

BC Assessment

SERVICE PLAN 2011-2013





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Message from the Board Chair to the Minister Responsible

The Honourable Stephanie Cadieux
Minister of Community, Sport
and Cultural Development
Government of British Columbia

Dear Minister,

On behalf of the Board of Directors, management and employees of the British Columbia Assessment Authority (BC Assessment), I am pleased to present the *2011–2013 Service Plan*.

BC Assessment was created to operate at arm's length from property taxing authorities to establish and maintain assessments that are uniform across British Columbia. In 2010, taxing authorities used the property assessment information provided by BC Assessment to generate more than \$6 billion in revenues for critical public services such as hospitals, schools, roads, police and fire services, recreational programs and utilities. The total value on the provincial assessment roll exceeds \$1 trillion for the first time.

The real estate market has continued its tenuous recovery from the significant declines in late 2008. The average market value of properties has increased 6.9% on the 2011 Assessment Roll (July 1, 2010 valuation date) compared to the values reported in 2010.

BC Assessment faces considerable challenges that include a 2%–3% growth in the number of properties each year, with no corresponding increases in overall staffing levels. Since 1991, the number of properties requiring assessment services has increased by approximately 46%, while staffing levels have decreased by 3%. In addition, BC Assessment faces the potential loss of critical and highly skilled staff due to retirements. This challenge is further compounded by the fact that there are no off-the-shelf education and work experience programs.

Recognizing these challenges, BC Assessment is concentrating on two transformational priorities designed to retain, attract and develop a highly skilled and productive workforce to effectively manage both the

continual growth in properties and the increased customer service expectations:

1 ENSURING AN ENGAGED WORKFORCE

2 REINVENTING FOR CAPACITY

Success in meeting our five corporate goals and two transformational priorities will require a significant change in our culture, processes and technology. Key projects that address the need for change include:

Culture

- Enhancing leadership capacity within management and staff
- Developing flexible workplace options for staff
- Continuing development and implementation of in-house appraisal apprenticeship program

Processes

- Revitalizing our valuation business processes

Message from the Board Chair to the Minister Responsible

Technology

- Increasing the use of technology such as electronic data capture devices for reassessment activities in the field
- Developing the next generation of our property valuation system software and related technologies
- Developing the next phase of our management information system to combine financial and operating data and to improve decision-making
- Increasing the use of electronic assessment mapping and other geospatial products to support more effective business processes and enhance customer service

BC Assessment continually strives to be a wise steward of taxpayer dollars while providing excellent customer service. As highlighted in our *2011-2013 Service Plan*, we have committed to no increases in the property

tax levy rates for 2011. We will achieve our mandate of delivering a quality assessment roll by working within a responsible fiscal framework.

BC Assessment believes that trust is earned every day in every transaction with a stakeholder or customer. This belief aligns us with our vision "to be trusted to value B.C." The Board of Directors, management and employees are committed to realizing this vision and to maintaining our international reputation as a high-performing property assessment organization.

Sincerely,



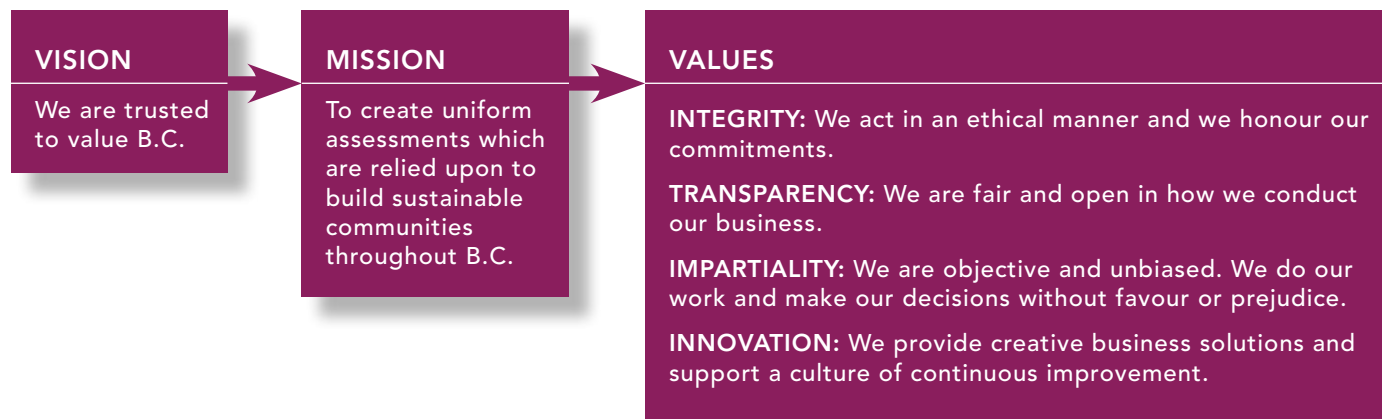
Anna Nyarady
CHAIR, BOARD OF DIRECTORS

BC Assessment's 2011–2013 Service Plan was prepared under the Board's direction in accordance with the Budget Transparency and Accountability Act (2000) and the BC Reporting Principles. The service plan is consistent with the B.C. government's strategic priorities and fiscal plan.

All significant assumptions, policy decisions, events and identified risks as of January 26, 2011, have been considered in preparing the service plan. The performance measures presented are consistent with BC Assessment's mandate and goals, and focus on aspects critical to the organization's performance. The targets in the service plan have been determined from an assessment of BC Assessment's operating environment, forecast conditions, identified risks and past performance. The Board of Directors is accountable for the contents of the service plan, including selection of the performance measures and targets.



Organizational Overview



BC Assessment is a provincial Crown corporation funded through a property tax levy with the legislated mandate to establish and maintain assessments that are uniform in the whole of British Columbia, in accordance with the *Assessment Act*. While BC Assessment has no direct role in property taxation, property assessments form the basis of distributing property tax for the taxing authorities that include 161 municipalities, 27 regional districts, 226 improvement districts and 57 First Nations.

BC Assessment plays an integral and impartial role in the property taxation system by producing an accurate and uniform assessment roll each year. The assessment roll provides the foundation for a stable tax base for taxing authorities. In 2010, approximately \$6 billion in general property tax revenue was generated. This funding allows communities to sustain the community services, transportation and utility infrastructure, schools, police and fire services, parks, and recreational and cultural services that provide broad public benefits to British Columbians.

How We Serve Our Customers

The provision of an annual assessment roll is central to our work (**Table 1**). The assessment roll contains the legal description, ownership information, assessed value, use classification, tax exemption status and other details for every property in British Columbia. Each year, BC Assessment determines the market value of properties as of July 1. On December 31, an annual assessment roll is provided to each taxing jurisdiction. For the 2011 roll, BC Assessment issued 2.07 million property assessment notices – 108,821 more than for the 2010 roll.

TABLE 1: BC ASSESSMENT'S CORE PRODUCTS

PRODUCT	DETAIL
Assessment Roll	Completed Roll – Annual assessment roll completed, approved by regional assessors by December 31, and used to calculate taxation in the following year
	Revised Roll – Includes amendments made by a 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. A total of 10 grant rolls (e.g., BC Hydro, BC Transmission Corporation, BC Rail) are issued by March 31 each year. The roll that values these exempt properties serves as the foundation for payments in lieu of property taxes.
First Nations Assessment Roll	BC Assessment completes an assessment roll for 57 First Nations that have authority to establish independent real property taxation systems
Assessment Notice	An assessment notice details the assessed value of the land and any improvements on the property. The assessment notices are mailed to every person designated on the assessment roll to receive one.
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

Organizational Overview

Taxing authorities are one of our principal customer groups, and they include local, provincial (B.C.) and federal governments. We also provide assessment services to 57 First Nations that have taxing authority (two First Nations participate in the provincial assessment system under treaty and 55 have contracts for assessment services directly with BC Assessment). Other key customer groups include residential homeowners, non-residential (businesses), First Nations and government property owners (**Figure 1**). Customers can access our products and services through a range of service channels that include personal assistance at one of our 16 local offices, by phone or via the Internet. Publicly accessible information on organizational structure, products, assessment cycles, office locations and contacts, and fact sheets for frequently asked questions are at www.bcassessment.ca.

Our Customer Service Commitment

Our service commitment is an integral part of BC Assessment's promise to our customers and reflects what our customers told us they valued most in service excellence. **Figure 1** lists our main customer groups and our commitment to all our customers.



HISTORY

Prior to the formation of BC Assessment, local governments depended on their own separate assessment organizations. Assessment criteria and valuation methods varied, and assessments were frequently challenged and often difficult to defend. By 1973, with 140 independent assessment organizations in B.C., the situation had grown into a serious provincial crisis of trust. Alarmed with the rising incidence of equity grievances, and pressured by property owners and the public sector, the Provincial Government created the BC Assessment Authority. Six months later, the Authority created B.C.'s first impartial and independent assessment roll. When established in 1974, BC Assessment had 879,125 folios on the assessment roll, with a value of \$42.2 billion, and was supported by 704 staff. In 2011, approximately 650 full-time staff manage a portfolio that has more than doubled to 1.9 million folios, with a value of over \$1 trillion.

