

# **BC Assessment**

## **2024/25 – 2026/27 Service Plan**

**February 2024**



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## Board Chair's Accountability Statement



The 2024/25 – 2026/27 BC Assessment Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

All significant assumptions, policy decisions, events and identified risks, as of February 9, 2024 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Assessment's mandate and goals, and focus on aspects critical to the organization's performance.

The targets in this plan have been determined based on an assessment of BC Assessment's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in black ink, appearing to read 'RW', with a stylized flourish at the end.

Ruth Wittenberg  
Board Chair, BC Assessment  
February 9, 2024

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## Strategic Direction

In 2024/25, public sector organizations will remain focused on providing the services and infrastructure that people depend on to build a good life. Public sector organizations will continue to support Government in delivering results that matter to British Columbians including helping people with costs, attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy. Public sector organizations will also continue to work closely with Government as it works collaboratively with Indigenous Peoples to implement the Action Plan for the Declaration on the Rights of Indigenous Peoples Act and delivers initiatives that advance reconciliation in ways that make a difference in communities throughout the province.

This 2024/25 service plan outlines how BC Assessment will support the government's priorities and selected action items identified in the most recent [BC Assessment's Mandate Letter](#).

BC Assessment continues its assessment mandate while enhancing our focus on our products, relationships and service delivery with the province, local governments, Indigenous Nations and property owner customers. The next three years will see continued support for provincial government priorities and policy development through use of BC Assessment expertise and data, including pursuit of the direction contained in the most recent [BC Assessment Mandate Letter](#).

## Purpose of the Organization and Alignment with Government Priorities

BC Assessment is a provincial Crown corporation with the legislated mandate to establish and maintain property assessments that are uniform across British Columbia, in accordance with the Assessment Act. The assessment roll forms the basis for distributing the property tax burden that, provides the foundation for a stable tax base for taxing authorities. While BC Assessment has no direct role in property taxation, it plays an integral and impartial role in the provincial property taxation system by producing high quality and accurate assessment rolls each year for more than two million properties in the province. Property taxes collected by local governments sustain the community services, transportation and utility infrastructure, schools, police and fire services, parks, recreational and cultural services that provide broad public benefits to British Columbians.

BC Assessment works closely with the Ministry of Finance and the province as a trusted advisor as they administer policies in support of their mandate priorities. The organization also continues to support the province through data and property information sharing, and other entities to ensure efficient and effective processes for our customers to access services and information.

## Operating Environment

BC Assessment follows the real estate market in B.C. closely in order to best reflect market value as of the July 1 valuation date for property assessments. Significant public profile on provincial housing costs and affordability means that BC Assessment is continually monitoring market trends and property value shifts to ensure reliable, fair and uniform property assessments.

BC Assessment remains focused on improving products and services in response to changing customer expectations. BC Assessment must also consider financial pressures driven by inflation and interest rates, along with ensuring its workforce has the skills and capabilities required to deliver the assessment roll and associated products each year. BC Assessment proactively manages the workload created by the addition of approximately 20,000 new properties to the assessment roll each year.

To ensure effective use of taxpayer funds while maintaining and improving service delivery, BC Assessment continues to pursue partnerships with Indigenous Nations, local governments, and other public sector entities for information and cost sharing, and continuous improvement initiatives.

BC Assessment has renewed strategic focus on its people, products and relationships in order to ensure a knowledgeable and productive workforce, delivery of relevant and timely products and services, and a collaborative, inclusive approach to fulfilling its mandate.

# Performance Planning

## Goal 1: Produce high quality and accurate assessments

BC Assessment's annual assessment roll provides a vital and widely accepted foundation for property taxation throughout the province.

### Objective 1.1: Produce accurate and uniform assessments

BC Assessment continually enhances and improves its core business practices to ensure assessments are accurate and uniform.

#### Key Strategies

- Enhance data collection and data validation processes for assessment accuracy and uniformity
- Evolve assessment practices and appraisal strategies for optimal use of resources and technology

#### Discussion

BC Assessment relies on internationally recognized standards to ensure assessment roll quality is achieved. BC Assessment will continue to refine the measures contained in future service plans to ensure adopted standards are current with evolving industry standards and technology.

