

BC Assessment *We Value BC*

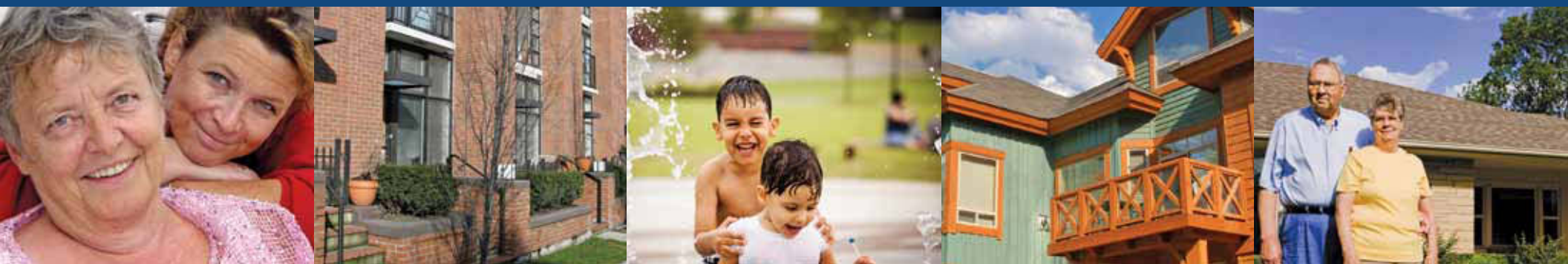


Service Plan Update 2009 | 2011

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The Honourable Bill Bennett
Minister of Community and Rural Development
Government of British Columbia

Dear Minister:

On behalf of the Board of Directors, the management and the employees of the British Columbia Assessment Authority, we are pleased to present the updated "2009–2011 Service Plan."

BC Assessment is proud of its distinction as one of the world's leading property assessment organizations. We are recognized for our roll quality, professionalism and customer service. This update marks a renewal of our commitment to the core values and mandate of BC Assessment, and reaffirms the strategic direction presented in the 2009-2011 Service Plan.

BC Assessment operates at arm's length from taxing authorities and its mandate is to establish and maintain assessments that are uniform, fair and unbiased throughout the province. The provision of an annual assessment roll is central to our work, and the assessment information that we provide to property owners and taxing authorities throughout the province is critical to the property tax system in British Columbia.

Customer trust in what we do is fundamental and it has been a measure of success for us throughout our 35 year history. In 2009, following extensive consultation with customers, the Board reaffirmed this by simplifying and sharpening our vision: We are trusted to value BC.

Trust is earned every single day. BC has entered a period of financial uncertainty which underscores the need for BC Assessment to be a wise steward of taxpayer dollars. The evolving needs of our customers and new economic realities are challenging us to innovate and adapt so that the property tax system continues to cost-effectively support the building of sustainable communities across B.C.

Message from the Board Chair to the Minister Responsible



Message from the Board Chair to the Minister Responsible

Our foundation is solid and our long-term corporate strategy is built on five strategic priorities:

1. **People and Culture:** Inspire a culture of engaged and skilled people committed to superior levels of customer service.
2. **Customers:** Strengthen public trust and confidence by serving our customers with care and professionalism while anticipating their needs and expectations.
3. **Relationships:** Engage and collaborate with our Shareholder, key stakeholders and partners to support assessment solutions.
4. **Products and Services:** Provide timely, accurate and reliable products and services for our customers, key stakeholders and partners.
5. **Effectiveness:** Conduct our business effectively and efficiently.

Executing on these priorities is not without risk. The notable areas of uncertainty facing the organization are as follows:

- The ability to attract and retain the right people with the right skills.
- Succession planning and turnover, with approximately 45% of staff projected to retire or leave the organization voluntarily over the next three years.
- Ensuring the resources and capacity to respond to and capitalize on technological advances.
- Significant change in real estate values, with potential impacts to roll stability and organizational ability to maintain a uniform assessment roll across B.C.

These uncertainties and their associated risks will be managed through explicit mitigation strategies developed for each of our strategic priorities. The Board of Directors and the Executive Management Team are ready to meet the challenges and execute on the opportunities that emerge for BC Assessment over the next few years. We are confident that with the ongoing commitment and support of our employees and partners, we can achieve the goals outlined in this Service Plan update.



Lillian White

CHAIR, BOARD OF DIRECTORS

Statement of Accountability

The 2009–2011 Service Plan was prepared under our direction in accordance with the provincial *Budget Transparency and Accountability Act* and the *Performance Reporting Principles for the British Columbia Public Sector*. We are accountable for the contents of the plan, including the selection of performance measures and targets. The performance targets in this plan were determined using an evaluation of BC Assessment's operating environment, forecast conditions, risk assessment and past performance.

The Service Plan is consistent with government's strategic priorities, fiscal plan and the *Province of British Columbia 2008/09–2010/11 Strategic Plan* (www.bcbudget.gov.bc.ca/2008/stplan/default.html#1). All significant assumptions, policy decisions and identified risks as of July 31, 2009 have been considered in preparing the updated plan.

The 2009–2011 Service Plan has been developed using the following directive and guideline documents:

- The 2009 Shareholder's Letter of Expectations between BC Assessment and the Minister of Community and Rural Development: www.bcassessment.ca/pdf/about/2009Shareholders_letter_of_expectations.pdf
- The Crown Agencies Secretariat's 2009–2012 *Crown Corporation Service Plan Guidelines*: www.gov.bc.ca/cas/attachments/service_plans/2008/cas_service_plan_guide.pdf

We are accountable for ensuring that the British Columbia Assessment Authority achieves its specific objectives identified in the Service Plan and measures and reports actual performance.



Lillian White

Lillian White
CHAIR, BOARD OF DIRECTORS



Connie Fair

Connie Fair
PRESIDENT AND CHIEF EXECUTIVE OFFICER

Organizational Overview

On July 2, 1974, the *Assessment Authority Act* received Royal Assent, granting government the power to create a province-wide assessment authority. Six months later, the BC Assessment Authority, a publicly funded Crown corporation, had produced the province's first impartial and independent assessment roll.

Every December 31, BC Assessment creates and provides a new assessment roll to taxing authorities. The taxing jurisdictions determine the amount of revenue required to pay for public services, then set property tax rates and apply these rates to the assessed value. Sustainable, flourishing communities at local, regional and provincial levels can be built for public benefit on the foundation of a reliable, uniform assessment roll.

Enabling Legislation

BC Assessment is a provincial Crown corporation that is governed by the *Assessment Act*, the *Assessment Authority Act* and regulations made under those Acts.

Legislated Mandate

BC Assessment's legislated mandate is to establish and maintain assessments that are uniform in the whole of British Columbia in accordance with the *Assessment Act*.

Vision

BC Assessment's vision is "We are trusted to value B.C."

Mission

To create uniform assessments which are relied upon to build sustainable communities throughout B.C.

Values

BC Assessment's values support our vision:

INTEGRITY: We act in an ethical manner and we honour our commitments.

TRANSPARENCY: We are fair and open in how we conduct our business.

IMPARTIALITY: We are objective and unbiased. We do our work and make our decisions without favour or prejudice.

INNOVATIVE: We provide creative business solutions and support a culture of continuous improvement.

Customer Service Commitment

BC Assessment stands by our service commitment to our customers that we will be:

RELIABLE: We offer accurate products and professional service.

ACCESSIBLE: We provide timely access to staff and information.

