METRO VANCOUVER REGIONAL DISTRICT
MAYORS COMMITTEE

REGULAR MEETING

Friday, October 9, 2020
1:00 p.m.
28th Floor Boardroom, 4730 Kingsway, Burnaby, British Columbia

REVISED AGENDA¹

1. ADOPTION OF THE AGENDA

1.1 October 9, 2020 Regular Meeting Agenda
That the Mayors Committee adopt the agenda for its regular meeting scheduled for
October 9, 2020 as circulated.

2. ADOPTION OF THE MINUTES

2.1 July 5, 2019 Regular Meeting Minutes
That the Mayors Committee adopt the minutes of its regular meeting held July 5, 2019 as circulated.

3. DELEGATIONS

4. INVITED PRESENTATIONS

4.1 Juli Halliwell, Chief Administrative Officer, Village of Anmore, IPREM Local Co-Chair;
Clarence Lai, Director, Partnerships; and, Miranda Myles, Senior Project Manager,
IPREM
Subject: IPREM COVID-19 Regional After Action Review

5. REPORTS FROM COMMITTEE OR STAFF

5.1 Municipal Finance Reform
That the Mayors Committee receive for information the report dated September 30,
2020, titled “Municipal Finance Reform”.

¹ Note: Recommendation is shown under each item, where applicable.
On Table 5.2 Tax Collection Experience
Verbal Update
Designated Speaker: Jerry W. Dobrovolny, Commissioner/Chief Administrative Officer

6. INFORMATION ITEMS

7. OTHER BUSINESS

8. BUSINESS ARISING FROM DELEGATIONS

9. RESOLUTION TO CLOSE MEETING
Note: The Committee must state by resolution the basis under section 90 of the Community Charter on which the meeting is being closed. If a member wishes to add an item, the basis must be included below.

That the Mayors Committee close its regular meeting scheduled for October 9, 2020 pursuant to the Community Charter provisions, Section 90 (1) (c) as follows:
“90 (1) A part of the meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:
(c) labour relations or other employee relations.”

10. ADJOURNMENT/CONCLUSION
That the Mayors Committee adjourn/conclude its regular meeting of October 9, 2020.

Membership:
Stewart, Kennedy (C) - Vancouver  Coté, Jonathan - New Westminster  McLaughlin, Ron - Lions Bay
McCallum, Doug (VC) - Surrey  Dingwall, Bill - Pitt Meadows  Morden, Mike - Maple Ridge
Ander, Gary - Bowen Island  Froese, Jack - Langley Township  Stewart, Richard - Coquitlam
Baird, Ken - Tsawwassen First Nation  Harvie, George - Delta  Vagramov, Rob - Port Moody
Belenkie, Neil - Belcarra  Hurley, Mike - Burnaby  van den Broek, Val - Langley City
Booth, Mary-Ann - West Vancouver  Little, Mike - North Vancouver District  Walker, Darryl - White Rock
Brodie, Malcolm - Richmond  McCutcheon, Jen - Electoral Area A  West, Brad - Port Coquitlam
Buchanan, Linda - North Vancouver City  McEwen, John - Anmore
METRO VANCOUVER REGIONAL DISTRICT
MAYORS COMMITTEE

Minutes of the Regular Meeting of the Metro Vancouver Regional District (MVRD) Mayors Committee held at 1:02 p.m. on Friday, July 5, 2019 in the 28th Floor Boardroom, 4730 Kingsway, Burnaby, British Columbia.