Modernized assessment practices, advanced statistical analytics and modelling are used to enhance data collection and validation as part of the appraisal process. Clear and efficient channels for identifying and resolving issues affecting quality, dedicated appraisal modelling and data maintenance teams, and multi-year data validation plans are in place. The use of machine learning is also being actively explored.

These activities are targeted at maintaining and delivering a high quality and accurate assessment roll across the province, while accounting for uncontrollable factors like market movement, to ensure fair and equitable distribution of property taxes.

### Objective 1.2: Deliver reliable and accepted assessment rolls

BC Assessment leverages advanced statistical analytics and appraisal modelling, using its computer assisted mass appraisal system, AssessBC and appraisal expertise to deliver reliable and accepted assessment rolls that provide stability for local government budgets.

#### Key Strategies

- Optimize the AssessBC system for delivery of assessment services
- Invest in tools and refine products and services to improve access and availability of property information
- Ensure depth of appraisal expertise and specialized knowledge to provide transparency on assessment processes

- Continue to enhance communications which enables property owners to better understand their assessments and related impacts

## Discussion

Assessment roll stability is critical for local governments. Accurate and reliable assessment rolls are foundational tools for managing local government budgets, particularly as the cost of borrowing is directly influenced by the stability of their tax revenue. BC Assessment annually measures the stability of the assessment roll by analyzing the changes to the revised roll after it is completed, which can affect local governments' total property tax base. Minimal changes indicate a stable, dependable assessment roll.

The introduction of the AssessBC system in 2022 and ongoing development of BC Assessment's online customer portal are essential to providing enhanced and accessible assessment services, which improve transparency about the assessment process and further supports assessment acceptance.

## Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.1 a) Assessment to Sales Ratio				
- Residential	97.8%	97 – 100%	97 – 100%	97 – 100%
- Strata-Residential	97.9%	97 – 100%	97 – 100%	97 – 100%
- Non-Residential	95.9%	95 – 100%	95 – 100%	95 – 100%
1.1 b) Coefficient of Dispersion				
- Residential Urban	8.0%	5.0 – 10.0%	5.0 – 10.0%	5.0 – 10.0%
- Strata Residential Urban	5.5%	5.0 – 10.0%	5.0 – 10.0%	5.0 – 10.0%
- Residential Rural	12.1%	5.0 – 15.0%	5.0 – 15.0%	5.0 – 15.0%
- Strata Residential Rural	6.6%	5.0 – 15.0%	5.0 – 15.0%	5.0 – 15.0%
- Non-Residential	9.5%	5.0 – 15.0%	5.0 – 15.0%	5.0 – 15.0%
1.1. c) Price Related Bias				
- Residential	0.0%	-5.0 – 5.0%	-5.0 – 5.0%	-5.0 – 5.0%
- Strata Residential	-0.9%	-5.0 – 5.0%	-5.0 – 5.0%	-5.0 – 5.0%
- Non-Residential	0.0%	-5.0 – 5.0%	-5.0 – 5.0%	-5.0 – 5.0%
1.2 a) Assessment Roll Stability <sup>1</sup>	99.88%	≥ 99.78%	≥ 99.78%	≥ 99.78%
1.2 b) Assessments Accepted without Appeal <sup>2</sup>	N/A	≥ 98.0%	≥ 98.0%	≥ 98.0%

Data source: Internal property information database.

<sup>1</sup>2023/24 Forecast is the actual changes in taxes collected as a result of supplementary rolls issued between May 1, 2022 and December 31, 2023.

<sup>2</sup>2023 Revised Roll assessment acceptance without appeal.



## Discussion

BC Assessment has a well-established performance measurement system to monitor roll quality and accuracy through a suite of measures. BC Assessment uses roll quality measures to assess the accuracy and uniformity of the assessment roll, and to identify areas for improvement in data quality and processes. These roll quality measures include Assessment to Sales Ratio (ASR), Coefficient of Dispersion (COD), and Price Related Bias (PRB). BC Assessment also uses Assessment Roll Stability and Assessments Accepted without Appeal to measure its performance in delivering high quality and accurate assessment rolls.

