



Ministry of Municipal Affairs Overview

December 7, 2022

Honourable Anne Kang
Minister of Municipal Affairs

Ministry of Municipal Affairs
Transition Binder – December 2022

| MINISTRY OVERVIEW | TAB |
|---|-----|
| Mandate Letter | 1 |
| Cabinet and Government Caucus Committees List | 2 |
| Ministry Profile (includes Executive Org Chart) | 3 |
| Ministry Service Plan (2022/23 – 2024/25) | 4 |
| Executive Bios: | |
| Okenge Yuma Morisho, Deputy Minister | 5 |
| Tara Faganello, Assistant Deputy Minister, Local Government Division | 6 |
| Rachel Holmes, Assistant Deputy Minister, Immigration Services & Strategic Planning Division | 7 |
| Alana Best, Executive Financial Officer/Assistant Deputy Minister, Management Services Division (serving Ministries of Municipal Affairs, and Tourism, Arts, Culture and Sport) | 8 |
| CORPORATE ISSUE NOTES | |
| BC Government Support for Displaced Ukrainians | 9 |
| Provincial Support for Ongoing Lytton Recovery – joint note with Emergency Management BC | 10 |
| Overview of Emergency Management Planning – joint note with Emergency Management BC | 11 |
| CORE BUSINESS AREAS | |
| Deputy Minister's Office (DMO) Profile | 12 |
| Local Government Division (LGD) Profile | 13 |
| LGD Issues Notes: | |
| - Advice/Recommendations; Cabinet Confidences | 14 |
| - Development Approvals Process Review (supporting Ministry of Housing) | 15 |
| - Elections Monitoring – Campaign Financing Issues – Local Elections Campaign Financing Act | 16 |
| - Public Libraries Funding | 17 |
| - Regional Inclusive Governance (Indigenous Representation on Regional District Boards) | 18 |
| - Renewal of the Kemano Grant MOU | 19 |
| - Request for Review of Islands Trust Act | 20 |

Ministry of Municipal Affairs
Transition Binder – December 2022

| | |
|---|----|
| - UBCM Report on “Ensuring Local Government Financial Resiliency” | 21 |
| - University Endowment Lands | 22 |
| Immigration Services & Strategic Planning Division (ISSPD) Profile | 23 |
| ISSPD Issues Notes: | |
| - Cabinet Confidences | 24 |
| - Updates to Gaming Control Act | 25 |
| Management Services Division (MSD) Profile | 26 |
| AGENCIES, BOARDS & COMMISSIONS | |
| Board of Examiners Profile | 27 |
| Islands Trust Conservancy Profile | 28 |
| Supplemental Information | |
| Ministry 30-60-90 Day List | 29 |
| Ministry Stakeholder List | 30 |
| Advice/Recommendations; Cabinet Confidences | 31 |





December 7, 2022

Honourable Anne Kang
Minister of Municipal Affairs
Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Kang:

Thank you for agreeing to serve as Minister of Municipal Affairs. I trust in your leadership at this critical time to deliver results for the people of British Columbia.

British Columbians continue to recover from and respond to the upheaval caused by the COVID-19 pandemic and climate related natural disasters, while global inflation is driving up costs for more households and the world's economic outlook is concerning. Now more than ever, we need to focus on building a secure, low emission, sustainable economy, and a province where everyone can find a good home – whether you live in a rural area, in a city, or in an Indigenous community. We will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the inclusive and sustainable province we are building together.

Our government is committed to delivering on the mandate British Columbians gave us in 2020. Together we can make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations.

As we renew our work, my priority as Premier is to deliver results that people can see and feel in four key areas:

- **Attainable and affordable housing:** In the wake of soaring prices and record migration to B.C., we will take on the important work of building new homes that are actually attainable for the middle class, while continuing our work to address the housing crisis for those in distress on our streets.

.../2

**Office of the
Premier**

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Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria



- **Safer communities:** To address concerns about public safety, both for the people struggling with mental health and addiction on our streets, as well as the feeling that downtown centres are not as safe as they were before the pandemic, we will work with our partners at all levels of government, the justice and health care systems, the non-profit sector, and community leaders to find solutions for this complex challenge facing our province, and work overtime to seize the assets of high-level criminals.
- **Improved health care:** Amid unprecedented pressures we will continue to work to strengthen our public health care system, from family doctors to new hospitals, so care is there for each of us when we need it.
- **A sustainable, clean, secure, and fair economy:** We will continue our work investing in British Columbians, fighting racism and promoting equity, and building a clean economy that addresses our obligations to combat climate change by driving down emissions, while creating good, family supporting jobs.

Municipalities and Regional Districts are vital partners for our government. As the front lines of service delivery, municipal and regional leaders see opportunities and challenges firsthand in their communities and can help our government ensure programs succeed on the ground. From housing, to healthcare, to public safety, to economic development, municipal and regional partners will help us deliver on the priorities of British Columbians.

Many local leaders are seeing fast growth in their cities and towns thanks to record high numbers of people moving to B.C. from other provinces and around the world. Rural and urban communities are facing challenges with delivering the amenities and infrastructure that this growth requires to ensure livability and efficient service delivery.

Our government will work with these local representatives to ensure that we are strong partners in the growth and development of a resilient and prosperous province. By working together, we can achieve our shared aim of building vibrant and healthy communities and a secure province where everyone can find a good home.

Since 2020, our government has made considerable progress on important initiatives including:

- Working with UBCM and local government elected leaders to support communities through the COVID-19 pandemic and to launch the new Strengthening Community Fund.
- Working to bring down the cost of housing for people by streamlining and modernizing development permitting and approvals.

.../3



- Supporting economic recovery in B.C. communities through important infrastructure projects.

As you continue to make progress on items in the previous mandate letter, over the remaining period of this mandate I expect you to prioritize making progress on the following:

- Support municipalities to partner with the federal government to maximize benefits for our province's communities from federal government programming, including through coordination with provincial programs.
- Explore options to support fast growing municipalities with funding for infrastructure and community amenities.
- Continue providing strong supports for newcomers to British Columbia with WelcomeBC programs, including the Provincial Nominee Program and settlement services.
- With support from the Minister of Education and Child Care, work with local governments to identify opportunities to increase child care spaces on municipal property.
- With support from the Minister of Finance, continue to work with UBCM to strengthen local government finance systems to ensure local governments and regional districts have the tools they need to remain resilient in the face of economic change.
- Continue working with the Minister of Transportation and Infrastructure to build important infrastructure projects, including through StrongerBC and the Investing in Canada Infrastructure Program.
- Work with the Parliamentary Secretary for the Sustainable Economy and with local governments on district energy proposals, including work to seek federal Net Zero Accelerator Initiative funding.
- Support work led by the Minister of Housing to assist municipalities to accelerate development approvals and ensure sufficient housing for provincial growth through continued implementation of the Development Approvals Process Review and implementation of the Housing Supply Act.
- Support the work of the Minister of Emergency Management and Climate Readiness to co-develop and introduce modernized emergency management legislation.



- Support the Minister of Transportation and Infrastructure and work with the Minister of Housing to implement transit-oriented development to advance sustainable communities along transit corridors to help achieve our housing and affordability goals.
- Support the Minister of State for Workforce Development to help ensure B.C. quickly removes barriers so new international arrivals can find employment sooner in their field of training.

Our work together must continue to evolve to meet the changing needs of people in this province. Issues not contemplated by this letter will come forward for government action and I ask you to bring such matters forward for consideration by the Planning and Priorities Committee of Cabinet, with the expectation that any proposed initiatives will be subject to the usual Cabinet and Treasury Board oversight and include measurable outcomes for British Columbians. Your ministry's priorities must reflect our government's overall strategic plan as determined by Cabinet.

British Columbians expect their elected representatives to work together to advance the public good. That means seeking out, fostering, and championing good ideas regardless of their origin. I expect you to reach out to elected members from all parties as you deliver on your mandate. Further, you will build thoughtful and sustained relationships both with title holders and through public and stakeholder engagement plans that incorporate diverse perspectives early in the policy development process. Federal partnerships and resources will be particularly important and, on behalf of our government, you will engage with the federal government on advancing priorities to improve the lives of British Columbians.

As a Cabinet, we will uphold the highest standards of ethics, collaboration, and good conduct in service of the public, and as a Minister of the Crown, you are expected to review, understand, and act according to the *Members' Conflict of Interest Act*. You will establish a collaborative working relationship with your Deputy Minister, and the public servants under their direction, who provide the professional, non-partisan advice that is fundamental to delivering on our government's priorities. Your Minister's Office must meet the highest standards for integrity and provide a respectful, rewarding environment for all staff.

The rural and urban challenges that we face are urgent and complex. In response, we must be forward-thinking, strategic, and ready to work across disciplines and old divisions in new ways. Labour shortages are a major issue globally, and British Columbia is no exception, including in the public service. Maintaining the BC Public Service as an employer of excellence will be key to retaining and recruiting the diverse professionals we rely on to deliver essential services, advice, and analysis.

.../5



At the core of this work is listening and responding to the priorities of people in B.C. Together, we can deliver results in very real ways – ways that people can see, feel, and touch, and that change their lives for the better. Thank you for doing this important work with me.

Sincerely,

A handwritten signature in black ink, appearing to read "David Eby", with a long horizontal flourish extending to the right.

David Eby, KC
Premier



Cabinet Committees and Government Caucus Committees

Treasury Board

Honourable Katrine Conroy (Chair)
Honourable Jennifer Whiteside (Vice-Chair)
Honourable Andrew Mercier
Honourable George Heyman
Honourable Josie Osborne
Honourable Bruce Ralston
Honourable Murray Rankin
Honourable Adrian Dix
Honourable Niki Sharma
MLAs: Bob D'Eith, Mable Elmore, Harwinder Sandhu, Brittny Anderson

Planning and Priorities Committee

Premier David Eby (Chair)
Honourable Niki Sharma (Vice-Chair)
Honourable Katrine Conroy
Honourable Adrian Dix
Honourable George Heyman
Honourable Bowinn Ma
Honourable Ravi Kahlon
Honourable Selina Robinson
Honourable Mike Farnworth
Honourable Rob Fleming
Honourable Jennifer Whiteside
Honourable Harry Bains
Honourable Rachna Singh
Honourable Brenda Bailey

Environment and Land Use Committee

Honourable Josie Osborne (Chair)
Honourable Pam Alexis (Vice-Chair)
Honourable Murray Rankin
Honourable Nathan Cullen
Honourable Bowinn Ma
Honourable Rob Fleming
Honourable Lana Popham
Honourable George Heyman
MLAs: Kelly Greene, Michele Babchuk

Legislative Review Committee

Honourable Ravi Kahlon (Chair)
Henry Yao, MLA (Vice Chair)
Honourable Lisa Beare
Honourable Anne Kang
Honourable Murray Rankin
Honourable Niki Sharma
MLAs: Bob D'Eith, Megan Dykeman, Kelli Paddon

Appointment Orders Committee

Honourable Anne Kang (Chair)
Megan Dykeman, MLA (Vice-Chair)
Honourable Bruce Ralston
Honourable Rachna Singh
MLA: Mike Starchuk

Cabinet Committee on Economy

Honourable Ravi Kahlon (Chair)
Honourable Brenda Bailey (Vice-Chair)
Honourable Harry Bains
Honourable Lisa Beare
Honourable Josie Osborne
Honourable Katrine Conroy
Honourable Nathan Cullen
Honourable Pam Alexis
Honourable Rob Fleming
Honourable George Heyman
Honourable Lana Popham
Honourable Selina Robinson
Honourable Andrew Mercier
MLA: Megan Dykeman

Cabinet Committee on Social Initiatives

Honourable Mitzi Dean (Chair)
Nicholas Simons, MLA (Vice-Chair)
Honourable Harry Bains
Honourable Anne Kang
Honourable Adrian Dix
Honourable Shelia Malcolmson
Honourable Dan Coulter
Honourable Mike Farnworth
Honourable Rachna Singh
Honourable Bowinn Ma
Honourable Jennifer Whiteside
MLA: Henry Yao



Government Caucus Committee on Economy

Megan Dykeman, MLA (Chair)

Honourable Ravi Kahlon (Vice-Chair)

Honourable Pam Alexis

Honourable Brenda Bailey

Honourable Bruce Ralston

MLAs: George Chow, Rick Glumac, Jennifer Rice,
Janet Routledge, Harwinder Sandhu, Adam
Walker

**Government Caucus Committee on Social
Initiatives**

Henry Yao, MLA (Chair)

Honourable Mitzi Dean (Vice-Chair)

Honourable Rachna Singh

Honourable Nathan Cullen

Honourable Jennifer Whiteside

Honourable Grace Lore

MLAs: Ronna-Rae Leonard, Mable Elmore, Kelli
Paddon, Roly Russell, Jinny Sims

December 7, 2022



MINISTRY PROFILE

MINISTRY OF MUNICIPAL AFFAIRS

Ministry:

The Ministry of Municipal Affairs helps make B.C. communities great places to live by taking leadership in supporting local governments, not-for-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe and diverse as well as economically, socially and environmentally resilient.

Ministry Mandate:

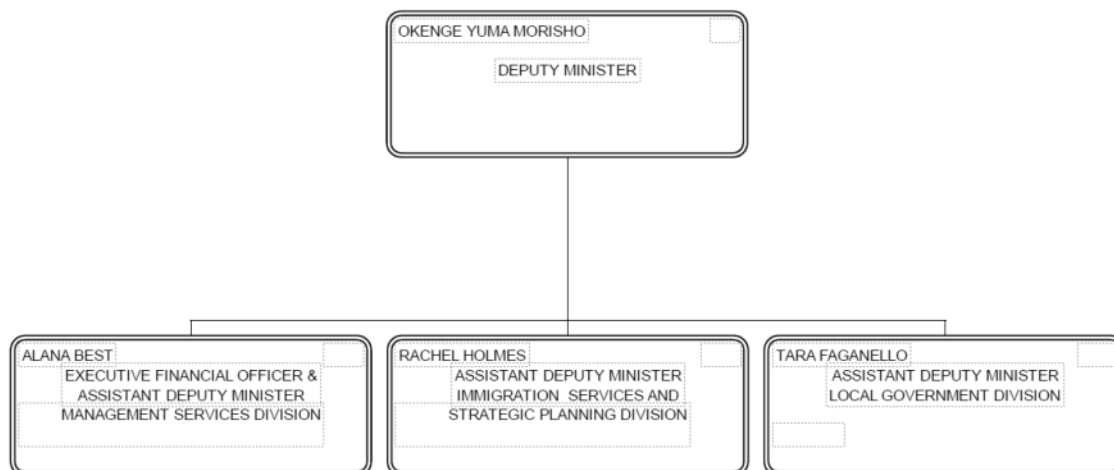
In addition to supporting local governments, the Ministry supports newcomers to settle and integrate into the province, facilitates economic immigration to address B.C.'s labour market needs and attracts international entrepreneurs.

The Ministry also administers the Community Gaming Grants program, oversees the University Endowment Lands and works with public library partners to sustain the public library system.

The effective delivery of the Ministry's mandate relies on key legislation, including: the *Community Charter*, the *Vancouver Charter*, the *Local Government Act*, the *Municipal Aid Act*, the *Municipal Finance Authority Act*, part six of the *Gaming Control Act*, the *Islands Trust Act*, the *Provincial Immigration Programs Act*, the *Ministry of International Business and Immigration Act*, and the *Library Act*.

Full Time Equivalents (FTEs): 344

Executive Organizational Chart:



Budget:

| Core Business Area | 2021/22 Restated Estimates ¹ | 2022/23 Estimates | 2023/24 Plan | 2024/25 Plan |
|--|---|----------------------|-----------------|-----------------|
| Operating Expenses (\$000) | | | | |
| Local Government² | 270,950 | 220,500 | 221,641 | 219,804 |
| Immigration Services and Strategic Planning³ | 19,117 | 19,128 | 19,128 | 19,128 |
| Executive and Support Services | 7,603 | 7,917 | 7,926 | 7,926 |
| University Endowment Lands Administration Account | 10,668 | 12,269 | 13,565 | 14,579 |
| Total | 308,338 | 259,814 | 262,260 | 261,437 |
| Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000) | | | | |
| Executive and Support Services | 316 | 69 | 2 | 2 |
| University Endowment Lands Administration Account | 2,285 | 2,285 | 0 | 0 |
| Total | 2,601 | 2,354 | 2 | 2 |

1 For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

2 Local Government includes University Endowment Lands (UEL) as well as public libraries.

3 Immigration Services and Strategic Planning includes Strategic Planning, Immigration programs, Provincial Nominee Program and Community Gaming Grants

* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

Ministry of Municipal Affairs

2022/23 – 2024/25 Service Plan

February 2022



For more information on the Ministry of Municipal Affairs contact:

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Or visit our website at

<https://www.gov.bc.ca/muni>

Published by the Ministry of Municipal Affairs



Minister's Accountability Statement



The *Ministry of Municipal Affairs 2022/23 – 2024/25 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 dark ink, appearing to read 'Josie', written over a horizontal line.