For more information on BC Assessment's history, see www.bcassessment.ca/about/Pages/History.aspx.

FIGURE 1: BC ASSESSMENT'S CUSTOMERS AND CUSTOMER SERVICE COMMITMENT



How We Ensure Fair and Accessible Assessment Information

BC Assessment must deliver property assessments that are fair and accurate. Property owners have access to a range of options to ensure the accuracy or impartiality of their assessment. Local BC Assessment appraisers can often resolve issues with a property owner before the February to mid-March Property Assessment Review Panel (PARP) appeal period begins. In cases where informal resolution is

not possible, the matter can be forwarded to a local PARP. Prior to April 30, property owners may appeal panel decisions to the Property Assessment Appeal Board (PAAB), which is independent from the PARP process, the Provincial Government, and BC Assessment. PAAB decisions may be further appealed to higher courts based only on points of law.

For more information on appeal processes and timelines, please visit www.cscd.gov.bc.ca/parp/ or www.assessmentappeal.bc.ca/.

How We Collaborate

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. Local government taxing jurisdictions are one of our primary stakeholders and are represented by organizations such as the Union of British Columbia Municipalities (UBCM), the Local Government Management Association (LGMA), the Municipal Information

Organizational Overview

Systems Association, the First Nations Tax Commission, and the Government Finance Officers Association (GFOA) of British Columbia. BC Assessment has enhanced consultation with taxing jurisdictions through the establishment of a Taxing Jurisdiction Advisory Committee: see www.bcasassessment.ca/govt/local-government/Pages/TJAC.aspx.

BC Assessment also consults with a variety of property owner groups. We work directly with a number of partner organizations such as the Appraisal Institute of Canada, the Real Estate Institute of BC, the Sauder School of Business, University of British Columbia, the Integrated Cadastral Information Society (ICIS) and the International Association of Assessing Officers (IAAO) to continually improve the assessment system in B.C.

BC Assessment has been instrumental in evolving the use of its geographic information system and mapping technologies to enhance business performance. We now have achieved 100% electronic assessment-mapping coverage of the province. This coverage will improve the consistency and uniformity of our valuation processes and enable us to use this information for the benefit of staff and our external customers. As well, through ICIS, we have contributed to the building of strong partnerships with local government and utilities in B.C. to establish a base cadastre (mapping fabric) for the province that a wide variety of organizations are using to improve their business. With the rapidly

emerging use of a wider range of geospatial technologies, BC Assessment (with ICIS) is poised to play a leadership role in evolving stronger partnerships provincially that will be instrumental in creating a broader application of geospatial technologies and imageries for the greater public benefit in B.C.

How We Are Funded

BC Assessment is funded primarily through property tax levies (the levy) administered by the taxing authorities – forecast to be \$76.9 million in 2011. In addition, BC Assessment receives approximately \$5 million in revenue each year from a number of other sources, including contracts with First Nations, payments in lieu of taxes and data access services. The latter includes provision of bulk electronic assessment roll, sales and residential inventory data; custom reports; professional consulting services; and enhanced data provision with BC OnLine and private sector data agents. Revenue from all these non-tax sources helps reduce the levy paid by property owners.

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

How We Are Organized

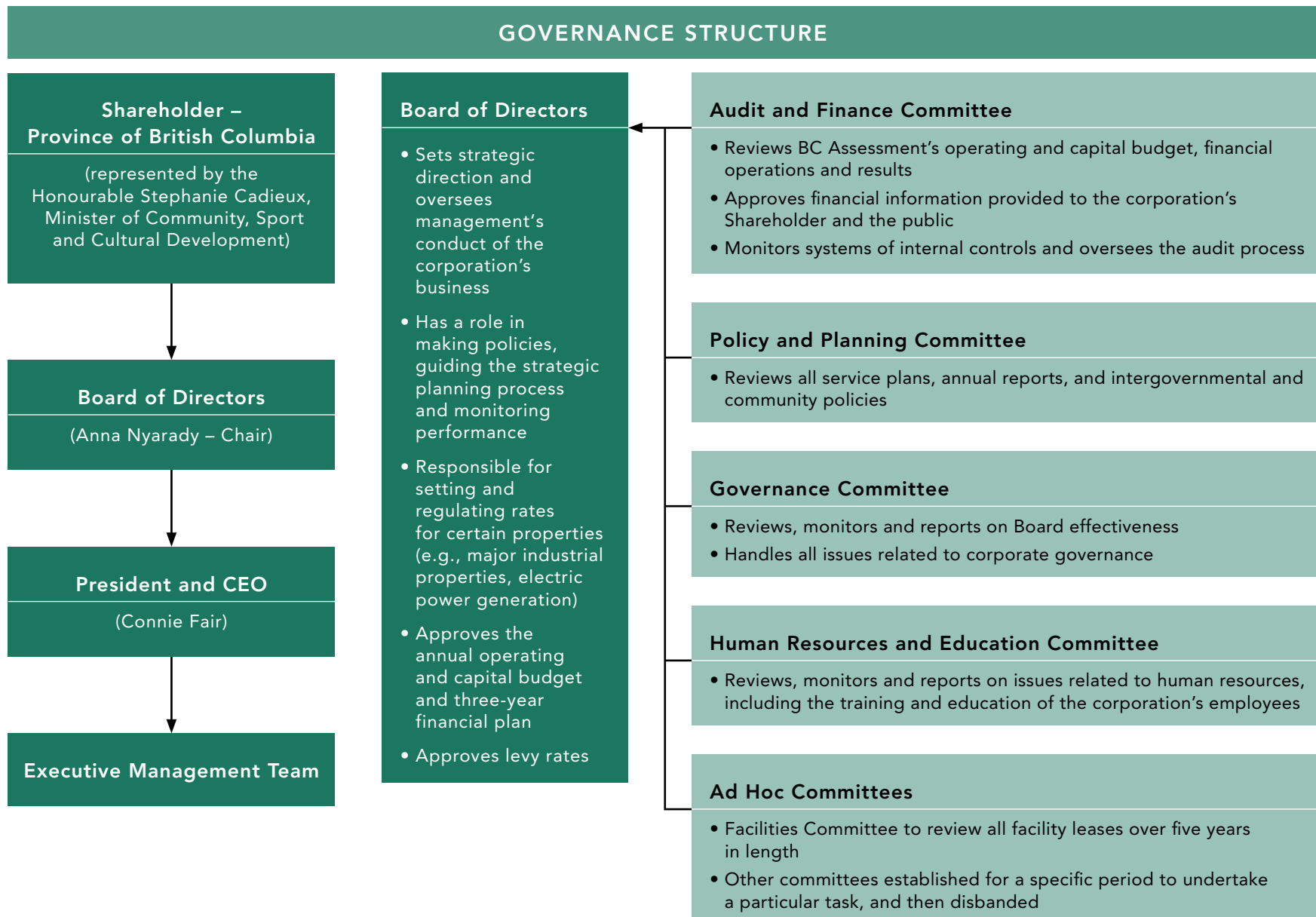
BC Assessment currently employs approximately 650 full-time staff in 17 offices throughout the province. The primary points of customer service are 16 field offices, which are geographically dispersed across B.C. Additional information on the location of our assessment regions and area offices can be found at www.bcasassessment.ca/about/contact/Pages/default.aspx.

Figure 2 and Figure 3 highlight a summary of our governance and organizational structure, including roles and responsibilities. Detailed descriptions are available at:

- Board, www.bcasassessment.ca/about/Pages/BoardofDirectors.aspx
- Executive Management Team, www.bcasassessment.ca/about/Pages/ExecutiveManagementTeam.aspx