The median ASR is a common roll quality measure used by the International Association of Assessing Officers (IAAO). The median ASR measures how closely assessments mirror a property's actual selling price, tracking assessment accuracy in a market based property assessment system. The closer the result is to 100 percent, the more accurate the assessment. 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 \$972,000 and it sold for \$1,000,000, the ASR would be 97.2 percent. The IAAO's standard for a median ASR is 90–110 per cent. BC Assessment targets a higher level of accuracy, striving for a median of 97–100 per cent for residential properties and 95–100 per cent for non-residential properties.

BC Assessment measures the COD for residential properties located in both urban and rural areas, according to internationally recognized standards. The COD measures appraisal uniformity by calculating the dispersion of all ASRs around the median ASR. The COD is calculated by adding the differences between each ASR in the group and the median ASR, then, determining the average difference. A more uniform and accurate portfolio of assessments is indicated by a lower COD percentage. BC Assessment has matched the IAAO standards for the COD on single-family residential properties at a 5–10 per cent range for homogeneous (urban) regions, a 5–15 per cent range for heterogeneous (rural) regions, and 5–15 per cent for non-residential properties. A broader range is targeted for rural regions, due to fewer comparable market references and potentially wider ranges of purchase price for any given property.

The PRB is a measure that shows whether the assessment-to-sales price ratios are systematically higher, lower or steady as property values increase. The PRB measures the percentage relationship between property values and assessment ratios, indicating by what percentage assessment levels change whenever property values are doubled (or halved), ensuring that both low and high-valued properties are being assessed equitably. Assessments are regressive if high-value properties are under-appraised relative to low-value properties, and progressive if high-value properties are over-appraised. A good quality assessment roll is neither regressive nor progressive, because value inequities lead to property tax inequities.

Each year, property statuses can change, data errors are corrected, and new properties are developed. The assessment roll is also subject to supplementary changes made after an appeal to the Property Assessment Review Panel (PARP) and/or the Property Assessment Appeal Board (PAAB). Property owners are encouraged to contact BC Assessment following the receipt of their assessment notice in January if they have concerns or questions.

Assessment Roll Stability estimates the amount of taxes collected or refunded by taxing jurisdictions that did not change in general taxable value for a period of 20 months after the Revised Roll is completed. This encompasses changes resulting from the PAAB process by way of Supplementary Assessments. A high estimate indicates a stable high quality assessment roll.

The 2023/24 actual measures the 2022 Assessment Roll Stability by estimating the changes in taxes collected as a result of supplementary rolls issued between May 1, 2022, and December 31, 2023. The targets were determined based on analysis of historical data for taxes collected or refunded.

The performance measure “Assessments Accepted without Appeal” reflects the public acceptance rate for a completed assessment roll. BC Assessment interprets the high acceptance of assessments by residential and non-residential property owner customers as validation of the quality, accuracy and uniformity of assessments.

The 2023/24 actual results (for the 2024 Assessment Roll) will be available in April 2024. Assessment data quality and accessibility have improved in recent years as demonstrated through the number of formal complaints registered, which has represented consistently under two per cent of assessed properties. BC Assessment has kept the target constant, as it represents a balance between delivering a high-quality assessment roll and managing available resources.

## **Goal 2: Trusted and valued by customers and partners**

This goal reflects that BC Assessment’s property information is used for more than property assessments and the importance of mutually beneficial relationships with our broad group of customers and partners.

### **Objective 2.1: Ensure positive customer and partner interactions**

This objective promotes strong relationships and sharing high quality property information that our customers and partners can rely on as we work closely with them to identify opportunities for enhancements.

#### **Key Strategies**

- Elevate our approach to stakeholder engagement and expand outreach with customers and partners through consultation
- Improve understanding and proactive response to evolving customer and partner needs
- Collaborate with partners to improve assessment review and appeal processes
- Increase trust and confidence in the assessment system with targeted and timely communications

## Discussion

The quality of BC Assessment's relationships with local governments, Indigenous Nations and the provincial government are fundamental to our collective success. Staff interact with customers and partners daily by providing information and answering inquiries. Enhanced staff inquiry training, and real-time review of calls by supervisors will increase first call resolution and provide improved customer service delivery. These interactions are tracked and customer feedback is solicited to help understand how BC Assessment is doing and how we can enhance customer experience.