Honourable Josie Osborne
Minister of Municipal Affairs
February 4, 2022



Table of Contents

Minister’s Accountability Statement 3

Purpose of the Ministry..... 5

Strategic Direction 5

Performance Planning..... 6

Financial Summary 15

Appendix A: Agencies, Boards, Commissions and Tribunals..... 16



Purpose of the Ministry

The Ministry of Municipal Affairs helps make B.C. communities great places to live by taking leadership in supporting local governments, not-for-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe and diverse as well as economically, socially and environmentally resilient.

The Ministry supports newcomers to settle and integrate into the province, facilitates economic immigration to address B.C.'s labour market needs and attracts international entrepreneurs.

The Ministry also oversees the University Endowment Lands and works with public library partners to sustain the public library system.

The effective delivery of the Ministry's mandate relies on key legislation, including: the Community Charter, the Vancouver Charter, the Local Government Act, the Municipal Aid Act, the Municipal Finance Authority Act, part six of the Gaming Control Act, the Islands Trust Act, the Provincial Immigration Programs Act, the Ministry of International Business and Immigration Act, and the Library Act.

Strategic Direction

In 2022/2023, the Government of British Columbia will continue its whole-of-government response to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each ministry's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first; working toward lasting and meaningful reconciliation; supporting equity and anti-racism; ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets; and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how the Ministry of Municipal Affairs will support the government's priorities including the foundational principles listed above and selected action items identified in the November 2020 Minister's Mandate Letter.



Performance Planning

Goal 1: Strong, sustainable, and well-governed communities

By cultivating strong partnerships and delivering services that support sustainable and well governed communities, the Ministry enables a local government framework that can support the financial, economic, environmental, social and infrastructure health of communities for all British Columbians.

Objective 1.1: Further a governance system that considers local government and provincial interests and builds strong relationships for the benefit of all people.

Key Strategies

- Work with the Union of British Columbia Municipalities (UBCM) and other local government partners, to ensure the annual UBCM Convention provides a comprehensive exchange of ideas and optimizes cooperation and collaboration among the Province, UBCM, individual local governments, and UBCM First Nations members.
- Consistent with the *Declaration on the Rights of Indigenous Peoples Act (Declaration Act)* as the Province's framework for reconciliation, support local governments in building respectful relationships and fostering meaningful and lasting reconciliation with First Nations. As part of this, collaborate with UBCM on providing advice to local governments. Under the *Declaration Act*, continue to meet, engage and collaborate with First Nation communities and Indigenous partners and organizations.
- Review and enhance the policy, legislative and education framework for local governments where needed, including working with key partners to support the 2022 general local elections, to implement and further explore responsible conduct measures among locally elected officials and to move forward on other requests that are provincial priorities.
- Provide advice, resolve problems and give targeted support and oversight on a range of local and regional governance matters of local government and provincial interest, both directly and in partnership with others.
- Work with public library partners to sustain a public library system that is effectively governed and accountable, where provincial funding helps extend local services and improve access throughout B.C.



| Performance Measure(s) | 2021/22 Forecast | 2022/23 Target | 2023/24 Target | 2024/25 Target |
|--|---------------------|-------------------|-------------------|-------------------|
| 1.1a Actively engage with UBCM local governments and UBCM First Nations members with ongoing meetings between elected officials and staff, including: number of formal meetings held annually between UBCM Executives and the Minister of Municipal Affairs | 4 | 4+ | 4+ | 4+ |
| 1.1b Actively engage with UBCM local governments and UBCM First Nations members with ongoing meetings between elected official and staff, including: number of meetings held annually between the Ministry, UBCM, individual local governments and UBCM First Nations members during UBCM Convention and throughout the year | 100+ | 100 + | 100+ | 100+ |

Data source: Meeting schedules (calendar meeting invites) and agendas for Senior staff and Minister's meeting. Informal meetings with staff are not counted.

Linking Performance Measure to Objective

The number of formal interactions between the Minister and UBCM Executive is an important indicator that the relationship between local governments and the provincial government is being actively sustained. UBCM Executive has four scheduled meetings annually and holds time to meet with the Minister to discuss issues of importance to the membership and to Government. Individual meetings with local governments occur significantly at the annual UBCM Convention, and throughout the year as interest and issues arise. These meetings create a reciprocal opportunity to better understand the interests of local governments and UBCM First Nations members and to ensure policy and programs are meeting the needs of communities.

Objective 1.2: Maintain local governments' financial sustainability so they can meet the service needs of their communities.

Key Strategies

- Support ministries and other partners in reviewing pressures in the local government financial system, including issues related to revenues and property tax impacts.
- Provide advice and statutory approvals on local government finance (revenues and expenditures) to support sound local government financial management practices and stewardship that ensures fiscal viability.
- Deliver stable, predictable and timely grant funding for professional administration to smaller and rural local governments throughout B.C. through the Small Community Grants and Regional District Grants as well as provide targeted funding to municipalities



with over 5,000 people for community safety initiatives, through the Traffic Fine Revenue Sharing Program.

- Support the Municipal Finance Authority (MFA) in obtaining a high credit rating and low rates for borrowing through: overseeing the *Municipal Finance Authority Act*; setting local government borrowing limits; reviewing and approving loan authorization bylaws and setting financial reporting requirements; and ensuring local government financial data is available to the MFA and the broader public.
- Work with UBCM to establish a Memorandum of Understanding further to the province's commitment to collaborate in reviewing UBCM's Ensuring Local Government Financial Resiliency: Today's Recovery and Tomorrow's New Economy report and its recommendations.

| Performance Measure(s) | 2021/22 Forecast | 2022/23 Target | 2023/24 Target | 2024/25 Target |
|---|------------------|----------------|----------------|----------------|
| 1.2 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

Linking Performance Measure to Objective

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

Objective 1.3: Support improvement of community and regional infrastructure and local government planning to further the environmental, economic and social health of communities.

Key Strategies

- Encourage resilient, efficient and effective community planning, fiscal and asset management practices to support the development of sustainable communities, including continued progress on the Development Approvals Process Review to streamline and modernize development permitting and approvals.
- Support local governments to make effective, integrated and collaborative choices, through problem solving, guidance and program support for delivery of local and regional services such as water, recreation and economic development, and integrated sustainable land use, resiliency and infrastructure planning.
- Advance the CleanBC Roadmap to 2030 and Climate Preparedness and Adaptation Strategy by collaborating with other ministries and supporting local government land use planning and infrastructure projects through initiatives such as the CleanBC Communities Fund.



- Partner with the federal government and other ministries to develop and implement community capital funding programs for local governments and First Nations that build and upgrade local infrastructure including drinking water, wastewater, stormwater, clean energy, recreation facilities and community centres.
- Support ministries and other partners to develop initiatives related to integrated planning, transit-oriented development, clean transportation, regional growth strategies, energy and the environment, and housing and homelessness.

| Performance Measure(s) | 2021/22 Forecast | 2022/23 Target | 2023/24 Target | 2024/25 Target |
|---|------------------|----------------|------------------|----------------|
| 1.3a Number of approved projects from local governments, Indigenous communities, and non-profits funded under the Northern Healthy Communities Fund. | 25 | 25 | 20 | 15 |
| 1.3b Number of approved projects from local governments and modern treaty First Nations funded under the Strengthening Communities' Services Program ² | 50 | 20 | N/A ¹ | N/A |

Data source:

1.3a Northern Development Initiative Trust (Deliver Agency) Program Tracking Documentation, Program Budget Allocation and LNG Canada/Coastal Gas Link Construction Schedule.

1.3b Strengthening Communities' Service Program Evaluation Committee approval of funding applications. Some applications are for projects that serve multiple, adjacent communities.

¹The Strengthening Communities' Services Program, funded under the Canada-BC Safe Restart Agreement, is expected to end in 2023.

Linking Performance Measure to Objective

The application-based \$25 million Northern Healthy Communities Fund (NHCF), administered by the Northern Development Initiative Trust, supports initiatives that assist communities to remain healthy, sustainable, and resilient in the face of rapid and large-scale economic development and associated need for enhanced social service readiness. Given the immediacy of the current economic development activities, the NHCF is focusing on communities adjacent to the LNG Canada and Coastal GasLink projects.

The application-based \$100 million Strengthening Communities' Services program (SCS), administered by the Union of BC Municipalities, aims to support unsheltered homeless populations and address related community impacts. This program is meant to bridge the period between the COVID-19 outbreak and the post-COVID recovery period.

Discussion

The performance measure has been updated from the previous service plan to reflect the wind down of the Housing Needs Reports program.

The new performance measure acknowledges the varying aspects of community environmental, economic, and social health that fall within the stewardship of local governments and the breadth of infrastructure, planning, and services undertaken by local governments in communities.

Goal 2: Communities in ongoing/continued economic recovery beyond COVID-19

Working with other governments and partner organizations to enable local governments and others to support people through economic recovery beyond the COVID-19 pandemic and other unprecedented events into a stronger and better future for our neighbourhoods and communities.

Objective 2.1: Support the governance, financial, planning and infrastructure resiliency of communities impacted by extraordinary emergencies

Given the broad impacts of the pandemic and natural disasters such as wildfires and floods on communities, focus on monitoring and support as communities work to re-establish services, adjust financial plans, and ensure good governance.

Key Strategies

- Deliver and monitor targeted funding, including with the federal government, to respond to the impacts of the COVID-19 pandemic on communities and their operations.
- Work with local governments, UBCM and other partners to share information, monitor local government system impacts and respond to issues that arise.
- Provide guidance, advice and problem solving for communities, including initiating actions when required (e.g., Minister's orders; policy and legislative change).
- Ensure infrastructure projects approved through economic recovery funding meet reporting requirements and achieve completion.
- Support specific communities impacted by emergencies, to coordinate governance, infrastructure, operations, finances, and planning activities to bridge from response into recovery and beyond from events with severe environmental and economic impacts.



| Performance Measures | 2021/22 Forecast | 2022/23 Target | 2023/24 Target | 2024/25 Target |
|---|---------------------|-------------------|-------------------|-------------------|
| 2.1a Number of approved Community Economic Recovery Infrastructure Program, Community Economic Resilience stream (CERIP-CER) projects that attain completion of community recovery-targeted infrastructure within program timeframe | 23 | 37 | N/A ¹ | N/A |
| 2.1b Number of approved Investing in Canada Infrastructure Program - COVID-19 Resilience Infrastructure projects that attain completion of community recovery-targeted infrastructure within program timeframe | 10 | 67 | 10 ² | N/A |

Data source: Program applications and approvals

¹The Targets for 23/24-24/25 are N/A as this program was designed to respond to COVID-19 pandemic and only run from 2020/21, completed by March 31, 2023.

²COVID-19 Resilience Infrastructure stream projects must be substantially completed by December 31, 2023, or by December 31, 2024, for projects in designated remote communities.

Linking Performance Measure to Objective

Accelerated funding programs specifically designed to respond to the impacts of the pandemic assists to further community resilience overall, with the short approval and completion timelines that are essential to help communities recover economically from COVID-19 impacts. Each project represents a community that is being supported in recovery. COVID-19 resilience programs deliver funding to local governments, Indigenous governments and not-for-profit organizations. Ministry continues to engage on supports for other emergency circumstances that may arise.

Discussion

While the overall number of CERIP projects remains consistent with the 2021/22-2023/24 Service Plan, targets were adjusted as project progress has been impacted by external factors (supply chain delays; labour issues; unexpected 3rd & 4th waves of pandemic) which have compromised proponents' ability to meet forecasted completion dates.

The program was designed to have adequate time to allow for projects to complete. Projects are still operating within the established program parameters.

The ICIP COVID-19 Resilience Infrastructure Stream (CVRIS) funding is focused on building infrastructure that will help British Columbians with the significant health and socio-economic challenges brought on by the COVID-19 pandemic by responding to the specific needs of communities. Once approved projects are completed, the new infrastructure will provide



community members with expanded or improved services, as well as increased public safety. This will be achieved by encouraging outdoor activities through improvements to active transportation networks and recreation sites, and by completing upgrades to local government buildings to increase the ability to provide services while socially distancing during the pandemic.

Goal 3: Communities are vibrant, inclusive, and enriched by the contributions of newcomers

Objective 3.1: International talent helps to address B.C.'s skills needs and support sustainable economic development in communities across the province

Key Strategies

- Align immigration policies and programs to provincial priorities and community needs.
- Work with the Ministry of Advanced Education, Skills and Training to identify how immigration can best meet the skills needs of B.C.'s economy.
- Use B.C.'s Provincial Nominee Program (BC PNP) to attract international talent to communities throughout the province, helping fill skills needs, enhance innovation, and drive a sustainable economic future.
- Through B.C.'s PNP Entrepreneur Immigration Regional Pilot, support regional communities to grow their economies and create jobs by attracting international entrepreneurs.
- Employ targeted initiatives to enhance attraction and retention of newcomers in communities throughout B.C.

| Performance Measure(s) | 2021/22 Forecast | 2022/23 Target | 2023/24 Target | 2024/25 Target |
|--|-------------------------|-----------------------|-----------------------|-----------------------|
| 3.1 Percentage of BC PNP applications processed within service standard commitment | 75-85% | 80% | 80% | 80% |
| 3.1a - Skills applications: 3 months | | | | |
| 3.1b - Entrepreneur Regional Pilot applications: 4 months | 80% | 80% | 80% | 80% |

Data source: Internal Ministry of Municipal Affairs tracking

Linking Performance Measure to Objective

The BC PNP is the province's only direct immigration selection tool to identify and facilitate the arrival of international workers and entrepreneurs. Expedient processing is critical to the ability of the BC PNP to effectively achieve its intended outcomes of addressing skills needs and attracting entrepreneurs to help grow regional economies.

Discussion

Processing times refer to the provincial role in making a decision (approval or refusal) on a BC PNP file at the application stage; 80 per cent is considered a reasonable target for a service standard commitment given there will always be a certain percentage of files that will take longer to process (e.g., incomplete application, complexity, delays related to international travel).

Objective 3.2: Provide grants and services to help communities thrive and to support newcomers to settle and integrate.

Key Strategies

- Distribute \$140 million in Community Gaming Grants to not-for-profit organizations throughout B.C. to support their delivery of ongoing programs and services that meet the needs of their communities.
- Build upon government's efforts to streamline and support fair, efficient and transparent foreign credential recognition by occupational regulators, including with continued investments through the Credential Assessment Improvement Fund.
- Help skilled newcomers achieve employment in their field through the Career Paths for Skilled Immigrants program.
- Support newcomers to integrate into communities and workplaces through the BC Settlement and Integration Services Program.

| Performance Measure(s) | 2021/22 Forecast | 2022/23 Target | 2023/24 Target | 2024/25 Target |
|--|------------------|----------------|----------------|----------------|
| 3.2 Percentage of Career Paths Clients employed in their field upon program completion | 70% | 70% | 70% | 70% |

Data source: Internal Ministry of Municipal Affairs tracking

Linking Performance Measure to Objective

The Career Paths for Skilled Immigrants program supports the successful integration of newcomers by assisting skilled immigrants and refugees in B.C. find work that utilizes their pre-arrival skills, education and experience. As such, a critical performance measure of the program is the proportion of clients who successfully achieve employment in the field of work that they have pre-arrival experience in.

Discussion

The COVID-19 pandemic impacted the flow of newcomers arriving to B.C. for most of 2020 and 2021. It also impacted the ability of Career Paths clients to access related supports as part of their participation in the program, such as additional skilling training or access to an exam required by an occupational regulator. Additionally, the pandemic has impacted the job opportunities and employment prospects of all British Columbians, including immigrants. These external factors



will continue to impact the Career Paths program outcomes in 2022/23. Current Career Paths contracts with service providers expire in March 2022 and will be replaced with new contracts starting in April 2022 following an open competitive procurement process.

Despite the changing landscape, the program is anticipating outcomes at or near the 70% target and will maintain the target of 70% while continuing to monitor pandemic-related impacts on the program.