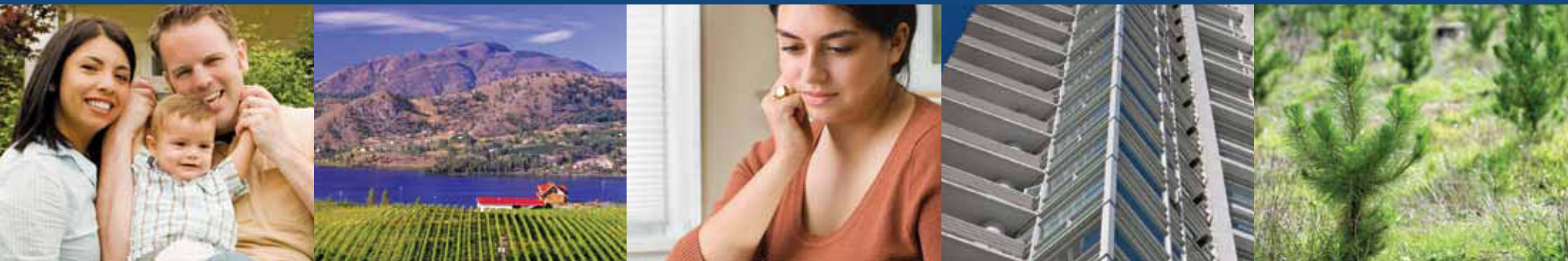
UNIFORM: We are consistent in the way we treat you.

RESPECTFUL: We maintain positive relationships.

The Shareholder, Stakeholders and Partners

BC Assessment works closely with our Shareholder, the provincial government, to assist in the development of assessment policy and to ensure that the government is aware of emerging issues. This proactive engagement enables BC Assessment to find assessment solutions that address provincial objectives.

Organizational Overview



Organizational Overview

The local government taxing jurisdictions throughout B.C. are one of BC Assessment's primary customers. BC Assessment has enhanced consultation with the taxing jurisdictions through the establishment of a Taxing Jurisdiction Advisory Committee (www.bcassessment.ca/local_gov_customer.asp). Ongoing communications and consultations through the committee and with these jurisdictions generally ensure that BC Assessment is aware of this customer group's specific concerns and requirements for the information, products and services that the corporation provides to them.

The stakeholder organizations that represent the taxing jurisdiction customer group include the Union of British Columbia Municipalities, the Local Government Management Association, and the Government Finance Officers Association of British Columbia.

BC Assessment also consults with a variety of property owner groups, including industrial, commercial and investment properties, hotels, major industrial properties, and office and electrical power producing properties. These consultations provide valuable information for all parties regarding the future direction of assessments. Some of the groups we have recently collaborated with as part of this initiative are the Council of Tourism Associations of BC, BC Hydro and care home representatives such as private provider Sunrise Senior Living, as well as health authority public providers. We will be extending this initiative

to our major customers to develop better assessment solutions and improved customer service.

BC Assessment works directly with a number of partner organizations such as the Appraisal Institute of Canada, Integrated Cadastral Information Society and International Association of Assessing Officers to continually improve the assessment system in B.C. These partnerships also enable BC Assessment to support appraisal standards across Canada and the United States.

Products and Services

BC Assessment's products and services are relied on by British Columbians, provincial and municipal governments and other provincial public bodies that generate real property tax revenue. Property assessments form the basis of distributing property tax in British Columbia for 170 municipalities, 70 unincorporated jurisdictions and 55 First Nations.

ASSESSMENT PRODUCTS

The products that flow from BC Assessment's legislated mandate include the core products noted in **Table 1**.

BC Assessment's core business is to provide a stable and predictable base for real property taxation in British Columbia. This stable tax base is accomplished by producing the annual assessment roll, the bulk of which is based on current market value as of July 1 each year.

Assessment rolls contain the legal description, ownership, assessed value, use classification and other details for every property in B.C.

The assessment roll contains values that BC Assessment determines in accordance with regulations and Board-approved prescribed rates and manuals for property types such as farm land and major industrial. After determining the correct classification, actual value and tax exemption status of properties across the province, BC Assessment provides taxing authorities with an assessment roll that lists all properties, the names of the owners, and the taxable values of the land and any improvements (buildings). The corporation also sends an assessment notice to each person designated in the assessment roll to receive one. In January 2009, notices for just over 1.85 million B.C. properties were mailed out – an increase of approximately 34,000 properties over the previous year.

The annual assessment roll provides a fair and equitable base from which the provincial government and local governments raise funds for public services that sustain communities across B.C. In 2008, \$6.04 billion in gross property taxes was collected based on the assessment roll.

Organizational Overview

Table 1: BC Assessment's core products

PRODUCT	DETAIL
Assessment Roll	Completed Roll – Annual assessment roll completed in December each year, and used to calculate taxation in the following year.
	Revised Roll – Includes amendments made by BC Assessment and the Property Assessment Review Panel (PARP) during February and March each year.
	Supplementary Roll – Contains changes and corrections, including decisions from the Property Assessment Appeal Board (PAAB). Supplementary rolls are issued between April and December.
	Grant Roll – Contains the assessed value of properties that are exempt from property taxation, such as government properties, schools and hospitals. There are a total of 10 Grant Rolls (e.g. BC Hydro, BC Transmission Corporation, BC Rail etc.) issued by March 31 each year. The roll that contains values of these exempt properties serves as the foundation for payments in lieu of property taxes.
First Nations Assessment Roll	BC Assessment completes an assessment roll on a contract basis for 55 First Nations that have authority to establish independent real property taxation systems.
Assessment Notices	The assessment notice details the assessed value of the land and any improvements on the property. The assessment notices are mailed in the first week of January each year to every person designated on the assessment roll to receive one.
Statutory Reports	These reports give value summaries for specific taxation purposes, such as funding for school districts, regional districts, local areas, and hospital and transit services.

CUSTOMER SERVICE

BC Assessment provides personal assistance to our customer groups by offering knowledgeable staff who are available to answer questions electronically, by phone or at local offices throughout the province during regular office hours, and extended hours during the assessment inquiry and appeal period from January 2 through March 15.

BC Assessment is continually working to improve our customer service. Online services are increasingly popular with the public. BC Assessment is responding to this demand for web-based property assessment information through such services as e-valueBC™, an internet-based system that affords most property owners the opportunity to compare their assessments with the sales of other properties. The e-valueBC™ service provides a homeowner with their property assessment on a year-round basis and additional assessment information such as comparable sales and property details for limited periods during the defined assessment inquiry and appeal periods. For more information, please visit www.cd.gov.bc.ca/parp/ and www.assessmentappeal.bc.ca. The paper copies of the e-valueBC™ information, which includes assessment and sales data, but not owner information, are available at assessment offices, most libraries, municipal halls and Government Agents' offices until the end of the Property Assessment Review Panel period in mid-March.

Organizational Overview

Each year or second year, depending on the customer group, BC Assessment conducts independent surveys with various property owners to determine how well we are serving our customers' needs. We adjust our project plans and service levels based on the results from these surveys.

Improving BC Assessment's customer service also means strengthening relationships with the various representative groups of customers. These groups include our Shareholder, the taxing jurisdictions and the representatives from a number of property owner groups.

BC Assessment's customer service commitment is to be reliable, accessible, uniform and respectful. We recognize that customer service is a long-term promise, and our employees are focused on building stronger relationships with our customers and key stakeholders. More details on BC Assessment's service commitment and service standards can be found at www.bcasassessment.ca/customer_service.asp.

BC Assessment's corporate strategy is to provide timely, accurate and reliable products and services. Enhancing our web-based products and services will enable our customers to receive the products and services they require real time, anytime and anywhere. These web-based enhancements will increasingly bring map-based information to the customer, which is one of BC Assessment's strategic priorities included in our 2009–2011 Corporate Operating Plan. Future planned web

enhancements will also provide our customers with the convenience of self-service scheduling of appeals and access to additional assessment information.

A variety of enhanced web-based products and services are offered by BC Assessment and through partnerships with service providers such as BC OnLine (see www.bconline.gov.bc.ca/). A full list of products and services is available at www.bcasassessment.ca/products/index.asp.

Public Accountability

BC Assessment advances the broad public interest by ensuring that the assessment rolls accurately represent market values and provide a fair, equitable and uniform basis for property taxation. Property owners who question the accuracy or impartiality of their assessment often resolve these issues by meeting with staff at BC Assessment's local offices. If assessment issues remain unresolved, property owners may seek a review by independent tribunals.