MEMBERS PRESENT:
Chair, Mayor Kennedy Stewart, Vancouver
Vice Chair, Mayor Doug McCallum, Surrey (arrived at 1:16 p.m.)
Chief Ken Baird, Tsawwassen
Mayor Neil Belenkie, Belcarra
Mayor Malcolm Brodie, Richmond
Mayor Jonathan Coté, New Westminster
Mayor Bill Dingwall, Pitt Meadows
Mayor Mike Hurley, Burnaby
Director Jen McCutcheon, Electoral Area A
Mayor John McEwen, Anmore
Mayor Ron McLaughlin, Lions Bay
Mayor Mike Morden, Maple Ridge
Mayor Richard Stewart, Coquitlam (arrived at 1:05 p.m.)
Mayor Darryl Walker, White Rock
Mayor Brad West, Port Coquitlam

MEMBERS ABSENT:
Mayor Gary Ander, Bowen Island
Mayor Mary-Ann Booth, West Vancouver
Mayor Linda Buchanan, North Vancouver City
Mayor Jack Froese, Langley Township
Mayor George Harvie, Delta
Mayor Mike Little, North Vancouver District
Mayor Rob Vagramov, Port Moody
Mayor Val van den Broek, Langley City

STAFF PRESENT:
Carol Mason, Chief Administrative Officer
Genevieve Lanz, Legislative Services Coordinator, Board and Information Services
1. ADOPTION OF THE AGENDA

1.1 July 5, 2019 Regular Meeting Agenda

It was MOVED and SECONDED
That the Mayors Committee adopt the agenda for its regular meeting scheduled for July 5, 2019 as circulated.

CARRIED

2. ADOPTION OF THE MINUTES

2.1 March 8, 2019 Regular Meeting Minutes

It was MOVED and SECONDED
That the Mayors Committee adopt the minutes of its regular meeting held March 8, 2019 as circulated.

CARRIED

3. DELEGATIONS

No items presented.

4. INVITED PRESENTATIONS

4.1 Steve Litke, Senior Program Manager, Fraser Basin Council and Samantha Maki, Director, Engineering and Operations, City of Pitt Meadows

Steve Litke, Senior Program Manager, Fraser Basin Council and Samantha Maki, Director, Engineering and Operations, City of Pitt Meadows, provided members with a presentation on regional flood management, highlighting the results of the vulnerability assessment, coordination of flood response and management, strategy phases and funding, and governance structure.

In response to questions, members were informed of the legislative authority for dike and storm water management.

1:05 p.m. Mayor R. Stewart arrived at the meeting.
1:16 p.m. Vice Chair McCallum arrived at the meeting.

Presentation material titled “A Collaborative Regional Flood Management Strategy” is retained with the July 5, 2019 Mayors Committee agenda.

It was MOVED and SECONDED
That the MVRD Board:

a) endorse a collaborative approach for the Fraser Basin Council’s Lower Mainland Flood Management Strategy between all levels of government in the lower mainland and request that the Fraser Basin Council share the Flood
Management Strategy with the Integrated Partnership for Regional Emergency Management (IPREM); and
b) refer the strategy to Metro Vancouver staff to review Metro Vancouver’s potential role under the Lower Mainland Flood Management Strategy.

Distinct Propositions
At the request of Mayor R. Stewart, the motion was considered in distinct propositions.

Proposition a) was before the Committee.
Question was then called on Proposition a) and it was

CARRIED

Proposition b) was before the Committee.
Question was then called on Proposition b) and it was

CARRIED

Mayor McCallum voted in the negative.

5. REPORTS FROM COMMITTEE OR STAFF
No items presented.

6. INFORMATION ITEMS
No items presented.

7. OTHER BUSINESS
No items presented.

8. BUSINESS ARISING FROM DELEGATIONS
No items presented.

9. RESOLUTION TO CLOSE MEETING

It was MOVED and SECONDED
That the Mayors Committee close its regular meeting scheduled for July 5, 2019 pursuant to the Community Charter provisions, Section 90 (1)(c) and (k), and 90(2)(b) as follows:

“90 (1) A part of the meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:
(c) labour relations or other employee relations; and
(k) negotiations and related discussions respecting the proposed provision of a regional district service that are at their preliminary stages and that, in the view of the board or committee, could reasonably be expected to harm the interests of the regional district if they were held in public; and

90 (2) A part of a meeting must be closed to the public if the subject matter being considered relates to one or more of the following:
(b) the consideration of information received and held in confidence relating to negotiations between the regional district and a provincial government or the federal government or both and a third party.”

CARRIED

10. ADJOURNMENT/CONCLUSION

It was MOVED and SECONDED That the Mayors Committee adjourn its regular meeting of July 5, 2019.