Financial Summary

| Core Business Area | 2021/22 Restated Estimates ¹ | 2022/23 Estimates | 2023/24 Plan | 2024/25 Plan |
|--|---|----------------------|-----------------|-----------------|
| Operating Expenses (\$000) | | | | |
| Local Government² | 270,950 | 220,500 | 221,641 | 219,804 |
| Immigration Services and Strategic Planning³ | 19,117 | 19,128 | 19,128 | 19,128 |
| Executive and Support Services | 7,603 | 7,917 | 7,926 | 7,926 |
| University Endowment Lands Administration Account | 10,668 | 12,269 | 13,565 | 14,579 |
| Total | 308,338 | 259,814 | 262,260 | 261,437 |
| Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000) | | | | |
| Executive and Support Services | 316 | 69 | 2 | 2 |
| University Endowment Lands Administration Account | 2,285 | 2,285 | 0 | 0 |
| Total | 2,601 | 2,354 | 2 | 2 |

¹ For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

² Local Government includes University Endowment Lands (UEL)

³ Immigration Services and Strategic Planning includes Strategic Planning, Immigration programs, Provincial Nominee Program and Community Gaming Grants

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



Appendix A: Agencies, Boards, Commissions and Tribunals

As of February 4, 2022, the Minister of Municipal Affairs is responsible and accountable for the following:

Board of Examiners

Islands Trust Conservancy



EXECUTIVE MEMBER BIOGRAPHY



Okenge Yuma Morisho
Deputy Minister
Deputy Minister's Office
Ministry of Municipal Affairs

Okenge Yuma Morisho was appointed Deputy Minister (DM) of Municipal Affairs on November 26, 2020. Prior to this appointment, he served as DM and Head of the BC Public Service Agency, DM of Intergovernmental Relations, and Associate DM (as well as ADM) with the Ministry of Jobs, Tourism and Skills Training.

Before joining the BC Public Service in April 2015, Okenge worked 15 years in the Federal Public Service. During his time in Ottawa, Okenge had the opportunity to work on complex domestic and international policy issues (notably with the Privy Council Office) and led the development and implementation of key stakeholder engagement strategies (notably with Environment Canada).

Okenge holds a Law degree (LL.L) and a M.B.A. from the University of Ottawa, as well as an Executive Certificate in Negotiation from the University of Notre Dame.





Tara Faganello
Assistant Deputy Minister
Local Government Division and Inspector of Municipalities
Ministry of Municipal Affairs

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

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

Tara has dedicated these qualities to the public service for over 25 years. Her commitment to building strong stakeholder relationships and appreciation for her team's professional skill sets inspire those around her and demonstrate her commitment to the needs of British Columbians.

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

Tara is a CPA, CGA, and holds a bachelor's degree in Economics.





Rachel Holmes
Assistant Deputy Minister
Immigration Services and Strategic Planning Division
Ministry of Municipal Affairs

Rachel began her BC Public Service career in 2003 and has served in several leadership positions, including Executive Director roles responsible for the Reconciliation Strategy, Indigenous Social Policy and Social Innovation. She also served as Government Lead for the Government Non-Profit Initiative and was BC's representative on the National Inquiry into Missing and Murdered Indigenous Women and Girls.

Prior to joining the public service, Rachel worked in the non-government and academic sectors. Additionally, Rachel has more than a decade of experience as a board member to both provincial and international non-profit organizations, including the National College Conference Association-National Model United Nations, First Peoples' Cultural Council, Volunteer BC, and Habitat for Humanity, among others. She currently serves as a Catalyst Ambassador for the BC Cancer Foundation.

Rachel obtained a Bachelor of Arts Honours degree in Political Science and a Masters of Arts degree in Anthropology, Sociology and Political Science from the University of Victoria, and has completed a professional certification in Strategic Decision and Risk Management from Stanford University. Rachel was previously a Fellow at the Centre for Studies in Religion and Society.



EXECUTIVE MEMBER BIOGRAPHY



Alana Best
Assistant Deputy Minister and Executive Financial Officer
Management Services Division
Ministry of Municipal Affairs
Ministry of Tourism, Arts, Culture and Sport

Alana is responsible for the Management Services functions that support both the Ministry of Municipal Affairs and the Ministry of Tourism, Arts, Culture and Sport.

Her BC Public Service career started over a decade ago with what was then Ministry of Jobs, Tourism and Innovation. She then moved to the Ministry of Agriculture where she held two Executive Director positions with responsibility for various programs, policy and legislation portfolios.

From December 2015 to November 2021, Alana worked in the Ministry of Public Safety and Solicitor General. For the first several years, she had a leadership role on RCMP Contract management, capital asset planning and financial administration. Following that, she served as Executive Director leading the work on reforming the Police Act, including reviewing the financial model, the role of police with respect to complex health and social issues; and the scope of systemic racism within B.C.'s police agencies.

Alana holds a Bachelor's degree in Geography and Political Science, a Post Graduate Certificate in quantitative and qualitative analysis, a Master of Leadership and also has a Chartered Professional Accounting designation. She is the chair of the Greater Victoria Women's Shelter Society board, where she has volunteered for the past several years.



MAJOR CORPORATE ISSUE NOTE

Ministry/Ministries: Municipal Affairs

Issue:

- BC Government response to supporting displaced Ukrainians arriving in BC

Background:

- On March 17, Canada launched the Canada-Ukraine Authorization for Emergency Travel (CUAET) program, a temporary pathway for an unlimited number of displaced Ukrainians and their families to enter Canada (with the option to apply for a study or open work permit).
- The CUAET is administratively distinct from Canada's refugee programs and does not provide permanent resident, protected person or refugee status in Canada. The program is a new immigration measure designed to enable a temporary, fast, and efficient response for Ukrainians to come to Canada as an alternative to European Union countries. The special temporary resident visa is essentially equivalent to a visitor visa, valid for up to three years instead of the typical six months.
- As of November 27, 2022, Canada has received 715,177 applications for CUAET visas and approved 435,932 (the lower approval number is due to processing delays; applications have a 99.4% approval rate). Between January 1 and November 27, 124,611 Ukrainian nationals have arrived in Canada.
- There are no precise data sources to indicate how many Ukrainians/CUAET holders are coming to BC, but Medical Services Plan (MSP) enrolment data is our best measurement. As of November 20, a total of 8,990 individuals from Ukraine have completed enrolment with the MSP, 92% of whom arrived under CUAET.
- The CUAET initially resulted in many policy gaps at the federal and provincial levels with respect to services normally available for refugees or refugee claimants.
- Federal response:
 - On March 30, the federal government extended federal settlement services (including language training), which are typically only available to permanent residents, to those arriving under the CUAET until March 2023.
 - On June 2, Canada began providing transitional financial assistance to CUAET visa holders (one-time payment of \$3,000 per adult and \$1,500 per child). According to federal data, 11% of Ukrainians receiving this financial assistance reside in BC.
 - On July 4, Canada began providing 10 hotel rooms in Vancouver for two-week emergency stays (with no meals provided and limited on-site settlement services). This expanded to 50 rooms in mid-October.
 - Canada funds reception services for Ukrainians at the Vancouver airport (YVR), provided by the settlement agency SUCCESS. For those in need, SUCCESS makes referrals to either the federal hotel or the provincial hotel depending on the family's circumstances.
 - Despite pressure from provinces and stakeholders, CUAET visa holders are not eligible for the Interim Federal Health Program normally provided to refugees and refugee claimants.
- Provincial response:
 - In early March ^{Cabinet Confidences}
Cabinet Confidences

- BC established executive cross-ministry working groups at the ADM and DM-level to facilitate a whole-of-government response.
- As a result of this work, CUAET arrivals can now access most health and social services afforded to refugees and refugee claimants. Prominent policy changes resulting from these efforts include:

| | |
|------|---|
| MUNI | <ul style="list-style-type: none"> • Short-term hotel stays for people arriving at YVR who need immediate accommodation for up to two weeks. Settlement services and meals provided on-site. This effort complements a limited federal government role in providing immediate hotel supports for short-term stays. • Expanded settlement service eligibility for CUAET arrivals under the BC Settlement and Integration Services program (including mental health supports). • Expanded BC Refugee Readiness Fund for community coordination; a new contract with bc211/United Way to establish provincial web/phone hubs and screen public offers of support; and funding for community cultural organizations. • Translated the Newcomers Guide into Ukrainian and Russian. |
| SDPR | <ul style="list-style-type: none"> • Regulatory amendment to extend eligibility for time-limited hardship assistance for CUAET arrivals (up to 12 months of coverage) after they have accessed the federal transitional assistance, pending other eligibility requirements. • Policy change implemented so that CUAET individuals are considered general clients and can access a full range of employment supports. Information for displaced Ukrainians in English, Ukrainian and Russian posted at WorkBC Centres. As of November 29, 841 Ukrainians have accessed WorkBC services and 207 of those have secured employment. |
| HLTH | <ul style="list-style-type: none"> • MSP eligibility to include CUAET visa holders, from date-of-arrival (no wait period). • Emergency BC PharmaCare Coverage for Ukrainian Arrivals form allows for prescriptions to be filled within 48 hours. • As of early October, CUAET holders are automatically enrolled in Plan C Pharmacare coverage for one year, and MSP will cover the cost of the federally-required Medical Diagnostic Exam (and reimburse those who have paid out of pocket). • Currently exploring options regarding the international student MSP fees, with a decision expected late December. |
| CITZ | <ul style="list-style-type: none"> • Mobile Outreach Clinics led by Service BC in multiple locations to connect Ukrainians to government and community services. • Call Centre and web content for Ukrainians seeking support and British Columbians wanting to help. www.gov.bc.ca/welcomingukraine. Call Centre receives approximately 100 Ukraine-related calls per week. |
| ECC | <ul style="list-style-type: none"> • Policy guidance has been provided for school districts to enroll Ukrainians as domestic students (not as international students with fees) and to claim any displaced student from Ukraine as if they were “refugee students”. • CUAET holders benefit from the Child Care Fee Reduction Initiative. |
| MCFD | <ul style="list-style-type: none"> • Operational planning completed and implemented about how to deal with unaccompanied minors. |
| AEST | <ul style="list-style-type: none"> • Policy guidance issued for post-secondary institutions to extend domestic tuition to study permits holders under CUAET. |

Issue/Opportunity:

- Continue strong cross-ministry collaboration and engagement with the federal government and municipalities to promote an all-of-government response that is iterative and nimble.

Next Steps:

- Continue to monitor the number and pace of arrivals of displaced Ukrainians to BC, and in which municipalities they are settling. Given the nature of the CUAET visa, it is hard to predict in advance how and when many people will arrive and where they will settle.
 - Cabinet Confidences; Advice/Recommendations
- Building on recent approval to continue the provincial hotel until the end of the fiscal year^{Advice/Recommendations}
 - Advice/Recommendations; Government Financial Information
- Continue to advocate to the federal government to provide more resources and supports for displaced Ukrainians,^{Advice/Recommendations; Intergovernmental Communications}
 - Advice/Recommendations; Intergovernmental Communications

MAJOR CORPORATE ISSUE NOTE

Ministry: Emergency Management BC and Ministry of Municipal Affairs

Issue: Lytton Recovery

Background:

- On June 30, 2021, the Lytton Creek wildfire swept through the Village of Lytton and across Nlaka'pamux territory, prompting an immediate evacuation.
- Approximately 90% of the village was destroyed including the Village office and public works buildings, police station, ambulance station, public library, and most of the commercial and service infrastructure, with additional structures lost on Lytton First Nations reserve lands and within the Thompson Nicola Regional District outside of the Village.
- Prior to the fire, the Village of Lytton had a population of approximately 250 residents with an additional 4,500 people living in the surrounding rural area that rely on it as a service hub.
- The Lytton Creek fire caused catastrophic loss of public and private infrastructure for the community of Lytton, mass displacement of residents, and complete loss of public records. This combined with impacts from the November 2021 atmospheric river event, and with environment and archaeological considerations, extended timelines for recovery.
- Coordinated by MUNI and EMBC, the province has provided significant support to the Village of Lytton to aid in their recovery, including:
 - In December 2021, a \$1 million grant from FLNRORD for operational and economic development activities so that the Village of Lytton could continue to pay staff leading the wildfire recovery in the community.
 - In February 2022, more than \$8.3 million in funding through MUNI to support ongoing core Village operations and municipal recovery.
 - In April 2022, an \$18.4 million grant from EMBC to cover the costs of debris removal, archaeological monitoring, and soil remediation for municipal and all uninsured and underinsured properties in the Village.
 - In July 2022, an additional \$21 million through EMBC to cover the cost of critical services to enable the rebuild, municipal infrastructure repairs, recovery staffing, planning, and engagement.
 - An exclusive Recovery Team, including a dedicated Assistant Deputy Minister, working side-by-side with the Village leadership and staff.
 - Legislated provisions added to the *Municipalities Enabling and Validating Act* to support the Village council to repeal and replace lost bylaws.
- The federal government recently announced funding of \$64 million for resilient municipal infrastructure, \$6 million to support net-zero home reconstruction and \$7.2 million to help businesses; EMBC, MUNI and JERI are collaborating with federal partners to determine the parameters for delivery of this funding.



Issue/Opportunity:

- With the supports provided to-date, and progress seen, by Spring 2023 the Village of Lytton and Lytton First Nation will be in an advantageous position to complete the recovery from the wildfire and begin to rebuild a resilient, sustainable community better prepared for the future.
- The Village has re-created their key bylaws, has hired a permanent Chief Administrative Officer and Corporate Officer and is in the process of filling other key staff positions.
- A successful general local election was held on October 15, 2022, which saw a high voter turn-out (over 50%), followed by orientation sessions in mid November for the newly elected council.
- After encountering Indigenous archeological resources through the debris removal and sifting process, council and the province will be working towards a further understanding of what will be needed for additional archeology assessments, and subsequent recovery and rebuilding plans.

Next Steps:

- The Village is continuing to work on all key infrastructure (hydro, water, etc.) to be in place by Spring 2023; some homeowners may be in a position to begin reconstruction in Spring 2023.
- Key assessments of the water system will be needed to ensure the Village has water capacity for the rebuild (including the fire flows required for building occupancy).
- The province will be supporting the rebuild of municipal infrastructure through the Disaster Financial Assistance program and other longer-term funding programs, insured property owners will have their rebuild funded through their insurance, and uninsured property owners will be supported through donations and corporate commitments.
- Within the recent \$21 million funding, an allocation was made for the cost of supplying interim housing for essential service personnel; the Village is still considering whether to advance a funding request to the province for interim housing for property owners to facilitate the rebuild process and for renters currently displaced by the fire.



MAJOR CORPORATE ISSUE NOTE

Ministry/Ministries: Ministry of Public Safety & Solicitor General, Emergency Management BC, Ministry of Municipal Affairs, Ministry of Finance

Issue: Overview of Emergency Management Planning

Background:

Legislative Framework:

British Columbia's (B.C.) statutory framework for emergencies exists within the *Emergency Program Act* (EPA) and the regulations made under the EPA. This legislation dates to 1993.

Under the EPA, two types of emergency plans are contemplated: provincial emergency plans and local emergency plans.

- Each ministry is required to prepare emergency plans that include plans for business continuity, address any specific hazards for which any given ministry is (by regulation) responsible, and that are coordinated with the plans of other ministries. These plans inform B.C.'s comprehensive emergency management plan.
- Local governments (municipalities and regional districts) are required to prepare plans that establish staff responsibilities for emergency response actions and procedures for:
 - procuring vital resources;
 - notifying citizens of emergencies;
 - coordinating the provision of vital goods and services; and
 - prioritizing and coordinating the restoration of essential services.

The government has announced plans to repeal and replace the EPA with modernized legislation with an enhanced focus on disaster risk reduction, in line with the UN Sendai Framework. This legislation is
Cabinet Confidences

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications



The current EPA identifies ministers responsible for coordinating the government's response to a particular hazard. Provincial plans that describe a whole-of-government approach to emergency management have been developed for key hazards including catastrophic earthquake, tsunami notification, flood, wildfire, pandemic, extreme heat, drought, and foreign animal disease.

Local Government Risk-Based Planning

Advice/Recommendations; Cabinet Confidences

EMBC Planning Supports

The province has a suite of multi-agency emergency plans that are reviewed and updated regularly to ensure BC is prepared for general and hazard-specific disasters. The province also supports First Nations and local authorities conduct hazard risk assessments and has developed a planning guide to assist them in preparing emergency management plans.

The provincial government, led by EMBC, coordinates an exercise program that enhances catastrophic earthquake planning and preparedness through regular earthquake exercise activities. Exercise Coastal Response 2023, scheduled to occur in February 2023, is intended to validate elements of the provincial earthquake response plan and foster increased cooperation amongst all levels of government, First Nations, critical infrastructure sectors, and non-governmental organizations.

EMBC also coordinates and administers disaster risk reduction funding to First Nations and local governments to improve understanding of disaster risk and funding and invest in structural and non-structural mitigation projects. This funding may be used to support First Nations and local governments in meeting some of the new requirements for planning and hazard assessments under the new legislation.