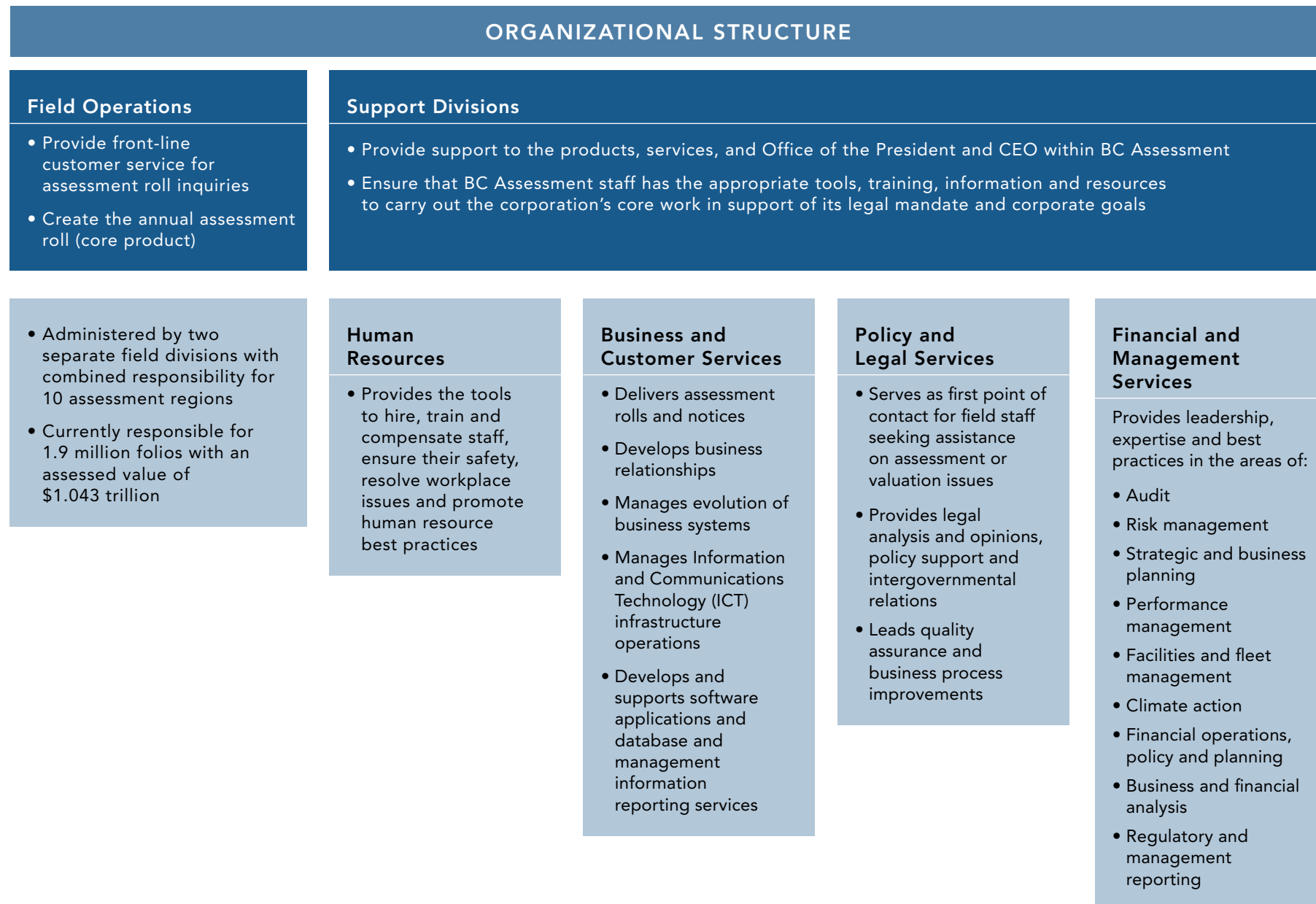
An outline of the unique duties and responsibilities of the Board is available at: www.bcasassessment.ca/forms/Publications/Board_Governance%20v11-%20November%202010.pdf

FIGURE 2: BC ASSESSMENT'S GOVERNANCE STRUCTURE



Organizational Overview

FIGURE 3: BC ASSESSMENT'S ORGANIZATIONAL STRUCTURE



Our Corporate Governance



Board of Directors

BC Assessment is governed by a Board of Directors appointed by B.C.'s Lieutenant Governor in Council. The Board occupies a central role in the governance of BC Assessment. Under section 5.1 of the *Assessment Authority Act*, the Board must manage or supervise the affairs of BC Assessment. The Board has the general duty to guide the strategic direction of BC Assessment and oversee management in the conduct of the organization's business. In carrying out these duties, the Board has a role in policy-making, strategic planning processes and performance monitoring. The Board also has exclusive jurisdiction to regulate the valuation rates of certain properties in the province.

The Board of Directors of BC Assessment approved a new charter in 2010 that sets out details of the Board's role and responsibilities. The charter is available at, www.bcasessment.ca/forms/Publications/2010%2006%2001%20Approved%20%20Board%20Charter.pdf.

The Board is supported by four standing committees, ad hoc committees as required and the Executive Management Team (**Figure 2**). Responsibility for day-to-day management of BC Assessment is delegated to the President and CEO, who leads BC Assessment in achieving the corporate goals and priorities set by the Board, sets standards for organizational conduct and recommends new initiatives to the Board. 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*.

Governance Principles

Board members are guided by BC Assessment's Code of Ethical Conduct, which establishes the minimum standards expected of Board members and senior staff. More generally, Board members are expected to demonstrate integrity, high ethical standards, sound judgement, an ability to question traditional assumptions, strong interpersonal skills, and a high level of commitment to BC Assessment

and its success. All Board members are independent of the management of BC Assessment and have no material interest in it. The Board also retains an external ethics advisor to provide guidance to the Directors on the Code of Ethical Conduct and potential conflict of interest issues, real or perceived. 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*.

Public Accountability and Reporting

Accountability to the Shareholder (the Provincial Government) and the public is demonstrated through both the three-year service plan and the annual service plan report, which include critical components of the annual *Shareholder's Letter of Expectations* and identify BC Assessment's response to the Provincial Government's direction.

Our Corporate Governance

Shareholder's Letter of Expectations

The corporate governance framework is also defined in the 2011 *Shareholder's Letter of Expectations* between the Minister responsible for BC Assessment – the Honourable Stephanie Cadieux, Minister of Community, Sport and Cultural Development – acting as

a representative of the Shareholder and the Board Chair. The letter specifies a common understanding between the Shareholder and the Board of Directors on responsibilities, accountabilities, key governance issues, core services, public policy issues, strategic

priorities and performance expectations for BC Assessment. Excerpts of the strategic priorities and performance expectations are in **Table 2**.

TABLE 2: 2011 SHAREHOLDER'S LETTER OF EXPECTATIONS AND BC ASSESSMENT'S RELEVANT ACTIONS	
SHAREHOLDER'S LETTER OF EXPECTATIONS – KEY GOVERNMENT DIRECTIONS	BC ASSESSMENT – KEY ACTIONS
Continue to participate in the review of the recommendations for the Farm Assessment Review Panel (FARP) and assist in the analysis and implementation of any recommendations Government decides to adopt	BC Assessment will work to implement Government's decisions resulting from FARP recommendations that will affect the 2012 Assessment Roll
Work closely with the Ministry on the 2010-2011 legislative and regulatory initiatives and future projects as required by the Minister	BC Assessment is in close contact with the Ministry and provides policy advice and analysis as requested on Ministry priorities related to assessment issues
Work with Government in the development of strategies to address concerns of industrial and business property taxpayers	BC Assessment is participating on the Executive Steering Committee in conjunction with Government on an as needed basis through 2011 to develop strategies to address the concerns of industrial and business property taxpayers
Continue to work with the Ministry to improve Property Assessment Review Panel (PARP) operations through business process improvements, incorporation of customer feedback and improved communications. Initiate a pilot project to develop an alternate delivery model for the PARP process.	Priority action items for enhancing the 2011 PARP process have been identified from the results of the 2010 PARP Customer Survey and PARP post-mortem meeting. Initiatives include: updating the hearing notice, improving the BC Assessment's public website content on the PARP process (including the online appeal form) and updating the assessment notice and insert. BC Assessment will also assist the Ministry in developing additional options to improve the process.

Our Corporate Governance

FOR MORE INFORMATION ON:

Best Practice Guidelines: BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations: www.fin.gov.bc.ca/brdo/governance/index.asp

BC Assessment's Board of Directors and Executive Management Team roles, responsibilities, membership and mandate:

www.bcassessment.ca/about/Pages/BoardofDirectors.aspx

www.bcassessment.ca/about/Pages/ExecutiveManagementTeam.aspx

www.bcassessment.ca/forms/Publications/Board_Governance%20v11-%20November%202010.pdf

The 2011 *Shareholder's Letter of Expectations* is at, [www.bcassessment.ca/forms/Publications/2011_Shareholder's Letter of Expectations.pdf](http://www.bcassessment.ca/forms/Publications/2011_Shareholder's_Letter_of_Expectations.pdf)



Strategic Context

The following section gives an overview of the external and internal strategic issues facing BC Assessment.