More information on this process is available at www.bcasassessment.ca/process/index.asp.

The Property Assessment Review Panel (PARP) is the first formal level to which a complainant may appeal, provided that the property owner has applied in writing or by electronic notification by January 31. The Property Assessment Appeal Board (PAAB) is the second level of appeal. PARP and PAAB are administered by the Ministry of Community and Rural Development and are independent of

BC Assessment and the taxing jurisdictions. Information on the PARP and PAAB processes is available at www.cd.gov.bc.ca/parp/ and www.assessmentappeal.bc.ca. PARP and PAAB decisions may be appealed further to higher courts that may hear property appeals based only on points of law.

Organizational Structure

In support of the core business and the Office of the President and CEO, BC Assessment has five divisions:

- Policy and Legal Services;
- Business and Customer Services;
- Field Operations;
- Human Resources; and,
- Finance.

More information on the functions of these units is available from www.bcasassessment.ca/about/index.asp.

Location of Operations

BC Assessment currently employs 665 full-time equivalent staff in 19 offices throughout the province.

BC Assessment's head office is located at 1537 Hillside Avenue, Victoria, B.C. V8T 4Y2.

The primary points of customer service are the 18 area offices. Contact information for these offices is available at: www.bcasassessment.ca/offices/index.asp.

Corporate Governance

BC Assessment is governed by a Board made up of Directors appointed by the Lieutenant Governor in Council. The Board is supported by five committees and the Executive Management Team.

Role and Membership of the Board of Directors

The implementation of the *Assessment Statutes Amendment Act* in 2007 established a new corporate governance structure that made the Board of Directors fully accountable for setting corporate direction, including appointing the President and CEO, setting policy and monitoring performance.

BC Assessment's governance is defined in legislation applicable to all Crown corporations, as well as in the *Assessment Authority Act* and the *Assessment Act*. BC Assessment's governance is further defined in the 2009 Shareholder's Letter of Expectations between the Minister responsible for BC Assessment – currently the Honourable Bill Bennett, Minister of Community and Rural Development –

acting as a representative of the Shareholder (the provincial government of B.C.) and the Chair of the Board of Directors, acting as a representative of BC Assessment. This letter specifies a common understanding between the Shareholder and a Crown corporation's Board of Directors on responsibilities, accountabilities, key governance issues, core services, public policy issues, strategic priorities and performance expectations. More information on the 2009 letter and BC Assessment's response to this direction from the Shareholder is posted for public review at www.bcasessment.ca/pdf/about/2009Shareholders_letter_of_expectations.pdf

More detail on the Board's roles, responsibilities (including the committee structure) and membership, and the mandate and membership of the Executive Management Team can be found at www.bcasessment.ca/about/board.asp and www.bcasessment.ca/about/executive.asp

Governance Principles

The Board of Directors has adopted the guiding principles included in the provincial government's *Best Practice Guidelines: BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations* (see www.fin.gov.bc.ca/brdo/governance/index.asp). BC Assessment's governance practices comply with these guidelines and can be found at www.bcasessment.ca/pdf/about/Board_Governance.pdf.

Members of the Board from left to right: Lillian White Chair, George Puil Vice Chair, Janet E. Heino, Eldon Unger, Anna Nyarady, Allen Tozer, Bruce Hryciuk, Christopher Nicolls, Shawn McLaughlin, Brian Romer, Doug Morneau

Corporate Governance



Strategic Context

FIGURE 1: Total number of properties (folios) in BC for Roll Years 1997 to 2008*

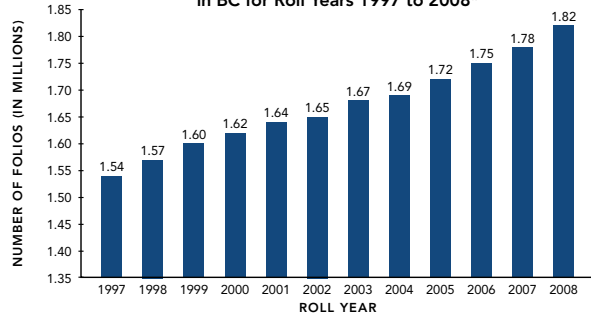


FIGURE 2: Annual increase in number of properties (folios) for Roll Years 1997 to 2008*

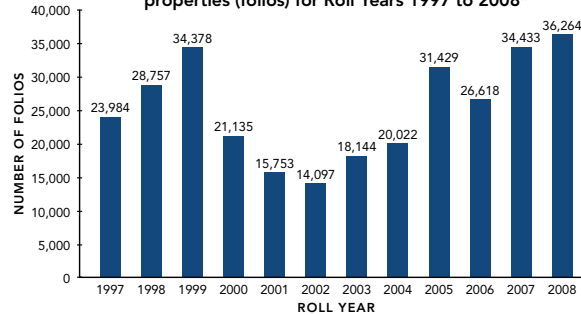
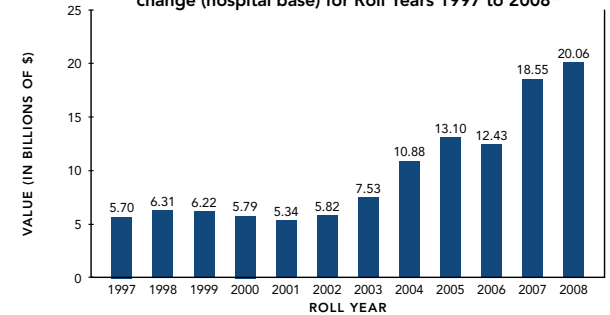


FIGURE 3: Value of new construction/non-market change (hospital base) for Roll Years 1997 to 2008*



Developing and issuing an accurate, uniform and timely assessment roll is a complex business process impacted by internal and external trends, factors and risks. The strategic and corporate planning program offers BC Assessment the opportunity to prioritize and capitalize on opportunities while mitigating the associated risks.

Since our inception in 1974, BC Assessment has been impacted by a rapidly expanding and diversifying province. The specific factors that affect the organization in this expansion and diversification are highlighted in the following set of figures.

As shown in **Figure 1**, over the past 12 roll years the number of properties in B.C. has increased by 281,030 to a total of 1.82 million properties.

The province has seen a steady growth in new properties for the past five years. The increase in 2008, as shown in **figure 2**, equates to adding a city the size of Nanaimo to the provincial assessment roll every year.

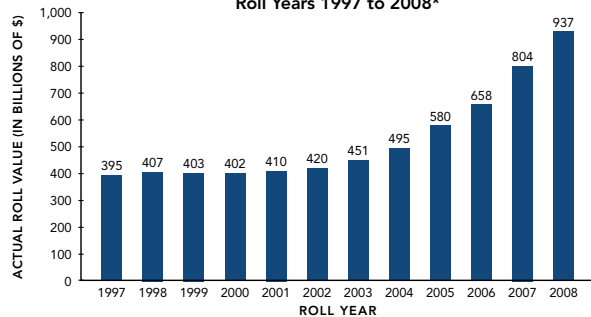
*NOTE FOR FIGURES 1-4: Data calculated by the BC Assessment Quality Assurance Department from the official Revised Roll. First Nations assessment information not included in the analysis as First Nations assessment services not undertaken over the entire comparison period.

Strategic Context



Strategic Context

FIGURE 4: Total value of the roll for Roll Years 1997 to 2008*



In 2007 (2008 Roll Year), \$20.06 billion worth of new construction/non market-change was added to the provincial assessment roll. **Figure 3** shows the consistent annual increases in the value of new construction/non-market change over the past 12 roll years.

Figure 4 shows the value of the completed assessment roll in 2008 as \$937 billion, an increase of \$542 billion over the past 11 years and with accelerating increases in the total roll value over the past five roll years.