B.C. has agreements in place with all Canadian provinces and territories, and the states of Alaska, Washington, Idaho, Montana, and Oregon to expedite the movement of emergency resources in the event of a significant disaster, such as an earthquake.

Issue/Opportunity:

Cabinet Confidences; Advice/Recommendations; Intergovernmental Communications

Advice/Recommendations; Cabinet Confidences; Intergovernmental Communications; Legal Information

Next Steps:

Cabinet Confidences; Advice/Recommendations

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CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
DEPUTY MINISTER'S OFFICE

DM Responsible: Okenge Yuma Morisho

Core Business/Program Area Description/Critical Business Processes:

The Deputy Minister's Office (DMO) is responsible for all aspects of information that flows from Elected Officials and the Executive Council (Cabinet) to the ministry by acting as the touchpoint between the elected arm of government and the public service.

The office provides strategic advice on issues management, oversees the development of Cabinet material, and provides strategic direction to staff. The DMO also ensures the ministry is in compliance with Cabinet approved mandates, Treasury Board directives and other specific issues.

The DMO builds strategic alliances across government and works with the executive team and ministry staff to ensure efficient collaboration, the flow of information and increased integration within the Ministry to support the achievement of the Ministry's strategic direction and government's overall objectives.

Budget:

| Core Business Area (\$000) | 2021/22 Restated Estimates | 2022/23 Estimates | 2023/24 Planned | 2024/25 Planned |
|-------------------------------|----------------------------------|----------------------|--------------------|--------------------|
| Deputy Minister's Office | 879 | 879 | 879 | 879 |

Full Time Equivalents (FTEs):

The DMO currently has 7 FTEs (including Executive Correspondence Services 2 FTEs)

Related Legislation: N/A

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
LOCAL GOVERNMENT DIVISION

ADM Responsible: Tara Faganello, Local Government Division (LGD)

Core Business/ Program Area Description/Critical Business Processes:

The Local Government Division (LGD) takes leadership in supporting local governments and public libraries to improve the quality of life for all communities by encouraging sustainable, liveable, and well-governed communities that are healthy and safe, economically resilient and socially and environmentally responsible for British Columbians. Services for local governments, public libraries, and others include:

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

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

- local and regional governance – services, democratic processes, local government structures, economic development, First Nation relations;
- infrastructure – infrastructure planning; develop and administer multiple federal-provincial (e.g., seven Investing in Canada Infrastructure Program streams) and provincial (e.g., Community Economic Recovery Infrastructure Program) grant programs, major infrastructure projects, asset management;
- local government finance – financial monitoring and reporting, unconditional grants, regional funding agreements; bylaw approvals (e.g., borrowing; corporations; Development Cost Charges), COVID Restart Fund;
- community development funding programs: designing and working with partners to develop administration agreements (e.g., Union of BC Municipalities [UBCM], Northern Development Initiative Trust [NDIT]) for a range of funding programs to support sustainable community outcomes (e.g., Strengthening Communities Services, Northern Healthy Communities Fund);

¹ "Local government system" is the framework through which 188 elected and autonomous local governments (municipalities and regional districts (RDs)) provide essential services and democratic governance to all people in BC; it also includes over 200 special purpose local service providers (e.g., improvement districts (IDs); greater boards), as well as key partner organizations such as the Union of BC Municipalities, Municipal Finance Authority and Local Government Management Association.

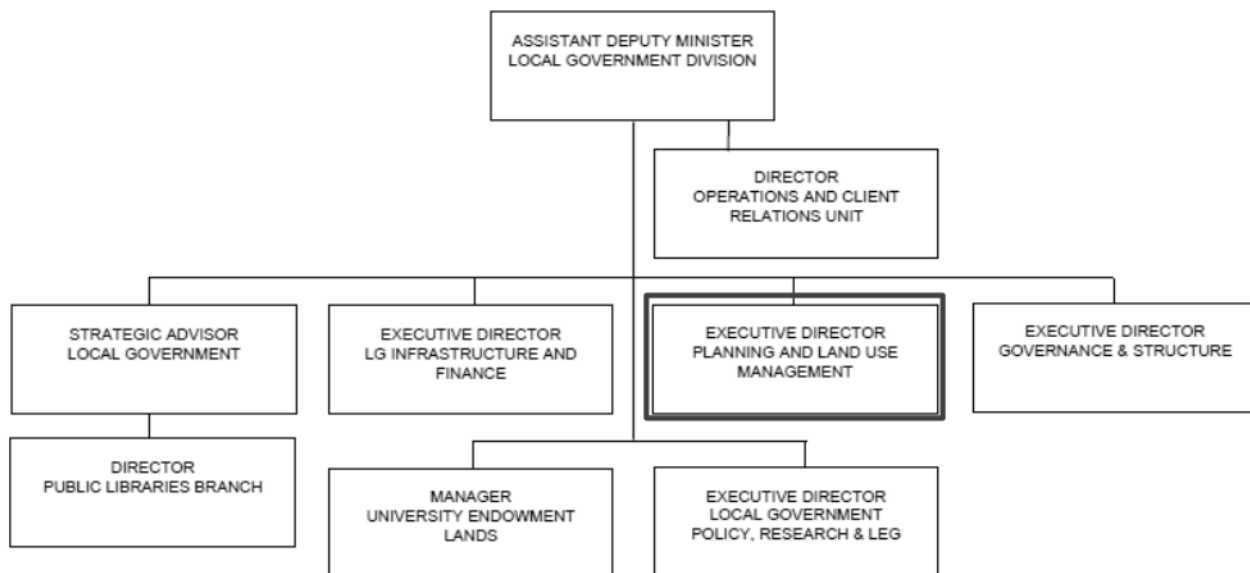
- policy and legislative development – legislative amendments to any local government Acts to support the advancement of government priorities, advising on initiatives of other divisions/ministries affecting local governments, needed consultation with the UBCM and other stakeholders, UBCM resolutions responses;
- operations and client relations – provincial presence at UBCM Convention, Board of Examiners, Local Government Leadership Academy, Municipal Affairs (MUNI)/UBCM Executive and staff-level meetings, UEL Development Permit Hearings;
- UEL – direct local service delivery: infrastructure (sewer, water, local roads), services (e.g., drinking water, solid waste, public realm), planning and land use, building inspection, taxes and fees, Community Advisory Council; and
- Public libraries and community literacy – through the administration of the *Library Act*, supports effective public library governance and accountability, and works to ensure provincial funding helps to extend local services and improve access to public library services throughout British Columbia. Key contact for community literacy initiatives.

Budget: \$220.5M Estimates Budget

Full Time Equivalents (FTEs) average burn at September 30, 2022: 122

Related Legislation: *Library Act*, *Local Government Act*, *Community Charter*, *Vancouver Charter*, *Islands Trust Act*, *Local Elections Campaign Financing Act*, *Resort Municipality of Whistler Act*

Organizational Chart:



The Planning and Land Use Management Branch has moved to the new Ministry of Housing

ISSUE NOTE
Advice/Recommendations; Cabinet Confidences

Ministry/Ministries: Municipal Affairs, Transportation and Infrastructure

Issue: Advice/Recommendations; Cabinet Confidences

Cabinet Confidences; Advice/Recommendations; Intergovernmental Communications; Government Financial Information

Background:

Advice/Recommendations; Cabinet Confidences; Intergovernmental Communications



Advice/Recommendations; Cabinet Confidences; Intergovernmental Communications

Opportunity:

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications



Next Steps:
Cabinet Confidences



ISSUE NOTE DEVELOPMENT APPROVALS PROCESS REVIEW

Ministry/Ministries: **Ministry of Housing** with support from the Ministry of Municipal Affairs

Issue: Development Approvals Process Review (DAPR)

Government is undertaking a range of substantial policy, program and legislative work to increase the efficiency and effectiveness of local government development approval processes, with the objective of improving the timeliness by which housing supply reaches market. This work is consistent with the 30-point housing plan and upcoming refreshed Housing Strategy being led by the Ministry of Housing.

Background:

In many communities in British Columbia, local government development approvals processes have increased in complexity and length over the years without necessarily delivering better outcomes in terms of a greater and timelier supply of housing, or fairness and certainty for the public and development industry alike.

The Ministry of Municipal Affairs (MUNI) initiated the stakeholder-informed Development Approvals Process Review (DAPR) in 2018 to improve the efficiency and effectiveness of local government development approvals processes.

A multi-year process, DAPR began with comprehensive, province-wide consultations between December 2018 and May 2019, with a broad range of local governments and stakeholders, including developers, non-profit organizations, professional associations, and academics, to identify challenges in and opportunities for improving the local government development approvals process.

In September 2019, MUNI released the “Development Approvals Process Review: Final Report from a Province-wide Stakeholder Engagement,” detailing the challenges and ideas for resolution identified during the consultation.

DAPR Workplan

Based on the 2019 summary report, MUNI developed a multi-year workplan to address the identified challenges. The workplan includes several initiatives under four priority areas:

- streamlining approvals;
- official community plans (OCPs) and zoning;
- development finance; and
- public hearings and public input.

Collectively, these are expected to have significant impacts on the efficiency and effectiveness of the development approvals process.



Proposed initiatives under the four general priority areas include a combination of legislative amendments, guidance and education, a grant program, and policy and operational improvements. A data collection and measurement program is also being developed to evaluate the effectiveness of DAPR initiatives in improving the effectiveness and efficiency of local government development approvals.

Early Actions on Housing

Early action on housing included both new authorities and requirements for local governments. In May 2018, the *Local Government Act* (LGA) and *Vancouver Charter* were amended to allow local governments to require that new housing in multi-family residential areas be developed as rental units, or that existing rental in residential areas are preserved as such, through their zoning bylaws.

In 2019, the province enacted a requirement for all local governments to complete their first Housing Needs Report (HNR) by April 2022, and every five years after. HNRs assist communities to better understand their current and future housing needs, and provide stakeholders, developers, and other agencies with access to better information for making housing investment decisions. Local governments are also required to consider their most recent HNR when developing new OCPs or regional growth strategies. Concurrent with the new legislative requirements, the province committed \$5 million in funding to the Housing Needs Report Program over three years (2019 – 2021), to help local governments and modern Treaty Nations develop their first HNRs. Nearly all local governments now have their first housing needs report in place.

Early Actions on DAPR

In September 2021, the Local Government Development Approvals Program provided \$15 million to local governments to implement best practices and develop innovative ways to support non-profit housing organizations, developers, and other stakeholders to build essential housing. Forty-three local government projects received funding and are now underway.

In November 2021, the LGA was amended to permanently allow local governments to hold public hearings electronically, to enable elected officials to delegate minor variance permits to staff and to remove the procedural requirement for waiving public hearings on rezoning amendments that are consistent with OCPs.

These changes apply to all local governments across B.C, except the City of Vancouver (Vancouver). Vancouver's planning and land-use framework is established under the *Vancouver Charter* and differs considerably from that of other local governments.
Cabinet Confidences; Advice/Recommendations
Cabinet Confidences; Advice/Recommendations



Opportunity:

Currently, multiple initiatives are underway across the DAPR priority streams:

1. *Streamlining*

The impact of DAPR initiatives on local governments is being determined through surveys and case studies. Advice/Recommendations

Advice/Recommendations Initial case studies began in summer 2022 and are ongoing. This program will be administered on a regular basis over the course of the next several years.

Advice/Recommendations

In April and May 2022, a series of multi-stakeholder workshops were undertaken on the potential centralized digital solutions. Advice/Recommendations
Advice/Recommendations

2. *Official Community Plans and Zoning*

Cabinet Confidences; Advice/Recommendations; Government Financial Information

Cabinet Confidences; Advice/Recommendations

Cabinet Confidences;
Advice/Recommendations

3. *Development Finance*

Advice/Recommendations

4. *Public Hearings*

Advice/Recommendations



Advice/Recommendations

Next Steps:

Cabinet Confidences; Advice/Recommendations

Advice/Recommendations



ISSUE NOTE
GENERAL LOCAL ELECTIONS - MONITORING – CAMPAIGN FINANCING ISSUES

Ministry/Ministries: Municipal Affairs

Issue:

Monitoring of issues arising from the 2022 General Local Elections for potential changes to *Local Government Act* (LGA) regarding local elections administration and *Local Elections Campaign Financing Act* (LECFA).

Background:

General Local Elections are held every four years on the third Saturday in October for the offices of Mayor, Councillor and Electoral Area Director (as well as specified park board member and commissioner, advisory council member, regional trustee and Islands Trust local trustee).

Local government elections are a shared responsibility involving local governments (who manage and administer elections) and key partners in the local government system – including the Ministry of Municipal Affairs (MUNI), Elections BC (EBC), the Union of British Columbia Municipalities (UBCM), and the Local Government Management Association (LGMA), among others.

MUNI is responsible for the core local government system and its legislative framework – primarily the LGA – which provides rules for the administration of local government elections including appointing election officials, receiving nomination documents, declaring candidates, administering voting opportunities, counting ballots, and declaring election results. EBC enforces rules governing campaign financing and advertising of candidates, elector organizations and third-party advertisers under LECFA.

During the election period (starting in September 2022) the Minister exercises a formal intervention role as needed. Most commonly, the Minister exercises authority to approve the withdrawal of candidates after the withdrawal deadline (under LGA section 101), as well as to complete Ministerial Orders (MO) in special circumstances to ensure the continuation of the election process.

MUNI staff monitor issues that may arise in relation to these elections to inform possible changes to the legislative authorities for local elections administration or LECFA.

In early 2023, EBC will provide a report of the Chief Electoral Officer on the 2022 General Local Elections which will include observations and recommendations for change. Additionally, local chief elections officers may contribute recommendations for change for local elections administration. These recommendations, together with MUNI observations, will be analyzed to determine whether legislative changes are warranted or if they could be addressed through education.



Opportunity:

For elections administration issues, Governance and Structure Branch staff are monitoring administrative election issues including exploring the need for additional authorities to adjust timing requirements. MUNI will be meeting with election partners (UBCM, LGMA) and CivicInfo now that the elections have occurred to assess the outcomes for Councils and Boards around the province, including where there are vacancies (and where appointments may be necessary), where there are potential slates/majority groups dynamics on councils, and where heightened attention may be needed due to responsible conduct and orientation of Council/Board members based on prior controversy or campaign conduct.

There have not been a significant number of issues raised in relation to campaign financing rules (LECFA) this year. However, there have been a few challenges related to the changes to rules stemming from recent amendments to LECFA in relation to Elector Organizations (EO). EOs are organizations that endorse or intend to endorse a candidate(s) in General Local Elections (typically in larger municipalities). EOs are required to register with EBC in order to file endorsement documents, receive campaign contributions, and incur election expenses. When submitting endorsement documents for the 2022 General Local Elections, a number of elector organizations did not directly file with EBC (and only filed with the local chief elections officers) resulting in a need for a minister's order to extend the deadline to do so.

Advice/Recommendations

Cabinet Confidences; Advice/Recommendations

Next Steps:

Monitoring will continue past the 2022 General Local Elections and issues raised will be considered by MUNI staff for necessary changes to elections legislation where warranted. Currently, MUNI staff will flag any regional issues or possible past responsible conduct concerns with Council or Board members elected. Staff are also compiling analysis on the number of incumbents and acclamations on Councils and Boards.

Elections BC will also provide a report to the Legislative Assembly with their recommendations following the 2022 elections, sometime in early 2023. Local chief elections officers will also be surveyed for their observations.

Advice/Recommendations

The BC Chief Electoral Officer released a report in 2020 entitled "Digital Communications, Disinformation and Democracy: Recommendations for Legislative Change", recommending changes to the provincial *Election Act*. The report recommends that legislators should consider applying the



recommendations to local elections in B.C. through changes to LECFA.

Advice/Recommendations; Legal Information



ISSUE NOTE

PUBLIC LIBRARIES FUNDING

Ministry/Ministries: Municipal Affairs

Issue:

The Public Library Grant budget has been fixed at \$14 million since 2009/2010, while costs of delivering services and meeting evolving community needs have risen to the point where it is no longer possible to prevent cuts to some public libraries or provincial library programs. Libraries, library partners, local governments and UBCM are advocating to the province to increase the annual public library grant to \$23 million by 2023.

Background:

The *Library Act* establishes the province's role to encourage the extension, use and improvement of public library services. Through local governments, local taxpayers are the primary funder of public library systems.

The Director of Public Library Service is authorized to distribute allocated funding as grants to libraries and public bodies. While the legislation does not specify the formulae or limit the Director's discretion, a funding framework policy for grant distribution has been in place for over 15 years, using a combination of population and rate-based allocations. This funding, as a suite of eight grants, supports more equitable access to library services by providing per capita operating grants to public library systems and contributing to province-wide programs such as shared back-end services and technology, digital collections, and inter-library loans.