CARRIED

(Time: 1:37 p.m.)

Genevieve Lanz,
Legislative Services Coordinator

Kennedy Stewart, Chair
To: Metro Vancouver Mayors Committee
From: Juli Halliwell, Chief Administrative Officer, Village of Anmore, IPREM Local Co-Chair
Date: September 24, 2020
Meeting Date: October 9, 2020
Subject: IPREM COVID-19 Regional After Action Review

EXECUTIVE SUMMARY
The Integrated Partnership for Regional Emergency Management (IPREM) has a commitment to provide updates to the Metro Vancouver Mayors Committee as articulated in the committee’s Terms of Reference. IPREM is an intergovernmental partnership between the BC Government (the Province) and the Metro Vancouver Regional District, on behalf of its member jurisdictions to lead and coordinate regional emergency management planning initiatives within the Metro Vancouver region.

COVID-19 has resulted in unprecedented impacts across all levels of government and stakeholder organizations in the region. IPREM has committed to undertake a phased regional after action review to strengthen regional collaboration and capture the region’s experiences during each wave and phase of the pandemic in the absence of another organization undertaking a regional review. Recognizing the prolonged nature of the pandemic, IPREM’s phased approach will result in a series of interim reports and a final report once the pandemic is declared over in BC. Many successes and opportunities for improvement have been identified to date. These will be shared by IPREM with the provincial government to inform the modernization of BC’s emergency management legislation and inform future continuous improvements for emergency management.

PURPOSE
To share learnings and experiences from wave 1 of the COVID-19 pandemic, to strengthen regional collaboration for emergency management with the Metro Vancouver Mayor’s Committee.

BACKGROUND
IPREM is an intergovernmental partnership working to improve emergency management across all levels of government in the Metro Vancouver region. It was established in April 2009 with support from local, regional and provincial governments. A Memorandum of Understanding was signed by the BC Minister of Public Safety and Solicitor General (responsible for the BC Emergency Program Act) and the Chair of the Metro Vancouver Regional District Board, to formalize IPREM as a jointly funded partnership between the Province and Metro Vancouver Regional District on behalf of its 21 member municipalities, one Treaty First Nation and one electoral area. IPREM publishes annual reports highlighting project work and progress toward its current strategic plan.

IPREM 2019 ACCOMPLISHMENTS
Highlights from the IPREM 2019 Annual Report include:
- 70% of key performance indicators were completed.
- Five regional engagement workshops and exercises were carried out in support of IPREM projects, which collectively engaged more than 54 different organizations.
• 95% of local government from the region engaged in the development and progress of IPREM projects by attending at least one of IPREM’s five regional workshops and exercises.

• Progress was made on all 2019 initiatives, including:
  o Developed the Regional Natural Gas Shortfall Framework to support regional coordination in response to a potential natural gas shortfall affecting the Metro Vancouver region.
  o Supported and elevated disaster debris management planning with local and provincial government; 91% of local government in the Metro Vancouver region have completed disaster debris management plans.
  o Conducted a regional exercise to validate local disaster debris management plans and strengthen regional public communication and the regional decision-making model – this was the largest exercise, in terms of number of attendees and complexity, that IPREM has led to date.
  o Collaborated with the Metro Vancouver Regional Engineering Advisory Committee’s Water Sub-Committee to conduct a regional forum to create awareness of and clarify roles and responsibilities associated with the Regional Temporary Provision of Drinking Water Guideline.

IPREM COVID-19 REGIONAL AFTER ACTION REVIEW (RAAR)

On March 17, 2020, the BC Provincial Health Officer declared a public health emergency in response to COVID-19, which has resulted in unprecedented impacts across all levels of government and stakeholder organizations in the region. Local government and Indigenous communities in the region activated their local or sub-regional emergency operations centres (EOCs) in response to the pandemic and many continue to be active in monitoring and planning for a second/fall wave. Throughout the pandemic, the region has leveraged existing sector and peer to peer relationships and committees to exchange information, even in the absence of a regional lead entity.