BC Assessment will enhance tools to identify comparable properties and streamline the use of property identifiers to improve response and access to information.

BC Assessment will modernize Service Commitments, in collaboration with local government and Indigenous Nation customers, to set service levels valued by taxing authorities.

## Objective 2.2: Improve access to assessment information with enhanced digital capabilities

Assessment information is a key component of what BC Assessment's customers and partners expect from the organization. BC Assessment is always striving to enhance the quality of that information and the methods in which it is made available.

### Key Strategies

- Enhance online options for property owners to access and manage their own property information
- Strengthen partnerships and advance opportunities for information exchange and other mutual benefits

## Discussion

BC Assessment continually enhances the number and depth of its assessment products, information and services to meet or exceed customer and partner expectations. This includes website customer portal enhancements that provide greater functionality and access to information to support assessment, taxation, and real estate decisions. This includes piloting the ability for verified property owners to access a digital assessment notice for certain properties.

Progress towards this goal is measured using the Customer Satisfaction Index.

BC Assessment will explore improved data governance, which will support work to engage and respond to stakeholder groups, particularly those who rely on property information to support community planning and services.

## Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
Customer Satisfaction Index – Property Owners (Employee Interaction)	TBD	73 to 85	73 to 85	73 to 85
Customer Satisfaction Index – Property Owners (Digital Information)	TBD	≥ 65	≥ 65	≥ 65
Customer Satisfaction Index – Taxing Authorities (Employee Interaction)	n/a	≥ 86	n/a	≥ 86
Customer Satisfaction Index – Taxing Authorities (Information, Services and Tools)	n/a	≥ 73	n/a	≥ 73

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

## Discussion

The Customer Satisfaction Index related to employee interaction includes a series of questions enabling BC Assessment to track performance and plan for improvements. Respondents indicate the importance of the services they require, as well as the level of agreement with perceived BC Assessment staff knowledge and access to information. Strong agreement correlates with higher index scores. The index figures are relative with 100 being a perfect score.

BC Assessment's target range of 73 to 85 for property owners, and ≥ 86 for taxing authorities, requires provision of high-quality customer service. The index for property owners is comprised of the combined results for residential and non-residential property owners. The index for taxing authorities is comprised of the combined results for local governments and Indigenous Nations. Property owners are surveyed annually while taxing authorities are surveyed every two years, at their request.

BC Assessment's strategic direction includes improving access to self-serve assessment information and ensuring customer and partner understanding and awareness of its processes, products, and services. The indices for property owners and taxing authorities measure organizational performance and confidence in support of this goal.

## Goal 3: Meaningful Partnerships and Reconciliation with Indigenous Nations

This goal demonstrates BC Assessment's commitment towards lasting and meaningful Reconciliation by supporting Indigenous Nations and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act*.

### Objective 3.1: Supporting Treaty First Nations', the Nisga'a Nation and Sechelt Indian Self Government District property taxation

BC Assessment provides assessment services to all seven Treaty First Nations, the Nisga'a Nation and Sechelt Indian Self Government District in the province in support of property taxation on Treaty Lands, Nisga'a Lands and Sechelt Lands.

#### Key Strategies

- Expand and enhance property assessment services for B.C.'s Indigenous Nations
- Continue to share knowledge and support partnerships with institutions involved in Indigenous taxation

#### Discussion

As part of the B.C. provincial government's work to create true and lasting reconciliation with Indigenous peoples, BC Assessment is strongly committed to supporting a renewed relationship with Indigenous peoples based on recognition of rights, respect, co-operation and partnership.

BC Assessment actively works with the seven Treaty First Nations, the Nisga'a Nation and the Sechelt Indian Self Government District in the creation of taxable assessment rolls, which is a necessary and foundational component in establishing a stable tax base and administering effective and efficient property taxation in their communities.

### Objective 3.2: Supporting Indigenous Nations' ability to establish and sustain self-taxation on reserve lands

BC Assessment provides assessment services, upon request, to Indigenous Nations across the province in support of independent taxation of real property on reserve lands under the *First Nations Fiscal Management Act*, or the *Indian Act*.

