. The number of complaints (appeals) to PARP gives a useful measure of public acceptance of the assessments.

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

Property owners may appeal PARP decisions to the Property Assessment Appeal Board (PAAB), which is independent from the PARP process, the provincial government and BC Assessment. PAAB decisions may be further appealed to higher courts based only on points of law. For more information on appeal processes and timelines, please visit the Provincial Government's [Property Assessment Review Panel](#) and [Property Assessment Appeal Board](#) websites.

BC Assessment tracks annual statistics to determine the number of residential and non-residential property owners who apply in writing or online for an independent PARP review of their assessment. PAAB appeal rates are not included in this measure, as these hearings can take a number of years to resolve and may skew the results for the annual performance measure program.

Goal 4: Our products and services optimize the value we create for our customers.

This goal was introduced in 2016 after recognizing that, to be a leading property assessment organization, we must improve access to relevant and accurate property information for all of our customer groups. BC Assessment is working to optimize the value we provide to British Columbians by sharing our extensive property information. This requires continuing investments in the accuracy of our property data. For many years, public and private sector organizations have shown interest in accessing and acquiring this data; more than ever before, accurate and comprehensive property data is proving useful in supporting economic development in our province.

BC Assessment has supported the expanded use of our property data by enhancing access channels, product options and service delivery, and by encouraging other organizations to use the data for their own purposes. While data is provided free-of-charge to property owners, there continues to be a demand for commercial users to license BC Assessment data for a fee. The revenue from data licensing is reinvested in our assessment business and helps to keep the financial burden on property taxpayers as low as possible.

Strategies

- Define a portfolio of high-impact and cost-effective property information products and services.
- Build organizational capability and capacity to develop, market and deliver new products and services.
- Safeguard non-tax levy revenue sources and further increase the revenue opportunity through the expansion of property information products and services.

Performance Measure 8: Customer Satisfaction Index – Product and Services.

Performance Measure	2013 Actual	2014 Actual	2015 Actual	2016 Target	2016 Actual	2017 Target	2018 Target
Property Owners	No survey	72	73	≥ 73	Process change	≥ 73	≥ 73
Taxing Authorities	No survey	70	Biennial survey	≥ 73	73	Biennial survey	≥ 73

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

Discussion

Customer satisfaction with our products and services is measured by the same survey as the one used to evaluate customer satisfaction with employee interaction (Performance Measure 6).

BC Assessment regularly reviews customer feedback to identify areas where we can enhance the customer experience. We worked with our key customer groups to develop and implement service commitments and standards that guide service delivery, inform our customers about the level of service they can expect from us, and allow us to monitor and report our performance.

The result for property owners represents the combined results for both residential and non-residential property owners. Similarly, we combine the results for taxing authorities, which consists of local government and First Nations customers. In 2008, at the request of the taxing authorities, we moved from an annual to a biennial survey program to measure their satisfaction with our services. Property owners are surveyed annually.

For the property owner customer group, there is no customer survey result for customer satisfaction with products and services being reported for 2016. BC Assessment changed the report date for property owner survey results to better align with our business cycle and improve our performance information. This means that the results of the first quarter 2017 survey will be reported against the 2017 target rather than a 2016 target. However, there is no interruption to our customer survey process or our activities to respond to the outcomes from the previous survey.

For local government and First Nations customers, the 2016 customer satisfaction result for products and services was 73, which meets our target of ≥ 73 and is an improvement from the previous result of 70. Implementation of a web forum for taxing authorities, in response to prior survey results, provided a new option to collaborate on assessment topics. Launch of an improved Data Advice system to provide access to assessment information for local governments also supported the higher result. BC Assessment will continue to respond to our taxing authority survey results to improve our products and services.

In prior years, Provincial Government customer survey responses were included in calculating the results for taxing authorities. We learned that the current customer survey is not an effective tool to gather feedback from Provincial Government customers, so we did not survey this customer group in early 2017.

Financial Report

Discussion of Results and Financial Report Summary Table

The Financial Report Summary Table (page 20) provides the summary of the actual financial results for the 2013 to 2016 fiscal years. This table also compares the 2016 actual results to the 2016 budget and 2015 actual results.

BC Assessment ended 2016 with a surplus of \$1.9 million, compared to \$882,000 in 2015, and a budgeted surplus of \$2.0 million. The 2016 surplus has been transferred to the Capital Equity Reserve, earmarked specifically to fund the replacement of BC Assessment's information technology assets.

Total revenues for the year were \$93.4 million, an increase of \$2.0 million (2.1 per cent) from 2015 due to growth in the number of new properties in the province, and lower than budget by \$188,000 (0.2 per cent) because of a decline in the usage of data access services, which were partially offset by higher than budgeted tax levy revenues.

The operating expenses were \$91.5 million in 2016, an increase of \$952,000 (1.1 per cent) over 2015 and lower than budget by \$84,000 (0.1 per cent).

Approximately 68 per cent of BC Assessment's operating expenses consist of employee related expenses such as salaries, benefits, employee development, and other miscellaneous employee costs. Employee expenses were \$62.3 million in 2016, \$2.3 million (3.7 per cent) higher than in 2015 because of increases in employee benefit costs, an increase in negotiated wage rates, and a planned increase in the number of employees. The 2016 costs were \$2.0 million (3.3 per cent) higher than the budget of \$60.3 million mostly due to a lower than expected level of capitalized labour.

In 2016, Treasury Board approved \$27.7 million for the financing of nextGen valueBC using BC Assessment's accumulated Capital Equity Reserve. Based on this approval, BC Assessment signed an agreement with a software vendor to replace its CAMA system with nextGen valueBC. The total budgeted cost of the solution came within the estimated four year implementation costs; however, the timing of capital labour within each year was different due to the approved implementation methodology. The financial estimates for 2016 were revised based on the new agreement.

The remaining 32 per cent of total operating costs relate to other expenses such as information and communications technology, office premises, corporate and office, assessment appeal costs, assessment notice printing and postage, travel, and amortization expenses. All other operating expenses (excluding amortization) were \$25.8 million in 2016, \$1.4 million (5.1 per cent) lower than 2015 and \$1.9 million (6.9 per cent) lower than the budget of \$27.7 million. Reductions in planned expenditures were implemented to offset the change in capitalized labour for the nextGen valueBC program.

Amortization expense was \$3.5 million in 2016, \$93,000 (2.8 per cent) higher than 2015 because of a higher net book value of assets available for amortization in 2016 compared to 2015, and \$171,000 (4.7 per cent) lower than budget.

A total investment of \$8.0 million was made in 2016 for capital asset additions, an increase of \$5.9 million from the \$2.1 million investment in 2015 but lower than budget by \$5.8 million. Capital costs

in 2016 included software development costs for nextGen valueBC and other information systems. In addition, some office equipment and computer hardware replacements were deferred, resulting in the remainder of the 2016 budget variance.

Risks and Uncertainties

In 2016, BC Assessment considered and managed a number of factors that affected our financial and employee resource utilization:

- 2016 saw an unusually active real estate market in the province. Operational risks associated with strong market activity were managed by allocating sufficient employee capacity to our core business function, conducting timely recruitment, undertaking proactive public communications about market movement, increasing consultation with customer groups, and enhancing focus on assessment quality management.
- Revenue risks were managed through ongoing monitoring of new construction, which has translated into additional tax levy revenue within the range of our expectations.
- Development and implementation of a Data Policy that supports decisions regarding data licensing and increasing access to data collected for assessment purposes. Net revenue generated through the licensing of data with public and private sector entities reduces the cost of assessment services to taxpayers.
- BC Assessment's workforce experienced significant changes in 2016, with higher than usual levels of turnover and recruitment.
- A Crown review of BC Assessment's governance and practices was undertaken in 2016, with multiple BC Assessment business areas involved in providing materials and information to support the report. The report was released in early 2017 and the recommendations contained therein will be evaluated and considered in the development of an action plan.

Financial Report Summary Table

\$000s	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Actual	2016 Variance	2015-16 Variance
Operating Revenue							
Tax Levies	82,085	83,777	85,500	87,272	87,429	157	1,929
Other	5,838	5,801	5,957	6,334	5,989	(345)	32
Total Revenue	87,923	89,578	91,457	93,606	93,418	(188)	1,961
Operating Expenses							
Employee Expenses	56,303	58,004	60,057	60,301	62,309	2,008	2,252
Other Operating Expenditures	25,369	24,776	27,161	27,689	25,768	(1,921)	(1,393)
Amortization	3,962	3,530	3,357	3,621	3,450	(171)	93
Total Expenses	85,633	86,310	90,575	91,611	91,527	(84)	952
Net Income from Operations	2,290	3,268	882	1,995	1,891	(104)	1,009
Capital Expenditures	2,372	3,831	2,086	13,822	8,002	(5,820)	5,916
Total Liabilities	20,363	17,232	15,366	17,289	20,451	3,162	5,085
Accumulated Surplus/ Retained Earnings	30,843	34,111	34,993	36,988	36,884	(104)	1,891

Note 1: The above financial information was prepared based on current Generally Accepted Accounting Principles.

Audited Financial Statements

Financial Statements

**BRITISH COLUMBIA
ASSESSMENT AUTHORITY**

Year ended December 31, 2016

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Financial Statements

Year ended December 31, 2016

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BC ASSESSMENT

Management's Responsibility for the Financial Statements

The accompanying financial statements of British Columbia Assessment Authority (the "Authority") are the responsibility of the Authority's management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles for public sector organizations established by the Public Sector Accounting Board of the Chartered Professional Accountants. A summary of the significant accounting policies is described in note 2 of the accompanying notes to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Authority's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Audit and Risk Management Committee meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to the Board's approval of the financial statements.

The financial statements have been audited by KPMG LLP, independent external auditors appointed by the Authority. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Authority's financial statements.

David Highfield
Interim President and Chief Executive Officer

Victoria, British Columbia, Canada

Andy Hoggarth
Vice President and Executive Financial Officer

INDEPENDENT AUDITORS' REPORT

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.



British Columbia Assessment Authority
Page 2

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of British Columbia Assessment Authority as at December 31, 2016, and its results of operations, its change in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Comparative Information

The financial statements of British Columbia Assessment Authority as at and for the year ended December 31, 2015 were audited by another auditor who expressed an unmodified opinion on those financial statements on April 13, 2016.

KPMG LLP

Chartered Professional Accountants

April 7, 2017
Victoria, Canada

BRITISH COLUMBIA ASSESSMENT AUTHORITY**Statement of Financial Position**

(Tabular amounts in thousands of dollars)

As at December 31, 2016

	2016	2015
Financial assets:		
Cash and cash equivalents (note 3)	\$ 37,969	\$ 35,532
Accounts receivable	2,417	2,279
Due from provincial government (note 10)	67	91
	<u>40,453</u>	<u>37,902</u>
Liabilities:		
Accounts payable and accrued liabilities	8,400	4,350
Due to provincial government (note 10)	1,035	130
Employee benefits and other liabilities (note 4)	7,826	7,077
Lease inducements	3,190	3,553
Capital lease obligations	-	256
	<u>20,451</u>	<u>15,366</u>
Net financial assets	20,002	22,536
Non-financial assets:		
Tangible capital assets (note 5)	15,575	11,177
Prepaid expenses	1,307	1,280
	<u>16,882</u>	<u>12,457</u>
Accumulated surplus (note 6)	\$ 36,884	\$ 34,993
Commitments (note 7)		

The accompanying notes are an integral part of these financial statements.

Approved on behalf of the Board:



Director



Director

BRITISH COLUMBIA ASSESSMENT AUTHORITY**Statement of Operations and Accumulated Surplus**

(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

	Budget (note 9)	2016	2015
Revenues:			
Tax levies	\$ 87,272	\$ 87,429	\$ 85,500
Data access services	3,973	3,751	3,594
Payments in lieu of taxes	960	841	1,006
First Nations	640	654	648
Investment income	345	252	239
Other	416	450	401
Gain on disposal of tangible capital assets	-	41	69
	93,606	93,418	91,457
Expenses:			
Employee expenses	60,301	62,309	60,057
Information & communications technology	9,578	9,579	9,422
Office premises	6,210	6,242	6,337
Corporate and office	4,484	3,029	4,061
Amortization	3,621	3,450	3,357
Appeal costs (note 8)	3,375	3,101	3,029
Travel	2,047	1,691	2,190
Assessment notice printing and postage	1,995	2,126	2,122
Total expenses	91,611	91,527	90,575
Annual surplus	1,995	1,891	882
Accumulated surplus, beginning of year	34,993	34,993	34,111
Accumulated surplus, end of year	\$ 36,988	\$ 36,884	\$ 34,993

The accompanying notes are an integral part of these financial statements.

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Statement of Change in Net Financial Assets

(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

	Budget (note 9)	2016	2015
Annual surplus	\$ 1,995	\$ 1,891	\$ 882
Acquisition of tangible capital assets	(13,822)	(8,002)	(2,086)
Amortization of tangible capital assets	3,621	3,450	3,357
Write-down of tangible capital assets	-	154	1,078
Gain on sale of tangible capital assets	-	(41)	(69)
Proceeds on sale of tangible capital assets	-	41	69
	(8,206)	(2,507)	3,231
Change in prepaid expenses	-	(27)	(64)
Change in net financial assets (debt)	(8,206)	(2,534)	3,167
Net financial assets, beginning of year	22,536	22,536	19,369
Net financial assets, end of year	\$ 14,330	\$ 20,002	\$ 22,536

The accompanying notes are an integral part of these financial statements.

BRITISH COLUMBIA ASSESSMENT AUTHORITY**Statement of Cash Flows**

(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

	2016	2015
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 1,891	\$ 882
Items not involving cash (note 11)	3,949	2,595
Change in non-cash assets and liabilities (note 11)	4,814	(462)
Net change in cash from operating activities	10,654	3,015
Capital activities:		
Proceeds on sale of tangible capital assets	41	69
Acquisition of tangible capital assets	(8,002)	(2,086)
Net change in cash from capital activities	(7,961)	(2,017)
Financing activities:		
Principal payments on capital lease obligations	(256)	(215)
Net change in cash from financing activities	(256)	(215)
Net change in cash and cash equivalents	2,437	783
Cash and cash equivalents, beginning of year	35,532	34,749
Cash and cash equivalents, end of year	\$ 37,969	\$ 35,532

The accompanying notes are an integral part of these financial statements.

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements

(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

1. Nature of Organization:

British Columbia Assessment Authority (the "Authority") was established in 1974 as an independent Crown corporation by the Province of British Columbia by enactment of the *Assessment Authority Act*. The purpose of the Authority is to establish and maintain assessments that are uniform in the whole of the province in accordance with the *Assessment Authority Act*. The Authority is exempt from income taxes under the *Income Tax Act*.