Recognizing the prolonged nature of the pandemic, IPREM has committed to undertake a phased regional after action review (RAAR) to strengthen regional collaboration and capture the region’s experiences during each phase of the pandemic. This work aligns with the role of IPREM to support regional emergency management gaps that are cross jurisdictional and where there is not a lead or responsible entity; there is no other entity working on a regional COVID-19 after action review. IPREM’s RAAR does not replace individual organizations undertaking their own reviews.

The phased RAAR approach will result in a series of interim reports that will be aligned to the phases of the BC Restart Plan. A final report will be issued when the declaration of a state of emergency made under the BC Emergency Program Act has been rescinded and a significant decrease in transmission, the development of a vaccine or another development that concludes the pandemic in BC.

Regional Highlights From COVID-19 Phase 1

To date, IPREM has conducted a survey and engagement sessions with emergency management practitioners from communities (local government and Indigenous communities) in the Metro Vancouver region and Emergency Management BC’s South West Regional Office response staff. The focus has been on the response to COVID-19 from January 25 to May 18, 2020, coinciding with Phase 1 of BC’s Restart Plan. The Metro Vancouver Regional Administrators Advisory Committee was
provided a briefing of the highlights of the sessions and the opportunity to provide feedback on July 23 and September 17, 2020.

The learnings and experiences IPREM collected during the engagement sessions include some actions that can be addressed immediately, prior to the second/fall wave of the pandemic, such as linking committees with relevant sectors. Other actions may require senior official discussion outside of the emergency response structures and will need to be prioritized once the pandemic has concluded, such as revisions to the Provincial Pandemic Coordination Plan. The learnings will require collective efforts and commitment by all levels of governments and sectors to support continuous improvements to strengthen regional collaboration during and after the pandemic.

Highlights of what has been conveyed to IPREM about phase 1 include the following:
1. the ability of organizations in the region to be flexible and pivot quickly to address urgent and emerging issues;
2. momentum gained in emergency preparedness and business continuity by the business sector and the public;
3. the value of regional collaboration and integration was demonstrated and a strong desire for enhanced regional collaboration and information sharing during emergency response has been expressed by several sectors in the region;
4. many learnings and experiences were gained for the region to build from and improve on for future waves of COVID-19 and future emergency events that could impact the region;
5. clarify the role and responsibilities of local government to support health authorities and health initiatives during a pandemic;
6. clarify provincial government processes for working with local government on financial reimbursement, public messaging and issuing, providing interpretation and enforcing orders;
7. continue to enhance collaborative, information sharing process between sectors in the region during response;
8. considerations for integrating emergency operations and regular day-to-day organizational decision-making processes, including utilizing IPREM’s process to bring senior officials from local and provincial governments together to collaborate to address extraordinary regional emergency management issues;
9. coordinate on and prioritize equity, information accessibility and people experiencing vulnerability in emergency planning and response; and
10. improve provincial government and regional processes for accessing critical supplies to support the continuation of essential services and the safety of critical workers and the public.

**IPREM’s Next Steps**

IPREM will continue to primarily engage with emergency management practitioners and support other sectors as needed to capture learnings on restart, recovery and subsequent waves as COVID-19 progresses. Additionally, IPREM will:
- share the learnings and experiences captured to date with the Province to inform the modernization BC’s emergency management legislation;
- work with the region to document where information is communicated across the region to identify how different sectors are interconnected with each other; and
- review the role of IPREM to support horizontal integration within in the region and vertical with the Province for COVID-19.
CONCLUSION
Due to the long-term nature of COVID-19, IPREM has developed a phased approach for a regional after action review to gather learnings and experiences to strengthen regional collaboration. The phased regional after action review approach will result in a series of interim reports that will be aligned to the phases of the BC Restart Plan. A final report will be issued when the declaration of a state of emergency made under the BC Emergency Program Act has been rescinded and a significant decrease in transmission, the development of a vaccine or another development that concludes the pandemic in BC. The actions needed to address the observations and highlights from the regional after action review will require commitments from all levels of government and different sectors to be addressed and to strengthen regional collaboration. The findings will also be shared with the Province to inform the modernization of BC’s emergency management legislation.