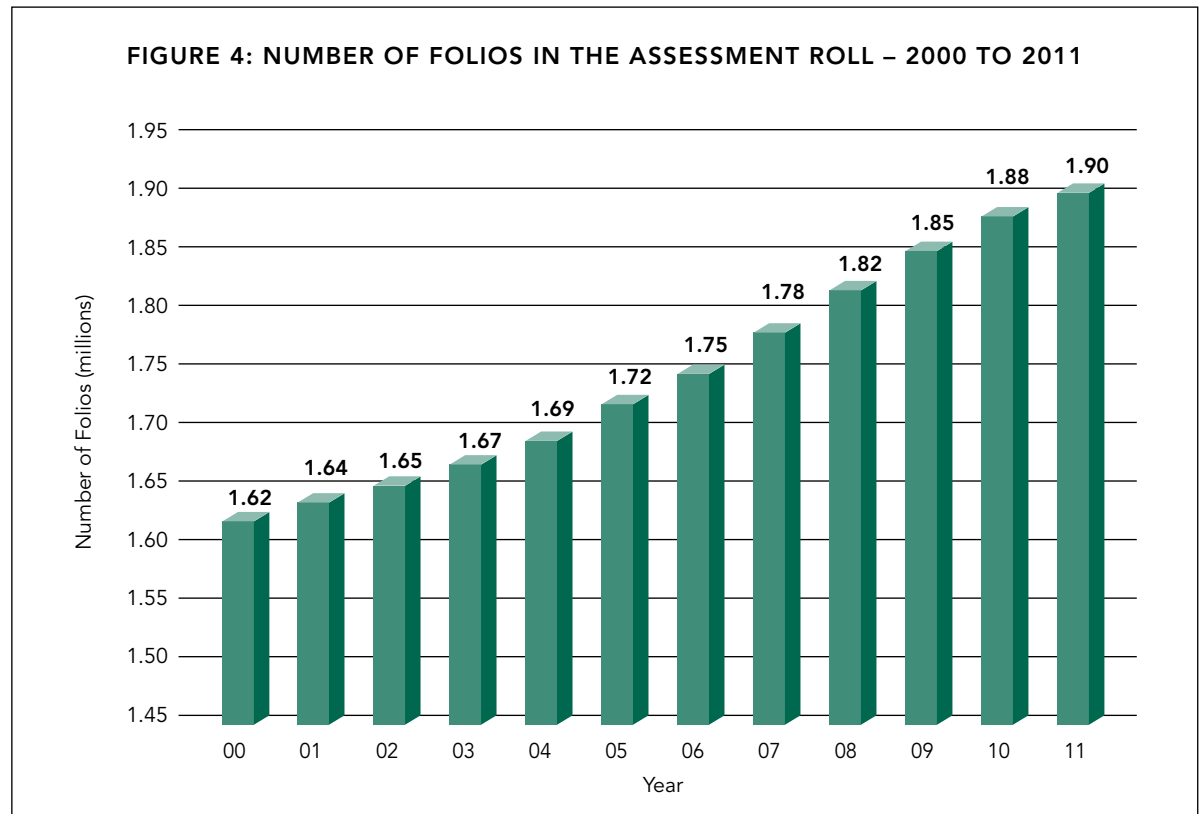
Market Conditions

Growth in the number and value of properties comprising the assessment roll:

The rate of folio growth continues to challenge our organizational capacity to deliver quality assessment services. As illustrated in **Figure 4**, annual increases in the number of new properties (folios) that require assessment services display a steady upward trend, and for the 2011 Assessment Roll, 19,206 new folios were added, which is the equivalent of adding the City of New Westminster or Port Coquitlam.

For 2011, the assessment roll value increased by almost \$74 million from 2010, and for the first time, the value of the assessment roll exceeded \$1 trillion (**Figure 5**).

The assessment values reported to taxing authorities and property owners are based primarily on real estate values. Significant



changes in the economy tend to be reflected in both the level of new construction and the real estate market. For example, the value of general non-market change (new construction/rezoning) for the 2011 roll was \$14.61 billion, up from the \$14.11 billion for the 2010 roll (**Figure 6**).

When property values change rapidly, as they have in the past few years, maintaining a stable and predictable tax base becomes

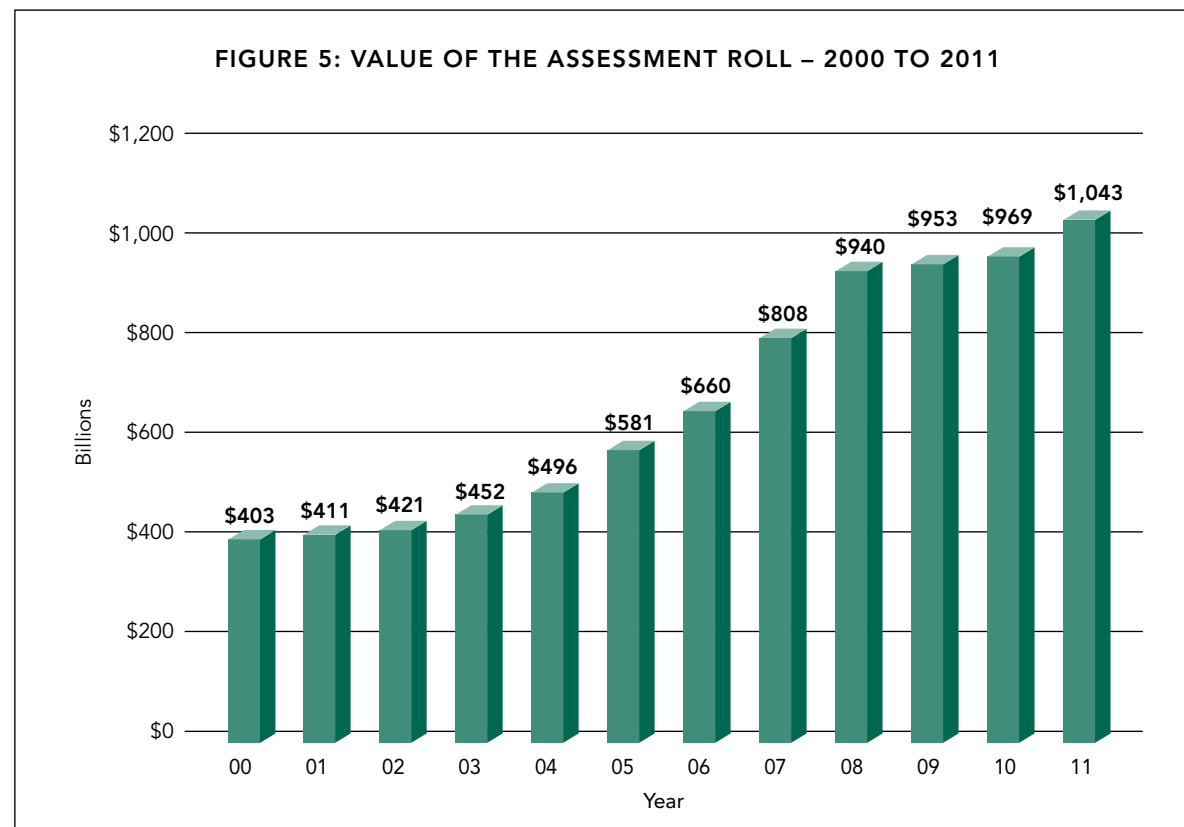
more difficult. This creates a more uncertain environment for financial planning for local governments.

Real estate market fluctuations of the past few years may also make it more difficult for customers to trust property assessments. While 2008 and 2009 were unusual years in an uncertain real estate market, appeals and challenges to the accuracy of assessments were down substantially, from 28,966 based on the

2008 roll, to 19,239 based on the 2009 roll. The appeal rate in 2009 continued the downward trend over the past few years (Figure 7), and dropped to one of the lowest levels seen in BC Assessment's 36-year history. The reduction in appeal rates since 2006 came as a result of our significant efforts to be more proactive in customer communications and to provide easier access to assessment information. In 2009, the appeal rates were further reduced by the stabilizing effect of Bill 45 (*Economic Incentive and Stabilization Statutes Amendment Act, 2008*), which provided for special valuation rules for the purpose of the 2009 tax year only. Properties were valued at either the lower of the 2007 or the 2008 valuation date. As expected, the appeal rates in 2010 reverted to close to 2008 levels in the absence of Bill 45, but were still lower than 2008 levels by 4.7%, or a decrease of 1,368 appeals. For the 2011 Assessment Roll, we expect the number of appeals to be similar to 2010.

Finances

The funding for BC Assessment operations is raised almost exclusively by a small annual levy on all properties in the province. The Board of Directors approves the annual operating and capital budget. The annual levy is approved by the Board following review and agreement from the provincial cabinet. BC Assessment manages the increasing financial pressures created by folio growth, improved customer service levels and the fiscal environment by encouraging and investing in innovation, improved workforce



productivity, and through the use of risk-based operating and resource allocation methodologies.

Customer Expectations

BC Assessment's various customer groups have high expectations for high quality products, services and a uniform and accurate assessment roll. Customers also increasingly want this

information to be delivered quickly and to be available at all times from any location. A high standard of customer service is critical to our success. BC Assessment regularly surveys its customer groups in order to measure progress. We also work with our customers through a variety of processes such as surveys and focus groups to identify methods for providing better service.

Strategic Context

NON-MARKET CHANGE

The definition of non-market change is as follows:

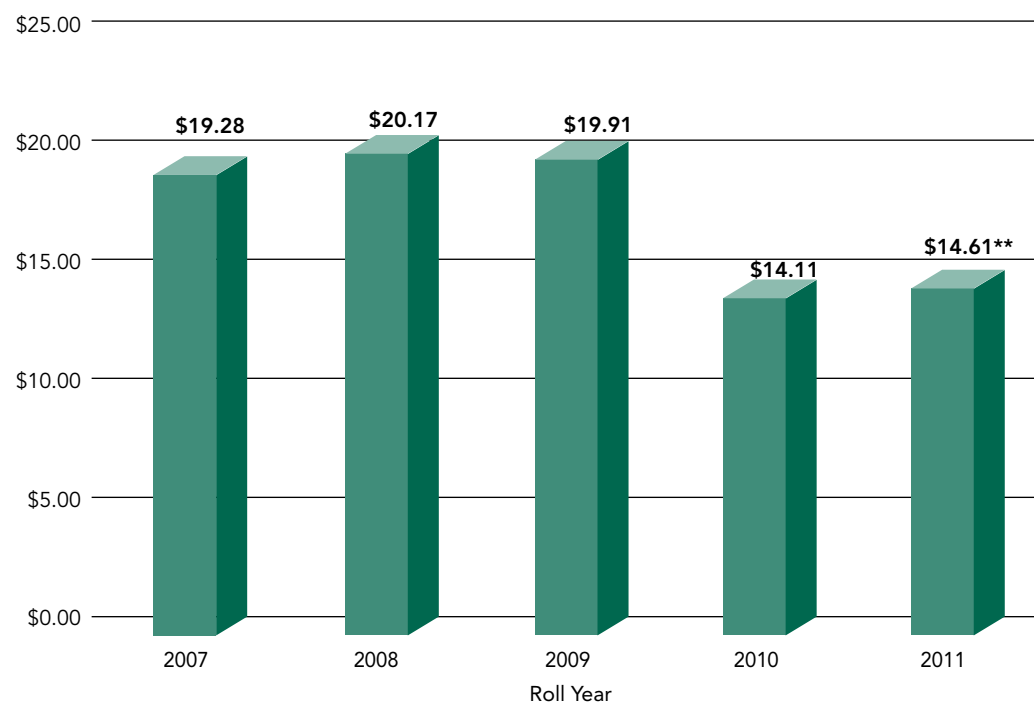
- Taxing jurisdictions' boundary extensions
- Property classification changes
- Exemption changes
- New development or "size" changes to land – including subdivisions, land assemblies and consolidations (plans cancellations); new/expired tenures on Crown/exempt land
- New construction
- Zoning changes (e.g. changes that increase or decrease density, use and resulting property value)

Non-market change calculations have many uses:

- Allows taxing jurisdictions to estimate their future tax revenue
- Provides a general indicator of provincial economic growth
- Helps BC Assessment gauge increased workloads for area offices

Our customer survey results for our residential, non-residential, local government, First Nations and Provincial Government customers are posted at www.bccassessment.ca/forms/Pages/ReportsandPlans.aspx.

FIGURE 6: VALUE OF NON-MARKET CHANGE – 2007 TO 2011*



*The non-market change (general base) was not calculated corporately prior to 2007

**Including First Nations construction, the total is \$14.81 billion

Technology

Technological innovation continues to impact BC Assessment, shaping both the expectations of our customers and the ways we deliver services. The number and scale of projects required to develop and maintain assessment technology continue to grow. While these

new technologies will enable BC Assessment to realize efficiencies and improve services, they also pose financial, process and human resource challenges. In addition, varying degrees of technical capability across customer groups challenge our objective of minimizing customization in our products and services in order to increase uniformity and lower costs.

In response, BC Assessment has implemented new planning, governance and project management processes, to ensure smooth transitions and successful adaptation of new technologies that support its strategic priorities.

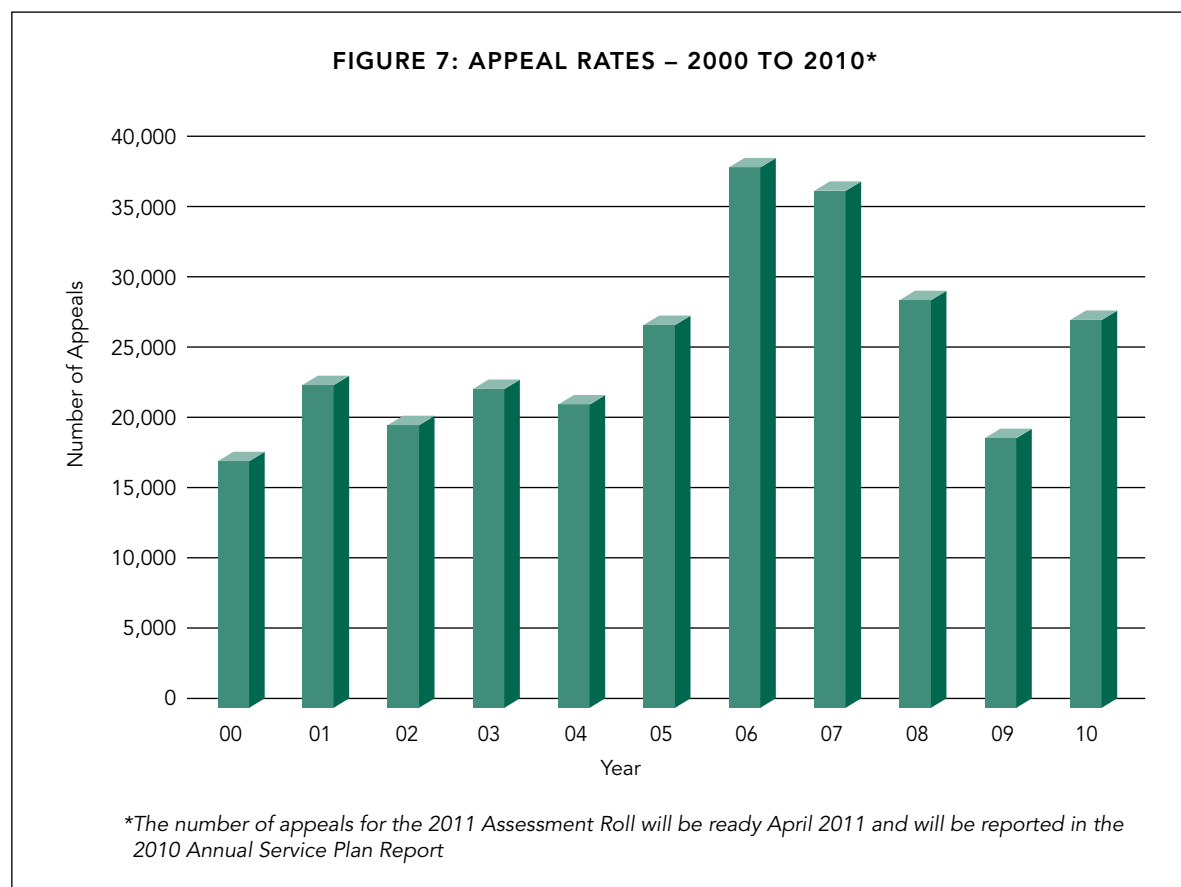
Data Quality

Data quality is at the heart of BC Assessment's ability to create uniform assessments that can be relied on to provide a stable tax base across the province. Feedback from the Taxing Jurisdiction Advisory Committee and our customer surveys has indicated that customers place a high priority on high-quality data. Ensuring that BC Assessment meets customer expectations for data quality remains a challenge in the face of static staffing levels, and large increases in both the number of properties and the overall value of the assessment roll each year.

Our People

BC Assessment is facing a range of workforce issues:

- Knowledge transfer and succession planning for critical and highly skilled staff leaving the organization
- Competing in the future job market for skilled and professional staff
- Large numbers of highly skilled appraisal staff approaching retirement in the next few years



- Increasing staff workloads resulting from folio growth, increased regulatory reporting and customer expectations, greater complexity of issues, and new processes and business functions that will improve our accountability, transparency and operational efficiencies

In response to these issues, we are implementing our succession plan, targeting our recruiting, developing a multi-year apprentice program and looking for innovative ways to achieve operational efficiencies.

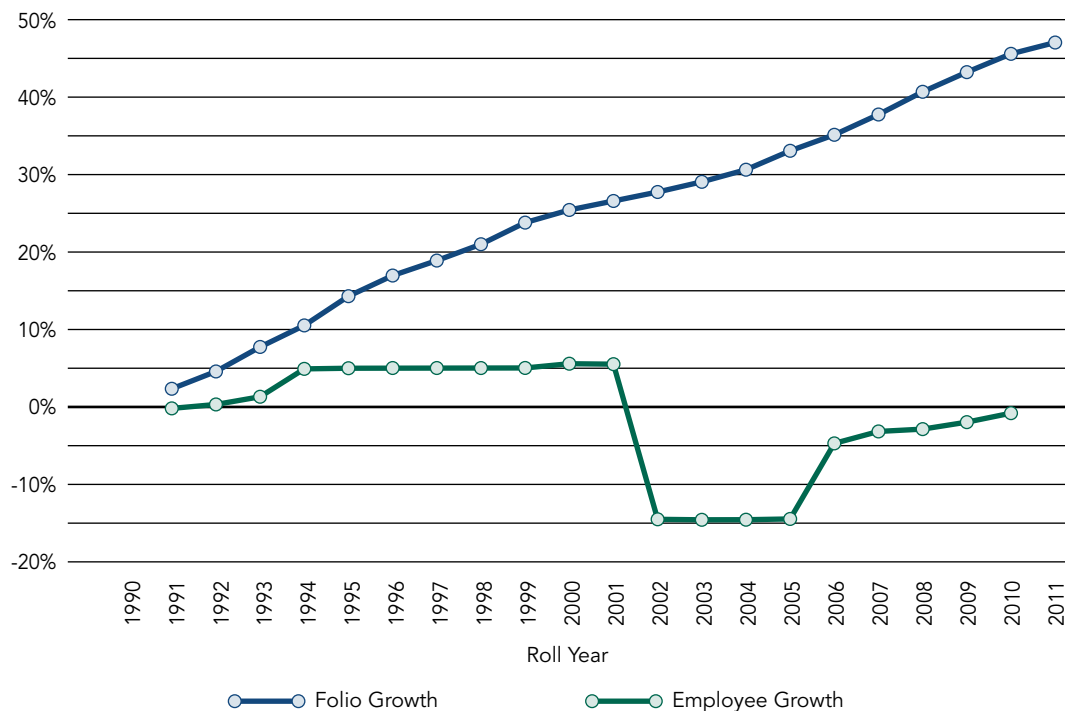
Strategic Context

Organizational Capacity

Portfolio growth in terms of the number and value of properties continues to increase workloads within BC Assessment. The folio per employee ratio in 1990 was 1,979 compared to a ratio of 2,811 in 2010, representing an increase of 42%. **Figure 8** illustrates the folio growth and the relative decrease in the number of employees since 1990. At the same time, BC Assessment's revenues from new construction and data sales are constrained, and we are operating within a broader government environment that requires fiscal restraint and enhanced efficiency. We are working to continuously improve our technology, tools and processes to meet our mandate for an assessment roll that is uniform and accurate.