2. Significant accounting policies:

The financial statements of the Authority are prepared by management in accordance with Canadian generally accepted accounting principles for governments as recommended by the Public Sector Accounting Board (PSAB) standards. Significant accounting policies adopted by the Authority are as follows:

(a) Basis of accounting:

The Authority follows the accrual method of accounting for revenues and expenses. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

(b) Financial instruments:

Financial instruments are accounted for in accordance with Public Sector Accounting Standard 3450. Financial instruments consist of cash and cash equivalents, accounts receivable, due from provincial government, accounts payable and accrued liabilities, due to provincial government, all of which are reported at amortized cost.

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements (continued)
(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

2. Significant accounting policies (continued):

(c) Revenues:

Revenues are recorded in the period in which the transactions or events occurred that gave rise to the revenues.

Tax levies: The Authority, each year by by-law and subject to the prior approval of the Lieutenant Governor in Council, imposes and levies a tax upon all taxable real property in the province, but excluding property that is taxable for school purposes only by special Act. A copy of this by-law is forwarded to the Tax Collector of every municipality in the province, to the Surveyor of Taxes, Treaty First Nations, and Nisga Nation in order that the taxes levied will be placed on the tax rolls. The proceeds of the taxes levied and collected by the municipalities or the Minister of Finance constitutes the Authority's tax levy revenue. This revenue is recognized equally across all periods in the year.

Other revenue: Other revenue includes revenue from data access services, payments in lieu of taxes, contracts with First Nations, and other miscellaneous revenue. Data access revenue and other miscellaneous revenue are recognized when earned, while payments in lieu of taxes and First Nations revenue are recognized equally across all periods throughout the year.

Investment: Investment revenue includes interest on deposits in banks and earnings generated by short-term investments, and are reported as revenue in the period earned.

(d) Property leasehold improvement inducements:

Lease inducements include cash payments, tenant improvement allowances, reduced rent and rent free periods. The lease inducement benefits are amortized on a straight-line basis over the term of the lease.

(e) Cash and cash equivalents:

Cash equivalents include liquid investments that can be redeemed on demand without penalty. Investments are recorded at amortized cost. Discounts and premiums arising on the purchase of these investments are amortized over the term of the investments. When there has been a loss in value that is not a temporary decline in value, the respective investment is written down to recognize the loss.

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements (continued)
(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

2. Significant accounting policies (continued):

(f) Employee future benefits:

(i) The Authority and its employees make contributions to the Public Service Pension Plan. This plan is a multi-employer defined benefit plan providing a pension at retirement based on the member's age at retirement, length of service and highest earnings averaged over five years. Inflation adjustments are contingent upon available funding. The joint trustee board of the plan determines the required plan contributions annually. These contributions are expensed as incurred.

(ii) Retirement and other future benefits are also available to the Authority's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages, expected future salary and wage increases, long-term inflation rates and discount rates. The obligations under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected average remaining service life of the employees.

(g) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(h) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life - years
Buildings	20
Property assessment software	10 to 15
Enterprise software	5
Furniture and equipment	5
Motor vehicles	5
Computer equipment	3
Productivity and other software	3 to 5
Leasehold improvements	Equal to the lease term
Leased equipment	Equal to the lease term

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements (continued)

(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

2. Significant accounting policies (continued):**(h) Tangible capital assets (continued):**

Amortization is performed on a straight-line basis, and is dependent on the value and timing of each purchase transaction, and when each asset was available for productive use. Software under development is not amortized until it is available for productive use. Tangible capital assets are written down when conditions indicate that they no longer contribute to the Authority's ability to provide services, or when the value of the future economic benefits associated with the tangible capital assets is less than their net book value. The net write-down is accounted for as an expense in the statement of operations and accumulated surplus.

(i) Leased tangible capital assets:

Leases that transfer substantially all the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(j) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating provisions for accrued liabilities, the useful life of capital assets and in performing actuarial valuations of employee future benefits. Actual results could differ from these estimates.

3. Cash and cash equivalents:

	2016		2015	
Cash	\$	1,987	\$	1,044
Cash equivalents (note 2(e))		35,982		34,488
Total	\$	37,969	\$	35,532

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements (continued)

(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

4. Employee benefits and other liabilities:

The employee benefit and other liabilities, reported on the statement of financial position, are made up of the following:

	2016	2015
Post retirement benefits	\$ 3,745	\$ 3,627
Other liabilities	4,081	3,450
Total	\$ 7,826	\$ 7,077

Other liabilities include outstanding payables for employer remittances, accrued salaries, vacation, and overtime.

(a) Post retirement benefits:

Outside of the Public Service Pension Plan, the Authority annually accrues the future obligation under the defined retirement benefit plan as the employees render the services necessary to earn the benefit. These retirement benefit plans include a retirement allowance, unearned vacation entitlement, and death benefits. An independent actuarial valuation of the post-employment benefits obligation and net periodic benefit cost was calculated at December 31, 2014 using management's estimates of salary escalation and expected retirement ages. This valuation was then extrapolated to December 31, 2016. The recorded liability represents these estimated future costs discounted to a present value using market interest rates applicable to the Authority.

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements (continued)

(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

4. Employee benefits and other liabilities (continued):

(a) Post retirement benefits (continued):

Information about the Authority's retirement benefit plans are as follows:

Accrued benefit obligation	2016	2015
Balance, beginning of the year	\$ 3,627	\$ 3,554
Current benefit cost	291	259
Interest	118	138
Benefits paid	(316)	(339)
Amortization of loss	25	15
Balance, end of year	\$ 3,745	\$ 3,627

Actuarial benefit obligation	2016	2015
Accrued benefit obligation	\$ 3,745	\$ 3,627
Unamortized actuarial loss	242	253
Balance, end of year	\$ 3,987	\$ 3,880

The significant actuarial assumptions adopted in measuring the Authority's accrued benefit obligations are as follows:

	2016	2015
Discount rate	2.78%	2.96%
Expected future inflation rate	1.50%	1.50%
Expected productivity and seniority increases	1.10% to 3.65%	1.10% to 3.65%

Over time, changes in assumptions and actuarial experience compared to expected results will cause actuarial gains and losses in future valuations. Actual benefit payments in 2016 differing from expected resulted in a gain of \$46 thousand. Additionally, the change in discount rate reflecting the cost of borrowing as at December 31, 2016 resulted in a loss of \$60 thousand. Overall, this created a net actuarial loss at December 31, 2016 of \$14 thousand.

The unamortized actuarial loss on future payments is amortized over the estimated average service lives of the employees, which is 12 years.

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements (continued)
(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

4. Employee benefits and other liabilities (continued):

(b) Employee pension benefits:

The Authority and its employees contribute to the Public Service Pension Plan (a jointly trustee pension plan). The Public Service Pension Board of Trustees, representing plan members and employers, is responsible for administering the plan, including investments of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at March 31, 2016, the plan has about 58,000 active members and approximately 45,000 retired members.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. The rate is then adjusted to the extent there is amortization of any funding deficit.

The latest actuarial valuation as at March 31, 2014, indicated a funding surplus of \$194 million for basic pension benefits on a going concern basis.

The Authority paid \$4.5 million for employer contributions to the plan in fiscal 2016 (2015 - \$4.4 million).

The next valuation will be as at March 31, 2017, with results available in early 2018.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements (continued)

(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

5. Tangible capital assets:

(a) Changes to tangible capital asset categories during year:

Cost	2015	Disposals, transfers, Additions & write-downs	2016
Land	\$ 354	\$ -	\$ 354
Buildings	2,590	197	2,787
Furniture and equipment	6,524	1,140	5,495
Computer equipment	11,564	230	3,939
Motor vehicles	1,704	53	1,675
Leasehold improvements	7,114	132	7,246
Leased equipment	1,183	-	1,183
Property assessment software	14,696	-	2
Enterprise and productivity software	3,734	737	(253)
Software under development	1,641	5,513	(857)
Total	\$ 51,104	\$ 8,002	\$ (11,214)

Accumulated amortization	2015	Disposals	Amortization expense	2016
Buildings	\$ 2,283	\$ -	\$ 96	\$ 2,379
Furniture and equipment	5,382	(2,169)	533	3,746
Computer equipment	10,159	(7,854)	869	3,194
Motor vehicles	1,488	(82)	90	1,496
Leasehold improvements	3,018	-	612	3,630
Leased equipment	1,117	-	66	1,183
Property assessment software	13,162	2	614	13,778
Enterprise and productivity software	3,318	(957)	550	2,911
Total	\$ 39,927	\$ (11,060)	\$ 3,450	\$ 32,317

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements (continued)
 (Tabular amounts in thousands of dollars)

Year ended December 31, 2016

5. Tangible capital assets (continued):**(a) Changes to tangible capital asset categories during the year (continued):**

Net book value	2015	2016
Land	\$ 354	\$ 354
Buildings	307	408
Furniture and equipment	1,142	1,749
Computer equipment	1,405	745
Motor vehicles	216	179
Leasehold improvements	4,096	3,616
Leased equipment	66	-
Property assessment software	1,534	920
Enterprise and productivity software	416	1,307
Software under development	1,641	6,297
Total	\$ 11,177	\$ 15,575

During the year, the Authority decreased cost and accumulated amortization by the value of fully amortized assets that were no longer in use by the Authority.

(b) Software under development:

Software development projects can often span multiple fiscal periods. Software under development does not contain any projects which have been terminated or placed on hold indefinitely. Software under development is not amortized as it represents the costs incurred to date on projects, which are not substantially complete at the end of the fiscal year, which is in accordance with Public Sector Accounting Standard 3150.

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements (continued)

(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

6. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserves as follows:

	2016	2015
Surplus:		
Invested in tangible capital	\$ 15,575	\$ 10,919
Unappropriated	4,021	3,924
	19,596	14,843
Reserves:		
Future tangible capital asset acquisitions	14,288	17,150
Operating	3,000	3,000
	17,288	20,150
Accumulated surplus, end of year	\$ 36,884	\$ 34,993

Certain amounts are set aside in accumulated surplus for future financial obligations and the purchase of tangible capital assets. One hundred percent of the operating surplus of \$1.9 million in 2016 and \$882 thousand in 2015 has been applied to the reserve for future tangible capital asset acquisitions in accordance with Board direction.

Future tangible capital assets reserve: the purpose of this reserve is to help stabilize the financing requirements of large fluctuations in capital spending from one year to the next. Certain high value tangible capital assets such as property assessment software have long term economic usefulness. This reserve assists in the financing of these expenditures to limit the impact to revenue requirements in those years.

Operating reserve: the purpose of this reserve is to finance an unintended deficit. Unintended deficits would be caused largely by unexpected changes in reserves or costs for items that are outside management's control.

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements (continued)
(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

7. Commitments:

The Authority is committed to make payments under operating leases for premises and contracts for goods and services as follows:

2017	\$	17,051
2018		11,407
2019		9,839
2020		5,941
2021-2029		19,974
Total	\$	64,212

8. Appeal costs:

Appeal costs include legal costs incurred by the Authority as well as the operating costs of the Property Assessment Review Panel and the Property Assessment Appeal Board, both operated independently by the Province of British Columbia. By legislation, the Authority is required to reimburse the Province for the Review Panel and Appeal Board costs which amounted to \$2.3 million in 2016 (2015 - \$2.3 million).

9. Budget data:

The 2016 operating and capital budgets approved by the Board on December 11, 2015 have been provided for comparison purposes.

10. Related party transactions:

The Authority is related through common ownership to all Province of British Columbia ministries, agencies, Crown corporations, and all public sector organizations such as school districts, colleges, universities, and health authorities that are included in the provincial government reporting entity. In addition, transactions with senior management, directors, immediate family members of senior management and directors, and companies with which any of the above have a financial interest are also considered related parties. These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

The statement of operations and accumulated surplus includes the following transactions with related parties of the Province of British Columbia:

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements (continued)

(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

10. Related party transactions (continued):

	2016	2015
Revenue:		
Other revenue	\$ 3,115	\$ 3,197
Expenses:		
Appeal costs	2,323	2,264
Information and communication technology	1,551	1,160
Employee expenses	1,086	1,044
Office premises	621	564
Assessment notice printing and postage	112	112
Corporate and office	38	93
Travel	58	56
Assets (liabilities) at December 31 with related parties:		
Assets - motor vehicles	-	372
Accounts receivable	67	91
Accounts payable	(1,035)	(130)

The Authority contracts the disposal of surplus assets to the Province of British Columbia. Sale proceeds net of disposal costs were \$41 thousand in 2016 (2015 - \$70 thousand).

11. Summary of cash flow management:

Items not involving cash, reported on the statement of cash flows, are made up of the following:

	2016	2015
Amortization	\$ 3,450	\$ 3,357
Write-down on tangible capital assets	154	1,078
Change in lease inducements	(363)	(495)
Gain on sale of tangible capital assets	(41)	(69)
Change in employee benefits and other liabilities	749	(1,276)
Total items not involving cash	\$ 3,949	\$ 2,595

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements (continued)
(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

11. Summary of cash flow management (continued):

Change in non-cash assets and liabilities, reported on the statement of cash flows, are made up of the following:

	2016	2015
Accounts receivable	\$ (138)	\$ (500)
Due from provincial government	24	(18)
Accounts payable and accrued liabilities	4,050	584
Due to provincial government	905	(464)
Prepaid expenses	(27)	(64)
Total change in non-cash assets and liabilities	\$ 4,814	\$ (462)

12. Financial risk management:

In the normal course of operations, the Authority is exposed to a number of risks that can affect its operating performance. The Authority has exposure to the following risks from its use of financial instruments: credit risk, market risk, currency risk, interest rate risk, and liquidity risk. Management and the Board of the Authority ensure that the Authority identifies and monitors its risks. It is management's opinion that the Authority is not exposed to significant risks arising from these financial instruments.

(a) Fair value of financial assets and financial liabilities:

All financial assets and financial liabilities are recorded at amortized cost.

(b) Credit risk:

Credit risk is the risk of financial loss to an institution if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise primarily from certain assets held consisting of cash, cash equivalents and accounts receivable. The Authority is exposed to credit risk in the event of non-performance by a customer. This risk is mitigated because 92% of accounts receivable are current; therefore, management does not consider it to be impaired. It is management's opinion that the Authority is not exposed to significant credit risk associated with cash and cash equivalents as they are placed with the British Columbia Investment Management Corporation in highly liquid units of a Canadian Money Market Fund.

BRITISH COLUMBIA ASSESSMENT AUTHORITY

Notes to Financial Statements (continued)

(Tabular amounts in thousands of dollars)

Year ended December 31, 2016

12. Financial risk management (continued):

(c) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk and interest rate risk.

(d) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the foreign exchange rates. It is management's opinion that the Authority is not exposed to significant currency risk, as amounts held and purchases made in foreign currency are insignificant.

(e) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The Authority is exposed to interest rate risk through its cash equivalents. It is management's opinion that the Authority is not exposed to significant interest rate risk as it invests solely in short term treasury bills that have a maturity date of no more than 91 days from date of acquisition.

(f) Liquidity risk

Liquidity risk is the risk that the Authority will not be able to meet its financial obligations as they become due. The Authority manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing activities to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they become due.

13. Comparative information:

Comparative figures have been adjusted to conform to changes in the current year presentation.