Looking ahead to 2009 through 2011, BC Assessment has identified a number of strategic issues and strategic risks that have resulted from the province's expansion and diversification that could affect the corporation's future performance.

Strategic Issues

The following section gives an overview of the internal and external strategic issues facing BC Assessment and the strategies that the organization is using to respond to these issues.

INTERNAL BUSINESS ENVIRONMENT

As part of our strategic planning program, the Board of Directors has identified a number of internal strategic issues concerning human resources, organizational capacity, technology and data quality.

Human Resources

BC Assessment has identified human resources as an overarching strategic issue that includes a number of influencing factors:

- A requirement for a mixture of new job skills, especially in information technology.
- Predicted significant turnover resulting from the potential for large numbers of highly skilled appraisal staff to retire over the next two to three years. The staff turnover issue is compounded by annual turnover rates of 8-10 per cent since 2006. These high turnover rates are well above the typical numbers for BC Assessment, which have historically ranged from 2-3 per cent.
- A need for unique training and leadership development programs that use a multi-year "apprenticeship" model for appraisal staff.
- A diversified workforce composed of a range of generations, all with different needs and expectations.
- A labour market that makes it difficult to attract and retain qualified staff.

This last factor has also been identified as the top corporate risk in the corporation's strategic risk assessment and is covered in the discussion of talent management in the Strategic Risks section.

Delivering on BC Assessment's vision and business priorities requires an organizational focus on the human resources issue. In response, BC Assessment has identified People and Culture as our number one strategic focus for 2009. The 2009–2011 Corporate Operating Plan contains three initiatives to address this focus area:

- Ensure a secure supply of qualified employees.
- Develop an engaged workforce with consistently high levels of performance.
- Establish a learning culture where employees demonstrate leadership, develop skills and share knowledge.

To measure our performance in the area of human resources, BC Assessment will use the results from the annual workplace environment survey with our employees. The employee engagement score from the survey will be the organization's performance measure for this issue. This performance measure recognizes the importance of engagement in attracting and retaining skilled staff and in meeting our other business objectives such as excellence in customer service.

Organizational Capacity

In delivering on our mandate, BC Assessment must respond to the significant increases in properties and roll value, but still maintain the existing inventory of individual properties. The increase in properties, new construction/non-market change and associated value (as shown in figures 2 to 4) has resulted in a significantly greater volume of work.

Strategic Context

BC Assessment's staff complement, however, was lower in 2008 than in 1974, when the corporation was first established and when there was half the number of properties and \$884 billion less in total roll value.

The dramatic rise in the total number of properties and in new construction/non-market change, along with the need to maintain the inventory of properties, is challenging the organization's capacity to respond and to meet its mandate and performance expectations.

BC Assessment is therefore undertaking a number of initiatives to increase our effectiveness and efficiency. These initiatives include leveraging technology to assist the corporation in meeting the challenges and undertaking a multi-year project to revise the manner in which it collects and manages residential inventory (87.6 per cent of all property types in B.C.). Continuing to leverage and enhance our technology and completing the residential inventory project are expected to significantly improve our efficiency and effectiveness to free up organizational capacity so that we can address other strategic priorities.

Technology

As already indicated, technology will be an enabler of change for BC Assessment, providing the support to meet our vision and continue to deliver on the mandate. Our customer groups, many of whom who are technically proficient, are also expecting increased sophistication and timeliness in product and service delivery. Technological

change dramatically influences the assessment profession and is creating not only opportunities for greater efficiency, but also capacity challenges with respect to governance, system and application development, capital costs, operating process improvements and human resources development.

In 2009, BC Assessment will continue to restructure and enhance our Information Technology (IT) Department and begin to implement a multi-year information systems plan. These organizational changes and the new information systems plan will guide BC Assessment's investments in technology over the next five years, to help meet our vision and address the key strategic issues and risks outlined in this service plan.

Data Quality

Data quality is at the heart of BC Assessment's ability to meet our mission to create uniform assessments that can be relied on to provide a stable tax base to support sustainable communities across the province. Ensuring that BC Assessment meets our customers' expectations for data quality remains a challenge in the face of large increases in the number of properties and the overall value of the assessment roll each year.

In response to this ongoing issue, BC Assessment is continually improving our sophisticated management control framework, which includes policy and business processes; quality assurance; data validation; and internal auditing of policy, processes, systems and data quality.

EXTERNAL BUSINESS ENVIRONMENT

The external business environment can have profound impacts on BC Assessment's operations. The corporation has analyzed these external issues that predominantly concern market conditions, customer expectations and climate change. We have also developed response strategies to these issues. The analyses and responses are detailed in this section.

Market Conditions

Severe upward or downward changes in the provincial economy can rapidly and inequitably affect real estate values and the level of new construction activity, making it more difficult to maintain a stable and predictable tax base. British Columbia's strong economic growth in recent years and the more recent and dramatic economic downturn in late 2008 have been reflected in dynamic and uneven real estate market price changes, which can lead to substantial shifts in the burden of property taxes. Significant economic swings create a situation where property owners, particularly in a downward economic trend, may have difficulty accepting an assessment that does not appear to reflect the current market value.

Strategic Context

In response to this issue, the provincial government of B.C. directed BC Assessment to show market value of a property as of both July 1, 2007 and July 1, 2008. The lower of these two values is the official 2009 assessed value. The flexible valuation date change, implemented for the 2009 Assessment Roll only, was enacted through the *Economic Incentive and Stabilization Statutes Amendment Act* in November 2008. In addition, BC Assessment is focusing on product quality, providing additional assessment information to our customers and giving property owners an early warning of major shifts in assessment values resulting from market changes.

Also as a result of the declining economy, new construction activity, which is a key component of the value of the assessment roll, is expected to drop significantly from the historic levels recorded over the past few years and as noted in Figure 3. Reduced levels of construction activity being managed within the system will enable BC Assessment to redeploy staff from capturing new construction to focusing on a number of information quality improvement programs. The reduced level of new construction activity will also reduce the revenue for BC Assessment from new construction. BC Assessment has a number of initiatives within our Effectiveness strategic focus area that are expected to mitigate this issue.

Customer Expectations

BC Assessment's diverse customer groups have high expectations for products, services and assessment roll quality, which place a greater demand on the assessment roll to be uniform and accurate. Customers also increasingly want this information delivered quickly and available at all times from any location.

The corporation's new vision recognizes our customers' expectations and is targeting a number of strategic initiatives to meet their expectations. These initiatives include strengthening our customer relationships through a number of consultation forums with a range of property owner representatives, and setting up a Taxing Jurisdiction Advisory Committee to improve the quality and timeliness of the data we provide and to streamline and enhance data access.

Climate Change

We expect that responding to climate change will profoundly affect how we conduct our business and how we meet the needs of our customers, stakeholders and Shareholder.

In response to the 2007 provincial *Greenhouse Gas Reduction Targets Act* and the 2008 Shareholder's Letter of Expectations, BC Assessment is in the implementation phase of a three-year climate action plan to support the requirement to be carbon neutral by 2010. This action plan will include setting up "green teams" composed of staff in each office, with the objective of finding local solutions to help achieve the corporate initiative of reducing

greenhouse gas emissions. Other areas of focus within the organization's climate action plan are measuring and taking action on the management of our facilities, procurement and travel activities. In addition, in the past year BC Assessment moved one of our area offices into a new Leadership in Energy and Environmental Design (LEED) standard building and in 2010 will be moving into a new head office building that also meets this standard. To support our climate change initiative, as part of our 2009 multi-year strategic facility plan we will strive to move into LEED standard facilities if new facilities are required and will embark on environmental upgrade renovations to existing owned or leased facilities.

Strategic Risks

The corporation is systematically building our risk management strategy to effectively mitigate uncertainties. BC Assessment has adopted the Australian/New Zealand Standard (AS/NZS 4360:2004), an internationally recognized best practice risk management model. The corporation determined the principal strategic risks and opportunities via facilitated sessions with the Board of Directors, the Executive Management Team, managers and a planning advisory team, and through comparisons with other assessment jurisdictions across Canada.