#### Key Strategies

- Expand and enhance property assessment services for B.C.'s Indigenous Nations
- Continue to share knowledge and support partnerships with institutions involved in Indigenous taxation

#### Discussion

As part of the B.C. provincial government's work to create true and lasting reconciliation with Indigenous peoples, BC Assessment is strongly committed to supporting a renewed

relationship with Indigenous peoples based on recognition of rights, respect, co-operation and partnership.

BC Assessment actively works with Indigenous Nations in the creation of taxable assessment rolls, which is a necessary and foundational component in establishing a stable tax base and administering effective and efficient property taxation in their communities.

In providing property assessments to Indigenous Nations throughout B.C., BC Assessment works closely with the [First Nations Tax Commission \(FNTC\)](#). In 2020, BC Assessment and the FNTC entered into a Memorandum of Understanding to commit to work together to support Indigenous property assessment and taxation in the coming years. The number of Nations that use BC Assessment as their assessment partner has been growing steadily over the past few years and is a testament to the good relationships and quality of services provided to these Nations in independent taxation.

## Performance Measures

Performance Measure	2023/24 Baseline	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3.1 Number of Treaty First Nations, Nisga'a Nation and Sechelt Indian Self Government District for which BC Assessment provides Assessment Services	9	9	Maintain	Maintain	Maintain
3.2 Number of Indigenous Nations on reserve lands for which BC Assessment provides assessment services	91	91	Maintain	Maintain	Maintain

Data source: Internal property information

## Discussion

BC Assessment will continue to strengthen relationships with all of the Indigenous Nations customer groups they serve. The numbers above represent the count of Indigenous Nation customer groups, for which BC Assessment provides assessment services. The decision to become independently taxing and the need for an assessment service provider is made by each indigenous community. BC Assessment supports these communities in their decision making process with the offer of technical expertise and advice.

# Financial Plan

## Financial Summary

(\$000) <sup>1</sup>	2023/24 Forecast	2024/25 Budget <sup>2</sup>	2025/26 Plan <sup>2</sup>	2026/27 Plan <sup>2</sup>
<b>Total Revenue</b>				
Tax Levies	114,206	115,806	117,506	119,206
Other Revenue	7,465	6,438	6,258	6,178
<b>Total Revenue</b>	<b>121,671</b>	<b>122,244</b>	<b>123,764</b>	<b>125,384</b>
<b>Total Expenses</b>				
Employee Expenses	78,951	77,655	76,267	76,343
Other Operating Expenses	35,099	36,940	38,748	39,082
Amortization	7,621	7,649	8,749	9,959
<b>Total Expenses</b>	<b>121,671</b>	<b>122,244</b>	<b>123,764</b>	<b>125,384</b>
<b>Annual Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Debt [even if zero]</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Liabilities<sup>3</sup></b>	<b>23,425</b>	<b>24,367</b>	<b>24,303</b>	<b>24,646</b>
<b>Accumulated Surplus<sup>3</sup></b>	<b>59,210</b>	<b>60,354</b>	<b>60,354</b>	<b>60,354</b>
<b>Capital Expenditures</b>	<b>7,089</b>	<b>8,657</b>	<b>8,442</b>	<b>7,772</b>

**Notes:**

1. Financial information for all years was prepared based on Public Sector Accounting Standards (PSAS).
2. Estimates for tax levy rate increases have not been included in the 2024/25 – 2026/27 figures.
3. Figures are based on the 2024/25 – 2026/27 budget and financial plan.

## Key Forecast Assumptions, Risks and Sensitivities

Estimates for tax levy increases and unconfirmed funding for future cost pressures have not been included in the Financial Outlook. Annual increase in revenue is mostly related to the projected increase in the number of properties from new development. Key risks and uncertainties affecting BC Assessment's financial outlook include the ability to increase levy rates to cover uncontrollable cost changes, changes to data access revenues, changes in future PARP and PAAB processes and costs, wage and benefit increases, and changes in interest and inflation rates.

Employee expenses represent approximately 64% of BC Assessment's total operating budget. In October 2022, BC Assessment ratified a new three-year collective agreement with the Canadian Union of Public Employees (CUPE) Local 1767 in accordance with the Shared Recovery Mandate set by the Province of BC. The new collective agreement includes significant

wage protection against inflation, as well as other improvements to occupational health and safety.