Appendix A – Additional Information

Corporate Governance

We are governed by a Board of Directors that is accountable to the Minister Responsible for the implementation of government direction. The Board's direction is implemented by management, who carry out the day-to-day operations of the corporation under the supervision of the Chief Executive Officer.

For more information on our Board of Directors, please refer to our web page at <http://bcassessment.ca/About-Us/how-bc-assessment-works/Board-of-Directors>.

For more information on our Executive Management Team, please refer to our web page at <http://bcassessment.ca/About-Us/how-bc-assessment-works/executive-management-team>.

Organizational Overview

To learn more about how BC Assessment is structured to deliver our work, please refer to our web page at <http://bcassessment.ca/About-Us/about-BC-Assessment>

Contact Information

For more information on how to contact us, please visit our web page at: <http://bcassessment.ca/contact-us>

Appendix B – Crown Corporation's Mandate and Actions Summary

In the 2016/17 Mandate Letter from the minister responsible, BC Assessment received direction on strategic priorities for the 2016/17 fiscal year. These priorities and the Crown corporation's resulting actions are summarized below:

Mandate Letter Direction	Crown Corporation's Action
1. Undertake planning and evaluation to determine options for the replacement of its existing valueBC information system with nextGen valueBC, to improve the collection, maintenance and distribution of assessment information. These options, in the form of a business case (consistent with the Capital Management Framework requirements), will be brought forward by the Minister to Treasury Board for consideration.	The nextGen valueBC program to replace BC Assessment's computer assisted mass appraisal (CAMA) system received Treasury Board approval in April 2016. The project kicked off in July and successfully completed the Fit/Gap Phase by end 2016. The Fit/Gap Report concluded that the contracted budget and schedule was sufficient to complete the work identified under the project. By end 2016, planning was well underway for the Implementation Phase, which will go until 2019.
2. Continue to execute the multi-year Property Data Accuracy Program to ensure up-to-date inventory across all property types and achieve inventory accuracy by the 2018 assessment roll.	Total of 246,000 folios validated in 2016 against a target of 340,000, with an additional 57,000 folios pending audit work. Completed 2017 work planning to validate outstanding 378,000 folios. Work continues on future Sustainability of Data Accuracy and Transition to Operations.
3. Develop and execute upon a strategy to maintain the average 2016 tax levy on existing taxpayers at levels equivalent to 2015 and ensure any increase generated through non-market change (e.g. new construction) is used to improve customer service.	The 2016 average tax levy was maintained on existing taxpayers at levels equivalent to 2015 and increased funds generated through non-market change (e.g. new construction) were put toward customer service initiatives, such as enhancing e-valueBC.
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 the assessment system is fair and equitable.	BC Assessment has continued to support assessment policy work on emerging issues, including consultation with industry groups, as appropriate. Examples for 2016 include Split Classification and Restricted Use properties (BC Ferries, NavCan).

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AUDIT COUNCIL FOR AUDITOR GENERAL FOR LOCAL GOVERNMENT PROFILE

Program Objectives:

- The objective of the AGLG is to conduct performance audits of the operations of local governments in order to provide local governments with objective information and relevant advice that will assist them in their accountability to their communities for the stewardship of public assets and the achievement of value for money in their operations.
- A key accountability mechanism for the AGLG is the Audit Council. The Audit Council's role is to monitor and review the performance of the AGLG, and review and comment on AGLG performance audit reports and any other reports, such as the AGLG's service plans and annual reports.

Program Description:

- The Audit Council plays a key role in ensuring the effectiveness and independence of the office of the Auditor General for Local Government.
- Appointed by the Government of British Columbia, the Audit Council is a group of at least five respected experts in fields such as accounting, auditing, business and local government. There are currently six members.
- The Audit Council recommends to the Minister of Community, Sport and Cultural Development the appointment of the AGLG and monitors and reviews the AGLG's performance. By reporting through the Minister to government, the Audit Council ensures the office's accountability to British Columbians.
- The Audit Council also provides comments on the office's draft service plan, annual report, and performance audit reports, assisting the AGLG to maximize the office's effectiveness and bring the greatest possible benefits to B.C.'s local governments and taxpayers province-wide.

Current Appointees:

Members are appointed by Order in Council. There are currently 6 members:

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry
Ariganello, Antonio	Chair	2012-04-25	2015-03-31	2018-03-31
MacDonald, Donalda	Member	2012-04-25	2016-03-31	2018-03-31
Payne, Lisa	Member	2012-04-25	2015-03-31	2018-03-31
Wood, Timothy	Member	2012-04-25	2015-03-31	2018-03-31
Daykin, Ernest	Member	2015-09-23	2016-12-31	2018-12-31
Hartshorne, Dorothy	Member	2015-10-08	2016-12-31	2018-12-31

Appointments required:

- No Board appointments are set to expire within the next 90 days.

Contact: Jodi Dong, Director, Legislation, Community and Legislative Services,
778-698-3399

**BOARD OF EXAMINERS
PROGRAM PROFILE**

Program Description:

- The principal goal of the Board of Examiners is to develop knowledge and skills of British Columbia's local government employees and increase professionalism of local governments.
- 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 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 and Cultural Development); Ron Poole (Local Government Management Association); and Marie Crawford, (Union of BC Municipalities).

Program Objectives:

- Voluntary certification of local government employees and provision of financial support through scholarships for the training of local government officials.

Client Profile:

- Local government employees.

Priorities/Key Initiatives:

- Providing four levels of certification to local government staff – who qualify based on experience in local government and mandatory education in the fields of local government leadership and management, services, finance, law, policy and economics – remains a key function of the Board.
- Providing scholarship awards to eligible local government employees who are pursuing courses leading to certification or wishing to upgrade their professional skills through enrolment in post-secondary courses of study and/or attendance at seminars relating to local government administration, ensures a continuing high level of skill and professionalism of employees in the local government field.

Current Appointees:

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry
Paget, Gary D.	Member	2009-11-26	2015-11-26	2018-11-26
Crawford, Marie	Member	2007-02-06	2016-11-04	2019-11-04
Poole, Ron	Member	2007-02-06	2016-11-04	2019-11-04

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

Contact: Gary Paget, Chair, Local Government Division, 778-698-3210

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.
- As of March, 2016 the ITFB has protected more than 1,160 hectares (2,866 acres) of land on 98 properties throughout the Islands Trust area, through acquisition of land assets (valued at \$12.5 million) and conservation covenants.

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 over 450 islands located in Georgia Strait and Howe Sound, running from the US border north to and including Denman Island.
- The ITFB has strong relationships with regional, provincial and federal governments and land conservancies, other agencies, First Nations, community groups and land owners.

Priorities/Key Initiatives:

- Ecosystem protection, focused on natural areas with highest biodiversity values; protecting the working landscape; conserving marine ecosystems; education and outreach to conservation partners.
- Recently protected areas include establishment of two new conservation covenants on North Pender Island and one on Galiano Island that permanently protect sensitive natural habitat on private property

Current Appointees:

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry
Bertrand, Ronald	Provincial Member	2014-07-31		2018-07-31
Harrison, Richard	Member	2016-08-03		2019-08-03

Additional Board Members:

Law, Tony	Locally Elected Trustee, Chair
Stamford, Kate Louise	Locally Elected Trustee
Morrison, Susan	Locally Elected Trustee

Website: www.islandstrustfund.bc.ca

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

**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 and other interested parties.
- The Property Assessment Review Panel Administration Office manages the appointment of approximately 240 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, Senior Policy Advisor, and two Property Assessment Review Panel Coordinator positions.

Program Budget	\$000's		
	Restated 2016/17	Estimates 2017/18	Increase (Decrease)
Expenses	1,623	1,621	(2)
Recoveries	(1,622)	(1,620)	2
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.

Current Appointees:

Members are appointed by Ministerial Order. There are currently 43 Chair appointments and 181 Members appointments:

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry
Clayton, Anne Heather	Chair	2014-11-01		2017-11-01
de Niet, Johannes	Chair	2011-11-01	2014-11-01	2017-11-01
Fiebig, Katherine Ann	Chair	2011-11-01	2014-11-01	2017-11-01
Heron, Lachlan G.	Chair	2012-11-01	2015-11-01	2017-11-01
Kajani, Sameer	Chair	2010-11-01	2014-11-01	2017-11-01
Lange, Sheila Doreen	Chair	2014-11-01		2017-11-01
Leong, Janice Lesley	Chair	2011-11-01	2014-11-01	2017-11-01
MacKenzie, Nikola L.	Chair	2011-11-01	2014-11-01	2017-11-01
Maude, Tony	Chair	2016-11-01		2017-11-01
Robertson, Linda-Mae	Chair	2012-01-16	2014-11-01	2017-11-01
Scott, B Ann	Chair	2014-11-01		2017-11-01
Smerychynski, Linda J.	Chair	2014-11-01		2017-11-01
Terlesky, Ronald B.	Chair	2011-11-01	2014-11-01	2017-11-01
Thomas, Casda	Chair	2014-11-01		2017-11-01
Upton, Jason D.	Chair	2012-11-01	2015-11-01	2017-11-01
Uzick, Stephen Alexander	Chair	2011-11-01	2014-11-01	2017-11-01
Woods, Robert J.	Chair	2012-01-16	2014-11-01	2017-11-01
Barnaby, Wesley L.	Chair	2015-11-01		2018-11-01
Bulfone, Ansa Marie	Chair	2015-11-01		2018-11-01
Bunyan, Gregory J.	Chair	2015-11-01		2018-11-01
Burden, J. Kimberley	Chair	2015-11-01		2018-11-01
Callaghan, James S.	Chair	2015-11-01		2018-11-01
Collinge, Wayne Luke	Chair	2015-11-01		2018-11-01
Coolican, Brian Patrick	Chair	2012-11-01	2015-11-01	2018-11-01
Dalton, Danielle	Chair	2015-09-15		2018-11-01
Dielissen, Thomas James	Chair	2012-11-01	2015-11-01	2018-11-01
Embree, Ruth	Chair	2012-11-01	2015-11-01	2018-11-01
Gault, Donna Marie	Chair	2015-11-01		2018-11-01

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Name	Position	Date First Appointed	Date of Reappointment	Term Expiry
Green, Barry J.	Chair	2015-11-01		2018-11-01
Hubbard, Donald Wayne	Chair	2010-11-01	2015-11-01	2018-11-01
Hurd, Harvic	Chair	2012-11-01	2015-11-01	2018-11-01
Kent, Robin Elizabeth	Chair	2015-11-01		2018-11-01
Kittle, Robert	Chair	2015-11-01		2018-11-01
Knight, Ruth M	Chair	2012-11-01	2015-11-01	2018-11-01
Lepold, K. Peter	Chair	2012-11-01	2015-11-01	2018-11-01
Loewen, Michael	Chair	2015-11-01		2018-11-01
Oakden, Stuart J.	Chair	2012-11-01	2015-11-01	2018-11-01
Panwar, Ravinder S.	Chair	2002-04-01	2015-11-01	2018-11-01
Rempel, John G.	Chair	2011-01-31	2015-11-01	2018-11-01
Sherman, Ronald L.	Chair	2012-11-01	2015-11-01	2018-11-01
Thomson, Gordon	Chair	2015-11-01		2018-11-01
Carver, William	Chair	2016-11-01		2019-11-01
Charnley, Clive	Chair	2013-11-01	2016-11-01	2019-11-01
Christensen, Stewart Clifton	Chair	2010-11-01	2013-11-01	2019-11-01
Cullum, Robert	Chair	2016-11-01		2019-11-01
Hall, Derek	Chair	2016-11-01		2019-11-01
Hildebrandt, Jesse D.	Chair	2013-11-01	2016-11-01	2019-11-01
Miller, Sharon	Chair	2013-02-14	2016-11-01	2019-11-01
Reid, William	Chair	2016-11-01		2019-11-01
Saxby, Gilliam	Chair	2016-11-01		2019-11-01
Small, Gibbon	Chair	2016-11-01		2019-11-01

Appointments required:

- There are a no Panel appointments that are set to expire within the next 90 days.

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

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TRANSLINK PROFILE

Program Objectives:

- To provide oversight and ensure the effective implementation of the *South Coast British Columbia Transportation Authority Act*.
- To work with TransLink, other Ministries, and the federal government to implement transit projects and programs in Metro Vancouver

Program Description:

- The Ministry is accountable for the management and oversight of the South Coast British Columbia Transportation Authority (TransLink) policy and governance.
- CSCD responsibilities are implemented through:
 - Developing and managing transportation (TransLink) policy, projects and legislation;
 - Delivering statutory responsibilities including the appointment of arbitrators to hear fare evasion disputes and Screening Panel and Board appointments; and
 - Working with internal and external stakeholders to develop information, provide advice, monitor and respond to transit-related issues.
- Ministry of Transportation and Infrastructure has retained responsibilities for capital investments and some residual programs with granting components (UPass).

Client Profile:

- TransLink is Metro Vancouver's regional transportation authority and is responsible for the provision of public transit. The authority also shares responsibility with Metro municipalities for maintaining and operating the major road network (MRN) and regional cycling.
- TransLink delivers its services directly and through operating companies:
 - Bus, SeaBus, HandyDART: Coast Mountain Bus Company Ltd.;
 - SkyTrain (Millennium, Expo and Canada lines), West Coast Express: British Columbia Rapid Transit Company Ltd. and ProTrans BC; and
 - MRN (roads and bridges): TransLink.
- TransLink provided over 233 million trips across its system in 2016. Its network includes 326 SkyTrain cars serving 79 km of track, 44 West Coast Express train cars operating over 69 km of track, over 1500 buses that service 218 routes and 2,310 lane km of roads that they partner with local municipalities to fund and manage.

- Policing services for the regional transportation system operate under TransLink and are provided by the SCBCTA Police Service. Transit Police are responsible for ensuring the safety and security of transit passengers, employees and the general public. Transit Police also issue violation tickets for fare evasion within the transit system.
- In 2015, TransLink revenues and expenditures were balanced at approximately \$1.4 billion. Major revenue sources for the organization include farebox revenues and property and fuel taxes.
- Oversight and management of TransLink are provided to differing degrees and levels by a Board of Directors and the Mayors' Council on Regional Transportation.
- Provincial responsibilities for TransLink reside largely with the management of the *South Coast British Columbia Transportation Authority Act*. The Act establishes TransLink's purpose, areas of authority, governance and planning frameworks and revenue sources. Outside of legislation, the Province has also contributed to TransLink capital projects and has made significant investments in rapid transit.
- TransLink's 11 member Board of Directors is comprised of seven Mayors' Council appointees, two provincial appointees and the Chair and Vice Chair of the Mayors' Council.
- The Board is responsible for overseeing the management of TransLink's affairs. Key responsibilities include: participating in the development of the organization's 30 year strategy and 10 year investment plan and submitting these to the Mayors' Council for approval; reviewing and approving operating, capital, service and sustainability plans; appointing the CEO, and establishing subsidiaries.
- The Mayors' Council is comprised of the mayors of the 21 Metro Vancouver municipalities, the Director of Electoral Area 'A' and the Chief of the Tsawwassen First Nation. Key responsibilities of the Council include: approval (or rejection) of the 30 year strategy and 10 year investment plan; approval (or rejection) of board and executive compensation plans, short-term fare increases, disposition of TransLink assets, and changes to TransLink's complaints and customer satisfaction processes.
- In 2014, the Mayors' Council developed a transportation vision which proposed \$7.5 billion in new investments for the region over a ten year period. As described in the vision, key investments include proposals for new rapid transit in Vancouver and Surrey, replacement of the Pattullo Bridge and increased SkyTrain, bus, SeaBus and HandyDART service.
- In 2014, the Province committed to providing 1/3 funding for new rapid transit and replacement of the Pattullo Bridge, subject to acceptable business cases.
- In May 2016, the Province committed \$246 million over the next three years to transit improvements in Metro Vancouver. This builds upon the federal government's commitment to provide \$370 million to transit improvements in the region (under the Public Transit Infrastructure Fund (PTIF)). In combination with

regional capital funding, this will support a total of \$1.15B in transit and other capital investments throughout the region.