In 2008 government made a strategic shift to move direct provincial services that supported extension, use and improvement of public library services to external library sector organizations. Services that were once provided by ministry staff are now provided by the BC Libraries Cooperative, BC Library Trustees Association and BC Electronic Library network with provincial funding. While this arrangement has resulted in system efficiencies and new shared services, it is increasingly difficult to fund at an adequate level to meet emerging service needs and costs.

Annual increases to population and service demand (e.g., number of items lent through interlibrary loan) put pressure on a budget that is spent with rates that multiply against a growing number of residents or increased borrowing of materials. To manage within the \$14 million annual budget appropriation, the per-capita and interlibrary loan rates have been repeatedly reduced and changes have been made to provincial programs over successive years. Ministry of Municipal Affairs (MUNI) has tried to protect annual grants when libraries faced significant reductions due to population loss or shifts in grant rates. Making these constant adjustments to population and use-based grant lines compromises MUNI's ability to allocate funding strategically to meet other provincial objectives and support the overall public library system.



Inflation and rising costs of staffing and products makes it harder for libraries to deliver programs at the same scale as originally intended and operationally libraries find it difficult to plan without knowing what their funding will be each year. The funding program requires modernizing to address these pressures, Advice/Recommendations; Government Financial Information

Advice/Recommendations; Government Financial Information

The 2020 strategic plan for public library service promised a review of grant allocation formulas, with a focus on establishing greater sustainability and transparency. The provincial government provided two one-time targeted grants in 2020 and 2022 from budget contingencies. However, annual public library grants which support library operations and province-wide services have seen little or no increases in over 10 years.

The COVID-19 relief and recovery funding (\$8 million) allocated in March 2022 provides some stability to libraries but does not change the annual grant budget or distribution. As of 2020, there was no longer room for adjustments between grant lines without reductions to provincial programs or reducing per-capita rates to all sizes of libraries. The Census 2021 resets the baseline for annual population estimates and would result in significant changes for some communities.

Issue/Opportunity:

Cabinet Confidences; Advice/Recommendations; Government Financial Information

As the cost-of-living increases, British Columbians rely more on local services such as libraries, which are also experiencing a strain on their operating budgets.

Public Library Grants will be allocated again in Spring 2023. Without additional contribution to the budget, provincial library funding will be static for another year and communities will continue to bear the brunt of cost-of-living increases.



Public libraries exist as separate entities, and as they lack direct taxing authority, are reliant on local governments to secure local tax contribution towards their budgets. This gives public libraries limited ability to raise funds, particularly for capital projects, and places them in constant competition for other local service demands. This inhibits their capacity to quickly adapt to growing demand for innovative programs and services to meet evolving public information needs or new demands created by government initiatives. Like other community services, libraries in smaller communities are falling behind on renovations and facilities updates.

Cabinet Confidences; Advice/Recommendations; Government Financial Information

Next Steps:

Cabinet Confidences; Advice/Recommendations; Government Financial Information



ISSUE NOTE
REGIONAL INCLUSIVE GOVERNANCE
(INDIGENOUS REPRESENTATION ON REGIONAL DISTRICT BOARDS)

Ministry/Ministries: Municipal Affairs

Issue:

In the B.C. *Declaration on the Rights of Indigenous Peoples Act* (Declaration Act) five-year Action Plan, the province committed to exploring inclusive regional governance by advancing First Nations participation in regional district boards.

Background:

Regional districts are a federation composed of municipalities, electoral areas (EAs), and in some cases, Treaty First Nations (TFNs), each with representation on a regional district board. Indigenous political systems (complex governance structures) pre-date regional districts.

The interest in broadening First Nations participation on regional district boards has been growing since 2018, as perspectives on modern treaties shift and Truth and Reconciliation Commission Calls to Action are implemented and change the way local governments and First Nations regard and understand one another.

Since 2007, the *Local Government Act* has enabled service participation and membership representation as connected to treaty land base negotiations and decisions. A Treaty First Nation's decision to join a regional district is voluntary; upon becoming a member, the Treaty First Nation generally follows the basic legislative rules that apply to all regional district members. The legislation also recognizes Treaty First Nation governments as both connected and independent in much the same manner as a municipality and clarifies the duties and obligations of directors in relation to how taxation and requisition functions.

First Nations are represented as full members of four regional districts (out of 27): Alberni-Clayoquot (4), Metro Vancouver (1), and Strathcona (1) Regional Districts include members under Modern Treaties, and the Sunshine Coast Regional District includes a First Nation member under special federal and provincial enabling legislation. Other regional districts invite First Nations to participate in various non-voting capacities.

Ministry of Municipal Affairs (MUNI) has previously heard interest from Alberni-Clayoquot, Central Coast, Capital and Central Okanagan Regional Districts in accessing full participation if legislative change were implemented. Opportunity:



While most Indigenous individuals live within an area that is represented by a municipal, Electoral Area, or Treaty First Nations director, there are limited opportunities for Indigenous communities and their governments to formally participate in the regional governance system and decision making.

The unique regional district framework of federated community governments that lend authority to the regional district could provide balance between First Nations' right to participate in decisions that impact them (i.e. regional district decisions) as well as maintain their own decision-making structures and institutions (i.e. First Nation governments). It is also key to maintain important features of the regional district system that contribute to the overall stability of local governments which provide valuable services daily to people living in B.C.

This work has the potential to profoundly change the way local governments think about their role and approach decisions. Getting this work right is critical, and it must be done in collaboration with First Nations and local governments.

First Nations have broad interests in the design of new services, governance of services beyond contractual relationships, and opportunities to exert more strategic influence over their traditional territory.

Cabinet Confidences; Advice/Recommendations; Intergovernmental Communications

Next Steps:

Internal research and analysis is underway now to support engagement exploring First Nations and local government interests in First Nations membership in regional districts and other approaches to participation and lay the foundation for development of options for board representation and participation.

MUNI anticipates exploring this matter with regional districts and local First Nations communities in Spring 2023 to understand their interests, dependent on resources and expertise availability.



ISSUE NOTE

RENEWAL OF KEMANO GRANT MOU

Ministry/Ministries: Municipal Affairs

Issue:

The future of the Kemano Grants to the Regional Districts of Bulkley Nechako and Kitimat-Stikine as the existing MOU is expiring.

Background:

In 1950, the province entered into an agreement with Alcan Canada (currently Rio Tinto Alcan) for the construction of the Kemano Hydroelectric Project in Northwest British Columbia. The project has three critical components: the Kenney Dam, Kemano Tunnel (a 16 km water conveyancing tunnel), and the powerhouse. It is located 75 km southeast of the District of Kitimat (District) and has an installed capacity of approximately 1 gigawatt. The project was completed in 1954, providing hydroelectricity for Alcan's aluminum smelter located in the District.

Part of the initial agreement from 1950 exempted the dam and associated improvements from property taxation into perpetuity. The Regional Districts of Bulkley Nechako (RDBN) and Kitimat-Stikine (RDKS), which were established in 1966 and 1967 respectively, receive no tax revenue from the Kemano Project. The province acknowledged concerns of the regional districts for the foregone tax revenue, but said it was bound by the terms of the agreement and therefore could not authorize a property tax on the facilities.

While the province could not authorize a property tax on the Kemano Project, in 2009 it entered into a 15-year Memorandum of Understanding (MOU) with RDBN and RDKS in response to requests from the local governments. The MOU provided annual funding to the two regional districts based on a funding formula used by BC Hydro for determining its grants-in-lieu-of-taxes (GILs) paid to local governments on Hydro's power generating facilities.

Using this formula, the two regional districts received a base amount of \$1,053,169 in the first year of the MOU (calendar year 2009). This amount was annually increased using an inflator in BC Hydro's GIL formula (which is managed by the Ministry of Finance). Over the course of the MOU, this inflator was an average of 4.6% per year. Under the MOU, 60% of the annual funding was allocated to RDBN (which encompasses the Nechako Reservoir created by the Kenney Dam) and 40% to RDKS (where the Kemano facilities are located).

The first payment under this funding MOU was made in 2009. The current year payment of \$1.89 million will be made in November 2022 (the normal scheduled payment date). Including this upcoming 2022 payment, a total of \$20.3 million has been paid out under this MOU to the two regional districts. The



2022 payment will represent the 14th installment of the Kemano Grant. The last payment, under the current MOU, will be made in November 2023. After that, the current MOU and associated funding will both lapse unless renewed.

Opportunity:

The two fundamental questions for the province to address are whether to continue funding beyond 2023, and, if so, for how long.

While the current MOU lapses after the final payment in November 2023, Paragraph 7 of the MOU states, “At least one year prior to the end of 15-year term, the regional districts and the province agree to enter into discussions to determine whether the [MOU] may be renewed or extended.”

The province has a contractual obligation to discuss this matter with the two regional districts. In early 2021, ^{Advice/Recommendations; Intergovernmental Communications}

^{Advice/Recommendations; Government Financial Information; Intergovernmental Communications}

One way of viewing the payments under the MOU is that they are grants-in-lieu of taxation from the province given the property tax exemption agreement that the province created. Specifically, these grants are not in lieu of taxation on exempt Crown land but are in lieu of taxation that would have been received from private properties had it not been made exempt under provincial policy.

The current year’s grant is roughly equivalent to 8.5% of the combined annual tax requisition of the two regional districts, making it a material source of revenue for the two regional districts. This revenue supports service provision for the rural and municipal communities surrounding the Kemano industrial base.

^{Advice/Recommendations; Intergovernmental Communications}

The RBA

is an alliance of 21 local governments in Northwest BC, including RDBN and RDKS, that advocates for a revenue sharing agreement with the province in order to support the service demand that rural industry creates in the entire region. The RBA is requesting an agreement with the province, similar to existing agreements with the Peace River and Northern Rockies regions. ^{Advice/Recommendations; Intergovernmental Communications}

^{Advice/Recommendations; Government Financial Information; Intergovernmental Communications}

The province recently signed (September 15, 2022) a process-based MOU with the RBA on further discussions. ^{Advice/Recommendations; Intergovernmental Communications}

^{Advice/Recommendations; Government Financial Information; Intergovernmental Communications}



Because the initial Kemano MOU (from 2009) was signed before PS 3410 was in force, it was grandfathered under the old accounting scheme, which did not require full recognition of the agreement costs. However, an amendment or extension to the agreement will now fall under the purview of PS 3410.

The Office of the Comptroller General (OCG) has guidance related to such large one-time accounting expenses in its financial reports. Advice/Recommendations; Government Financial Information; Intergovernmental Communications

Next Steps:

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications



ISSUE NOTE
REQUEST FOR REVIEW OF *ISLANDS TRUST ACT*

Ministry/Ministries: Municipal Affairs (MUNI)

Issue:

2022 Islands Trust Council request for a provincial review of the Islands Trust's mandate, governance, and structure.

Background:

Established in 1974, the Islands Trust is a special purpose body with responsibility for managing development on the Gulf Islands situated between the mainland and Vancouver Island, as far north as Courtenay. The mandate of the Trust is to "preserve and protect the Trust Area and its unique amenities and environment, for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia."

Review of governance and management policies

The Trust Council commissioned an internal review of its governance and management policies and practices in 2021/22. The outcome of this review recommends a variety of actions by the Trust, under the themes of leadership, trust council committees, trust council support, expanding trust council membership, strategic planning, advocacy, managing the change transition, Islands Trust Conservancy, and trustee compensation. The review also provided recommendations on the Trust's core service, local planning that the Trust can undertake within its existing authorities.

Advice/Recommendations

The Chair of Trust Council wrote to the Minister of Municipal Affairs (the Minister) on July 8, 2022, asking that Trust Council's request for a comprehensive review of the Trust's governance model be brought to the attention of Cabinet. The scope of the requested review is significant, asking for a public and comprehensive review of the Trust, which could include:

- an assessment of the optimum governance model that considers both the Trust mandate and provincial interest;
- clarification of the object and mandate of the Islands Trust the governance structure of the Trust;
- alignment of decision-making processes and structures with the *Declaration on the Rights of Indigenous Peoples Act* (the Declaration Act);
- the geographic scope of the Trust, particularly authority over marine areas, and
- the funding mechanisms provided to the Trust in light of a clarified mandate.



During their efforts to respond to their governance review, Trust Council notes that they have encountered divergent viewpoints on core questions related to their unique mandate and the efficiency and effectiveness of the Trust's governance model and structure from various stakeholder groups, including Islands Trust area residents and Indigenous Nations.

Advice/Recommendations

Trust Policy Statement

The Policy Statement guides the development of the Official Community Plans (OCPs) and land use bylaws, including for Bowen Island, and Trust Council's Strategic Plan and advocacy program. OCPs and land use bylaws must be consistent with the Policy Statement, which is approved by the Minister.

The Islands Trust began updating its Policy Statement for the first time in 25 years in 2019. Council has stated that they have initiated a process to try to ensure the Policy Statement more adequately addresses topics that are important today, such as reconciliation, climate change mitigation and adaptation, and affordable housing. The Islands Trust has completed multiple phases of engagement with First Nations, referral agencies, and the public, with the third phase of public engagement having been completed most recently in the Spring of 2022. Amendments to the Policy Statement will continue over the Fall and Winter of 2022/2023 under the direction of a newly elected Trust Council.

There has been significant public pushback on elements in the updated draft Policy Statement, including in relation to foreshore development, forestry, and housing. Once completed, the draft Policy Statement will come to the Minister for approval, and MUNI staff will evaluate the level of consultation and engagement.

Opportunity:

Advice/Recommendations

MUNI has responsibility for the *Islands Trust Act* and would be responsible for policy work to support any review that may be undertaken.

Advice/Recommendations

Advice/Recommendations



Reconciliation

The Trust Council's request for a provincial review includes consideration of alignment of decision-making processes and structures with the *Declaration Act*.
Advice/Recommendations; Intergovernmental Communications

This aspect of the Trust Council's request for a provincial review is likely related to their stated commitments to conduct more meaningful engagement with First Nations while considering the *Declaration Act*.

Next Steps:

MUNI will continue to engage in conversations with the Islands Trust about its mandate and authorities and will observe the measures being taken by the Trust in response to the governance and management review and in relation to the broader issues that are raised in the context of the request for a review of the Islands Trust governance, mandate, and opportunities for alignment with the principles of the *Declaration Act*.

Advice/Recommendations; Intergovernmental Communications



Advice/Recommendations; Intergovernmental Communications



ISSUE NOTE
UBCM REPORT ON “ENSURING LOCAL GOVERNMENT FINANCIAL RESILIENCY”

Ministry/Ministries: Municipal Affairs and Finance

Issue:

Update on progress through the Memorandum of Understanding (MOU) on Local Government Financial Resiliency.

Background:

In 2021, UBCM members endorsed the recommendations aimed at strengthening the local governments finance system in BC as outlined in the UBCM Select Committee on Local Government Finance report entitled *Ensuring Local Government Financial Resiliency – Today’s Recovery and Tomorrow’s New Economy* (the Report).

UBCM and local governments have suggested that the current local government finance system is inadequate to address modern fiscal pressures.

The Report highlights the common interests of local and provincial governments by focusing on three key cost drivers for local governments that are also priorities for the provincial government – attainable housing, community safety and climate change. The Report identifies the impact of the new economy as a significant factor in the local government finance system going forward.

A key outcome of the Report is a provincial commitment to work with UBCM on recommendations particularly having a working partnership on fiscal sustainability for local governments in BC (Recommendation #2). The MOU signed on January 26th between the province and UBCM is the first step. The MOU established a Working Group of provincial and UBCM staff to work collaboratively in reviewing matters related to local government financial resiliency.

The ministers of Municipal Affairs and Finance met with the UBCM Presidents’ Committee in June 2022 and endorsed the short-term work plan and key messages. The short-term workplan focuses on the initial research and preliminary analysis of a subset of the recommendations with the commitment that all 20 will be analyzed during the 3-year term of the MOU.

The working group released the August 2022 Interim Report¹ on September 14, 2022; as well as presented an update during UBCM 2022 Convention.

¹ <https://www.ubcm.ca/node/70081>



Issue/Opportunity:

The initial short-term workplan timeframe concludes in January 2023. The Working Group will update medium and long-term workplan items (most or all short-term items will have further medium or long-term actions), potentially returning to the UBCM Presidents Committee and Ministers for further direction.