The risks and the response strategies were assessed in relation to our five key goals: People and Culture, Customers, Relationships, Products and Services, and Effectiveness.

Strategic Context

Talent Management	
RISK FACTORS AND SENSITIVITIES	RESPONSE STRATEGIES
<p>Attracting and retaining people with the right professional or technical skills is crucial in meeting the evolving business needs of BC Assessment. This factor is especially relevant when human resources are scarce and the workforce increasingly spans several generations that may have differing needs for training, job flexibility and total compensation.</p>	<p>People and Culture is now our number one strategic focus area. The Executive Management Team was restructured to focus on this goal, and a number of associated initiatives are being implemented:</p> <ul style="list-style-type: none"> • Ensuring a supply of well-qualified employees. • Developing an engaged workforce with consistently high levels of performance. • Establishing a learning culture where employees demonstrate leadership, develop skills and share knowledge. <p>To deliver on these initiatives, BC Assessment will be developing corporate and local office action plans in response to the annual staff survey, conducting staff focus groups (with an emphasis on the younger generations) and refocusing our corporate training programs in key areas such as leadership development.</p>

Finances	
RISK FACTORS AND SENSITIVITIES	RESPONSE STRATEGIES
<p>The funding model for BC Assessment, which relies almost exclusively on a fixed annual assessment levy to each property owner, challenges the organization to quickly respond to increasing costs and the steadily growing number of properties and new developments. The organization's current funding model, magnified by the recent significant economic downturn, will challenge the organization over the short term to meet all of our operating requirements.</p>	<p>To address the challenges, but work within the current funding model, BC Assessment is undertaking a number of initiatives as specified in our 2009–2011 Corporate Operating Plan. These initiatives include:</p> <ul style="list-style-type: none"> • Continuing the implementation of a more effective performance management framework. • Leveraging and enhancing technology to increase efficiencies. • Improving effectiveness and efficiency in collecting and maintaining data. <p>These initiatives address the strategic focus area of Effectiveness.</p>

Strategic Context

Technological Advances	
RISK FACTORS AND SENSITIVITIES	RESPONSE STRATEGIES
Delivering on BC Assessment's vision is challenged by the capacity of the organization to respond to fast-paced technological advancements, increased costs for IT development and operations, and growing customer expectations for new web-based services.	<p>To respond to customer needs and increase efficiencies in technology, BC Assessment is doing the following:</p> <ul style="list-style-type: none"> • Continuing to restructure our IT Department. • Adding new specialized IT resources. • Implementing a new multi-year information systems plan. <p>These actions address the strategic focus areas of People and Culture, Customers, Products and Services and Effectiveness.</p>

Trust and Confidence in the System	
RISK FACTORS AND SENSITIVITIES	RESPONSE STRATEGIES
A loss of trust and confidence in the assessment system by the people of B.C. could result in a significant increase in the number of property appeals and also challenge the validity of the overall assessment system in B.C.	<p>To ensure our customers, stakeholders and partners continue to have trust and confidence in the system, BC Assessment continues to define and improve customer service levels by keeping current with industry benchmark standards, appraisal techniques and policies. In addition, the corporation has begun or will be undertaking a number of initiatives:</p> <ul style="list-style-type: none"> • Enacting legislation, in partnership with the province, to use the lower assessment number at July 1, 2007 or July 1, 2008 (the valuation dates for the past two years) in determining a property's assessed value for 2009, to respond to the significant market value declines in late 2008. • Revising our annual public communications campaign to address how the significant downturn in market values is impacting assessments across the province. • Developing relationship strategies with the Shareholder and stakeholders to proactively respond to emerging property valuation issues. • Conducting an annual prioritization process of the most significant assessment roll quality issues to respond to the greatest risks to quality and uniformity of the roll. • Reviewing and upgrading our assessment business processes across the organization, to ensure reliable, accurate and uniform assessments throughout B.C. <p>These initiatives address the strategic focus areas of Customers, Relationships, Products and Services, and Effectiveness.</p>

Corporate Strategy

BC Assessment's corporate strategy follows the *Budget Transparency and Accountability Act* for performance measures and targets that are linked to our strategic and prioritized goals and strategies. This first section presents BC Assessment's new goals; the next section outlines how specific strategies and performance measures will help the corporation achieve our goals and new vision.

GOALS

Following a review of the main strategic issues and risks, BC Assessment established five key goals for 2009–2011:

1. **PEOPLE AND CULTURE:** Inspire a culture of engaged and skilled people committed to superior levels of customer service.
2. **CUSTOMERS:** Strengthen public trust and confidence by serving our customers with care and professionalism while anticipating their needs and expectations.
3. **RELATIONSHIPS:** Engage and collaborate with our Shareholder, key stakeholders and partners to support assessment solutions.
4. **PRODUCTS AND SERVICES:** Provide timely, accurate and reliable products and services for our customers, key stakeholders and partners.
5. **EFFECTIVENESS:** Conduct our business effectively and efficiently.

The goals in the 2008–2010 Service Plan and those in the current Service Plan have many similarities. However, BC Assessment has revised and reprioritized some of the goals. Of note is the addition of People and Culture as the number one strategic goal. Also noteworthy is a renewed and more targeted approach to liaising with customer groups, partners and key stakeholders, in order to be more proactive in meeting customer needs and developing assessment solutions with our Shareholder and stakeholders.

Corporate Strategy



Corporate Strategy

Strategies, Performance Measures and Targets

For each of the five goals, BC Assessment has established strategies from 2009 through 2011. Over this period, BC Assessment will use the published measures and targets to review how effectively we have implemented the strategies and where we can best find efficiencies.

The eight performance measures that BC Assessment has used in the 2009–2011 Service Plan reflect a balanced reporting portfolio that incorporates both financial and non-financial measures that are critical for the corporation to meet our mandate, mission and vision. In setting the annual targets for each performance measure, BC Assessment considers several factors, including historical performance, appraisal industry standards, benchmarks from other organizations and defined levels of service, within the context of available resources to meet our short-term and long-term goals and a commitment to continuous improvement.

Benchmarking is used extensively in the organization's performance measurement program (as shown in Table 2) to ensure the assessment process in B.C. is as effective and efficient as possible. In order to use appropriate benchmarks, BC Assessment has been working closely with comparable jurisdictions to exchange and review information that will assist us in implementing improvements in such areas as appraisal practice, policy development, quality measurement, audit techniques, key performance indicators, customer services, performance measurement and our legislative and regulatory framework.

Because performance measures track our progress in delivering on our key priorities, work is underway to enhance the automation of our data-gathering processes and thereby increase the availability and timeliness of accurate performance management information.

BC Assessment's measures and targets are consistent with the meaning and use described in the *Performance Reporting Principles for the British Columbia Public Sector*. These principles define a target as a forecast of a performance measure's value in a given year of a service plan. The targets are not, however, intended to limit continuous improvement.




Table 2 summarizes the strategies, performance measures and targets related to the five goals in BC Assessment's 2009–2011 Service Plan.

"Continuing change is inevitable in today's business environment, and the Board of Directors and the Executive Management Team are ready to meet the challenges..."