- To support the Vision, TransLink and the Mayor's Council approved a "Phase 1" 10 year Investment Plan in November 2016.
- The first investment plan is to be funded from: an adjustment to property tax collection (\$365M); increased transit revenues from increased transit service (\$230M) and annual fare increases (\$90M); a new proposed region-wide "Development Cost Charge" (DCC) fee that is projected to take effect in 2020 subject to provincial approval, and generate an additional \$127M in revenue; and increased contributions from a variety of existing revenue sources (\$160M).
- Subsequent investment plans will be developed over the next ten years to include new projects as funding becomes available, such as the Pattullo Bridge and new rapid transit projects.

2017/18 Priorities/Key Initiatives:

- Phase 2 funding discussions with Canada: Discussions with Canada and the Mayors' Council on Phase 2 PTIF funding. Decisions respecting provincial and regional contributions will be required. MOTI acts as the lead ministry in negotiations.
- Regional Funding Sources: As part of Phase 2 discussions, s.12,s.13,s.14,s.16,s.17
s.12,s.13,s.14,s.16,s.17
- Major Capital Projects Implementation: Ongoing work to advance rapid transit (Surrey, Broadway) and the Pattullo Bridge. MOTI leading the provincial contributions with support and participation from CSCD.

Board Composition:

The TransLink Board of Directors is composed of seven individuals appointed by the Mayors' Council (from a candidate list presented by the Screening Panel), the Mayors' Council Chair and Vice-Chair (at their option), and up to two members appointed by the Province.

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Board Appointments by Ministerial Order					
Siu Soon Chu, Jim	Member	2015-08-20		2018-08-20	1.40
Dinwoodie, Murray	Member	2015-08-20		2018-08-20	1.40
Board Appointments by Mayor's Council					
Lorraine Cunningham	Chair	2013-01-01		2018-12-31	4.0
Janet Austin	Member	2017-01-01		2019-12-31	0.1

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Name	Position	Date First Appointed	Date of Reappointment	Term Expiry	Total Years of Service
Larry Beasley	Member	2016-01-01		2018-12-31	1.0
Sarah Clark	Member	2017-01-01		2019-12-31	0.1
Anne Giardini	Member	2017-01-01		2019-12-31	0.1
Tony Gugliotta	Member	2016-01-01		2018-12-31	1.0
Marcella Szel	Member	2012-01-01	2015-01-01	2017-12-31	5.0
Mayor's Council Board Members					
Linda Hepner	Mayor of Surrey	n/a		n/a	
Gregor Robertson	Mayor of Vancouver	n/a		n/a	

Appointments required:

- No Board appointments are set to expire within the next 90 days.

Website: www.translink.ca

Contact: Jessica Brooks, Executive Director, Community Policy and Legislation Branch, 778-698-3483

AUDITOR GENERAL FOR LOCAL GOVERNMENT PROFILE

Statutory Authority: *Auditor General for Local Government Act*

Appointment Process: Order in Council

Program Objectives:

- To conduct performance audits of the operations of local governments in order to provide local governments with objective information and relevant advice that will assist them in their accountability to their communities for the stewardship of public assets and the achievement of value for money in their operations.

Program Description:

- The Auditor General for Local Government (the AGLG), appointed under the *Auditor General for Local Government Act* (the Act), functions with independence from government in the work that it completes. It is overseen by an OIC appointed Audit Council.
- The AGLG undertakes performance audits of the operations of local governments and develops recommendations and practices arising from the audits for use by local governments. The completion of performance audits with accompanying recommendations provide local government officials with objective assessments of the efficiency and effectiveness of their activities, operations, and services.
- The office is funded by the Province for its responsibilities as set out in the Act and must adhere to the province's core administrative policies.
- A key accountability mechanism for the AGLG is the Audit Council. The Audit Council's role is to monitor and review the performance of the AGLG, and review and comment on AGLG performance audit reports and any other reports, such as the AGLG's service plans and annual reports.
- The AGLG provides local governments with objective, helpful advice:
 - Engage and consult with local governments, other stakeholders and expert practitioners in the development of audit themes;
 - Identify and develop guidelines, principles and standards for performance auditing of BC local governments;
 - Prepare for and plan performance audits based on audit themes;
 - Conduct audits and studies in accordance with professional standards; and
 - Provide recommendations that are practical and relevant.
- Provide accessible information to local governments, stakeholders and the public:
 - Ensure the timely release of service plans and reports;

- Develop and distribute information on audit themes, performance audits and processes;
- Provide outreach and education on the role of the AGLG; and
- Develop and implement communication plans and protocols with local government stakeholders.
- Respond effectively and in a timely way to emerging issues affecting local governments:
 - Establish and implement processes to monitor and track potential emerging issues that may affect local governments in BC; and
 - Respond in a timely way to include significant issues that do emerge in performance auditing.
- Set the foundation for success:
 - Develop the AGLG team and build a learning organization that seeks to continually improve;
 - Based on professional standards, establish working relationships and protocols;
 - Build office infrastructure and processes; and
 - Recommend the enactment of regulations within the *Auditor General for Local Government Act*, when appropriate, to permit the AGLG to enter into agreements with local government to perform ad hoc performance audits on operations on a cost recovery basis.

2017/18 Estimates:

Operating Budget (\$000s)	2016/17 Restated	2017/18 Estimates	Increase/ (Decrease)
Salaries and Benefits	1,323	1,618	295
Operating and Other Costs	1,275	979	(296)
Gross Operating	2,598	2,597	-1
Internal Recoveries	-1	-1	0
External Recoveries	-2	-2	0
Total Net Operating	2,595	2,594	-1

Note: The \$1k overall decrease is due to changes to the benefits chargeback rate. The realignment in funding noted above relates to contractor budget realigned to salaries and benefits to reflect operational requirements.

Client Profile:

- About 190 local governments, regional districts and greater boards, and an additional 200+ associated boards and entities.
- Stakeholders from business, local government associations and other interested organizations.

Service Provider:

- AGLG staff.

Outcomes (Impacts)/Service Statistics:

- As of May 2, 2017 will have published performance a total of 23 audit reports in relation to:
 - Audit Topic 1: Achieving Value for Money in Operational Procurement: Final audit under this topic released in May 2016: Completed
 - Audit Topic 2: Local Government Performance in Managing Policing Agreements and Police Budget Oversight: Completed
 - Audit Topic 3: Learnings from Local Government Capital Procurement Projects and Asset Management Programs: Final audit under this topic released in June 2016: Completed
 - Audit Topic 4: Managing the Inherent Risks of Limited Human Resources within small Local Governments: Completed
 - Audit Topic 5: Local Governments Role in Ensuring Clean Drinking Water (work in progress and anticipate one audit to complete in May and another to complete later in the year.
- Published four perspectives booklets (best practices) in relation to:
 - Improving Local Government Procurement.
 - Policing Services Performance Assessment.
 - Learnings from Local Government Capital Procurement Projects and Asset Management Programs.
 - Learnings from Local Government Capital Procurement Projects and Asset Management Programs.
 - Anticipate another booklet related to Provision of Clean Drinking Water later in the year.
- Published performance audit reports that contain , practical and affordable recommendations to local governments. Almost all were accepted by local governments who included Action Plans to address.
- Extensive engagement with local governments and other stakeholders to identify and update areas of relevance and develop trends and issues.

- Continued to mature the operational and administrative infrastructure to support performance audit operations and the office's administrative support functions.
- Demonstrated level of practice by adhering to professional standards.

2017/18 Priorities/Key Initiatives:

- Update audit plan and publish performance audit reports and or Perspective Series Booklets, as and when completed.
- Continued extensive engagement with local governments and other stakeholders through formal and informal means.
- Review and update internal policies and procedures for performance audits based on recommended Canadian standards for performance audit assurance engagements.
- Conduct review of our performance audit work to relevant professional standards.

Board Composition:

Members are appointed by Order in Council. There are currently 6 members:

Name	Position	Date First Appointed	Date of Reappointment	Term Expiry
Ariganello, Antonio	Chair	2012-04-25	2015-03-31	2018-03-31
MacDonald, Donalda	Member	2012-04-25	2016-03-31	2018-03-31
Payne, Lisa	Member	2012-04-25	2015-03-31	2018-03-31
Wood, Timothy	Member	2012-04-25	2015-03-31	2018-03-31
Daykin, Ernest	Member	2015-09-23	2016-12-31	2018-12-31
Hartshorne, Dorothy	Member	2015-10-08	2016-12-31	2018-12-31

Appointments required:

- No Board appointments are set to expire within the next 90 days.

Contact:

Gordon Ruth, Auditor General for Local Government
(604) 930-7130

STAKEHOLDER CONTACTS

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

Ministry Crown Agencies and Corporations

Branch	Organization	Contact	Description	Key Issues	Address
CLS	Audit Council (for the Auditor General for Local Government)	Anthony Ariganello, Chair 604-930-7100 www.aglg.ca	Appointed by the Provincial Government, the Audit Council is a group of at least five experts in fields such as accounting, auditing, business and local government. The Audit Council recommends to the Minister the appointment of the AGLG and monitors and reviews the AGLG's performance. It also provides comments on the office's draft service plan, annual report, and performance audit reports.	<ul style="list-style-type: none"> The Audit Council plays a key role in ensuring the effectiveness and independence of the office of the Auditor General for Local Government. 	Suite 201-2nd Floor, 10470 152nd St Surrey BC V3R 0Y3
CLSD	Auditor General for Local Government (AGLG)	Gordon Ruth, AGLG 604-930-7100 www.aglg.ca	The Auditor General for Local Government was established by the Province of BC through legislation. It conducts performance audits, and provides local governments with objective information and advice to help them be accountable to their communities for their stewardship of public assets and their achievement of value for money in their operations.	<ul style="list-style-type: none"> The AGLG's work is based on the four principles of independence, transparency, accessibility and performance auditing. 	Suite 201-2 nd Floor, 10470 152 nd St Surrey BC V3R 0Y3

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Branch	Organization	Contact	Description	Key Issues	Address
ACSD	BC Arts Council	Merla Beckerman Chair Cell s.22 Home s.22 s.22 Gillian Wood Executive Director 778-698-3523	Arts and cultural funding agency for BC under <i>Arts Council Act</i> . <ul style="list-style-type: none">15 members appointed by OIC.Secretariat within ACSD.Supports arts and cultural activity in over 200 communities annually.	<ul style="list-style-type: none">Static funding of \$24M since 2013/14.Increasing demand and s.13Striving to reflect changing demographics by supporting indigenous, cultural and geographic diversity.	2 nd Floor 800 Johnson Street Victoria BC V8W 1N3
CLSD	BC Assessment Authority	Judy Rogers Chair 250-595-6211 Judy.Rogers@bcassessment.ca http://www.bcasessment.ca	BC Assessment maintains real property assessments in compliance with the <i>Assessment Act</i> which requires that properties be assessed as of July 1 st each year.	<ul style="list-style-type: none">BC Assessment develops and maintains real property assessments throughout British Columbia in addition to providing real property information.	400- 3450 Uptown Blvd Victoria BC V8Z 0B9
CLSD	BC Athletic Commissioner	Wayne Willows Wayne.Willows@gov.bc.ca 250-952-6735 www.bcathleticcommission.ca	Regulatory, oversee combative sporting events within BC.	<ul style="list-style-type: none">Safety and Integrity of the sport.	5th Floor, 800 Johnson Street PO Box 9823 Prov Govt Victoria BC V8W 9W3
ACSD	BC Games Society	Kelly Mann President and CEO 250-387-4684 kellym@bcgames.org www.bcgames.org	The BC Games Society is a Crown service-delivery agency and has been mandated by the Province to oversee the biennial BC Winter and Summer Games, Team BC's participation in Canada Games and (until November 2017) event management support to the annual 55+ BC Games.	<ul style="list-style-type: none">Major event hosting (e.g. economic, community and sport legacies).Event management (e.g. best practices, knowledge transfer, building community capacity).Transition of event management of 55+ BC Games to BC Seniors Games Society.	200 - 990 Fort Street Victoria BC V8V 3K2

Branch	Organization	Contact	Description	Key Issues	Address
ACSD	Royal BC Museum (RBCM)	<p>Jack Lohman CEO jlohman@royalbcmuseum.bc.ca www.royalbcmuseums.ca 250-953-4015</p> <p>Susan Knott Chair</p>	<p>Steward of the Province's human history and natural history collections (<i>Museum Act</i>), Royal BC Museum:</p> <ul style="list-style-type: none"> secures, receives and preserves specimens, artifacts and archival and other materials that illustrate the natural or human history of British Columbia; preserves and manages the museum archives of government; increases and communicates knowledge of the natural and human history of BC; develops exhibits & manages, conserves and provides access to the collection; on the request of the government, manages cultural and heritage facilities designated by the government. 	<ul style="list-style-type: none"> Several attempts since 2012 to raise federal and provincial support to address aging capital infrastructure. s.12,s.17 New First Nations Repatriation Program launched with \$2 million over three years. 	675 Belleville Street Victoria BC V8W 9W2
CLSD	TransLink	<p>Lorraine Cunningham Board Chair 778-375-7602 board@translink.ca www.translink.ca</p> <p>Kevin Desmond CEO 778-375-7500</p>	<p>Metro Vancouver's independent regional transportation authority.</p> <ul style="list-style-type: none"> Responsibilities for regional transit, cycling and commuting options and shared responsibility for the Major Road Network and regional cycling with regional municipalities. Responsible for the planning, financing and managing of all public transit in addition to major regional roads and bridges. 	<ul style="list-style-type: none"> Implementation of the 10 year vision (2014 cost estimate \$7.5B). Requires identification and implementation of significant new regional revenue sources. Following public policy commitments, Provincial confirmation one third funding for major rapid transit projects and replacement of the Pattullo Bridge. 	400-287 Nelson's Court New Westminster BC V3L 0E7