Beginning in 2011, we have a strategic business transformational priority to "reinvent for capacity" that will look to lever technology, review business processes and proactively seek innovative solutions to address our capacity challenges.

FIGURE 8: BC ASSESSMENT PRODUCTIVITY – 1991 TO 2010
ANNUAL GROWTH* (1990 BASE YEAR)



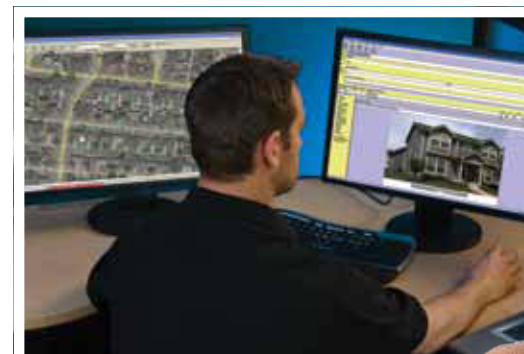
*Significant drop in staffing levels in 2002 - 2004 are due to the Core Review

TRANSFORMATIONAL INNOVATIONS – REASSESSMENTS WITHOUT THE TRAVEL

As the number of residential properties has grown, mounting pressure has been placed on BC Assessment to maintain high levels of accuracy, uniformity and reliability. Since increasing staff resource levels to meet these pressures is unlikely, BC Assessment is piloting the reassessment of properties without the need for on-site inspections by using technology and aerial imagery. In other jurisdictions where the new technologies are in use, they saved time, expense and resources. They also provided more equitable and uniform data, resulting in more accurate valuations.

"Under our traditional method of an appraiser physically going to a property, we can reassess about 14 properties a day. With the use of imagery, we're looking at about 45 properties a day, so the productivity increase is huge."

Connie Fair
President and CEO of BC Assessment



Strategic Context

Strategic Risks and Opportunities

BC Assessment assesses risks and opportunities through our annual strategic and business planning process to strengthen organizational performance. We are enhancing our enterprise risk management program to ensure our focus and resources are directed towards the matters that are important to our success. Our key risks, opportunities and associated actions are summarized in Table 3.

TABLE 3: SUMMARY OF KEY RISKS AND OPPORTUNITIES	
RISK	RESPONSE
Knowledge transfer and succession planning risk	<ul style="list-style-type: none">• Implement succession plan and continue working on effective and timely recruitment of skilled staff• Target training resources on specific skills and positions
Job market competition risk – difficulty recruiting staff in specific positions and locations	<ul style="list-style-type: none">• Increase marketing and participation at trade fairs and create BC Assessment brand awareness at business schools• Develop temporary assignment opportunities such as job shadowing and cross-over training• Develop a northern B.C. strategy, for example, provide specific northern incentives
The risk that BC Assessment's property valuation system (valueBC) may not meet changing needs	<ul style="list-style-type: none">• Develop strategic partnership with current vendor to ensure BC Assessment's needs are delivered• Create a five-year plan to redevelop system and validate or redefine business processes• Create a new strategic project management role to assist BC Assessment through the change• Develop the next generation of our property valuation system software and related technologies

TABLE 3: SUMMARY OF KEY RISKS AND OPPORTUNITIES

RISK	RESPONSE
Property inventory data integrity – the risk that outdated inventory will result in a loss of confidence in our assessments	<ul style="list-style-type: none"> • Develop a new reassessment framework to objectively determine where to deploy our resources for the greatest positive impact • Pilot the reassessment of properties without the need for on-site inspections by using imagery technology • Complete or continue a number of projects in specific property types
Insufficient technical capacity of some customers and stakeholders to seamlessly integrate with our IT systems	<ul style="list-style-type: none"> • Develop strategies to improve provision of service and receipt of information with these stakeholders and customers • Work with Land Title and Survey Authority of B.C. on streamlining and integrating data feed systems
Government changes in assessment and tax policies, and directions on BC Assessment funding, tax rates and salaries	<ul style="list-style-type: none"> • Strengthen relationship with the Provincial Government to be better informed about potential policy changes

Strategic Context

TABLE 3: SUMMARY OF KEY RISKS AND OPPORTUNITIES

OPPORTUNITY	RESPONSE / DESIRED OUTCOME
Business process re-engineering to improve efficiency of financial processes	<ul style="list-style-type: none"> • Invest in an integrated, upgraded Finance / Human Resources / Payroll system • Improve business process efficiency, increase ease of user access and provide enhanced analytical functionality
Addition of enhancements to customer service experiences	<ul style="list-style-type: none"> • Incorporate feedback from customer satisfaction survey results into our service delivery • Initiate a regular maintenance program in our assessment mapping coverage • Increase transparency and accessibility of assessment information
Increased emphasis on project management and change management disciplines	<ul style="list-style-type: none"> • Employ consistent, corporate methodology discipline for the selection, prioritization and management of projects that align with strategic goals • Refine project management processes
Advancement of the employee engagement program	<ul style="list-style-type: none"> • Increase staff commitment to organizational results • Increase staff input and involvement in operations • Increase opportunities for growth and development • Enhance service levels to both internal and external customers
Improve access to timely and accurate financial and management information	<ul style="list-style-type: none"> • Continue the evolution of our management information system

Our Corporate Strategy



The success of BC Assessment depends on our people, as well as our ability to provide high-quality service to customers and to collaborate with partners. As part of our strategic planning program, we analyze our strategic issues, risks and opportunities. From this critical analysis, we developed an ambitious and balanced strategy with “stretch” performance targets in support of our goals.

Corporate Goals

- 1. PEOPLE AND CULTURE:** Inspire a culture of skilled and engaged 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 (the Provincial Government), 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

Corporate Performance Measures

The performance measures reported in the service plan and annual service plan report are supplemented by additional performance measures that are tracked internally to monitor corporate performance. BC Assessment regularly refines these measures and targets through its audit and performance program. Furthermore, we use benchmarking as a key part of our performance management program.

Our measures and targets are consistent with the meaning and use described in the *Performance Reporting Principles for the British Columbia Public Sector*. More information about the reporting principles is at, www.llbc.leg.bc.ca/public/PubDocs/bcdocs/368657/Reporting_Principles_Nov2003.pdf.

Table 4 summarizes the performance measures and targets related to our corporate goals. Background detail on the validity and reliability of the performance measures and targets is located in the Appendix. Our progress against the service plan performance targets will be reported in the *2010 Annual Service Plan Report*, to be published in May 2011.

Our Corporate Strategy

TABLE 4: BC ASSESSMENT'S GOALS, STRATEGIES, PERFORMANCE MEASURES AND TARGETS






GOALS	STRATEGIES	PERFORMANCE MEASURES	2010 ACTUAL	2011 TARGET	2012 TARGET	2013 TARGET
 1. PEOPLE AND CULTURE: Inspire a culture of skilled and engaged people committed to superior levels of customer service	Retain, attract and develop a highly skilled workforce	PM.1: Level of employee engagement	60	68	69	70
 2. CUSTOMERS: Strengthen public trust and confidence by serving our customers with care and professionalism while anticipating their needs and expectations	Evolve service levels to meet or exceed the expressed needs of our customers	PM.2: Percentage of customers satisfied or very satisfied with service: – Residential/ Non-residential	83.8%	85%	85%	85%
		– Local government/ First Nations	95% (2009)	95%	Biennial survey	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 (the Provincial Government) by being proactive in sharing and exchanging information that will support provincial goals Enhance strong partnerships and alliances with our key stakeholders and partners that promote trust and mutual business benefits	PM.3: Percentage of customers satisfied or very satisfied with service: – Provincial Government	99% (2009)	95%	Biennial survey	95%

TABLE 4: BC ASSESSMENT'S GOALS, STRATEGIES, PERFORMANCE MEASURES AND TARGETS

GOALS	STRATEGIES	PERFORMANCE MEASURES	2010 ACTUAL	2011 TARGET	2012 TARGET	2013 TARGET
 4. PRODUCTS AND SERVICES: Provide timely, accurate and reliable products and services for our customers, key stakeholders and partners	Ensure uniformity and quality in assessment rolls Provide convenient, innovative ways to access and exchange assessment information	PM.4: Percentage of assessments accepted without appeal	98% Target ¹	98%	98%	98%
		PM.5: Assessment to Sales Ratio (ASR):				
		– Residential	97.6%	97%	97%	97%
		– Non-residential	96.7%	95%	95%	95%
		PM.6: Coefficient of Dispersion (COD)				
		– Urban	6.5%	<10.0%	<10.0%	<10.0%
		– Rural	8.2%	<15.0%	<15.0%	<15.0%
 5. EFFECTIVENESS: Conduct our business effectively and efficiently	Develop innovative, risk-based and efficient practices to increase business operating performance in a financially prudent manner	PM.7: Assessment roll stability	0.32% ²	≤0.37 of 1%	≤0.37 of 1%	≤0.37 of 1%
		PM.8: Average cost per property for assessment services	\$39.94 ³	\$40.45	\$40.95	\$41.93
		PM.9: Greenhouse gas emissions (tons of CO ₂ equivalent)	N/A ⁴	777.4	765.8	754.3

¹ 2011 Assessment Roll appeal rates will be available in April 2011 and will be reported in the 2010 Annual Service Plan Report.