Lillian White
Chair, Board of Directors



Corporate Strategy

TABLE 2: Summary of the 2009–2011 Goals, Strategies, Performance Measures and Targets

GOALS	STRATEGIES	PERFORMANCE MEASURES	2008 ACTUAL	2009 ACTUAL	2010 TARGET	2011 TARGET
 1. PEOPLE AND CULTURE: Inspire a culture of engaged and skilled people committed to superior levels of customer service.	Attract and retain a customer focused and highly skilled workforce.	PM.1: Employee Engagement Survey Results	59	62 Target ¹	65	68
 2. CUSTOMERS: Strengthen public trust and confidence by serving our customers with care and professionalism while anticipating their needs and expectations.	Define, measure, improve and reinforce service levels to our customers.	PM.2: Residential/ Non-residential	82%	83.9%	≥84.5%	≥85%
	Ensure BC Assessment employees take pride in delivering service excellence in our dealings with every customer.	PM.2: Local Government/ First Nations	Biennial survey ²	95.7%	Biennial survey ²	≥95%
 3. RELATIONSHIPS: Engage and collaborate with our Shareholder, key stakeholders and partners to support assessment solutions.	Build on, improve and reinforce our relationship with our Shareholder by being proactive in sharing and exchanging information that will support provincial goals.	PM.3: Provincial Government	Biennial survey ²	99.4%	Biennial survey ²	≥95%
	Enhance strong partnerships and alliances with our key stakeholders and partners that promote mutual trust and confidence.					
	Continually identify and respond to emerging issues that may impact the Shareholder, our key stakeholders and partners.					

Corporate Strategy

TABLE 2: Summary of the 2009–2011 Goals, Strategies, Performance Measures and Targets

GOALS	STRATEGIES	PERFORMANCE MEASURES	2008 ACTUAL	2009 ACTUAL	2010 TARGET	2011 TARGET
 4. PRODUCTS AND SERVICES: Provide timely, accurate and reliable products and services for our customers, key stakeholders and partners.	Provide convenient and innovative ways to access and exchange assessment information with customers for real time, anytime, anywhere usage.	PM.4: Percentage of Assessments Accepted without Appeal	98.41%	98.96%	≥98%	≥98%
	Ensure uniformity and quality in assessment rolls through the common application of statutes, policies, business rules and best practices throughout the province.	PM.5: Assessment to Sales Ratio (ASR) – Residential	97%	96.8%	97-100%	97-100%
		PM.5: ASR – Non-Residential	95.31%	94.2%	95-100%	95-100%
		PM.6: Coefficient of Dispersion (COD) – Urban	7.1%	7.5%	<10%	<10%
		PM.6: COD – Rural	12.7%	10.9%	<15%	<15%
 5. EFFECTIVENESS: Conduct our business effectively, efficiently and in an environmentally responsible manner.	Develop innovative methods to increase efficiency and add value in collecting, managing and distributing information.	PM.7: Roll Stability	0.29%	≤0.37 of 1% Target ³	≤0.37 of 1%	≤0.37 of 1%
	Identify and develop other sources of revenue from products and services.	PM.8: Cost Per Property	\$36.86	\$39.45 Target ⁴	\$40.79	\$41.51
	Support government's greenhouse gas reduction objectives.	To be developed in 2009	–	–	–	–

¹ 2009 Engagement survey results will not be available until December 2009.

² Local government, First Nations and provincial government customers surveyed every two years at their request.

³ The 2008 roll stability figure was recorded as of December 31, 2008 and measures the stability of the 2007 Assessment Roll. The 2008 Assessment Roll stability will be measured December 31, 2009.

⁴ 2009 actual cost per property will not be known until 2010.

Corporate Strategy

The following sections provide more detail on what the performance measures are and why these measures and targets were selected.

The 2009 Annual Report will present the results of our progress on the measures.

GOAL 1: PEOPLE AND CULTURE

PERFORMANCE MEASURE	2008 ACTUAL	2009 TARGET	2010 TARGET	2011 TARGET
PM.1: Employee engagement survey results	59	62	65	68

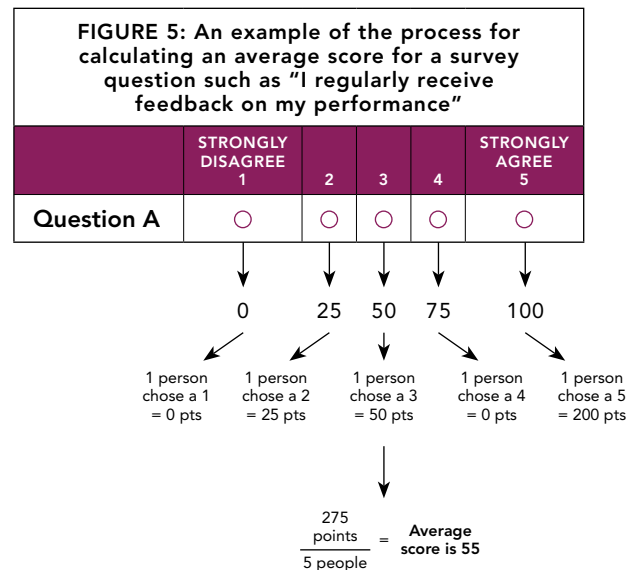
Note: 2009 Engagement survey results will not be available until December 2009.

PM.1: Employee Engagement Survey Results

This measure is the result of an annual workplace environment survey, conducted by an independent organization, that measures employees' perceptions on motivation, work capacity and capability, leadership and alignment with the vision, mission and goals. Employee engagement is an indicator of progress in developing a highly productive and engaged workforce, which in turn is a factor in attracting and retaining the talented individuals required by the organization.

The target is an average score (not a percentage) that expresses all responses to a series of survey questions. To calculate average scores, a two-step process is employed. First, the five-point scale is converted to points, as shown in the example in Figure 5, and all of the points are added up and divided by the number of people in the group. This calculation gives the average score.

The average scores from the workplace environment survey will allow comparisons within and between departments and organizations. As an example, BC Assessment will, for the first time, use the same workplace environment survey approach as the province, so it can benchmark itself against the province's annual engagement score results in 2009.



"Each day, I look forward to my work because I see a place where the staff bring an unwavering spirit of professionalism, enthusiasm, teamwork, and sincere care and compassion for each other."

Connie Fair
President and CEO – First message to staff

Corporate Strategy

GOAL 2: CUSTOMERS

PERFORMANCE MEASURE	2008 ACTUAL	2009 ACTUAL	2010 TARGET	2011 TARGET
PM.2: The percentage of residential and non-residential property owners and local governments and First Nations, independently surveyed, who had direct contact with the corporation and provided a positive rating on 10 service indicators related to the quality of customer service they received from the corporation				
Residential/Non-residential	82%	83.9%	≥84.5%	≥85%
Local Government/First Nations	Biennial survey	95.7%	Biennial survey	≥95%

Note: Local government and First Nations customers surveyed every two years at their request.

PM.2: Residential/Non-residential and Local Government/ First Nations

BC Assessment developed a new customer service composite index to further define customer responses to the organization's services and products. The questions we used for the composite measures address the service commitments we make to our customers, including reliability, accessibility, uniformity and respectfulness.

To analyze the feedback from customers who have had contact with BC Assessment in the past year, BC Assessment will use a four-point scale, where 1 is strongly disagree and 4 is strongly agree, in a series of questions from the annual or biennial customer survey. The results will reflect a weighted average based on the number of respondents.

BC Assessment will also use two composite performance measures aligned to our customer groups: residential/non-residential property owners and local government/First Nations. For ease of presentation, we will blend the results into one number for each of the two groupings, but for the purpose of internal performance reporting, we will continue to track the performance measures separately for individual customer groups.

This new measure analyzes a composite of 10 questions rather than one, which differs from the customer satisfaction measure used in previous years. For the Residential/Non-residential category, these same 10 questions have been used in previous years, so values reflecting previous years could be calculated, thereby creating annual comparisons. For the Local Government/First Nations category, we made some small changes to two of the 10 questions, but these changes were minimal so that we could calculate values reflecting previous years and then conduct annual comparisons.

Corporate Strategy

GOAL 3: RELATIONSHIPS

PERFORMANCE MEASURE	2008 ACTUAL	2009 ACTUAL	2010 TARGET	2011 TARGET
PM.3: The percentage of provincial government customers (i.e., the Shareholder), independently surveyed, who had direct contact with the corporation and provided a positive rating on 10 service indicators related to the quality of customer service they received from the corporation	Biennial survey	99.4%	Biennial survey	≥95%

Note: Provincial government customers surveyed every two years at their request.