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Stakeholders

Branch	Organization	Contact	Description	Key Issues	Address
ACSD	Art Starts in Schools Society	<p>Lynda Gerty President 604-336-0626 creativity@artstarts.com</p> <p>Navida Nuraney Executive Director 604-336-0626 ext 107 navida@artstarts.com www.artstart.com</p>	<p>A charitable organization that promotes art and creativity among BC's young people.</p> <ul style="list-style-type: none"> Since 1996, ArtStarts has supported educators, artists, parents and students by offering a broad range of programs, services and resources. Each year, ArtStarts provides about 640,000 unique arts experiences in urban, rural and remote communities across BC. 	<ul style="list-style-type: none"> Recent review of the Artists in Education and Artists in the Classroom funding. 	808 Richards Street Vancouver BC V6B 3A7
ACSD	ArtsBC (Formerly Assembly of BC Arts Councils)	<p>Kathy Ramsey President 604-291-0046 778-410-5104 president@artsbc.org www.artsbc.org</p>	<p>A provincial arts service organization.</p> <ul style="list-style-type: none"> Cultivates community cultural development through knowledge-sharing and advocacy. Serves a province-wide network including 300 arts councils, arts, culture and heritage organizations, as well as individual artists and community partners. 	<ul style="list-style-type: none"> Frequent consultation regarding the Province's support for community arts organizations. 	301 – 1321 Blanshard Street. Victoria BC V8W 0B6

Branch	Organization	Contact	Description	Key Issues	Address
LGD	Asset Management BC (AMBC)	Wally Wells 250-741-9887 info@assetmanagement.bc.ca www.assetmanagementbc.ca	A group of associations, local governments and First Nations representatives brought together to recognize and integrate the political, administrative, technical, operational, financial and planning aspects of asset management. <ul style="list-style-type: none"> Provides leadership and support for the management of community infrastructure assets. 	<ul style="list-style-type: none"> It represents a collective of all the relevant professional associations in LG and the work of AMBC directly supports the effective implementation of infrastructure grant programs. 	
ACSD	Association of Book Publishers of BC (ABPBC)	Kevin Williams President 604-684-0228 admin@books.bc.ca www.books.bc.ca Heidi Waechtler Executive Director	A provincial association of BC owned and controlled book publishing companies. <ul style="list-style-type: none"> Works to support the success of the Canadian-owned book industry in British Columbia. The province's book publishing industry receives funding support from Creative BC and the BC Arts Council. The association organizes an annual proclamation and event at the Legislature to celebrate BC Book Day. 	<ul style="list-style-type: none"> Briefing regarding the Creative Economy Strategy. Frequent consultation regarding the Province's support for professional publishing houses. 	600-402 West Pender Street Vancouver BC V6B 1T6

Branch	Organization	Contact	Description	Key Issues	Address
ACSD	Bard on the Beach Theatre Society	<p>Jim Bovard President 604-737-0625 info@bardonthebeach.org www.bardonthebeach.org</p> <p>Christopher Gaze Artistic Director & Founder</p>	<p>Established in 1990, Bard on the Beach is Western Canada's largest not-for-profit, professional Shakespeare Festival, held on the waterfront in Vancouver's Vanier Park.</p> <ul style="list-style-type: none"> • Attendance estimated at more than 100,000 in 2016. • The society also offers a variety of community and school-based workshops and training opportunities. • Long-time recipient of BC Arts Council operating and project assistance. 	<ul style="list-style-type: none"> • Briefing regarding the Creative Economy Strategy. • Frequent consultation regarding the Province's support for professional arts organizations. 	201 - 162 West 1 st Ave Vancouver BC V5Y 0H6
ACSD	BC Alliance (Alliance for Arts and Culture)	<p>Kirsten Schrader President 604-681-3535 ext 209 www.allianceforarts.com</p> <p>Brenda Leadlay Executive Director brenda@allianceforarts.com</p>	<p>Established in 1986, the alliance advocates for the arts/culture sector by monitoring public policy, providing support, services and professional development, and representing the interests of artists and cultural workers.</p> <ul style="list-style-type: none"> • The Alliance represents members from across the artistic disciplines, including organizations, professional associations, not-for-profit groups, artists and cultural workers throughout BC. 	<ul style="list-style-type: none"> • Briefing regarding the Creative Economy Strategy. • Frequent consultation regarding the Province's support for professional and community arts organizations. 	100-938 Howe Street Vancouver BC V6Z 1N9
CLSD	BC Hydro and Power Authority	<p>Chris Sandve Director of Policy chris.sandve@bchydro.com</p>	Electrical Power Utility	<ul style="list-style-type: none"> • Issues related to the property assessment and taxation of properties owned by the utility. 	333 Dunsmuir Street. Vancouver BC V6B 5R3

Branch	Organization	Contact	Description	Key Issues	Address
ACSD	BC Museums Association (BCMA)	<p>David Alexander President 250-356-5700 president@museumsassn.bc.ca www.museumsassn.bc.ca</p> <p>Alyssa Polinsky Executive Director apolinsky@museumsassn.bc.ca</p>	<p>Founded in 1957, the BCMA services museum, gallery, and related heritage communities through networking, advocacy, innovation, and professional development.</p> <ul style="list-style-type: none"> delivers programs and services including workshops, conferences, and an awards program. A council, elected from its membership, governs the association and sets policy. Recently partnered with CSCD to administer the \$8M BC-Canada 150 grant project. 	<ul style="list-style-type: none"> Frequent consultation regarding the Province's support for professional museums and heritage organizations. 	675 Belleville Street Victoria BC V8W 9W2
ACSD	BC Seniors Games Society (responsible for the 55+ BC Games)	<p>Wayne Naka President 778-426-2940 s.22 www.55plusbcgames.org</p>	<p>The BC Seniors Games Society is a member-based society which oversees the 55+ BC Games – an annual multi-sport event for participants aged 55 and over.</p> <ul style="list-style-type: none"> The Society also governs competitions leading up to the Games in 12 BC Seniors Games zones. 	<ul style="list-style-type: none"> Event management of the 55+ BC Games (previously provided by BC Games Society) s.13 s.13 Economic and community legacies; health and social benefits associated with 55+ BC Games hosting/participation. 	203 – 2453 Beacon Ave Sidney BC V8L 1X7

Branch	Organization	Contact	Description	Key Issues	Address
CLSD	British Columbia Association for Charitable Gaming (BCACG)	Shawn Bellamy Chair bcacg.chair@outlook.com David Sheach Executive Director 604-568-8649 executivedirector@bcacg.com	The BCACG is a provincial organization representing the interests of not-for-profit organizations applying for Community Gaming Grants (CGG). <ul style="list-style-type: none"> The organization receives funding through the CGG program to assist organizations applying for grants and to support local Charitable Gaming Associations with assisting applicants in their local areas The organization provides input regarding CGG policy and outreach. 	s.13 This has included the development and signing of a Collaboration Agreement with the BCACG regarding the provision of supports for not-for profit organizations looking to apply for Community Gaming Grants	Suite 401, 151-10090 152nd Street Surrey BC V3R 8X8
CLSD	British Columbia Association of Aboriginal Friendship Centres (BCAAFC)	Leslie Varley Executive Director 250-388-5522 ext 202 lvarley@bcaafc.com	The BCAAFC is funded through the CGG program to provide support to aboriginal not for profits that wish to apply for CGGs and to build the required skill sets in aboriginal organizations to facilitate successful applications for grants. <ul style="list-style-type: none"> The organization also provides input to the CGG Branch regarding policy and outreach. 	The BCAAFC has been a strong partner for the CGG Branch and has assisted in the facilitation of grants for aboriginal organizations for many years. <ul style="list-style-type: none"> The organization also supports the Indigenous Sport, Physical Activity and Recreation Partners Council (formerly Aboriginal Sports, Recreation and Physical Activity Partners Council) 	551 Chatham Street Victoria BC V8T 1E1

Branch	Organization	Contact	Description	Key Issues	Address
LGD	British Columbia Chamber of Commerce	<p>Patrick Giesbrecht Board Chair</p> <p>Val Litwin President & CEO 604-638-8110 vlitwin@bccchamber.org www.bccchamber.org</p>	Business advocacy and policy development on behalf of BC-wide network of local Chambers and Boards of Trade. Communicates members' views on policies and breaking issues.	<ul style="list-style-type: none"> • s.13,s.14 • Various issues raised annually by Chamber through their policy resolutions. 	1201-750 W. Pender Street Vancouver BC V6C 2T8
LGD	British Columbia Real Estate Association (BCREA)	<p>Deanna Horn President bcrea@bcrea.bc.ca www.bcrea.bc.ca</p> <p>Robert Laing CEO 604-683-7702</p>	Professional association for realtors in BC, focusing on provincial issues that impact real estate. Working with the province's 11 real estate boards, BCREA provides continuing professional education, advocacy, economic research and standard forms to support realtors.	<ul style="list-style-type: none"> • Was a past member of Development Finance Review Committee. • Interest in provincial planning law which enables local governments undertake planning, and local government related practices. • 	1420 – 701 Georgia Street W Vancouver BC PO Box 10123, Pacific Centre Vancouver BC V7Y 1C6

Branch	Organization	Contact	Description	Key Issues	Address
ACSD	British Columbia Touring Council	Garry Pendergast Chair 250-352-0021 fyl@bctouring.org www.bctouring.org Joanna Maratta Executive Director	Established as a non-profit organization in 1976 to serve presenters and touring professional artists in British Columbia. <ul style="list-style-type: none">Goals are to expand touring opportunities, promote audience development and advocate for artists and presenters.Membership includes artists, agents, managers, presenters and theatre venues.Its board of directors is elected from its membership. Operates through funding from the Federal Government and the Province through the BC Arts Council.	<ul style="list-style-type: none">Briefing regarding the Creative Economy Strategy.Frequent consultation regarding the Province's support for touring organizations.	PO Box 547 Nelson BC V1L 5R3
LGD	Business Council of British Columbia (BCBC)	Greg D'Avignon President & CEO 604-684-3384 reg.davignon@bccbc.com www.bccbc.com	<ul style="list-style-type: none">BCBC aims to produce public-policy research and advice on issues to enhance BC's competitiveness and prosperity. As a collaborative, non-partisan organization, the Council strives to be a venue where members, policy experts, elected officials and government decision makers can address problems and form solutions together.	<ul style="list-style-type: none">Economic development of communities and concerns about costs of local government and their role in taxes on business and industry, and the local government regulatory environment.	810-1050 West Pender Street Vancouver BC V6Z 3S7

Branch	Organization	Contact	Description	Key Issues	Address
ACSD	Canada Council for the Arts	Simon Brault Director and CEO 613- 566-4414, ext. 4201 director@canadacouncil.ca www.canadacouncil.ca	<p>The nation's public arts funder with a mandate to foster and promote the study and enjoyment of, and the production of works in the arts.</p> <p>A federal Crown Corporation, it is accountable through the Minister of Canadian Heritage and is governed by an 11-member Board.</p> <p>Canada Council supports the creation and promotion of Canadian art with \$180M annually in grants, prizes and initiatives.</p> <p>It also oversees UNESCO activities in Canada, an extensive art bank and a 3,000-square-foot exhibition space.</p>	<ul style="list-style-type: none"> Ensuring that B.C. artists and arts organizations receive an increased level of federal support through the Canada Council for the Arts. 	150 Elgin Street, PO Box 1047 Ottawa ON K1P 5V8
LGD	Canadian Federation of Independent Business	<p>Dan Kelly, President Chief Executive Officer and Chair of the Board of Governors 416-222-8022 cfib@cfib.ca www.cfib-fcei.ca</p> <p>Richard Truscott Vice President (B.C. and Alberta) 604-684-5325 msbc@cfib.ca</p>	Represents the interests of the small business community to all three levels of government.	<ul style="list-style-type: none"> Issues that affect small businesses such as deregulation, local government taxes and costs of services. 	<p>401-4141 Yonge Street Toronto ON M2P 2A6</p> <p>1430-625 Howe Street Vancouver BC V6C 2T6</p>

Branch	Organization	Contact	Description	Key Issues	Address
LGD	Canadian Home Builders' Association (CHBA)	Gordon Bliss President (CHBA BC) 250-640-2848 gcbloss@shaw.ca Neil Moody CEO CHBA-BC Chief Executive Officer 604-432-7112 neilmood@chbab.org www.chba.ca	A chapter of the Canadian Home Builders Association, the CHBA-BC represents the residential construction industry in B.C.	<ul style="list-style-type: none"> Local government regulatory environment, local government taxes, fees and charges. 	<p>HG Bliss Projects Inc. 1625 4th Ave Prince George BC V2L 3N5</p> <p>Building NW 5 3700 Willingdon Ave Burnaby BC V5G 3H2</p>
ACSD	Canadian Sport Institute – Pacific	Wendy Pattenden CEO 604-295-6941 wpattenden@csipacific.ca www.csipacific.ca	The Canadian Sport Institute – Pacific provides programs and services (e.g. coaching, sport science and medicine, mental and physical training) to B.C.'s high performance athletes striving to represent Canada at Olympics, Paralympics and other world competitions. It operates in three locations: Vancouver, Victoria and Whistler. It also works closely with six PacificSport regional centres across B.C.	<ul style="list-style-type: none"> B.C. athletes' performance at Olympic, Paralympic and Commonwealth Games. B.C. athletes representation on national teams (service plan performance measure). Anti-doping and ethics for high performance athletes. 	<p>Vancouver – at Richmond Oval 6111 River Rd Richmond BC V7C 0A2</p> <p>Victoria – at PISE 4371 Interurban Road Victoria BC V9E 2C5</p>
LGD	CivicInfo BC	Rob Mayne, President rmayne@kelowna.ca www.civicinfo.bc.ca Todd Pugh Executive Director 250-383-4898 tpugh@civicinfo.bc.ca	<p>A co-operative information service for those who work, or have an interest in BC's local government sector.</p> <p>The main goal of CivicInfo BC is to facilitate the free and open exchange of local government information, which is done primarily through its website.</p>	<ul style="list-style-type: none"> Information-sharing across local governments and partner organizations. Local government election results. Communicating Provincial meetings process with local government delegates for the annual UBCM Convention. 	203-4475 Viewmont Ave Victoria BC V8Z 6L8

Branch	Organization	Contact	Description	Key Issues	Address
ACSD	Creative BC	<p>Prem Gill President & CEO 604-730-2233 pgill@creativebc.com www.creativebc.com</p> <p>Gordon Esau Chair</p>	<p>Formed in 2013 with the amalgamation of the BC Film Commission and BC Film + Media into one independent agency.</p> <p>Promotion and development of creative industries in BC and providing a single point of access for industry programming, production support services, tax credit administration, international marketing & policy development.</p> <p>Provides programs, services and expertise needed to expand and diversify BC's creative industries, stimulate investment and employment in the creative sector and promote BC's creative content and production capabilities at home and globally.</p> <p>Includes motion picture, interactive digital, music and publishing sectors.</p> <p>The Board of Directors reports to the Ministry of Jobs, Tourism and Skills.</p>	<ul style="list-style-type: none"> • Briefing regarding the Creative Economy Strategy. • Frequent consultation regarding the Province's support for professional arts and culture. • Alignment of creative industries with arts and culture sector. 	2225 West Broadway, Vancouver BC V6K 2E4