At the time of writing the 2024/25 - 2026/27 Service Plan, funding for cost pressures is pending approval by the Ministry of Finance and is not reflected in forward-looking budget and plan figures. Approval will be known by the end of March 2024, at which time, the Financial Outlook will be revised accordingly.

## **Management's Perspective on Financial Outlook**

BC Assessment does not receive grants or government transfers for operating, capital, and working capital purposes. The primary source of revenue is a tax levy collected from each taxable property, which is budgeted to provide approximately \$115.8 million in 2024/25 calculated using 2023/24 average levy paid. In addition, BC Assessment receives approximately 5.6 percent of its revenue from a number of other sources, including property assessment service contracts with Indigenous communities, payments in lieu of taxes, data access services and investment income.

Tax levy rates require approval by provincial cabinet by March of each year, at which time the tax levy revenue and operating expense figures for 2024/25 - 2026/27 will be revised. The tax levy is a component of the property taxes paid by property owners to the taxing authorities, which in turn remit the tax levy collected to BC Assessment. BC Assessment collects its revenues from taxing authorities in July/August of each year. BC Assessment borrows funds from the provincial government to finance operations and capital expenditures during the first half of the calendar year and repays its debt in full by August of each year.

BC Assessment manages the increasing financial pressures resulting from folio growth, continuous improvement of customer service levels, wage and inflationary pressures in part by leveraging technology to enable optimization of assessment methods and business processes.



## Appendix: Mandate Letter from the Minister Responsible



Date: June 14, 2023

Kathleen (Ruth) Wittenberg  
Chair, Board of Directors  
BC Assessment  
400 – 3450 Uptown Boulevard  
Victoria, BC V8Z 0B9

Dear Ms. Wittenberg:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations – including Crowns, Health Authorities and Post Secondary Institution Boards – support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home – in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for BC Assessment, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well as ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.

In addition to continuing to make progress on your [2021 mandate letter](#), I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and develop plans to address the following new priorities within your approved budget:

- In cooperation with the Ministry of Finance, BC Assessment will endeavor to collect and refine data that is necessary to better support government's strategic policy development and evaluation of existing programs.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by summer 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Katrine Conroy  
Minister of Finance and Minister responsible for the Columbia Basin Trust, Columbia Power Corporation, and the Columbia River Treaty  
June 14, 2023

cc: Honourable David Eby, KC  
Premier

Shannon Salter  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Mary Sue Maloughney  
Associate Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Victoria Chan  
Director  
BC Assessment

John D. Crawford  
Director  
BC Assessment

Jill Davidson  
Director  
BC Assessment

Susan Gimse  
Director  
BC Assessment

Nicole Halbauer  
Director  
BC Assessment

David HighField  
Director  
BC Assessment

Karen Hoffmann  
Director  
BC Assessment

Robert K. Lapham  
Director  
BC Assessment

Richard Rainey  
Director  
BC Assessment

Amarjeet S. Rattan  
Director  
BC Assessment

Jason Grant  
President and Chief Executive Officer  
BC Assessment



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Kathleen (Ruth) Wittenberg  
Chair, BC Assessment  
Date: June 20 2023



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Victoria Chan  
Director, BC Assessment  
Date: June 22, 2023



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John D. Crawford  
Director, BC Assessment  
Date: June 22, 2023



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Jill Davidson  
Director, BC Assessment  
Date: June 20 2023



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Susan Gimse  
Director, BC Assessment  
Date: June 20 2023



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Amarjeet S. Rattan  
Director, BC Assessment  
Date: June 21, 2023



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Nicole Halbauer  
Director, BC Assessment  
Date: June 22, 2023



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David Highfield  
Director, BC Assessment  
Date: June 20 2023



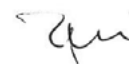
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Karen Hoffmann  
Director, BC Assessment  
Date: June 21, 2023



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Robert K. Lapham  
Director, BC Assessment  
Date: June 22, 2023



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Richard Rainey  
Director, BC Assessment  
Date: June 20 2023