PM.3: Provincial Government

Beginning in 2006, BC Assessment independently surveyed provincial government customers annually about their satisfaction with available products and services. In 2008, at the request of this customer group, we implemented a biennial survey program, and therefore a survey will be conducted with provincial government customers in 2009, but not 2010.

The new customer service composite index for the provincial government follows virtually the same principles and format as those used in PM.2 to define provincial government customer responses to the organization's services and products. This measure gives a more comprehensive indicator of how customers

perceive they were treated and whether they received the product or service they had requested.

As in PM.2, we made some small changes to two of the 10 questions, but these changes were minimal so that we could calculate values reflecting previous years and then compare these values in our performance reporting system.

"We use the feedback to enhance our products and services which support positive customer experiences for the future."

Connie Fair
President and CEO on the 2008 customer surveys

Corporate Strategy

GOAL 4: PRODUCTS AND SERVICES

PERFORMANCE MEASURE	2008 ACTUAL	2009 ACTUAL	2010 TARGET	2011 TARGET
PM.4: Percentage of assessments accepted without appeal	98.4%	98.96%	≥98%	≥98%
PM.5: Assessment to Sales Ratio (ASR) for:				
Residential Roll	97.0%	96.8%	97-100%	97-100%
Non-residential Roll	95.31%	94.2%	95-100%	95-100%
PM.6: Coefficient of Dispersion (COD) for:				
Urban	7.1%	7.5%	<10%	<10%
Rural	12.7%	10.9%	<15%	<15%

PM.4: Percentage of Assessments Accepted without Appeal

BC Assessment annually tracks formal complaints to determine how many residential and non-residential properties are independently reviewed by a Property Assessment Review Panel (PARP). Historically, formal complaints have been low, usually fewer than 2 per cent of all property owners. The Ministry of Community and Rural Development is responsible for administering the independent PARP process between February 1 and March 15 each year.

PM.5: Assessment to Sales Ratio (ASR) – Residential and Non-residential

BC Assessment measures the Assessment to Sales Ratio (ASR) for residential and non-residential properties according to internationally recognized standards. The ASR is calculated by dividing the actual value (as determined by BC Assessment) of a property that has sold by its selling price and expressing the result as a percentage. For example, if a property is assessed at \$243,000 and it sold for \$250,000, the ASR would be 97.2 per cent. In short, the ASR measures how accurately BC Assessment appraises properties at market value. The standard for a median ASR, as set by the International Association of Assessing Officers, is 90-110 per cent. BC Assessment's target of an acceptable level of assessment achievement is more rigorous: 97-100 per cent for residential properties and 95-100 per cent for non-residential properties.

Corporate Strategy

PM.6: Coefficient of Dispersion (COD) – Urban and Rural

BC Assessment has added a new measure as of 2009 to further define our progress on producing accurate assessments. The Coefficient of Dispersion (COD) measures the quality of assessments by calculating the dispersion, or spread, of all the ASRs around the median ASR. Less dispersion, or lower CODs, indicates higher quality assessment information.

To calculate the COD, add together the differences between each ASR in the group and the median ASR. The average difference is the sum of these numbers divided by the median and expressed as a percentage. **Table 3** gives an example calculation.

TABLE 3: An example of a COD calculation using 97.5% as the MEDIAN	
ASSESSMENT TO SALES RATIO (ASR)	DEVIATION FROM MEDIAN
95.5%	2.0
96.7%	0.8
97.5%	0.0
98.7%	1.2
99.2%	1.7
Total Deviation	5.7
Average Deviation	1.14
COD	=1.14/97.5 or 1.17%

“We have a lot to be proud of, both in our organization and particularly the quality of the people that make up BC Assessment.”

Lillian White
Chair, Board of Directors –
address to service award recipients,
October 2008

Corporate Strategy

GOAL 5: EFFECTIVENESS

PERFORMANCE MEASURE	2008 ACTUAL	2009 TARGET	2010 TARGET	2011 TARGET
PM.7: Roll stability as measured by the percentage of total general purpose taxes that are refunded by the taxing jurisdictions resulting from the supplementary roll process by December 31 for the assessment roll created two years previously (i.e., 19 months of changes)	0.29 of 1%	≤0.37 of 1%	≤0.37 of 1%	≤0.37 of 1%
PM.8: Average cost per property for assessment services funded from property tax levies not increasing at a rate greater than inflation	\$36.96	\$39.45	\$40.79	\$41.51

Note: PM 7 - The 2008 roll stability figure was recorded as of December 31, 2008 and measures the stability of the 2007 Assessment Roll. The 2008 Assessment Roll stability will be measured December 31, 2009 and reported in the 2010 Service Plan.

Note: PM 8 - 2009 actual cost per property will not be known until 2010.

PM.7: Roll Stability

BC Assessment annually measures the stability of the assessment roll by analyzing the number of additions or deletions made to the roll. The objective of this measure is to minimize tax losses to the taxing jurisdictions by creating a stable, dependable assessment roll. This performance measure is accepted throughout BC Assessment and the taxing jurisdictions as a good measure of the stability of the assessment roll. Roll stability is a critical issue for local governments, which rely almost exclusively on property taxes to fund service provision to their taxpayers.

This performance measure examines taxes refunded as a result of a supplementary roll, which are changes to the roll after the official close of the creation of the annual assessment roll. Supplementary changes can be due to mistakes in information or property values that have changed after a property was appealed to a PARP or PAAB. Although value changes to the roll can be negative or positive, only the refunds are considered in this measure, because refunds reduce the amount of money that municipalities have available to them.

The measure considers 19 months of information for one year in arrears. For example, the 2008 target year measures the 2007 roll stability by examining taxes refunded owing to supplementary rolls issued between May 1, 2007 and December 31, 2008.

PM.8: Cost Per Property

The cost per property for assessment services funded from tax levies has been calculated by taking total expenditures for the year less revenues which are not categorized as 'tax levies', 'payments in lieu of taxes', and 'First Nations revenue' divided by the number of properties for the Revised Roll produced for the following year. This performance measure reflects our commitment to keeping costs for assessment services to the taxpayer as low as possible while still meeting increased service demands in a progressively more complex assessment environment.

Future Goal 5 Performance Measure

As part of our response to climate action and in partnership with the province, BC Assessment will be developing a new measure in 2009 of our progress in reducing the carbon footprint resulting from its operations. Once we develop this measure and associated targets, we will include them in our 2010–2012 Service Plan.

Summary Financial Outlook

The following table provides a summary of 2007 and 2008 financial results as reported in the 2007 and 2008 Annual Reports, forecasts for 2009–2011 and related forecast assumptions.

TABLE 4: Statement of Revenue and Expenditure

(in \$000's)	2007 ACTUAL	2008 ACTUAL	2009 FORECAST	2010 FORECAST	2011 FORECAST
REVENUE:					
Tax levies	65,372	69,151	72,947	76,488	78,891
Other (note 1)	5,585	5,292	4,722	4,922	5,033
Investment	904	775	375	400	450
Gain on disposal of capital assets	34	26	87	–	–
	71,895	75,244	78,131	81,810	84,374
EXPENDITURE:					
Salaries and benefits	49,333	49,425	50,906	52,185	53,745
Professional and special services	6,954	6,410	7,933	7,455	8,367
Office premises	4,613	5,083	5,660	7,736	6,813
Office	4,577	4,659	5,395	5,739	6,035
Travel	1,574	1,510	1,431	1,431	1,459
Appeal costs (note 3)	2,721	2,890	2,750	2,900	3,050
Bad debts	28	5	–	–	–
Interest	125	80	15	30	50
Amortization	3,351	3,361	4,041	4,334	4,855
	73,276	73,423	78,131	81,810	84,374
(Deficiency) excess of revenue over expenditure for the year	(1,381)	1,821	–	–	–