Branch	Organization	Contact	Description	Key Issues	Address
ACSD	Department of Canadian Heritage	<p>Erica Tao Regional Director General 604-666-0176 866-811-0055 Erica.Tao@pch.gc.ca</p> <p>Deborah Meyers Manager, Arts & Heritage Deborah.Meyers@pch.gc.ca</p>	<p>This federal agency promotes an environment in which all Canadians take full advantage of dynamic cultural experiences, celebrating our history and heritage, and participating in building creative communities.</p> <p>Supported programming is built on three pillars: culture, identity and sport.</p> <p>Arts, Cultural Industries and Heritage are among the many funding program themes offered.</p>	<ul style="list-style-type: none"> Ensuring that B.C. artists and arts organizations receive an increased level of federal support through the Department of Canadian Heritage. 	205 - 351 Abbott Street Vancouver BC V6B 0G6
ACSD	First Peoples' Culture Council (FPCC)	<p>Marlene Erickson Chair 250-652-5952 info@fpcc.ca www.fpcc.ca</p> <p>Tracey Herbert Executive Director</p>	<p>A First Nations-run Crown Corporation with a mandate to support the revitalization of Aboriginal language, arts and culture in BC.</p> <ul style="list-style-type: none"> Provides funding and resources to communities, monitors the status of First Nations languages and develops policy recommendations for First Nations leadership and government. Since 1996, FPCC has delivered the Aboriginal Arts Development Awards through a partnership with the BC Arts Council. This program awarded 89 grants totaling more than \$1M to Aboriginal artists and organizations during the last fiscal year. 	<ul style="list-style-type: none"> Recent review of the Aboriginal Arts Development Programs. Briefing regarding the Creative Economy Strategy. Frequent consultation regarding the Province's support for Indigenous arts and culture. 	1A Boat Ramp Rd Brentwood Bay BC V8M 1N9

Branch	Organization	Contact	Description	Key Issues	Address
LGD	Greater Vancouver Board of Trade	Robin Silvester, Board Chair contactus@boardoftrade.com www.boardoftrade.com (604) 681-2111 Iain Black, President and CEO ceo@boardoftrade.com (604) 681-2111	The Greater Vancouver Board of Trade aims to accelerate business success by advocating and influencing public policy in order to develop Vancouver as a hub for commerce, trade, travel and free enterprise.	<ul style="list-style-type: none"> Lower Mainland focus mainly on economic development and land use planning. 	Suite 400, 999 Canada Place Vancouver BC V6C 3E1
ACSD	Indigenous Sport, Physical Activity and Recreation Partners Council	Rick Brant Executive Director 250-710-4604 rbrant@isparc.ca http://isparc.ca	The Indigenous Sport, Physical Activity and Recreation Partners Council (formerly Aboriginal Sports, Recreation and Physical Activity Partners Council) oversees the Aboriginal Sport Strategy and Aboriginal Team BC participating at the North American Indigenous Games.	<ul style="list-style-type: none"> Indigenous populations' participation and achievement in sport, physical activity and recreation. B.C.'s involvement in the North American Indigenous Games (held every three years). 	551 Chatham Street Victoria BC V8T 1E1
LGD	Local Government Management Association (LGMA)	Paul Murray President 250-544-4207 paul.murray@csaanich.ca www.lgma.ca Nancy Taylor Executive Director 250-383-7032 Ext. 223 ntaylor@lgma.ca office@lgma.ca	Represents non-elected local government officials within the province. Strives to promote professional management and leadership excellence in local government, and to create awareness of the local government managers' role in the community.	<ul style="list-style-type: none"> Matters affecting local government administrators with particular focus on education and training and concerns about good governance of local governments in the province. 	7th Floor, 620 View Street Victoria BC V8W 1J6

Branch	Organization	Contact	Description	Key Issues	Address
LGD	Municipal Finance Authority of British Columbia (MFA-BC)	Malcom Brodie Chair Peter Urbanc CAO 250-419-4760 peter@mfa.bc.ca www.mfa.bc.ca	Owned by local governments, the MFA operates like a credit union to pool the borrowing needs of local governments and provide flexible, low-cost financial services. The MFA provides long-term and short-term financing, investment management, leasing, interim financing and other financial services to local governments and other public institutions in BC.	<ul style="list-style-type: none"> Long-term debt financing on behalf of Local Governments and generally concerned about maintaining fiscal health of the local government system in BC. 	217-3680 Uptown Blvd Victoria BC V8Z 0B9
LGD	Northern Development Initiative Trust	Joel McKay CEO Tel: 250-561-2525 Fax: 250-561-2563 info@northerndevelopment.bc.ca www.northerndevelopment.bc.ca	Works with communities, First Nations, local government and businesses to build a stronger North by investing in economic development in central and northern BC.	<ul style="list-style-type: none"> Supporting CSCD through the management of programs (AM Capacity Building, CLUPP) for PNW communities impacted by LNG development. 	301 – 1268 Fifth Ave. Prince George BC V2L 3L2
CLSD	Property Assessment Appeal Board	Simmi Sandhu Chair 604-775-3117 Simmi.sandhu@paab.bc.ca www.assessmentappeal.bc.ca	The Property Assessment Appeal Board is 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 as quickly as possible, at minimum cost to all parties.	<ul style="list-style-type: none"> Appeals resolution for assessments for properties in B.C. 	Suite 10, 10551 Shellbridge Way Richmond BC V6X 2W9

Branch	Organization	Contact	Description	Key Issues	Address
ACSD	Sport BC	Rob Newman President & CEO 604-340-8432 rob.newman@sportbc.com www.sportbc.com	Sport BC is a member-based, non-profit sport federation, representing more than 50 Provincial Sport Organizations in B.C. It provides programs and services such as accounting and payroll services and oversees the National Sport Trust Fund, KidSport BC, Athlete of the Year Awards and Community Sport Hero Awards programs.	<ul style="list-style-type: none"> National Sport Trust Fund (philanthropist gift-giving) KidSport BC (grants to reduce financial barriers). Note: KidSport contact is Pete.Quevillon@sportbc.com 604 333-3430	#250 – 999 Canada Place. Vancouver BC V6C 3C1

Branch	Organization	Contact	Description	Key Issues	Address
LGD	Union of British Columbia Municipalities (UBCM)	<p>Murry Krause, President murphy.krause@princegeorge.ca www.ubcm.ca (250) 561-7600</p> <p>Gary MacIsaac, Executive Director gmacisaac@ubcm.ca (604) 270-8226 ext 105 (Van) (250) 356-2956 (Victoria)</p>	<p>The UBCM was formed in 1905 to provide a common voice for local government. The annual UBCM Convention is the main forum for UBCM policy-making, and policy resolutions passed at Convention are communicated to Government for response. As the lead Ministry at Convention, CSCD is responsible for government's participation at Convention in conjunction with the Premier's office and other Ministries. The CSCD Minister as host Minister attends key Convention program events including providing a key address to delegates and also meets off-program with local government delegates in a series of individually scheduled meetings coordinated by CSCD staff. The CSCD Minister also attends UBCM Executive Committee meetings quarterly to discuss matters of interest to local government.</p> <p>CSCD works closely with UBCM regarding the Provincial presence at the annual UBCM Convention.</p>	<p>CSCD is the medium of communication with UBCM for local government matters in the Province. Complete range of issues related to local government / provincial interactions such as:</p> <ul style="list-style-type: none"> • Consultation • Education: <ul style="list-style-type: none"> ○ Board of Examiners LG scholarship program ○ Local Government Leadership Academy • Infrastructure Funding: <ul style="list-style-type: none"> ○ Co-signatories to the Gas Tax Agreement ○ Participates in funding program oversight committees ○ Key partner on asset management • Green Communities Committee <ul style="list-style-type: none"> ○ Joint UBCM-CSCD initiative • Provincial / UBCM working groups. • Provincial program administration. 	<p>60 – 10551 Shellbridge Way Richmond BC V6X 2W9</p> <p>525 Government Street Victoria BC V8V 0A8</p>

Branch	Organization	Contact	Description	Key Issues	Address
CLSD LGD	Urban Development Institute (UDI)	Jon Stovell Board Chair 604-669-9585 jons@relianceproperties.ca www.udi.bc.ca	UDI is an association of the development industry (including land planning) and its related professions. With an aim of fostering communication between industry, government and the public, UDI serves as the voice of the real estate development industry with government.	<ul style="list-style-type: none"> Commercial/Non-residential property assessments and property tax issues in the City of Vancouver. General Development Financing issues, DCCs, Latecomers, etc. 	200 – 602 W Hastings Street Vancouver BC V6B 1P2
ACSD	Vancouver Art Gallery	David Calabrigo Chair 604- 662-4700 kbartles@vanartgallery.bc.ca www.vanartgallery.bc.ca Kathleen Bartels Director	<p>Founded in 1931, VAG is one of North America's most respected and innovative visual arts institutions.</p> <ul style="list-style-type: none"> In addition to exhibitions, it offers extensive public programs and emphasis on scholarship. Its focus is historical and contemporary art of BC and international centres, with special attention to First Nations artists and the art of the Asia Pacific region—through the Institute of Asian Art. Overseen by a board of directors, the VAG Foundation provides active fundraising support. 	<ul style="list-style-type: none"> Frequent consultation regarding the Province's support for professional arts and culture. The VAG is seeking a further s.16,s.17 s.16,s.17 	750 Hornby Street Vancouver BC V6Z 2H7

Branch	Organization	Contact	Description	Key Issues	Address
ACSD	viaSport	Sheila Bouman CEO 778-655-1745 sheilab@viasport.ca www.viasport.ca	viaSport is an independent non-profit organization which operates as an umbrella organization that represents roughly 70 provincially-focused organized sport organizations across the province and is the main alternative service delivery partner for government's investment in the sport sector.	<ul style="list-style-type: none"> • Provincial and multi-sport organization funding for participation, performance and hosting programs. • Dispute resolution. • Anti-bullying and sport safety. • Accessibility and inclusive sport environments. 	1351 - 409 Granville Street Vancouver BC V6C 1T2



Issues and Reports Commissioned but Incomplete Reports or Studies

Division: Local Government
Contact: Tara Faganello, ADM

Union Bay Improvement District – water dispute

CSCS has engaged a facilitator to help the Union Bay improvement district work with multiple parties to create a plan to improve its water system. This work is ongoing.

At the end of process (anticipated for mid to late June) the facilitator will produce a final report to be provided to the Ministry and the Union Bay improvement district.



Issues and Reports

Completed but Unreleased Reports or Studies

Division: Local Government
Contact: Tara Faganello, ADM

Capital Integrated Services and Governance Initiative Report

In 2016, CSCD commissioned the Capital Integrated Services and Governance Initiative Report to establish facts regarding local government governance and service delivery within the Capital region. All thirteen municipalities and the regional district participated in the project.

A commitment was made to the region's Mayors that the report would be released in the Legislature shortly after the conclusion of the election; that commitment included public release.

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For more information, see the Local Government Division 30-Day Issues Note: *Capital Region Integrated Services*.

University Endowment Lands Community Feedback Initiative Report

In January 2017 CSCD launched the University Endowment Lands (UEL) Community Information Initiative which provided an opportunity for UEL community members to share their views about living in the UEL. The feedback opportunity closed on February 17, 2017.

A commitment was made to the President of the Community Advisory Council, who specifically requested the results in March 2017, to make the information available through the authority of the Minister once government is in place.

Ministry staff have prepared a draft report of the results and will confirm with the Minister within the first 30 days. If publication is confirmed, staff will finalize the draft report and ready it for publication.

For more information, see the Local Government Division 30-Day Issues Note: *UEL Community Info Initiative and Governance*.

Ministry of Municipal Affairs and Housing



Presenter:
Jacqueline Dawes, Deputy Minister



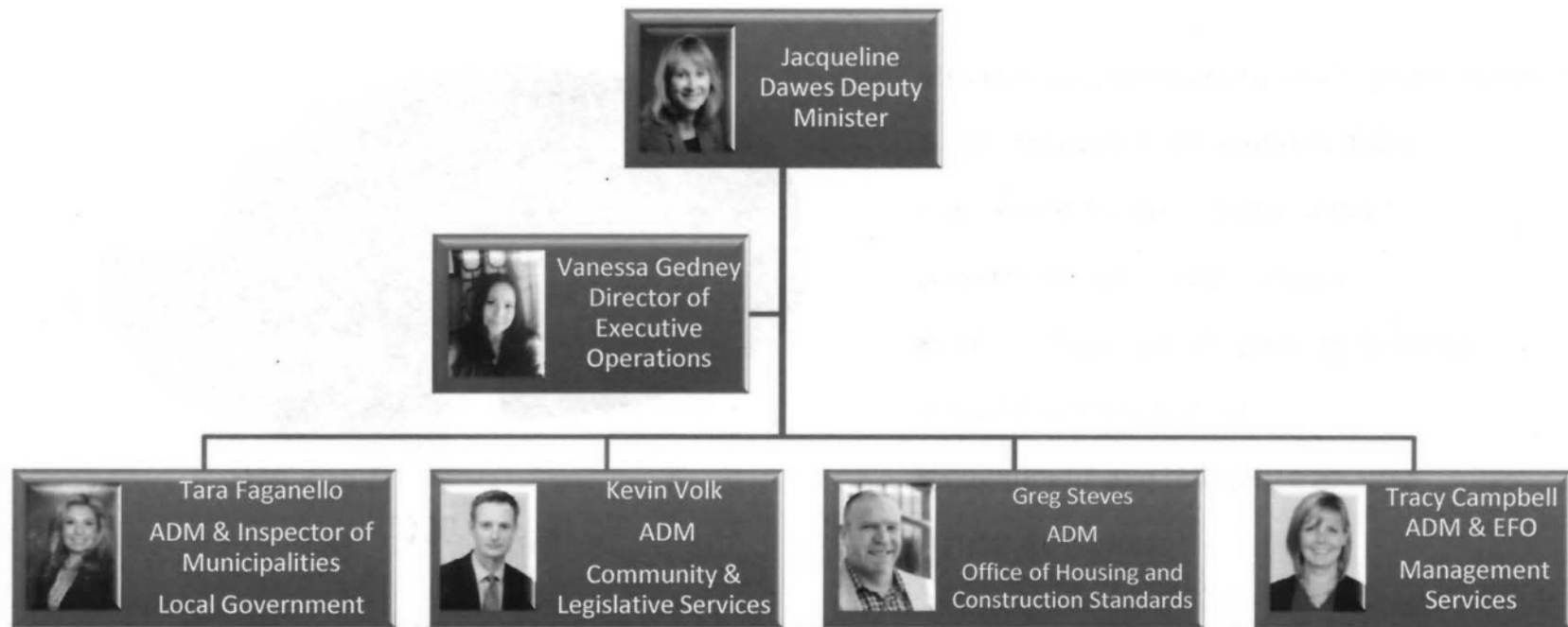
Ministry Mandate

The Ministry:

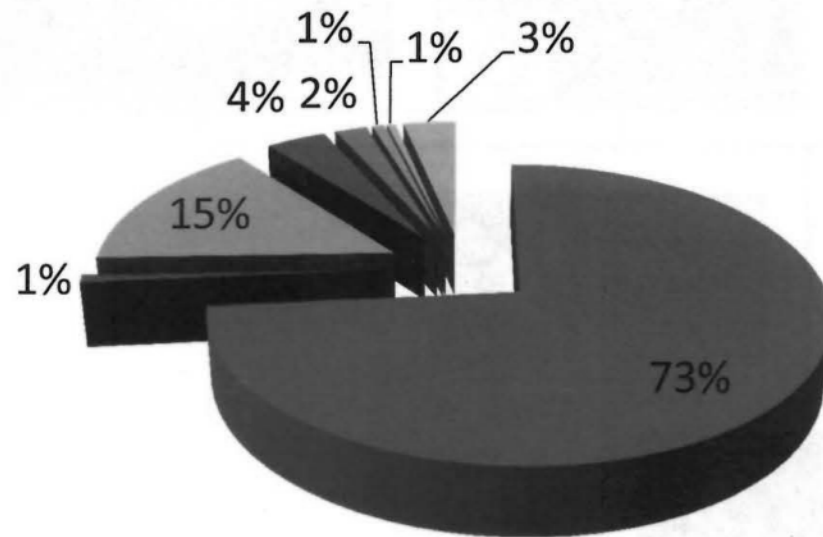
- brings together key government services and supports to help make BC communities great places to live, work, visit and invest.
- takes leadership in supporting local governments, non-profit organizations and residents to build vibrant and healthy communities

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Organizational Structure



2017/18 Estimates Budget by Branch



- Local Government
- Community and Legislative Services
- Arts, Culture and Sport
- Crown Corporations - Royal BC Museum
- Executive and Support Services
- BC Arts and Culture Endowment
- Physical Fitness and Amateur Sport
- University Endowment Lands Administration

Ministry Budget by Branch	(\$000's)		
	2016/17	2017/18	Variance
Local Government	179,455	234,802	55,347
Community and Legislative Services*	2,214	2,968	754
Arts, Culture and Sport	46,867	47,637	770
Crown Corporations - Royal BC Museum	11,866	11,866	0
Executive and Support Services	6,356	6,441	85
BC Arts and Culture Endowment	2,500	2,500	0
Physical Fitness and Amateur Sport	1,700	1,700	0
University Endowment Lands Administration	8,442	10,442	2,000
	259,400	318,356	58,956

CSCD FTE's = 270
(includes AGLG and UEL)

*Note program expenditures excludes \$140M (\$135M in 2016/17) Community Gaming Grants that are fully cost recovered from BC Lotteries Corporation.

2017/18 Budget Summary

Government Transfers

The Ministry budget for government transfers is \$498.3 M in 2017/18:

Local Government - \$297.8 M including:

- \$100.0 M Clean Water and Wastewater Fund
- \$20.0 M New Building Canada Fund – Small Communities Fund
- \$61.1 M Traffic Fine Revenue Sharing
- \$55.1 M Small Community Programs
- \$41.6 M Peace River (plus \$8.4M in contingencies access)

Arts, Culture and Sport - \$48.6 M including:

- \$24.0 M BC Arts Council
- \$15.9 M viaSport
- \$2.0 M After School Sport and Art Initiative
- \$1.3 M Creative Economy Plan

Community Gaming Grant - \$140.0 M

Royal BC Museum - \$11.9 M

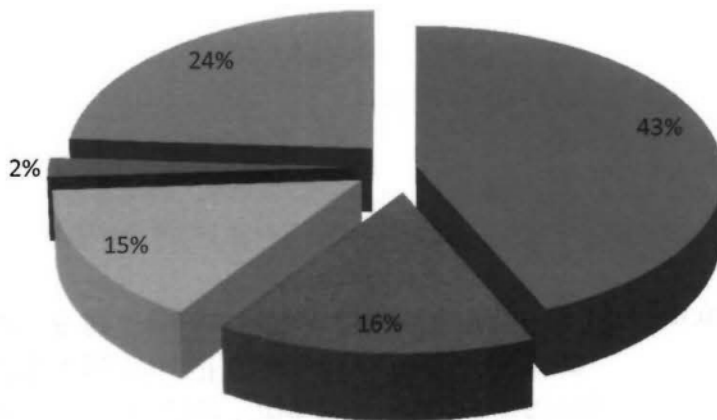
Note: In 2017/18, the Ministry also received approval to access the contingencies vote for the Northern Rockies Regional Municipality – Infrastructure Development Contribution Agreement \$10.0 M and Peace River Agreement \$8.4 M.

Expenditure Type (\$'000s)	2017/18
Salaries and Benefits	20,963
Operating Costs	13,497
Government Transfers	498,255
Other Expenses	50
Internal Recoveries	-304
External Recoveries	-214,105
	318,356

2017/18 Budget Summary

Salaries and Benefits

The Ministry budget for salaries and benefits is \$21.0 M in 2017/18:



- Local Government
- Community and Legislative Services
- Arts, Culture and Sport
- Minister's Office
- Corporate Services

Expenditure Type (\$'000s)	2017/18
Salaries and Benefits	20,963
Operating Costs	13,497
Government Transfers	498,255
Other Expenses	50
Internal Recoveries	-304
External Recoveries	-214,105
	318,356

Salaries and Benefits (\$'000s)	2017/18
Local Government	9,119
Community and Legislative Services	3,305
Arts, Culture and Sport	3,091
Minister's Office	443
Corporate services	5,005
	20,963

Core Functions

Local Government Services

Land Use Planning & Regional
Growth Strategies

Local Government Structure,
Governance and Finance

Property Assessments

University Endowment Lands
(UEL) Administration

Community Services

Housing

Residential Tenancy

Building and Safety Standards

Community Gaming Grants

Metro Vancouver Transit and
Transportation

Infrastructure Grant Programs

Ministry Offices and Supporting Organizations

Ministry Offices

University Endowment Lands
Administration

Inspector of Municipalities

Ministry-Administered Bodies

Audit Council for Auditor General
for Local Government

Property Assessment Review Panel

Crown Corporations

BC Assessment Authority

Agencies, Boards and Commissions

Islands Trust Fund Board

Board of Examiners

BC Housing



Local Government in B.C.: Overview

July 2017

Outline

Part 1

- Provincial Role/Objectives with Local Governments In B.C.
- Key Features and Objectives of the B.C. System
- Provincial Tools to Support Local Governments
- Collaboration Opportunities with Local Governments

Part 2

- Areas for Decisions (30, 60, 90 day)
- Key Legislative Initiatives
- Local Government Infrastructure and Finance Funding Programs
- Local Government Division Team



Provincial Role with Local Governments in B.C.

- Provincial responsibility for overall stewardship of the local government (LG) system
- Creates and maintains the legislative framework:
 - *Community Charter*
 - *Local Government Act*
 - *Vancouver Charter*
 - Additional specific Acts

Overall Objectives for the B.C. System

- Autonomous and self-governing local governments
- Efficient, effective and economic local governments
- Collaboration among governments
- Flexible: “one size does not fit all”
- Democratic, open, accountable governments
- Balance of local and provincial interests in the system



Key Features of the B.C. System

- Local governments - 162 municipalities; 27 regional districts
- Local service providers - (e.g. 203) improvement districts; “Greater boards”
- Special entities - (e.g. Islands Trust)
- Collective institutions - (e.g. MFA; MIA)
- Some unique entities - (e.g. UEL and Stikine)



Provincial Tools to Support Local Governments

- Empowering Legislation
- Education/Capacity building
- Problem Solving/Issues Management
- Funding Incentives
- Formal Dispute Resolution Processes
- Supporting Provincial Interests



■ ***Empowering Legislation***

- ▲ ***Community Charter*** provides municipalities with broad corporate, service and regulatory powers and an array of revenue tools
- ▲ ***Local Government Act*** provides robust land use planning/regulatory powers for municipalities and regional districts (RDs) as well as broad corporate and services powers for RDs
- ▲ Ability to provide customized authority to meet unique needs



■ ***Education and Capacity Building***

- Partner with UBCM and LGMA to educate elected officials through the Local Government Leadership Academy and Board of Examiners for non-elected officials
- Develop information and opportunities including best practices, webinars, brochures, guides on many topics (e.g. Local Elections, Community Amenity Contributions Local Government Corporations, First Nations Engagement, Development Cost Charges)



■ ***Problem Solving/Issues Management***

- Advice: local elections, responsible conduct
- Fact finding: Union Bay Improvement District (ID), Spences Bridge ID
- Informal facilitation/mediation: boundary disputes, land-use planning, sharing services
- Guidance: helping local governments build relations with First Nations



■ *Incentives*

- Infrastructure Planning and Asset Management Grants
- Infrastructure Capital Grants with conditions to address sustainability objectives
- Restructure Grants to review governance and support change in services, structures, etc.
- Small Community Grants and Regional District Grants
- Traffic Fine Revenue Sharing Program



■ ***Formal Dispute Resolution Processes***

- ▲ Regional Growth Strategies (current Capital Regional District dispute)
- ▲ Regional District Service Reviews (Comox Valley RD economic development service)
- ▲ *Community Charter* dispute resolution provisions (Braid Street Bridge)



■ ***Supporting Provincial Interests***

- Financial viability - legislative requirements for financial planning, reporting, provincial approval (Inspector of Municipalities) and voter approval of long-term debt (MFA AAA credit rating)
- System/process integrity - detailed rules for elections
- Climate change mitigation - legislative requirements for local government to establish targets, policies and actions

Collaboration Opportunities with Local Governments

- Legislated consultation principles and requirements to consult with UBCM
- Supporting access to education, advice and funding for local governments
- Partnering in the development of new legislation and funding programs



Part 2



Areas for Decision (30 days)

- UBCM Convention planning:
 - ▲ Minister's role/Schedule/Meetings/Speeches
 - ▲ 2017 UBCM Resolutions
- Capital Region Integrated Services and Governance Initiative
- Cannabis legalization and regulation
- Federal Infrastructure Funding Phase 2



Areas for Decision (30 days)

- Working Group on Responsible Conduct
- *Local Election Campaign Financing Act* (LECFA) definition of “Third Party Advertiser”



Areas for Decision (60 days)

- Salt Spring Island Incorporation Vote

- s.13,s.16

- s.12,s.16,s.17



Areas for Decision (60 days)

- Infrastructure Planning Grants Program first round funding approvals
- s.13
- Census Results/Regional District Voting Unit Change
- Saanich Development Cost Charges

Areas for Decision (90 days)

- West Fernie boundary restructure
- Islands Trust Bylaws approvals



Key Legislative Initiatives (1)

- Platform commitments/interests -
 - ▲ Referendum on Electoral Reform Proposal
 - ▲ Local Elections Campaign Financing Act (LECFA) changes arising from proposed amendments to provincial elections legislation (e.g. ban of corporate and union donations)
 - ▲ Rental zoning to create/protect affordable housing



Key Legislative Initiatives (2)

- *Externally-driven initiatives* -- cannabis legalization (Public Safety Solicitor General lead); LECFA 3P advertiser definition

s.13,s.14,s.16



s.13



Local Government Infrastructure and Finance Funding Programs (in millions of dollars)

Unconditional Grants	Annual Provincial Funding
Regional District Grants	\$5.00
Small Community Grants	\$50.00
Traffic Fine Revenue Sharing	\$61.00
Climate Action Revenue Incentive Program ^①	\$8.70
Peace River Agreement	\$50.00
Northern Rockies Regional Municipality - Infrastructure Development Contribution Agreement	\$10.00
Railtax Mitigation - RDs impacted by assessment	\$0.66

^① CARIP requires participants to sign on to the Climate Action Charter. 187 local governments have done so.

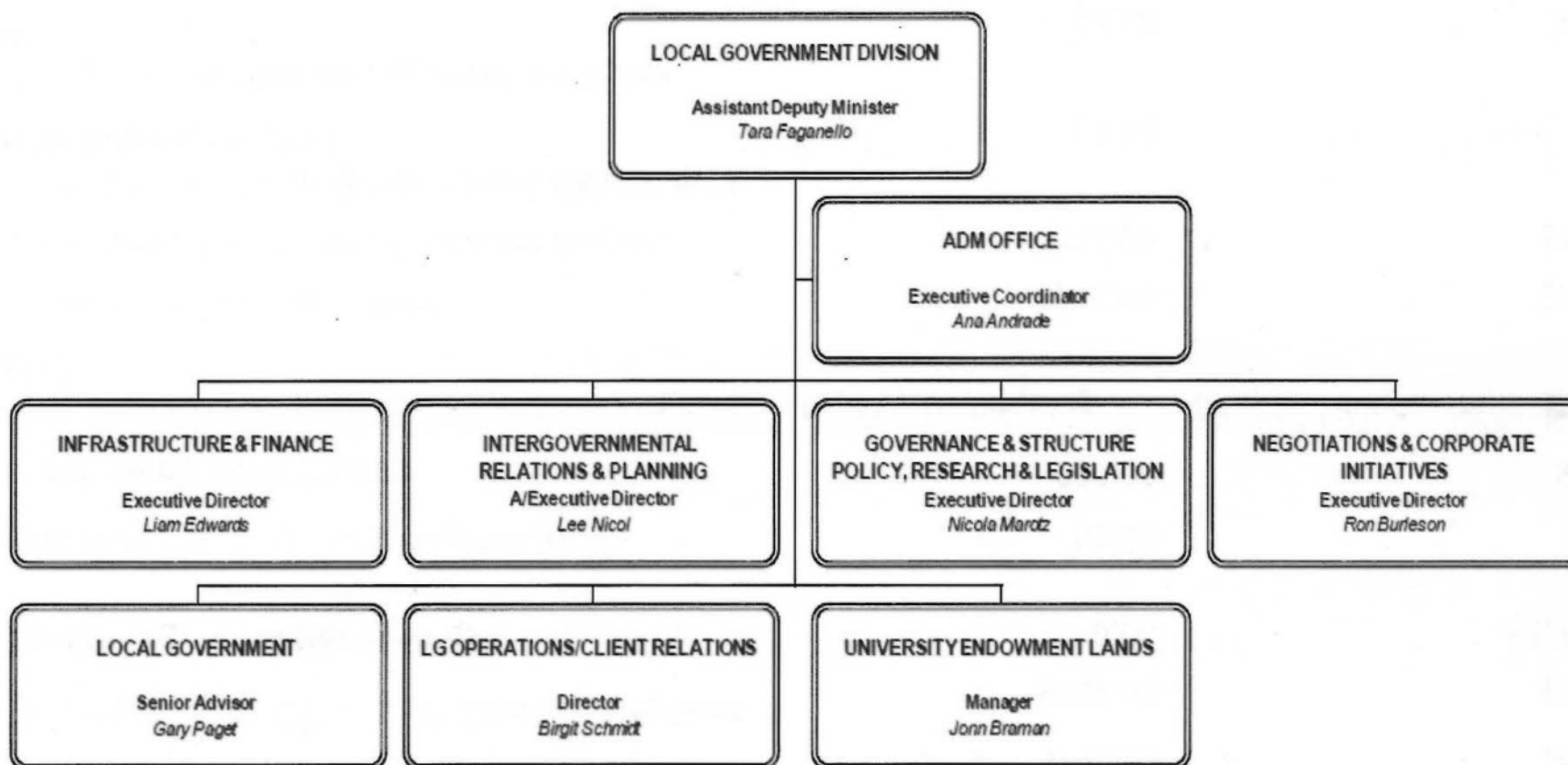
Ministry of Municipal Affairs and Housing

Conditional Grants	Provincial Funding	Total Funding Amount ^①
Clean Water and Wastewater Fund (CWWF)	\$148.50	\$450.00
New Building Canada (SCF) Small Communities Fund	\$109.00	\$327.00
Gas Tax Strategic Priorities Fund ^②	\$0.00	\$2,700.00
Infrastructure Planning Grant Program (IPGP)	\$0.50	\$0.75
Community Recreation Program	\$30.00	\$70.00
Conditional Grants for Individual Local Government Projects	Provincial Funding	Total Funding Amount ^①
CRD Wastewater Treatment Plant	\$248.00	\$778.00
Metro Vancouver Wastewater Treatment Project	\$193.00	\$700.00
Northwest Community Readiness - Asset Management Capacity Building Program	\$0.50	\$0.50
West Fraser Center (formerly Quesnel Multi-plex Arena)	\$4.00	\$15.00
Sicamous Drinking Water Treatment Plant	\$3.00	\$4.50
Tsawwassen First Nation Watermain	\$3.70	\$17.00
Vancouver Killarney Senior's Centre	\$2.50	\$7.5

^① includes Provincial and Partners (Federal/ Local)

^② GT-SPF is federal dollars only and administered by UBCM with support from LGD; it is only available to local governments outside Metro Vancouver.