² Actual results for the 2010 Roll Stability measure will be available in April 2011 and will be reported in the 2010 Annual Service Plan Report.

³ The year-over-year increases in cost per property are due to increases in expenditures linked to the growth in the overall number of folios added to the assessment roll each year. The 2010 cost per property is based on preliminary results as of October 31, 2010. The final value will be available in April 2011 and will be reported in the 2010 Annual Service Plan Report.

⁴ The actual results for the 2010 greenhouse gas emissions will be available in March 2011 and will be reported in the 2010 Annual Service Plan Report.



Summary Financial Outlook

The financial outlook has been prepared in accordance with current Canadian Generally Accepted Accounting Principles (GAAP). Beginning January 1, 2011, BC Assessment will convert to Public Sector Accounting Board standards and all relevant financial plans and records will be prepared according to these rules. **Table 5** provides a summary of 2009 financial results as reported in the *2009 Annual Service Plan Report*, the financial forecast for 2010, the financial outlook for 2011–2013 and related notes.

TABLE 5: BC ASSESSMENT'S SUMMARY FINANCIAL OUTLOOK

(IN \$000s)	2009 ACTUAL	2010 FORECAST	2011 PLAN	2012 PLAN	2013 PLAN
Revenue:					
Tax Levies	72,845	75,804	76,930	78,929	81,888
Other (Note 1)	5,085	5,072	5,165	5,118	5,182
Investment	152	190	205	400	438
Gain on disposal of property, plant and equipment	109	0	0	0	0
Total	\$ 78,191	\$ 81,066	\$ 82,300	\$ 84,447	\$ 87,508
Expenditures (Note 2):					
Salaries and benefits	51,211	52,236	53,453	54,952	57,010
Professional and special services	7,552	6,750	7,091	7,077	7,301
Office premises	5,461	7,529	6,504	6,584	6,766
Office	5,328	5,250	6,177	6,306	6,497
Travel	1,231	1,436	1,467	1,436	1,490
Appeal costs (Note 3)	2,537	2,525	2,900	2,987	3,077
Interest	20	39	48	75	79
Amortization	3,991	4,449	4,660	5,030	5,288
Total	77,331	80,215	82,300	84,447	87,508
Net Income	860	851	0	0	0

Summary Financial Outlook

TABLE 5: BC ASSESSMENT'S SUMMARY FINANCIAL OUTLOOK

(IN \$000s)	2009 ACTUAL	2010 FORECAST	2011 PLAN	2012 PLAN	2013 PLAN
EQUITY BALANCES, END OF YEAR					
Equity in capital assets	13,311	15,580	14,350	14,216	13,067
Equity from operations					
- appropriated (Note 4)	10,000	5,500	6,000	6,500	7,000
- unappropriated	3,803	6,885	7,615	7,249	7,898
Total	27,114	27,965	27,965	27,965	27,965

TABLE 5: BC ASSESSMENT'S SUMMARY FINANCIAL OUTLOOK

(IN \$000s)	2009 ACTUAL	2010 FORECAST	2011 PLAN	2012 PLAN	2013 PLAN
CAPITAL EXPENDITURES (NOTE 5)					
Information technology	2,636	2,903	3,044	3,775	3,650
Other (tenant improvements, vehicles, furniture)	445	3,815	386	1,121	489
Total	3,081	6,718	3,430	4,896	4,139

Notes:

1. Other revenue includes income from contracts with First Nations, payments in lieu of taxes, data access services, and other miscellaneous items.
2. Expenditures include estimated inflationary increases and the funding of planned corporate initiatives.
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, Sport and Cultural Development and are independent of BC Assessment.
4. The Board of Directors of BC Assessment established that funding for significant non-recurring expenditures will be provided from accumulated equity from operations. The Board has appropriated \$1 million each year since 2005 to help fund the planned replacement of valueBC in 2019. Beginning in 2010, this has been reduced to \$500,000 each year. Appropriated amounts have been classified as a component of equity.
5. The capital expenditure plan reflects a reinvestment in assets to ensure that degradation of capital asset infrastructure does not negatively affect our products and services.



APPENDIX: Performance Measures – Background and Context

Most of the appraisal information used in BC Assessment's performance measures is collected throughout the year by professional appraisal staff through a variety of methods (such as property inspections) and from a number of sources (municipalities, regional districts, real estate boards, the Land Title and Survey Authority of British Columbia and individual property owners). In some cases, the measures adopted are international standards. BC Assessment consistently conducts regular and extensive surveys with its various customer groups and relies on third party, commercial survey companies that work to establish professional standards to ensure accuracy and credibility of the survey information.

Our performance targets specify the results to be achieved over a three-year period. We review the targets annually based on changing conditions, such as availability of skilled staff, financial capacity and technological needs. While the targets are considered a "stretch" and will challenge the organization, there is every expectation that they are achievable.

To improve the comparability and quality of our performance measures, we use benchmarks as a key part of our performance management program. Benchmarking permits comparisons from other jurisdictions that give us confidence that our property assessment process provides high quality, uniform assessments and that we are a well-run Crown corporation. In support of our benchmarking objectives, we are a founding member of the Canadian Property Assessment Benchmarking Network, established to share assessment and other management information between assessment jurisdictions across the country. Results from some of our benchmarking activities are regularly included in the annual service plan report.

The following information provides more detail about the performance measures, how they relate to our goals, and why these measures and targets were selected. Progress on our measures from the *2011-2013 Service Plan* will be reported in the *2010 Annual Service Plan Report*.

GOAL 1 People and Culture

PERFORMANCE MEASURE 1: Level of employee engagement

Research suggests that successful employee engagement is the foundation for a workplace that enhances satisfaction and commitment, and creates an environment where people want to come to work. Engaged employees contribute to higher levels of customer satisfaction, trust and confidence in what an organization does.

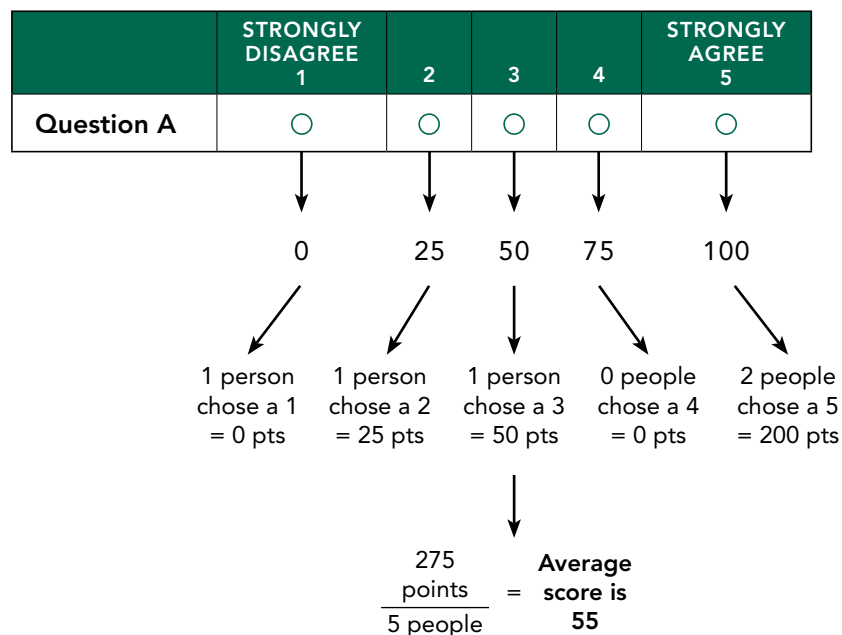
Employee engagement is measured through an annual employee engagement survey that gauges employee perceptions on motivation, work capacity and capability, leadership, and alignment with the organization's vision, mission and goals. The target is an average score (not a percentage) that expresses all responses to a series of survey questions. To calculate average scores, a two-step process is employed, as shown in the example in **Figure 9**. First, the five-point scale is converted to points, and second, all of the points are added up and divided

Appendix: Performance Measures – Background and Context

by the number of people in the group. This calculation gives the average score. The survey is conducted by an independent organization, and only those results with a confidence level of 95% are reported.

The average scores from the employee engagement survey allow comparisons within and between departments and organizations. As an example, in 2009, BC Assessment began using the same employee engagement survey approach as the province, to permit benchmarking against the province's annual engagement score results.