Key items identified in the short-term work plan:

- Changes to local revenue, and especially property taxation, may result from the economic shift identified as the New Economy, and will occur gradually. An appropriate starting point is to develop agreed upon metrics for measuring these changes. Strengthening the transit funding model is a key related area, and a meeting with TransLink and provincial officials will also be arranged to discuss work on matters specific to transit financing (Report Recommendations #1 & #18).
- Several key federal/provincial/local government agreements, such as the Canada Community Building Fund Administrative Agreement, come up for renewal within the next year. Building on a history of collaboration between the parties in these matters, the development of a joint negotiating approach that enhances both funding levels and administrative processes is a key shorter-term action (Report Recommendations #3 & #4).
- Reforming local government development finance tools such as development cost charges and amenity agreements have the potential to support the shared local-provincial interest in improving housing affordability. However, this is closely related to ongoing work on the Development Approval Process Review (DAPR), and a necessary first step is to meet with key provincial officials to discuss the relationship between the two initiatives (Report Recommendations #5 & #7).
- Finding areas of productive joint action to address homelessness is a common interest of both parties. It is acknowledged that most of the key preventative and remedial actions are within provincial areas of responsibility. Local government involvement is primarily focused on addressing matters related to those who are currently homeless. The Government of British Columbia has a homelessness strategy, and a necessary first step is to meet with key provincial and local government officials to identify points of potential interaction (Report Recommendation #8).
- Addressing the tragedy of mental health and addiction is an urgent priority for both parties and is closely related to the Provincial Homelessness Strategy. Work to identify appropriate roles for the provincial government and local government will begin by meeting with key provincial officials leading work in this area (Report Recommendation #10).
- The Emergency Management Act modernization is a major provincial reform undertaking in which UBCM is already engaged. The Working Group is well positioned to contribute to a discussion of the financial components of this work but will need to first meet with those engaged in the project (Report Recommendation #9).



Next Steps:
Advice/Recommendations; Intergovernmental Communications



ISSUE NOTE

UNIVERSITY ENDOWMENT LANDS (UEL)

Ministry/Ministries: Ministry of Municipal Affairs

Issue:

Local services and land use regulation in the University Endowment Lands (UEL) are provided by the Minister of Municipal Affairs rather than by a municipal council. Most issues in the community are locally managed on a day-to-day basis by UEL Administration and UEL Public Works staff, with the Minister of Municipal Affairs (Minister) responsible for enacting all local community bylaws. Issues have been raised with respect to the overall adequacy of this model for community governance.

Background:

The UEL is between the University of British Columbia (UBC) and the City of Vancouver in the provincial riding of Vancouver-Point Grey and home to just over 3,100 residents. The area was designated for land sales to fund the start-up of UBC in the 1920s, and the *University Endowment Land Act* was enacted in 1925 to facilitate development through administration of local community services. The UEL has developed into four neighbourhoods (Areas A, B, C and D), the University Golf Course (owned by Musqueam First Nation, or MFN), two elementary schools, and Pacific Spirit Regional Park (operated by Metro Vancouver Regional District, or Metro).

The UEL is part of Electoral Area A in Metro, although the regional district provides few services. It is the only community in B.C. where services are directly operated by the province, through a program within the Ministry of Municipal Affairs (MUNI). The *UEL Act* does not provide the full range of authorities that would be available to local governments under the *Local Government Act* and the *Community Charter*. Notably, the UEL does not have Municipal Ticketing Authority for bylaw enforcement, does not use finance tools such as development cost charges, and does not provide the same suite of services as the City of Vancouver (e.g., direct social housing).

The UEL Administration provides general administration, community planning, development and building permitting, water and sewer, garbage collection, local road maintenance, street lighting, parks, and other typical municipal services. The UEL budget is cost-neutral to government, with the costs of these services recovered through property tax levy administered by the provincial Surveyor of Taxes, revenues from water sales, and fees for business licenses and permits. Property taxes in the UEL are substantially lower than adjacent jurisdictions but are increased as needed to address aging infrastructure and other service needs.

The majority of UEL residents (61%) live in Area D, where the housing stock is predominantly multi-family dwellings. The remaining population resides in the three single-family oriented neighbourhoods (Areas A, B and C). Average single-family home values in the UEL are \$6.8 million and apartments average at \$853,000 (2021 assessment). Many apartments are used for rental and there is typically a



large turnover in rentals associated with the UBC semesters.

A new development in Area D, titled Ielərn (Iell-lum) is being built by the Musqueam Capital Corporation (MCC) on land owned in fee simple by MFN. Zoning was approved in 2016 and the first phase of construction is nearing completion, with a commercial area, 111 units of market rental and 62 units of below-market housing, and an 18-storey tower/townhouse strata complex (140 units). Community amenities within this phase include a new community centre to be operated by the UEL (under construction with completion expected in Winter 2023) and a private daycare (the subject of a rezoning application to increase the allowable size). Phase 2 includes additional building lots, one of which supports another 18-storey tower/townhouse strata complex (234 units) that is currently under construction. Once Ielərn is fully built out (estimated within 6-8 years), it will add 2,300 to the community's population.

Opportunity:

Current Governance

The *UEL Act* provides the Minister with service and land use powers that are somewhat similar to a municipal council, and the Minister delegates specific powers and functions to the UEL Manager (Manager) to operate the UEL under the bylaws enacted by a Minister's order.

A seven-person Community Advisory Council (CAC), constituted under the *Society Act*, is elected to represent the community by advising the Manager on "local matters of importance to the community", including proposed new or amended bylaws and initiatives likely to have a significant effect on the cost, quality, or capacity of community services provided by the UEL administration. The CAC also reviews the draft annual budget and draft property tax requisition prior to submission to the Surveyor of Taxes.

The community is also represented on an Advisory Design Panel (ADP) that provides recommendations or comments to the Manager on land use issues, principally development permit and zoning applications. The ADP comprises seven professional members (three architects, two landscape architects and two engineers) and two community representatives from each of the UEL's four neighbourhoods who participate in reviewing matters specific to the neighbourhoods they represent. Professional members are appointed by the Manager on recommendation by their prospective professional associations, while neighbourhood members are elected by the community.

Over the past 15 years, there have been both demographic changes (e.g., population make up; non-resident ownership) and physical changes (e.g., single-family redevelopments; the Ielərn development; prospect of future development spurred by the 2021 adoption of the Area D Neighbourhood Plan). These changes have put pressure on the UEL's unique governance structure as well as on the development framework and foster a range of issues that get regularly raised by members of the community.



Governance Review

Since at least the 1990s, the CAC has agitated for incorporation of the UEL as a new, small municipality to manage the community affairs and decide on land use matters. Given the extensive and diverse interests in and around the UEL (MFN, Metro, UBC, City of Vancouver, the province, and the community), determining what change of governance might be appropriate in the UEL and how best to accomplish it is a complex exercise. Many of the concerns underlying issues raised by the community (e.g., lack of democratic local political representation), can ultimately only be addressed through a change in governance model.

The recently completed UEL Governance, Services, and Structures Study was commissioned from the consultants Urban Systems to assist MUNI to understand the current and future needs of the UEL residents and relevant facts and perspectives on the current and the most common local governance scenarios in B.C. The UEL Governance, Structure and Services Study is expected to be ready for publication in late December.^{Intergovernmental Communications}
Intergovernmental Communications

The Study will be available for download on the government's UEL webpage (not the UEL Administration site), with minimal promotional text. Residents and other interested parties that signed-up for notifications will receive an e-blast with the link, as will organizations that met with the study consultants in the development of the report. MUNI staff will also connect with the Electoral Area A Director's office to spread the word.

Development Authority

For a small community, there are many (re)developments being planned, or underway. Given the high value of properties in the UEL, developments are generally expensive, complex, and often garner high levels of resident interest. The roles of the Minister and the Manager are distinctly different in the development approval process, which differs from that of local governments, a fact often misunderstood by residents and developers alike.

The Minister approves the overarching strategy and regulation of land use in the UEL and any subsequent amendments, including:

- Official Community Plan (OCP), which is a bylaw that provides the broad guidelines for community development and sets out land use designations (used to guide decisions about where to locate land uses and how much area to provide for them) and neighbourhood plans
- Other bylaws that provide more detailed guidelines, such as:
 - the Land Use, Building and Community Administration Bylaw which sets out zoning, development and building regulations, and guidelines for matters like noise, standards of maintenance,
 - the Works & Services Bylaw which sets out requirements for works and services on public lands (e.g., utility connections), and
 - Fees Bylaw which sets out application and service fees.



With this framework in place, statutory decision-making authority is delegated by the Minister to the UEL Manager, who manages the day-to-day development activities, principally by applying existing rules. These include approving Development Permit applications that meet existing bylaw requirements, approving Building Permit applications and administering the process for rezoning applications and bylaw amendments, including consultation with the community and other stakeholders, on behalf of the Minister. The Manager also makes recommendations on new bylaws and bylaw amendments, including zone changes for the Minister's consideration.

The Minister retains authority to hear appeals of the Manager's decisions through a process set out in the Land Use, Building and Community Administration Bylaw. Typically, these appeals are based on objections by one or more resident(s) to a Development Permit approval. The Minister usually delegates the appeal hearing to a senior member of Ministry executive (most often the Assistant Deputy Minister, Local Government Division).

Most requests and issues in the community are locally managed on a day-to-day basis by UEL Administration and UEL Public Works staff. This ensures local responsiveness and accountability. At the same time, concerns raised by residents and/or the CAC occasionally get escalated to the attention of the MLA and the Minister.

Next Steps:

OCP amendments & CAC/ADP Elections:

To address a declining situation with the CAC the OCP was amended in September 2022 to transfer responsibility for appointment of ADP professional members to the Manager and to enable UEL administration to call an election if the CAC is unable to do so. An election was scheduled for October 2022 for all CAC positions and all ADP community member positions; however, an election was ultimately not required due to insufficient nominees. The four nominees were elected via acclamation and provide representation for the three single-family neighbourhoods (there are currently no representatives for Area D, which comprises ~60% of the UEL's population). The new CAC has informally met with UEL staff and intends to hold an AGM in mid-December; no subsequent meeting dates have been announced. The ADP now has a full complement of professional members and has resident representation from each of the four UEL neighbourhoods. The ADP is scheduled to meet in mid-December.

Bylaw Enforcement:

The CAC has been pressing for bylaw enforcement of perceived unsightly residential premises in the three affluent single-family neighbourhoods. Some of these are construction sites; others are related to absentee owners and/or new owners unfamiliar with community expectations. UEL and MUNI staff are jointly exploring several options to address these concerns, up to and including

Cabinet Confidences; Advice/Recommendations
Cabinet Confidences; Advice/Recommendations



Ielārņ Childcare Rezoning Application:

MCC has an active rezoning application to increase the allowable size of the proposed childcare building at the Ielārņ development. Draft bylaw amendments are being finalized for referral to the CAC and ADP, Advice/Recommendations

Cabinet Confidences; Advice/Recommendations; Intergovernmental Communications



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
IMMIGRATION SERVICES AND STRATEGIC PLANNING DIVISION

ADM Responsible: Rachel Holmes

Core Business/ Program Area Description/Critical Business Processes:

The Immigration Services and Strategic Planning Division enables community-driven, inclusive progress in support of social, environmental, and economic well-being for all who make British Columbia home. The goals of the division are to:

- Ensure new residents and aspiring newcomers have timely and equitable access to the services and opportunities they require to build prosperous lives in B.C.
- Foster strong and collaborative partner relationships to develop and deliver community-focused and strategically aligned policies, programs and services.
- Ensure that non-profit community partners have fair and equitable access to government funding, programs, and services to collaboratively deliver on-the-ground value to British Columbians.

The division provides the Ministry with leadership and support in the areas of Strategic Planning and Legislative Services; Community Gaming Grants; Immigration Programs, and Immigration Policy & Integration.

Strategic Planning and Legislative Services Branch

Provides services and leadership in the areas of legislative services, community policy, corporate priorities and strategic planning related to local governments and communities. The branch is responsible for and executes the ministry's legislative program and coordinates of Orders in Council (OIC), Ministerial Orders and board appointments for the ministry. Branch responsibilities include:

- Lead and coordinate the ministry's involvement in the development and implementation of government's strategic plans.
- Lead and support branches from across the ministry in undertaking and implementing community policy and legislative issues, program design, project management and research and analysis.
- Lead corporate priorities including strategic planning for integrated transportation and land use policy development. Engage with the Ministry of Transportation and Infrastructure (TRAN), branches across the ministry, stakeholders and government to advance multi-modal transportation networks and transit-oriented community planning.
- Ministry contact and liaise with the Crown Agencies and Board Resourcing Office.

Community Gaming Grants Branch

Ensures 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. The Community Gaming Grants Branch distributes \$140 million annually from commercial gambling revenue to eligible not-for-profit organizations to support programs that directly benefit British Columbians and their communities.

- In 2020/21 approximately 4,700 community organizations received funding to support programs and services delivered to communities throughout B.C. That same year, the branch awarded 96 capital project grants, totaling \$8.9 million in funding.
- The branch is committed to supporting not-for-profit organizations and increasing awareness about the program. In 2021-22 the Outreach team responded to 761 requests for support, offered 147 one-on-one assistance meetings and delivered nine presentations.
- In 2021/22, the CGG Branch undertook an Indigenous Engagement Project, with the support of an Indigenous Youth Intern, which examined how the program is accessed by Indigenous organizations and collected feedback about how CGG can better serve and engage Indigenous organizations within the program.

- Sector infographics are published on an annual basis since the 2020/21 grant year, and the 2021/22 Annual Report will be released in the Fall of 2022.

Immigration Programs Branch

Works to attract and retain international workers, entrepreneurs and students for permanent residence through the BC Provincial Nominee Program (BC PNP) to support the province's economic and labour market priorities.

- The team delivers the BC PNP under the *Provincial Immigration Programs Act* and the Provincial Nominee Annex of the 2015 *Canada-BC Immigration Agreement*. The province has the authority to invite, assess and nominate economic immigrants for permanent residence based on B.C.'s priorities and selection criteria.
- Immigration, Refugees and Citizenship Canada (IRCC) sets annual national immigration targets and annual calendar-year nomination targets for B.C. and other provinces. In 2022, B.C.'s nomination allocation is 7,000.
- The Skills Immigration stream of the BC PNP (99 per cent of total nominations) targets skilled and semi-skilled workers with a B.C. job offer, and international graduates, targeting those who are best able to have an economic impact and support priorities across B.C., such as technology and health occupations.
- The Entrepreneur stream attracts experienced entrepreneurs to invest in, develop and manage businesses that will create or maintain jobs for British Columbians, with a focus on foreign entrepreneurs in smaller centres.
- The team administers WelcomeBC.ca, the provincial immigration portal with information about immigrating, working, studying and living in B.C. and the province's primary online immigration presence.

Immigration Policy and Integration Branch

Works to support: employers to access international talent that address identified labour needs and support sustainable economic development; newcomers to B.C. to successfully settle and integrate; and achieving a good standard of living and quality of life.

- Immigration Policy: Undertaking comprehensive policy analysis to provide strategic advice to elected officials.
- Settlement and Integration: Delivering settlement and integration programs that complement federal services and build community capacity to attract and retain immigrants across B.C., including Career Paths for Skilled Immigrants, BC Settlement and Integration Services Programs, and the Refugee Readiness Fund.
- Intergovernmental Relations: Leading intergovernmental relations for the immigration portfolio, including the Ministry's participation in multi-lateral forums.

Budget: \$19.128M Estimates Budget

Full Time Equivalents (FTEs) average burn at September 30, 2022: 134

Related Legislation:

Provincial Immigration Programs Act

Ministry of International Business and Immigration Act (s.5)

Labour Mobility Act

Organizational Chart:



ISSUE NOTE SETTLEMENT PROGRAM

Ministry/Ministries: Municipal Affairs

Issue:

- Settlement support for newcomers

Background:

- The federal government currently spends \$129M per year on services in BC for immigrants with permanent resident status.
- The BC Settlement and Integration Services (BCSIS) program funds provincial settlement services for temporary residents and naturalized citizens who are excluded from federal settlement services.
- BCSIS has served an average of 22,000 clients per year since its inception, well above service targets and the capacity of the program at the base funding level of \$6M.
- This level of service pressure has come at the cost of settlement sector staff burnout and reduced time spent with each client, often requiring triaging of the most urgent cases.
- MUNI has received a temporary funding lift to \$12M over two fiscal years to address chronic service pressures in the BCSIS program and to expand eligibility to displaced Ukrainians. While these one-time funds are expected to ease acute service pressures, they do not provide a long-term solution to continued growth in the volume of temporary residents and naturalized citizens requiring services.
- With existing contracts set to expire March 2024, re-procurement for the province's settlement program must commence in 2023.
- Cabinet Confidences; Advice/Recommendations; Government Financial Information

-

Issue/Opportunity:

- Advice/Recommendations

Next Steps:

- Cabinet Confidences; Advice/Recommendations; Government Financial Information
-
-

ISSUE NOTE
UPDATES TO GAMING CONTROL ACT

Ministry/Ministries: Municipal Affairs & Public Safety and Solicitor General

Issue:

- The Ministry of Public Safety and Solicitor General (PSSG) is leading updates to the *Gaming Control Act*.
- The updates to the *Gaming Control Act* will impact the Ministry of Municipal Affairs' (MUNI) Community Gaming Grants (CGG) program.