Local Government Division Team





Welcome and Discussion

Ministry of Municipal Affairs and Housing

Community and Legislative Services Division

Kevin Volk, Assistant Deputy Minister



CLSD Division Mandate / Purpose

Deliver on CSCD programs and priorities that support communities safely, financially and sustainably.



Community and Legislative Services Division Organizational Structure



CLS Division

TransLink

Community Gaming Grants

Property Assessment Services

BC Athletic Commissioner

Policy and Legislation

TransLink

- TransLink - Metro Vancouver's regional transit and transportation authority
- Governance
 - Established by the *South Coast British Columbia Transportation Authority Act*
 - Mayors' Council on Regional Transportation responsible for strategic policy
 - TransLink Board responsible for operations
- Minister - responsible for the administration of TransLink's legislation.

Ministry's Key Activity Areas:

1. Provincial Investment in Regional Transportation Projects
2. Regional Funding
3. Governance

TransLink

Context and Key Priorities

Context, Challenges and Opportunities	Key Priorities
<ul style="list-style-type: none"> • In 2015, the Mayors Council approved its 10 Year Regional Transportation Vision. • Phase 1 of the Vision was funded by all three levels of government including new SkyTrains, SeaBus, buses, and HandyDART. • Planning for Phase 2 is now underway, to be funded by the federal government, BC and the region. • Key Phase 2 projects include the Broadway SkyTrain extension, light rail transit in Surrey and the replacement of the Pattullo Bridge. 	<p>Responding to the Mayors 90 day plan</p> <ul style="list-style-type: none"> • Scope of provincial participation in the Pattullo Bridge replacement project. <p>s.13,s.16,s.17</p>

Community Gaming Grants

- \$140 million in gaming revenues is reinvested annually in not-for-profit community groups through the Community Gaming Grants program.
- \$135 million is application based and all eligible applicants (over 5,000 annually) receive funding.
- \$5 million is a new competitively administered capital program beginning in 2017/18.
- The Auditor General completed a review of the program in 2016 and the Ministry is implementing the auditor's recommendations.

Community Gaming Grants

Context and Key Priorities

Context, Challenges and Opportunities	Key Priorities
<p>Key Activity Areas:</p> <ul style="list-style-type: none"> • Addition of new capital grant program in 2017. • Analysis of grant applications for six sectors (Arts & Culture, Sport, Public Safety, Environment, Human and Social Services, and Parent Advisory Councils) • Engagement with BC Association of Charitable Gaming and other stakeholders on program delivery and improvement. • Ongoing service excellence in all interactions with applicants and stakeholders. 	<p>Summer:</p> <ul style="list-style-type: none"> • Implement and monitor new \$5 million capital grant program. Publication of the guidelines and training sessions starting in July 2017. First intake of applications currently scheduled for August 1, 2017. <p>Fall:</p> <ul style="list-style-type: none"> • Continue to implement the recommendations of the Auditor General's report and prepare the Ministry's action plan and response of called to present to the Public Accounts Committee • Complete the 2017/18 Arts & Culture and Sport Sector grant applications, with decisions and notification by August 31. Will be actively monitoring the program interest compared to previous years to ensure alignment with the budget.

Property Assessment Services

- The value of each property in the province is assessed annually by the BC Assessment Authority, a Crown Corporation.
- This assessment is used by local governments, First Nations and other taxing authorities to levy property taxes.
- Property owners and other parties can appeal BC Assessment's valuations through the Property Assessment Review Panel (PARP) and the Property Assessment Appeals Board (PAAB).
- CSCD is responsible for provincial policy related to property assessments, oversight and liaison with BC Assessment, and administration of PARP.

Property Assessment Services Key Activity Areas

- Annual drafting of regulations and orders
- Administration of the Property Assessment Review Panel (PARP) process.
- Review of provincial assessment policy and standards (port valuation, agricultural land, split assessments).
- Ongoing liaison with BC Assessment on issues and policy.

Key corporate priorities (Summer/Fall):

- BC Assessment process to recruit a new President and CEO.

s.13,s.16

BC Athletic Commissioner

- Since 2013, the BC Athletic Commissioner has been the regulatory body for professional boxing and mixed martial arts (MMA) and amateur kickboxing, Muay Thai, MMA and pankration in BC.
- The Office of the Commissioner is responsible for licensing promoters, contestants and officials to participate in or plan events; issuing event permits; upholding rules; protecting athlete safety and maintaining the integrity of the sport.
- Wayne Willows is the current Commissioner. His term currently extends to August 2018.

BC Athletic Commissioner

Key Activity Areas

- Licensing of events.
- Investigations and discipline.
- Policy and regulatory coordination with other provincial/state/national governing bodies.
- Research and policy analysis – fighter health and safety.

Policy and Legislation

- Responsible for Ministry-wide legislative coordination, preparation of regulations, orders-in-council, ministerial orders, and proclamations.
- Also responsible for corporate policy priorities:
 - Local government component of passenger transportation policy
 - Ministry liaison with Auditor General for Local Government

Key Contacts

Organization	Contact	Contact
BC Assessment Authority	Judy Rogers, Chair	David Highfield, Interim President & CEO
TransLink	Lorraine Cunningham, Board Chair	Kevin Desmond, CEO
British Columbia Association for Charitable Gaming (BCACG)	Rob Gloor, Chair	David Sheach, Executive Director
British Columbia Association of Aboriginal Friendship Centres (BCAAFC)	Leslie Varley, Executive Director	
Property Assessment Appeal Board	Simmi Sandhu, Chair	

Ministry of Municipal Affairs and Housing

Management Services Division

Tracy Campbell, ADM & EFO



Management Services Division

The Management Services Division (MSD) develops the internal infrastructure and systems that support ministry programs and contribute to improved service delivery.

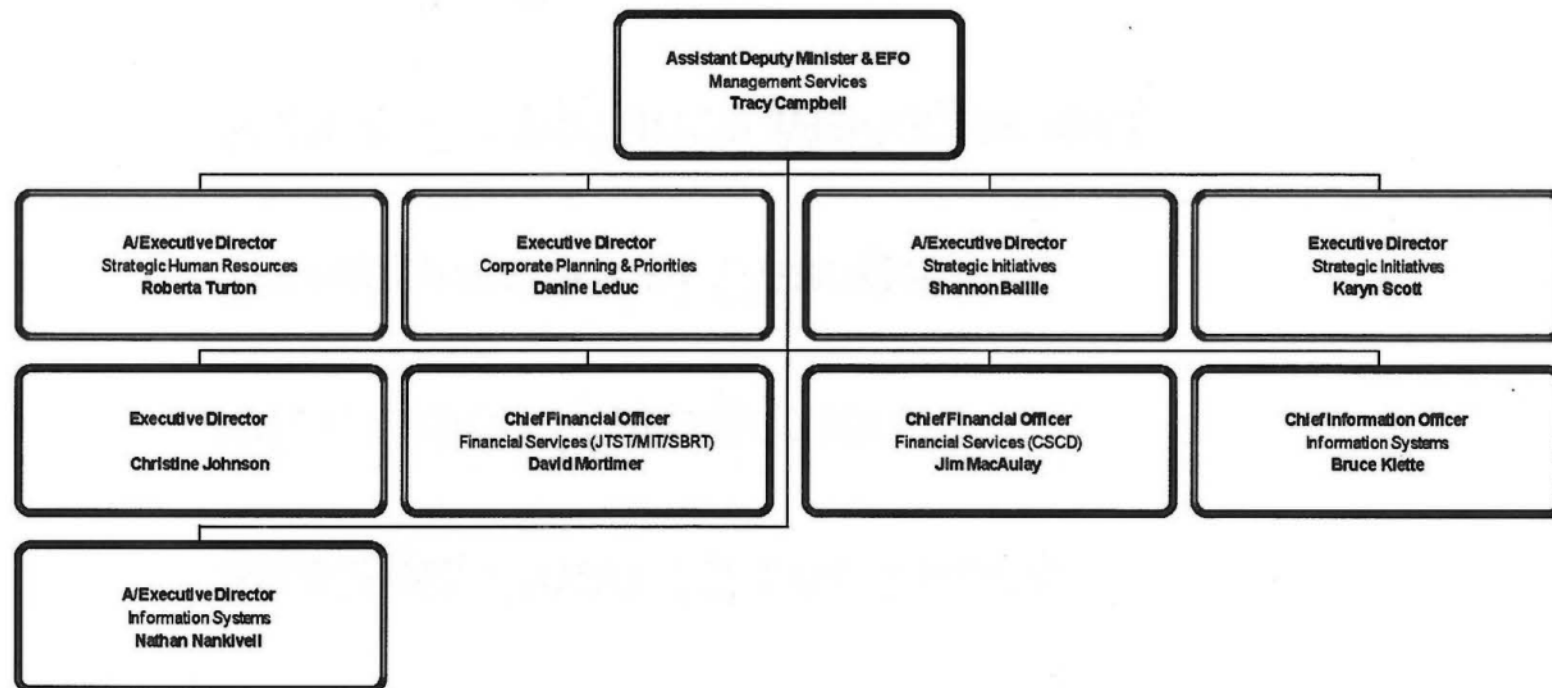
This includes supports in the areas of:

- *Budget and financial management*
- *Information technology*
- *Human resources*
- *Corporate planning & compliance reporting*
- *FOI & records management.*

MSD provides services to four Ministry clients:

- *Ministry of Municipal Affairs & Housing*
- *Ministry of Jobs, Trade & Technology and Ministry of State for Trade*
- *Ministry of Tourism, Arts & Culture*
- *Ministry of Labour*

Management Services Division Program Areas



MSD Lines of Business

Strategic Financial Leadership

Information Management

Transformational Change

Risk & Compliance Management

Executive Support

Strategic Financial Leadership

Provide superior financial leadership and oversight of the ministry's budget including:

- Allocating resources to ensure the ministry's strategic objectives are met
- Financial Reporting to facilitate decision making
- Advising on all aspects of the Ministry's procurement compliance with legislation, policy and trade agreements

Context & Opportunities - Strategic Financial Leadership

Leading the ministry's financial portfolio occurs in the context of managing scarce resources in alignment with Government's Strategic Plan and the requirement for a high degree of transparency and statutory compliance.

Challenges:

- Delivering compliance with the flexibility to support unique ministry needs
- Being responsive to changes in the ministry's business needs and generating timely solutions

Opportunities:

- Ability to leverage sector resources and expertise to deliver results

Information Management

Information assets are utilized for public accountability and financial, legal, and business purposes.

- Supports the development of client-focused digital solutions
- Key functions include:
 - Project management and project delivery
 - Multi-year strategic planning
 - Maintaining and protecting digital assets and infrastructure
- Determines public access to ministry records (FOI, litigation, proactive)
- Leads the ministry's records management services

Information Management – Context and Opportunities

Technology solutions deliver fast and efficient online interaction between citizens and government and enable improved data-driven decision making.

Technology solutions typically require 1-3 years to fund, design, build, and implement.

Opportunity: Develop solutions that automate work functions, streamline processes, improve the public's interaction with government and are scalable to meet future needs.

Local Government Information System	Property Appeal Board integration with Government's Tribunal Transformation initiative	Grant Management Tracking
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Transformational Change

We support programs to engage in business transformation to improve service delivery and generate business intelligence as a foundation to decision making.

This work includes:

- Providing organizational re-design for programs undergoing transitions
- Proactively supporting succession planning and workforce alignment
- Providing project-based solutions to implement corporate direction

Transformational Change – Context and Opportunities

- Digital solutions need to be adaptable and future focused
- Challenge: Information technology solutions require a long-term commitment that is underpinned by significant pre-planning, adherence to strategic vision and the allocation of significant resources
- Opportunities: Provide expertise to programs to identify the right digital solutions

Risk & Compliance Management

The division delivers a wide range of risk and compliance management functions including:

- Customizing solutions to address workforce risk
- Managing Compliance Investigations, Audits and Reviews
- Coordinating the Enterprise Risk Management program for the ministry
- Delivering corporate reporting on a wide range of human resource, financial, legislative and policy requirements

Risk & Compliance Management – Context and Opportunities

This work occurs within an Enterprise risk and compliance framework that includes statutory and policy-driven obligations.

- Challenge: To ensure mitigation strategies are identified and effective for risks associated with the ministry's work.
- Opportunities: To utilize client business knowledge to position the ministry as leaders in risk and compliance management

Executive Support

This line of business customizes its services to address specific needs of the ministry's Executive and includes strategic planning, internal communications, and unique client needs.

- Deliver customized solutions for ministry challenges
- Deliver internal communication services for Executive to strengthen employee engagement

Key Priorities

- Delivering transitions of people, programs and information systems.
- Preparing for Budget and Estimates processes.
 - Anticipated August/September

s.12,s.16,s.17

- Supporting the ministry in the 800 Johnson Street Leading Workplace Strategies project.

CONTACTS

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