Attachments:
1. “IPREM 2019 Annual Report” (March 10, 2020)
2. “IPREM COVID-19 Regional After Action Review” presentation (September 18, 2020)

References:
1. IPREM Report and Presentation to MV Mayors Committee (March 8, 2019)
Integrated Partnership for Regional Emergency Management in Metro Vancouver

The Integrated Partnership for Regional Emergency Management (IPREM) is an inter-governmental partnership established in April 2009 through a Memorandum of Understanding between the Province of British Columbia and the Metro Vancouver Regional District (MVRD) on behalf of 21 member municipalities, one Treaty First Nation, and one electoral area to enhance regional emergency management by providing regional planning on priority emergency management activities.

**Vision**
*A Disaster Resilient Region*

**Mission**
In collaboration with all levels of government and key stakeholders, lead the integration of planning for emergency management across the region to serve the greater public interest.

**Priorities**
A) Coordinating and integrating regional emergency management planning priorities;  
B) Strengthening the region’s emergency management capacity and capability; and  
C) Strengthening IPREM’s organizational capacity and capability.

FOR MORE INFORMATION ON IPREM CONTACT: info@iprem.ca
Integrated Partnership for Regional Emergency Management in Metro Vancouver

We are pleased to present the 2019 IPREM Annual Report. This report is an important communication tool to share IPREM’s accomplishments in 2019 with our partners and regional stakeholders.

In 2019, we saw several key activities come to fruition through extensive planning and engagement. One such project involved working closely with practitioners from emergency management, engineering and health to deliver a regional forum on the temporary provision of drinking water in the Metro Vancouver region. Another included engaging all levels of government, the business sector and non-governmental organizations in a workshop focused on economic recovery.

2019 also saw the highest attendance and largest IPREM-led exercise to date. The exercise, held as part of the 2018-2021 Regional Exercise Program, occurred over two days and focused on disaster debris management and public communication and tested the regional decision-making model with local government Chief Administrative Officers and executive and senior leadership from the provincial government. IPREM is pleased to continue to strengthen emergency management capacity in the region through exercises.

Due to the rupture of an Enbridge-owned natural gas transmission pipeline on October 9, 2018, IPREM developed a Regional Natural Gas Shortfall Framework to address a potential natural gas shortfall between November 2018 and March 2019. This was beyond the typical scope of IPREM, as a planning entity focused on the preparedness phase of emergency management. In this case, IPREM was asked to step in to address an urgent need for regional coordination in response to the emergency, which has led to continued collaboration between local and provincial government to address concerns that a similar event could occur again in the region.

Throughout 2019, IPREM continued to keep apprised of emerging trends and priority regional emergency management planning needs, a challenging process, but one that is critical to identify the scope and focus of regional work in the development of our annual work plans. A five-year financial planning policy and the 2020-2024 Financial Plan were adopted as part of a continued commitment to organizational transparency and effectiveness.

Late in the year, the provincial government initiated consultations to modernize the BC Emergency Program Act and released a discussion paper highlighting proposed policy shifts. IPREM has a unique perspective and initiated engagement to formulate a submission for early 2020, in addition to the examples and experience already provided to provincial government through the participation and engagement in the partnership since the establishment of IPREM in 2009.

We’d like to thank everyone that contributed to IPREM in 2019. Reflecting on the past year, the value of IPREM’s understanding of the region, relationships established and the commitment of our partners to work together was showcased during the natural gas shortfall event, as IPREM was quickly transitioned from planning to response to support the region. We continue to be impressed and grateful for the dedication of our partners and stakeholders, without which we would not have made such progress toward our vision for a disaster resilient Metro Vancouver region.
2019 Highlights