Background:

- In December 2019, the province announced that amendments will be made to the *Gaming Control Act* (Act) to transition the province's Gaming Policy and Enforcement Branch (GPEB) to the new Independent Gambling Control Office (IGCO).
- These changes were intended to address concerns raised in Peter German's 2018 report, *Dirty Money: An Independent Review of Money Laundering in Lower Mainland Casinos*, which recommended that decisions about regulatory gambling policy should be made separately from decisions about gambling revenue generation.
- Two subsequent reports released in 2019 and 2021 respectively, Peter German's *Dirty Money - Part 2: Turning the Tide - An Independent Review of Money Laundering in B.C. Real Estate, Luxury Vehicle Sales & Horse Racing* and Austin Cullen's *Commission of Inquiry into Money Laundering in British Columbia* have also been considered in the drafting of the upcoming legislation.
- While the intent of the update to the Act is to safeguard B.C.'s gambling industry from money laundering, the changes required to bring the IGCO into force will impact the CGG program.
- Cabinet approved amendments to the Act include a transition of responsibility for monitoring compliance of CGG recipients from the general manager of GPEB to the CGG manager at MUNI.
- GPEB led the process to update the Act. MUNI staff supported the process; through reviewing draft materials, providing preferred wording, and explaining how and why the legislation is utilized.

Issue/Opportunity:

- The new Act will transfer some of the powers and duties relating to community gaming grants from the general manager (GPEB) to the grants manager (CGG), including:
 - Authority to conduct background investigations of applicants and associated persons for the purpose of assessing applications for community gaming grants;
 - Powers of audit and inspection, and to monitor the grant recipient's use of money provided by a community gaming grant;



- Duties in relation to audits and inspections – to show identification, provide receipts for records and things, to return records or things in a reasonable time;
- Enforcement powers – to request a warrant from the courts and to request and receive assistance from peace officers; and
- Powers to freeze property.
- The new Act provides modernized language to increase clarity and transparency, in general as well as targeted areas identified in need of legislative housekeeping, such as:
 - Clarify that the grants manager has sole authority to set rules for application procedures, eligibility requirements and use of proceeds for the community gaming grants program.
- The new Act provides for information sharing between the CGG program and GPEB, which will be essential once GBEP transitions to the arm's length IGCO. Sharing of information supports the continued integrity of licensed charitable gaming and the community gaming grants programs.
- The new Act provides four transitional provisions to ensure transparency during the transition of legislation:
 - Directives under the former Act will be repealed immediately upon the effective date. In addition to pre-existing directives respecting the minister's general policy directions to the lottery corporation, the general manager (GPEB) and directives made by the general manager, this also applies to minister directives made to the community gaming grants manager. No written directives have been issued to CGG by the current minister responsible.
 - Applications for community gaming grants – an application made under the former Act that has not been determined before the effective date will be determined in accordance with the new Act. This allows certainty of which requirements the grants manager must use to determine an organization's eligibility for a grant.
 - Community gaming grants made under the former Act are deemed to be a grant given under the new Act, and conditions attached to these grants are deemed to be imposed under this Act. This ensures clarity and continuity for grant recipients and allows for certainty for the grant manager regarding monitoring the grant recipient's compliance with the Act.
 - Order to freeze property provision distinguishes between orders made by the general manager and the grant manager, as the previous section of the Act has been drafted into two separate sections. This provides certainty and stability for entities that are currently regulated under the GCA and ensures continuity in operations of the appropriate offices.

Next Steps:

- The Bill was introduced on October 5th.
- The Bill was passed on October 18th and received Royal Assent on November 3rd.
- Cabinet Confidences; Advice/Recommendations



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES
MANAGEMENT SERVICES DIVISION

ADM Responsible: Alana Best (Ministry of Municipal Affairs and Ministry of Tourism, Arts, Culture and Sport);
Joanna White (Ministry of Jobs, Economic Development and Innovation and Ministry of Labour)

Core Business/ Program Area Description/Critical Business Processes:

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

Budget:

| Core Business Area | 2021/22 Restated Estimates | 2022/23 Estimates ¹ | 2023/24 Plan | 2024/25 Plan |
|---------------------------------|----------------------------------|-----------------------------------|--------------|--------------|
| Management Services Division | 11,138 | 12,540 | 12,540 | 12,540 |

1. The fiscal 2022/23 Estimates include \$ 6.410M from MUNI, \$ 5.636M from JEDI, \$0.414M from LBR, and \$0.080M from TACS.

Full Time Equivalents (FTEs):

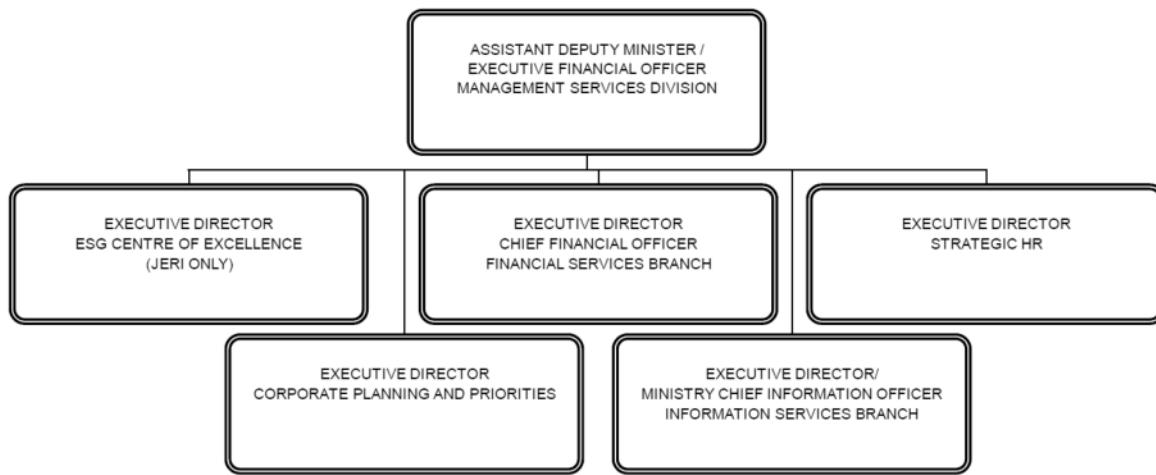
In this shared services model, FTEs are distributed between JEDI and MUNI pay-lists. However, staff provide support to program areas in all four Ministries. The below table summarizes JEDI and MUNI FTEs for the period April 1 to August 31, 2022:

| Average FTEs (2022/23 Q1) ¹ | |
|--|------------|
| MUNI | 77 |
| JEDI | 34 |
| Total Economy Sector FTEs | 111 |

1. FTEs presented include ADM offices for MUNI and JEDI

Related Legislation: N/A

Organizational Chart:



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 staff.

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 persons employed by a municipality, regional district, improvement district, UBCM, Municipal Finance Authority of BC or a First Nation with membership in the UBCM who wish to undertake training leading to certification or to upgrade their professional skills.
- The three-person Board is appointed by Cabinet with representation from key partners in the local government system. The three appointees and their respective organizations are as follows: Marijke Edmondson (Municipal Affairs); Linday Glenday (Local Government Management Association); and Marie Crawford (UBCM).

Client Profile:

- Local government employees.

Priorities/Key Initiatives:

- Providing four levels of certification to local government staff – who qualify based on experience in local government and mandatory education in the fields of local government leadership and management, services, finance, law, policy and economics – remains a key function of the Board.
- Providing scholarship awards to eligible persons employed by a municipality, regional district, improvement district, UBCM, Municipal Finance Authority or a First Nation with membership in the UBCM 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 | Term Expiry |
|--------------------|----------|----------------------|-------------|
| Edmondson, Marijke | Member | 2022-04-01 | 2025-03-31 |
| Crawford, Marie | Member | 2007-02-06 | 2022-11-04 |
| Glenday, Linda | Member | 2022-04-01 | 2025-03-31 |

Note that current appointees hold office “...until their successors are appointed”

Website: <http://www.gov.bc.ca/localgov-board-of-examiners>

Contact:

Marijke Edmondson, Strategic Advisor
Local Government Division
778 698-3227



ISLANDS TRUST CONSERVANCY PROGRAM PROFILE

Division: Local Government

ADM Responsible: Tara Faganello

Program Objectives:

- The Islands Trust Conservancy (Conservancy) works to preserve natural landscapes, cultural heritage, and ecosystems in the Islands Trust Area.
- As a regional land trust, the Conservancy works with landholders, local conservancies, and communities to protect places of natural significance in perpetuity.
- The Conservancy receives donations of land, conservation covenants, and cash; monitors and manages land to conserve and restore biodiversity; and works with islanders on private land stewardship.

Program Description:

- The Islands Trust Conservancy (Conservancy) is a separate corporate entity within the Islands Trust, established by the *Islands Trust Act*.
- The Islands Trust pays the administration expenses of the Conservancy. The Conservancy is a regional conservation land trust, empowered to accept donations, grants and bequests and to hold land and other property in compliance with a plan approved by the Ministry of Municipal Affairs. The Conservancy is administered by a board of directors, comprising three members of the Trust Council (one of whom must be an Executive Committee member) and up to three persons appointed by the Minister of Municipal Affairs.
- As of March 2021, the Conservancy has protected more than 1,300 hectares (3,188 acres) of land, including 12,958 metres of shoreline on 107 properties throughout the Islands Trust area, through acquisition of land assets and conservation covenants.

Client Profile:

- The Trust Area consists of over 450 islands located in Georgia Strait and Howe Sound, running from the United States border north to and including Denman Island
- The Conservancy has strong relationships with regional, provincial and federal governments and land conservancies, other agencies, First Nations, community groups and land owners.
- The Islands Trust administers operations of the Conservancy. The Conservancy had \$1.7 million in operational expenses combined for 2020/2021 and has seven staff. The Conservancy is empowered to accept donations, grants and bequests and to



hold land and other property in compliance with a plan approved by the Ministry of Municipal Affairs.

Priorities/Key Initiatives:

- The Regional Conservation Plan 2018 –2027 guides the work of Islands Trust Conservancy to protect the ecosystems of and around islands in the Salish Sea. The Conservancy has four Regional Conservation Goals: identify, investigate and communicate about important natural areas to generate action on conservation priorities; strengthen relationships with First Nations to identify and collaborate on shared conservation goals; continue to secure and manage Conservancy lands and conservation covenants to maximize ecological integrity, and; continue to build internal and shared organizational strength and resilience to ensure long-term nature conservation in the Islands Trust Area.
- In the autumn of 2020, Islands Trust Conservancy signed a three-year agreement with Environment and Climate Change Canada (ECCC) to deliver a Species at Risk Program (SAR Program) for the Islands Trust Area. The agreement included a financial commitment from ECCC of \$597,000, with \$187,000 allocated to programming in 2020/2021.
- In October of 2020, Islands Trust Conservancy began preparing a Reconciliation Action Plan reflective of commitments made through the Reconciliation Declaration passed in the previous year.
- In 2020/2021, the Conservancy worked on negotiations for 100 hectares of conservation covenants. Although no new conservation covenants were registered, conservation efforts on these lands were advanced. The Conservancy acquired land for the Sandy Beach Nature Reserve and Lisa Baile Nature Reserve.



Current Appointees:

| Name | Position | Date First Appointed | Date of Reappointment | Term Expiry |
|------------------------|-------------------|----------------------|-----------------------|-------------|
| Adams, Linda Joan | Provincial Member | 2018-08-27 | 2021-08-27 | 2023-08-27 |
| Barbara Smith, Risa | Provincial Member | 2021-07-12 | | 2023-08-27 |
| Vacant | | | | |

Additional Board Members:

| | |
|-----------------------|-------------------------------------|
| Stamford, Kate Louise | Locally Elected Trustee, Chair |
| Fast, Sue Ellen | Locally Elected Trustee, Vice-Chair |
| Fenton, Doug | Locally Elected Trustee |

Website: www.islandstrustfund.bc.ca

Contact: Jessica Brooks, Executive Director, Planning and Land Use, Planning and Land Use Management Branch, 778-698-3483



30-60-90 List

Ministry of Municipal Affairs

| Issue | Status/Key Milestones/Next Steps |
|---|----------------------------------|
| 30 Days Cabinet Confidences; Advice/Recommendations | |
| 60 Days Advice/Recommendations; Cabinet Confidences; Intergovernmental Communications | |



| Issue | Status/Key Milestones/Next Steps |
|-----------------------------------|---|
| Family Literacy Week Proclamation | Request for Government to proclaim January 22-29, 2023 as Family Literacy Week. Each January, families, schools, libraries and communities across BC celebrate Family Literacy Week. Promoted by Decoda Literacy Solutions. |
| 90 Days | |

Advice/Recommendations; Cabinet Confidences; Government Financial Information; Intergovernmental Communications

Advice/Recommendations; Cabinet Confidences

Advice/Recommendations; Cabinet Confidences; Intergovernmental Communications

Advice/Recommendations; Cabinet Confidences; Intergovernmental Communications



| Issue | Status/Key Milestones/Next Steps |
|-------|---|
| | Advice/Recommendations; Cabinet Confidences; Intergovernmental Communications |



MINISTRY OF MUNICIPAL AFFAIRS KEY STAKEHOLDERS

| | | | | |
|--------------------------------------|---------------------------|--|---|---|
| Local Government Stakeholders | CivicInfo BC | <p>Todd Pugh Executive Director 250.383.4898 tpugh@civicinfo.bc.ca</p> | <p>A co-operative information service for those who work or have an interest in B.C.'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. |
| | Elections BC (EBC) | <p>Anton Boegman Chief Electoral Officer</p> <p>Alexandra Ashcroft Executive Coordinator 250.952.6641 ElectionsBC@elections.bc.ca</p> | <p>Non-partisan Office of the Legislature responsible that administers provincial general elections, by-elections, recall petitions, initiative petitions, initiative votes, referenda and plebiscites, and oversees campaign financing and advertising rules at the local level (Elections BC does not administer voting or candidate nominations for local elections). Headed by the Chief Electoral Officer, whose responsibilities and duties stem from the <i>Election Act</i>, the <i>Recall and Initiative Act</i>, the <i>Referendum Act</i> and the <i>Local Elections Campaign Financing Act</i>.</p> | <ul style="list-style-type: none"> • Campaign financing, disclosure and election advertising rules as set out under the <i>Local Elections Campaign Financing Act (LECFA)</i>. EBC has a keen interest in being apprised, engaged and consulted on changes to LECFA. • EBC representatives on the Elections Technical Advisory Committee to coordinate administration/education/training for local elections. |

MINISTRY OF MUNICIPAL AFFAIRS KEY STAKEHOLDERS

| | | | |
|--|---|---|---|
| Government Finance Officers Association of British Columbia (GFOA-BC) | <p>Kala Harris Executive Director 250.382.6871 execdir@gfoabc.ca</p> | <p>A not-for-profit organization that represents local government finance professionals across BC. Focus is on the support, education and development of finance professionals.</p> | <ul style="list-style-type: none"> • Maintenance of corporate knowledge among local government finance staff |
| Infrastructure Canada | <p>Honourable Dominic LeBlanc Minister of Intergovernmental Affairs, Infrastructure & Communities 180 Kent Street Suite 1100 Ottawa, Ontario K1P 0B6 343.644.9905 Minister.Ministre@inf.gc.ca</p> <p>Kelly Gillis, Deputy Minister (MUNI DMO has the contact info)</p> | <p>INFC works with all orders of government and key partners to invest in modern public infrastructure and build inclusive, connected and resilient communities across Canada.</p> | <ul style="list-style-type: none"> • Bilateral partner on multiple infrastructure funding programs: <ul style="list-style-type: none"> ○ ICIP ○ CWWF ○ PTIF ○ NBCF-SCF • Collaborates on infrastructure issues. • CRD and Metro Vancouver Wastewater Projects. |
| Local Government Management Association (LGMA) | <p>Candace Witkowskyj Executive Director 250.383.7032 Ext 223 cwitkowskyj@lgma.ca</p> <p>Corie Griffiths, President office@lgma.ca 250.383.7032 (office number, and staff will take the call and contact you back)</p> | <p>Represents non-elected local government officials within the province. Strives to promote professional management and leadership excellence in local government, and to create awareness of the local government administrator's role in the community. Supports local government through education, training, professional development, and networking.</p> | <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 (e.g. codes of conduct; elected-staff relations; local government procedures). • Supports implementation of building official qualifications |