Equity Balances, end of year

(in \$000's)	2007 ACTUAL	2008 ACTUAL	2009 FORECAST	2010 FORECAST	2011 FORECAST
Equity in capital assets	12,773	14,423	13,592	12,615	11,826
Equity from operations					
- appropriated (note 4)	4,450	5,950	5,563	6,388	7,288
- unappropriated	7,210	5,881	7,099	7,251	7,140
	24,433	26,254	26,254	26,254	26,254

Summary Financial Outlook

Capital Expenditures

(in \$000's)	2007 ACTUAL	2008 ACTUAL	2009 FORECAST	2010 FORECAST	2011 FORECAST
Information Technology (Operations and Enhancements)	1,619	2,546	1,398	1,866	3,406
Other (Tenant Improvements, Vehicles, Furniture)	1,257	2,494	1,931	1,492	660
	2,876	5,040	3,329	3,358	4,066

FORECAST ASSUMPTIONS

1. Other revenue includes revenue from contracts with First Nations, payments in lieu of taxes, data access services and other miscellaneous items.
2. Expenditures include estimated increases of 2 per cent to 5 per cent per year for the planning period.
3. BC Assessment is required by legislation to cover the operating costs of the Property Assessment Review Panel (PARP) and the Property Assessment Appeal Board (PAAB). PARP and PAAB are administered by the Ministry of Community and Rural Development and are independent of BC Assessment.
4. The Board of Directors of BC Assessment established that funding for significant non-recurring expenditures be provided from accumulated equity from operations. In addition to amounts appropriated to complete information technology projects, since 2005, the Board has appropriated \$1 million each year for future assessment system replacement. Appropriated amounts have been classified as a component of equity.
5. BC Assessment does not have any long term debt for the planning period. The organization borrows funds to finance operations and capital expenses during the first half of each fiscal year and repays debt from the proceeds of taxes levies at the end of July. The Minister of Finance acts as the fiscal agent of BC Assessment.
6. The financial forecasts have been prepared in accordance with current Canadian generally accepted accounting principles. The financial forecasts do not include the impact of International Financial Reporting Standards (IFRS), if applicable.

Links to Resources

BC Assessment Resources

Area offices:

www.bcassessment.ca/offices/index.asp

Board of Directors:

www.bcassessment.ca/about/board.asp

Board of Directors' governance practices:

www.bcassessment.ca/pdf/about/Board_Governance.pdf

Customer surveys: www.bcassessment.ca/customer_service.asp

Executive Management Team:

www.bcassessment.ca/about/executive.asp

Information for governments:

www.bcassessment.ca/local_gov.asp

Map of assessment areas:

www.bcassessment.ca/pdf/offices/Province_map_regions_2007.pdf

Process for requesting an independent review of a residential property assessment:

www.bcassessment.ca/process/

Products and services:

www.bcassessment.ca/products/index.asp

Reports: www.bcassessment.ca/publications/reports/index.asp

Service commitment and service standards:

www.bcassessment.ca/customer_service.asp

Structure and mandate:

www.bcassessment.ca/about/index.asp

Taxing Jurisdiction Advisory Committee:

www.bcassessment.ca/local_gov_customer.asp

Other Resources

BC OnLine – Internet access to e-government services: www.bconline.gov.bc.ca/

Best Practice Guidelines: BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations, published by the Board Resourcing and Development Office, Office of the Premier: www.fin.gov.bc.ca/brdo/governance/index.asp

Farm Assessment Review Panel:

www.farmassessmentreview.ca/index.htm

Property Assessment Appeal Board (PAAB) process: www.assessmentappeal.bc.ca

Property Assessment Review Panel (PARP) process: www.cd.gov.bc.ca/parp/

Province of British Columbia 2008/09–2010/11 Strategic Plan: www.bcbudget.gov.bc.ca/2008/stplan/default.html#1

Shareholder's Letter of Expectations between the Minister of Community and Rural Development (as Representative of the Shareholder, the Government of British Columbia) and the Chair of the British Columbia Assessment Authority (as Representative of the Corporation):

www.bcassessment.ca/pdf/about/2009Shareholders_letter_of_expectations.pdf

2009–2012 Crown Corporation Service Plan Guidelines, published by the Crown Agencies Secretariat: www.gov.bc.ca/cas/attachments/service_plans/2008/cas_service_plan_guide.pdf

Glossary of Terms

Assessment

An assessment is the determination of a property's market value as of July 1 each year. On December 31, BC Assessment mails a Property Assessment Notice to each property owner. The Property Assessment Notice shows the property's market value and contains other important property information.

Assessment Notice

The assessment notice details the assessed value of the land and any improvements on the property. Assessment notices are mailed to every person designated on the assessment roll to receive one.

Assessment Roll

An assessment roll contains the legal description, ownership, assessed value, use classification and other details for every property in B.C. Every December 31, BC Assessment provides taxing authorities with a new assessment roll that lists all properties, the names of the owners, and the taxable

values of the land and any improvements (buildings). Each annual assessment roll is used to calculate taxation in the following year. Specific types of roll are the completed roll, the grant roll, the revised roll and the supplementary roll.

Assessment to Sales Ratio

The Assessment to Sales Ratio (ASR) is calculated by dividing the assessed value (as determined by BC Assessment) of a property that has sold by its actual selling price, then expressing the result as a percentage. A property with an assessed value of \$243,000 that sold for \$250,000, for example, would have an ASR of 97.2 per cent.

Coefficient of Dispersion

The Coefficient of Dispersion (COD) measures how closely a group of numbers is clustered around its median, or middle, number. The lower the COD, the better the product.

Completed Roll

The completed roll is produced by December of each year for taxation the following year.

e-valueBC™

e-valueBC™ is BC Assessment's Internet-based system that gives most property owners the opportunity to compare their assessments with the sales of other properties.

Grant Roll

A grant roll contains the assessed value of properties that are exempt from property taxation, such as government properties, schools and hospitals. The roll that values these exempt properties serves as the foundation for grants in lieu of property taxes.

Glossary of Terms

Market Value

Market value is the price expected if a reasonable amount of time is allowed to find a purchaser, and if both seller and prospective buyer are fully informed. For assessment purposes in British Columbia, market value is the most probable price that an unencumbered property would sell for on the open market on July 1.

Price-Related Differential

The Price-Related Differential (PRD) measures the progressivity or regressivity of assessments. Assessments are said to be regressive if high-value properties are under-assessed relative to low-value properties. Assessments are progressive if high-value properties are over-assessed. Both progressivity and regressivity result in an inequitable distribution of the tax burden.

Property Assessment Appeal Board

The Property Assessment Appeal Board (PAAB) is the second level of appeal for complainants – the Property Assessment Review Panel (PARP) is the first formal level. Most commonly, the PAAB looks at whether a property is assessed at actual (market) value, whether a property is properly classified and whether a property qualifies for a property exemption. The board is administered by the Ministry of Community and Rural Development, and is independent of BC Assessment and the taxing jurisdictions.

Property Assessment Review Panel

The Property Assessment Review Panel (PARP) is a three-member panel appointed annually by the provincial government to review property assessments; as many as 75 panels may be appointed each year. The panel ensures that the review is fair and impartial. The panel hears evidence to determine if a property has been valued or classified correctly, or if exemptions were properly applied. Neither the Property Assessment Review Panels nor BC Assessment has jurisdiction or control over taxes or tax rates. Only property assessments may be reviewed; property taxes cannot be reviewed. Property Assessment Review Panels are independent of BC Assessment and the taxing jurisdictions.

Revised Roll

The Revised Roll includes amendments made by the Assessor and the Property Assessment Review Panels during February and March of each year.

Statutory Report

A statutory report gives value summaries for specific taxation purposes, such as funding for school districts, regional districts, local areas, and hospital and transit services.

Supplementary Roll

A supplementary roll contains changes and corrections to the assessment roll, including decisions from the Property Assessment Appeal Board. Supplementary rolls are issued between April and December.

BC Assessment *We Value BC*



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