FIGURE 9: EXAMPLE OF PROCESS FOR CALCULATING AVERAGE SCORE FOR SURVEY QUESTIONS



APPENDIX: Performance Measures – Background and Context



GOAL 2

Customers



GOAL 3

Relationships

BC Assessment is a customer-driven organization. BC Assessment aims to meet its customer, stakeholder and Shareholder (the Provincial Government) needs as fully as possible while operating within its given mandate and financial capacity.

PERFORMANCE MEASURES 2 AND 3: Percentage of customers satisfied or very satisfied with service – residential/ non-residential, local government/First Nations, and Provincial Government

We regularly review customer feedback to identify areas where we can improve. Targets are based on past performance, customer needs assessments and key improvement strategies to be undertaken. The surveys for our residential, non-residential, local government and First Nations customer groups measure progress on our strategic goal 2. The provincial government survey is focussed on measuring our success on goal 3.

Surveys have an inherent margin of error. The surveys conducted have a margin of error ranging from 2.4% for the residential survey, to 7.6% for the Provincial Government survey:

- Residential (2010): +/-2.3% with a 95% confidence level

- Non-residential (2010): +/-3.3% with a 95% confidence level
- Local government (2009): +/-3.3% with a 95% confidence level
- First Nations (2009): +/-7.4% with a 95% confidence level
- Provincial Government (2009): +/-7.6% with a 95% confidence level.

In 2008, at the request of the local government, First Nations and Provincial Government customer groups, we implemented a biennial survey program to measure their satisfaction with our services. Our next survey of these customer groups will be in 2011. Residential and non-residential property groups continue to be surveyed annually.

A customer service composite index, based on 10 core survey questions, was developed to support these measures. The questions used for the composite scores address our customer service commitments that include reliability, accessibility, uniformity and respectfulness. The responses are drawn from customers who have had direct contact with BC Assessment in the past year, using a series of questions with a four-point scale where “one” is strongly disagree and “four” is strongly agree. The results reflect a weighted average based on the number of respondents.

For two sets of customer groups, BC Assessment reports combined results: residential responses are combined with responses from non-residential property owners, and local government responses are combined with those from First Nations. For ease of presentation, survey results are blended into one number for each of the two groupings, but for the purpose of internal performance reporting, BC Assessment continues to track the performance measures separately for individual customer groups. The Provincial Government results are not blended with another group. The results of our 2010 customer surveys are posted at www.bccassessment.ca/forms/Pages/ReportsandPlans.aspx.



GOAL 4

Products and Services

Data quality and product and service innovation are at the heart of BC Assessment’s ability to meet changing customer, stakeholder and partner needs and expectations.

PERFORMANCE MEASURE 4: Percentage of assessments accepted without appeal

BC Assessment interprets high acceptance of assessments by both residential and non-residential property owners as a validation of the quality, accuracy and uniformity of assessments. Property owners who do not agree with the estimate of their property’s

Appendix: Performance Measures – Background and Context

market value or exemption status, or who believe that their property was improperly classified, can challenge the assessment. The number of complaints (appeals) to the Property Assessment Review Panels (PARPs) gives a useful measure of public acceptance.

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

Historically, formal complaints have been low, usually fewer than 2% of all property owners. The Ministry of Community, Sport and Cultural Development is responsible for administering the independent PARP process between February 1 and March 15 each year. The actual 2010 results are not available until April 2011, and are thus not provided in the 2011–2013

Service Plan. Appeal rates for the 2011 assessment roll will be included in the 2010 *Annual Service Plan Report*.

PERFORMANCE MEASURE 5: Assessment to Sales Ratio (ASR) – residential and non-residential

The ASR is a common roll quality measure used by the International Association of Assessing Officers (IAAO). The ASR measures how closely assessments mirror a property’s actual selling price. BC Assessment measures the ASR for properties according to internationally recognized standards. The ASR is calculated by dividing the assessed value (as determined by BC Assessment) of a property that has sold by its selling price, and expressing the result as a percentage. For example, if a property is assessed with a value of \$243,000 and it sold for \$250,000, the ASR would be 97.2%. In short, the ASR measures how accurately BC Assessment appraises property at market value.

The IAAO has set a standard for a median ASR of 90-110% for an acceptable level of assessment achievement. BC Assessment’s target of 97-100% for residential properties and 95-100% for non-residential properties is a far more challenging target than the international standard.

BC Assessment’s statistics are based on all available single-family residential arm’s-length sales for the two quarters surrounding BC Assessment’s valuation date of July 1. In

regions with significant market movement over the six-month period, the dispersion will be overstated. For non-residential sales, data are based on sales occurring throughout the year.

The actual 2010 results in the 2011–2013 *Service Plan* are based on the 2011 Completed Roll. The 2010 results included in the 2010 *Annual Service Plan Report* will be based on the 2011 Revised Roll and may differ slightly from the 2011 Completed Roll results.

PERFORMANCE MEASURE 6: Coefficient of Dispersion (COD) – urban and rural

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

The COD standard set by the IAAO for single-family residential properties is 5-10% for homogeneous (urban) regions and 5-15% for heterogeneous (rural) regions. BC Assessment has set targets of <10% and <15%, respectively.

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

Appendix: Performance Measures – Background and Context

TABLE 6: EXAMPLE CALCULATION OF COEFFICIENT OF DISPERSION

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
Coefficient of Dispersion	$= 1.14 \div 97.5\%$ $= 1.17\%$

and expressed as a percentage. An example calculation is presented in **Table 6**.

The actual 2010 results in the *2011–2013 Service Plan* are based on the 2011 Completed Roll. The 2010 results included in the *2010 Annual Service Plan Report* will be based on the 2011 Revised Roll and may differ slightly from the 2011 Completed Roll results.



GOAL 5 Effectiveness

BC Assessment is committed to improving effectiveness while adhering to sound environmental practices. Continued investment in new technologies and systems will enable BC Assessment to contribute to a stable tax

base and provide innovative assessment solutions to customers, while continuing to limit increases in the costs associated with property assessment services.

PERFORMANCE MEASURE 7: Assessment roll stability

In any given year, property status can change, and new properties may be created while others are deleted. BC Assessment annually measures the stability of the assessment roll by analyzing the number of additions or deletions made to the roll. Roll stability is a critical issue for local governments, which rely almost exclusively on property taxes to fund services to

their taxpayers. 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 by BC Assessment and throughout the taxing jurisdictions as a good measure of the stability of the assessment roll.

This performance measure examines taxes refunded as a result of a supplementary roll, which are changes to the roll after the annual assessment roll is officially closed. Supplementary changes can be due to mistakes in information or property values that have changed after a property was appealed to a PARP or the 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 2010 value measures the 2009 roll stability by examining taxes refunded owing to supplementary rolls issued between May 1, 2009 and December 31, 2010. The results for the 2010 measure year will be reported in the *2010 Annual Service Plan Report*.

Appendix: Performance Measures – Background and Context

PERFORMANCE MEASURE 8: Average cost per property for assessment services

This performance measure reflects BC Assessment's 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.

The targets for 2011 to 2013 have been set using the service plan forecasts that take into consideration projected new construction and development, and assumptions regarding changes in revenues and expenditures. The targets reflect a commitment by BC Assessment to increasing its internal efficiencies.

The cost per property for assessment services funded from the levy has been calculated by taking total expenditures for the year less revenues that are not categorized as "tax levies," "payments in lieu of taxes" or "First Nations revenue," divided by the number of properties for the revised roll produced for the following year. BC Assessment maintains appropriate internal controls and will continue reporting regularly to the Audit and Finance Committee and Board of Directors and quarterly to the Office of the Comptroller General.

PERFORMANCE MEASURE 9: Greenhouse gas emissions

The Province of British Columbia has committed to taking action on climate change by promoting practices that reduce greenhouse gas emissions and establishing the *Greenhouse Gas Reduction Targets Act* (GGRTA, 2007). The GGRTA mandates that the province reduce total greenhouse gas (GHG) emissions by 33% below 2007 levels by 2020, and by 80% below 2007 levels by 2050. Starting with calendar year 2010, BC Assessment is required to report its annual emissions, take action to reduce emissions, and purchase offsets to neutralize any remaining emissions that are not reduced.

BC Assessment has worked with Shared Services BC to implement "SmartTool," which provides standardized tools for measuring and reporting on the production of greenhouse gases for Provincial Government and broader public sector organizations.

BC Assessment has entered the 2008 and 2009 consumption data for facilities, fleet, and paper usage into SmartTool and retained advisory services from a national accounting firm to assist in the following areas:

- Provide observations on the accuracy and completeness of the SmartTool data output for 2008 and 2009. The 2009 data is used as the baseline for calculating future targets and developing climate action plans.

- Provide a review of the 2009 Carbon Neutral Action Report prepared by BC Assessment staff
- Provide observations and recommendations on BC Assessment's existing GHG monitoring systems and data collection processes
- Provide a list of additional opportunities for GHG reductions with a timeline and cost estimate to implement
- Provide recommendations for improvement in structure, communications and reporting protocol for the corporate Green Teams
- Provide recommendations on the corporate level carbon key performance targets for 2010 to 2014

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