MINISTRY OF MUNICIPAL AFFAIRS KEY STAKEHOLDERS

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|---|---|--|---|
| Municipal Finance Authority of British Columbia (MFA-BC) | Peter Urbanc Chief Executive Officer 250.419.4760 peter@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. |
| Municipal Insurance Association of BC (MIA-BC) | Megan Chorlton Chief Executive Officer 604.449.6348 mchorlton@miabc.org | Provides pooled insurance, property related legal advice and related training for local governments. | <ul style="list-style-type: none"> Changing insurance landscape in light of climate change. |
| Northern Development Initiative Trust (NDIT) | <p>Margo Wagner Board Chair 250.561.2525 info@northerndevelopment.bc.ca</p> <p>Joel McKay CEO 250.561.2525 joel@northerndevelopment.bc.ca</p> | A non-profit corporation that stimulates economic growth through investments in grassroots, community-led projects. | <ul style="list-style-type: none"> Delivers Northern Healthy Communities Fund (LNG impacts mitigation). Also listed under ISSP |

MINISTRY OF MUNICIPAL AFFAIRS KEY STAKEHOLDERS

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| | Planning Institute of British Columbia | <p>David Block, RPP, MCIP Board President 604.696.5031 info@pibc.bc.ca</p> <p>Dave Crossley Executive Director 604.696.5031 Ext 102 dave.crossley@pibc.bc.ca</p> | <p>PIBC is a professional association of planners in British Columbia and the Yukon and has been dedicated to the advancement of the planning profession for more than 60 years. PIBC is the westernmost affiliate of the Canadian Institute of Planners (CIP) – the national association. The Institute was incorporated in 1958 under the Society Act of British Columbia with just eight founding members. There are currently close to 1,600 members.</p> | <ul style="list-style-type: none"> • Development approvals and other land use planning issues. |
| | Provincial and Territorial Officials' Committee (PTOC) on Local Government | <p>Mathieu Rivard Executive Director 418-455-4485 mrivard@muniscope.ca</p> <p>MUNI staff support: Tara Faganello, ADM Tara.Faganello@gov.bc.ca</p> <p>Danielle Lukovich, Manager Danielle.Lukovich@gov.bc.ca</p> | <p>PTOC works collaboratively to advance local government affairs through research, shared expertise and knowledge, building of consensus positions, and innovative best practices.</p> | <ul style="list-style-type: none"> • With representatives from all provinces and territories (P/Ts), PTOC provides three key services: <ul style="list-style-type: none"> ○ support for annual meetings of ministers and deputy ministers responsible for local government, ○ research, and ○ library and information services. • Role of chair rotates annually, among the P/Ts. |

MINISTRY OF MUNICIPAL AFFAIRS KEY STAKEHOLDERS

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|--|--|--|---|---|
| | Resource Benefit Alliance (RBA) | <p>Ron Poole RBA Management Consultant Personal Information</p> <p>Ron@pooleconsulting.ca info@nwresourcebenefits.ca</p> | <ul style="list-style-type: none"> • Association of all 21 local governments across the Northwest; formed in 2014, the RBA includes all member municipalities and electoral areas of the Regional District of Bulkley-Nechako, the Regional District of Kitimat-Stikine, and the North Coast Regional District. <p>RBA was created to negotiate a funding agreement with the province to capture benefits from economic development in the region.</p> | <ul style="list-style-type: none"> • Resource benefit sharing; economic development in the Northwest; LNG. • Regional grant programs (e.g. Northern Capital and Planning Grants). |
|--|--|--|---|---|



MINISTRY OF MUNICIPAL AFFAIRS KEY STAKEHOLDERS

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|--|--|---|---|--|
| | Union of British Columbia Municipalities (UBCM) | <p>Councillor Jen Ford, President (Resort Municipality of Whistler) 604.932.5535 jford@whistler.ca</p> <p>Gary MacIsaac, Executive Director 604.270.8226 Ext 105 (Vancouver) 250.356.2956 (Victoria) gmacisaac@ubcm.ca</p> <p>Marie Crawford, General Manager, Richmond Operations Phone: 604.270.8226 Ext 104 Email: mcrawford@ubcm.ca</p> <p>Glen Brown, General Manager Victoria Operations Phone: 604.270.8226 Ext 200 Email: gbrown@ubcm.ca</p> | <ul style="list-style-type: none"> • The UBCM was formed in 1905 to provide a common voice for local government. The annual UBCM Convention is the main forum for UBCM policymaking, and policy resolutions passed at Convention are communicated to Government for response. As the lead Ministry at Convention, MUNI is responsible for government's participation at Convention in conjunction with the Premier's office and other ministries. MUNI's Minister, as host minister, attends key Convention program events including providing a key address to delegates and meets off-program with local government delegates in a series of individually scheduled meetings coordinated by OCRU staff. MUNI's Minister also attends UBCM Executive Committee meetings quarterly to discuss matters of interest to local government. | <ul style="list-style-type: none"> • MUNI 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: <ul style="list-style-type: none"> ○ Consultation (statutorily required on certain legislative changes) • Education: <ul style="list-style-type: none"> ○ Board of Examiners LG scholarship program • 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-MUNI initiative • Provincial / UBCM working groups. • Provincial program administration. • Local government participation in BC |
|--|--|---|---|--|



MINISTRY OF MUNICIPAL AFFAIRS
KEY STAKEHOLDERS

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| | | | | Provincial Nominee Program Entrepreneur Regional Pilot. |
| | Urban Development Institute | <p>Jon Stovell Chair 604.669.9585 anicholls@udi.org; (Vancouver Head Office)</p> <p>Anne McMullin President & CEO amcmullin@udi.org 604.661.3030</p> <p><u>Capital Region Office</u> Kathy Whitcher Executive Director kathyw@udi.org</p> <p><u>Okanagan Region Office</u> Charlene Thomas Executive Director cthomas@udi.org 778.478.9649</p> | <p>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.</p> | <ul style="list-style-type: none"> • Development approvals and other land use planning issues. • General Development Financing issues, DCCs, Latecomers, etc. • Commercial/Non-residential property assessments and property tax issues in the City of Vancouver. Required contributions to Contingency Reserve Funds for strata developments. |



MINISTRY OF MUNICIPAL AFFAIRS KEY STAKEHOLDERS

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| Public Libraries Stakeholders | Association of BC Public Library Directors (ABCPLD) | <p>Susan Walters, Chair (Richmond Public Library) 604.231.6466 susan.walters@yourlibrary.ca</p> <p>Cari Lynn Gawletz, Vice Chair (Grand Forks Public Library) 250.442.8382 director@gfpl.ca</p> <p>Staff: Leigh Anne Palmer Executive Director ed@abcpld.ca</p> | <p>The ABCPLD is an executive association of BC public library directors, serving as a platform for knowledge exchange amongst public library directors and public libraries across the province. 65 Public Library Directors (CEOs, Chief Librarians).</p> <p>Core liaison for ministry staff during COVID-19 pandemic.</p> | <ul style="list-style-type: none"> • Static public library funding • COVID-19 Response and Recovery, impacts and pressures |
| | BC Library Association (BCLA) | <p>Todd Mundle President president@bcla.bc.ca</p> <p>Rina Hadziev Executive Director execdir@bcla.bc.ca</p> | <p>BCLA is a non-profit, cross-sectorial, voluntary member association with approximately 850 individual and institutional library members. (made up of library workers and leaders).</p> | <ul style="list-style-type: none"> • BCLA advocates on a number of issues including intellectual freedom, promotion of the value of libraries. • Static public library funding |
| | BC Libraries Cooperative | <p>Beth Davies, Past-Co-op Board Chair (Library Director, Burnaby Public Library) Beth.Davies@bpl.bc.ca 604.436.5431</p> <p>Staff: Kevin Millsip, Executive Director kevin.millsip@bc.libraries.coop 1.855.383.5761 Ext 1001</p> | <p>The BC Libraries Cooperative (BCLC) is a key library service partner. They provide access to affordable digital infrastructure and services to public libraries. They strive to improve efficiency, reduce costs, and extend service deliver in libraries. All 71 BC public library systems plus approximately an additional 130 library members (K-12 post-secondary, special) across Canada.</p> | <ul style="list-style-type: none"> • Connectivity/Internet Broadband, Technical infrastructure in rural and remote communities • Public library funding Accessible library collections and services |

MINISTRY OF MUNICIPAL AFFAIRS KEY STAKEHOLDERS

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| | BC Library Trustees Association | <p>Mike Gagel, President</p> <p>Jerrilyn Kirk Executive Director Personal Information jerrilyn.kirk@bclta.ca</p> | The BC Library Trustees Association's (BCLTA) mission is to support and represent trustees in advancing public libraries, while providing a range of services to trustees and boards to help them become leaders in their communities. 68 Public Library Boards, made up of over 700 volunteer community appointees and local elected officials. | <ul style="list-style-type: none"> • Static public library funding • Support for public library trustees (volunteers) and building effective library governance (recruitment and training) • Promotion of the value of libraries to communities |
| | Decoda Literacy Solutions | <p>Dr. Val Overgaard Chair</p> <p>Staff: Sandra Lee (new) Executive Director Personal Information slee@decoda.cacaslee@decoda.cacaslee@decoda.ca</p> | Decoda Literacy Solutions is a non-profit organization with a focus on provincial literacy. They provide resources, training and grants for community-based literacy programs and initiatives in communities across the province. (e.g (Community Adult Literacy Program, Literacy Outreach Coordination). | <ul style="list-style-type: none"> • Government support for a vision of a British Columbia where everyone has the literacy skills they need. • Increase to static funding for provincially supported literacy initiatives |
| Immigration Stakeholders | Affiliation of Multicultural Societies and Service Agencies of BC (AMSSA) | <p>Katie Crocker Executive Director 604.718.2780 kcrocker@amssa.org</p> <p>4445 Norfolk Street Burnaby, BC V5G 0A7</p> | AMSSA is the umbrella association for the settlement sector in BC. | |

MINISTRY OF MUNICIPAL AFFAIRS KEY STAKEHOLDERS

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| BC Chamber of Commerce | Fiona Famulak President and CEO 604.638.8110 ffamulak@bcchamber.org | The BC Chamber of Commerce is the largest and most broadly-based business association in BC—representing more than 120 chambers of commerce and boards of trade, and 36,000 businesses of every size, and from every sector and region. | <ul style="list-style-type: none"> Engaging with business and employers to inform immigration policy, program development and implementation |
| BC Economic Development Association (BCEDA) | Dale Wheeldon President & CEO 604.795.7119 dwheeldon@bceda.ca | The British Columbia Economic Development Association is a network of economic development practitioners in BC. | <ul style="list-style-type: none"> Regional immigration Foreign entrepreneur attraction |
| BC Tech Association | Jill Tipping President & CEO 604.683.6159 jtipping@wearebctech.com | The BC Tech Association represents BC's tech industry through advocacy, program delivery, education and connection. | <ul style="list-style-type: none"> Needs of the tech sector Talent attraction (BC PNP Tech Pilot) |
| Canadian Bar Association – BC Chapter (Immigration Section) | Susan J. Martyn Chair Personal Information susan.martyn@pwc.com | The BC Branch of the Canadian Bar Association (CBABC) Immigration Section are members of the CBA practicing immigration law. | <ul style="list-style-type: none"> PNP legislative / regulatory changes PNP program design or pilot projects |
| College of Immigration and Citizenship Consultants (CICC) | John Murray President & CEO 877.836.7543 jmurray@icrc-crcic.ca jmurray@college-ic.ca (Please use both email addresses) | CICC is the national regulatory body that oversees regulated immigration and citizenship consultants and international student advisors. | <ul style="list-style-type: none"> Sharing of information to enhance program integrity Investigates and publicly lists “suspended” immigration consultants. |

MINISTRY OF MUNICIPAL AFFAIRS KEY STAKEHOLDERS

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| | DIVERSEcity | Neelam Sahota CEO 604.547.1240 ceo@dcrs.ca | This settlement service organization is a large provider in BC and one of the few of the organizations that receive funding from MUNI. | |
| | Employment and Social Development Canada | Andrew Brown Senior Assistant Deputy Minister, Skills and Employment Branch 819.639.3532 Andrew.Brown@hrsdc-rhdcc.gc.ca Lori MacDonald Senior Associate Deputy Minister, ESD and COO for Service Canada Lori.k.macdonald@servicecanada.gc.ca Michael MacPhee 819.654.7571 Michael.macphee@servicecanada.gc.ca | Temporary Foreign Worker Program. Federal Foreign Credential Recognition Program. | |
| | Immigration, Refugees and Citizenship Canada | Chris Fox Immigration, Refugees and Citizenship Canada Deputy Minister Personal Information Christiane.Fox@cic.gc.ca 365 Laurier Avenue West 20th Floor Ottawa ON K1A 1L1 | Canada-BC Immigration Agreement (CBCIA). Immigration levels and processing (including -Provincial Nominee Program). Settlement and integration programs and services. Forum of Ministers Responsible for Immigration DM Committee (federal co-chair). | |



MINISTRY OF MUNICIPAL AFFAIRS KEY STAKEHOLDERS

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| Immigrant Services Society of British Columbia | Jonathan Oldman Chief Executive Officer Personal Information jonathan.oldman@issbc.org | This settlement service organization is a large provider in BC and one of several organizations that receive funding from MUNI. | |
| MOSAIC | Olga Stachova Executive Director 604.254.9626 Ext 1111 ostachova@mosaic.org | This settlement service organization is a large provider in BC and one of several organizations that receive funding from MUNI. | |
| New Brunswick Ministry of Economic Development and Small Business | Traci Simmons Acting Deputy Minister traci.simmons@onbcanda.ca | Forum of Ministers Responsible for Immigration DM Committee (PT co-chair). | |
| Northern Development Initiative Trust (NDIT) | Joel McKay Chief Executive Officer 250.561.2525 joel@northenddevelopment.bc.ca | A non-profit corporation that stimulates economic growth through investments in grassroots, community-led projects. | <ul style="list-style-type: none"> • Collaborating to support immigration labour attraction to the region. • Also listed under LGD (PLUM) |
| S.U.C.C.E.S.S. | Queenie Choo CEO 604.408.7272 queenie.choo@success.bc.ca | This settlement service organization is a large provider in BC and one of several organizations that receive funding from MUNI. | |



MINISTRY OF MUNICIPAL AFFAIRS KEY STAKEHOLDERS

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| Community Gaming Grants Program Stakeholders | British Columbia Association for Charitable Gaming (BCACG) | Kelina Kwan, Executive Director 604.612.2392 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. The organization provides input regarding CGG policy and outreach. |
| | BC Confederation of Parent Advisory Councils (BCCPAC) | Chris Schultz-Lorentzen President 604.474.0524 chrisschultzlorentzen@bccpac | The BCCPAC is a provincial mandated organization representing the interests of parents of children attending public schools in B.C. They support Parent Advisory Councils (PACs) in applying for Community Gaming Grants (CGG). | <ul style="list-style-type: none"> The organization receives funding through the CGG program to assist PACs applying for grants The organization provides input regarding CGG policy and outreach. |
| | Métis Nation of BC (MNBC) | Maryann Morrison Senior Director, Ministry of Citizenship and Community Services Personal Information mmorrison@mnbc.ca | MNBC represents thirty-nine (39) Métis Chartered Communities in B.C. Their mandate is to develop and enhance opportunities for Métis communities by implementing culturally relevant social and economic programs and services. | <ul style="list-style-type: none"> The organization works with CGG to provide information on not-for-profit chartered communities and to support chartered communities applying for grants Engaged with CGG during their 2021-22 Indigenous Engagement Project |



MINISTRY OF MUNICIPAL AFFAIRS

KEY STAKEHOLDERS

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| | Northern Interior Community Association (NICA-CCGA) | <p>Marvene Layte, Facilitator</p> <p>Personal Information</p> <p>facilitator@northernica.org</p> | <p>NICA is a regional organization representing the interests of not-for-profit organizations applying for Community Gaming Grants (CGG).</p> | <ul style="list-style-type: none"> • The organization receives funding through the CGG program to assist organizations applying for grants. • The organization provides input regarding CGG policy and outreach. |
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Page 104 of 127

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Page 105 of 127

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Page 106 of 127

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Page 107 of 127

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Page 108 of 127

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Page 109 of 127

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Page 110 of 127

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Page 111 of 127

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Page 112 of 127

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Page 113 of 127

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Page 114 of 127

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Page 115 of 127

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Page 116 of 127

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Page 117 of 127

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Page 126 of 127

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Advice/Recommendations ; Cabinet Confidences

Page 127 of 127

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