- Met 70% of targeted key performance indicators.
- Delivered 5 regional engagements which collectively engaged 54+ organizations, including all levels of government and stakeholders, in regional emergency management initiatives.
- 95% of local government in the region participated in one or more of the five engagement events IPREM conducted. 87% participated in two or more.
- Developed the Regional Natural Gas Shortfall Framework to support regional coordination in response to a potential natural gas shortfall in the Metro Vancouver region.
- Supported and elevated disaster debris management planning with local and provincial government; 8 municipal and 3 sub-regional plans have been completed in the Metro Vancouver region.
- Held the largest IPREM-led regional exercise to-date, to validate local disaster debris management plans, and strengthen regional public communication and the regional decision making model.
- Collaborated with the Metro Vancouver Regional Engineers Advisory Committee’s Water Sub-Committee to conduct a regional forum to enhance the Regional Temporary Provision of Drinking Water Guideline.
- Enhanced knowledge and awareness of economic recovery in the region and contributed to the development of a draft Regional Resilience Recovery Framework.
Goal 1

Regional emergency management plans, programs and processes are coordinated and integrated to address priority planning needs

Strategy 1.1: Continue to identify, assess and prioritize current and emerging regional emergency management planning needs

Key Activities

Activities within this strategy are focused on understanding and monitoring current and changing regional emergency management planning priorities to identify planning needs for IPREM and the region.

a) Assess emerging regional emergency management planning needs, priorities and identify regional priorities.

Results: 2019 Key Performance Indicator

☑ Priority regional emergency management planning needs are reviewed and incorporated into IPREM initiatives by June 28, 2019

Eleven reports were reviewed to assist with the identification of emerging trends and priorities that interface with regional emergency management planning. This review resulted in IPREM staff participating in a Kairos Blanket Exercise to learn more about reconciliation and drafting a regional submission on behalf of the IPREM Steering Committee for the BC Emergency Program Act’s Modernizing BC’s Emergency Legislation Discussion Paper. It also highlighted the need for further engagement with our First Nations partners and emphasized the need to continue work on IPREM’s existing flagship projects.

Key reports:
2. Draft Principles that Guide the Province of British Columbia’s relationship with Indigenous Peoples
3. Truth and Reconciliation Commission Calls to Action
4. United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)
5. First Nations Health Authority’s Policy Statement on Cultural Safety and Humility
7. Metro Vancouver 2040: Shaping our future
8. Government’s Action Plan: Responding to wildfire and flood risks
9. Sendai Framework for Disaster Risk Reduction
10. Interim Provincial Disaster Recovery Framework
11. Lower Mainland Flood Management Strategy

Modernizing EPA: Regional Submission

On October 28, 2019 the BC Government announced its intention to repeal the Emergency Program Act (EPA) and replace it with new, modernized legislation for emergency management. Proposed changes were outlined in Modernizing BC’s Emergency Management Legislation Discussion Paper, which was open for feedback from local government, stakeholders and any interested member of the public until January 31, 2020. Due to its unique perspective and the demographics and risk profile of the Metro Vancouver region, IPREM was requested to provide feedback to help inform the development of the new legislation and Daniel Stevens, Director, Office of Emergency Management, City of Vancouver was nominated to represent the IPREM Steering Committee on the Union of BC Municipalities (UBCM) Flood/Wildfire Committee. IPREM informed the Regional Administrators Advisory Committee of the opportunity to provide input on the legislation through a report on November 21, 2019, held a joint Steering Committee meeting with the Regional Emergency Management Partnership in the Capital region to discuss the proposed policy shifts on November 29, 2019 and supported the Regional Emergency Planners Committee in a discussion on December 10, 2019. The results of these discussions will be rolled into a Regional Submission from IPREM in January 2020.
Goal 1

Regional emergency management plans, programs and processes are coordinated and integrated to address priority planning needs

Strategy 1.2: Coordinate the establishment and revisions of regional emergency management plans, programs and processes to address priority planning needs

Key Activities

Activities within this strategy address the development of new resources to support the region’s needs. A majority of IPREM’s project work is undertaken through this strategy. Typically, Project Advisory Teams are established to provide support.

a) Address priority regional recovery planning needs

Results: 2019 Key Performance Indicator

☐ A Regional Resilience Recovery Framework to support a coordinated approach to recovery within Metro Vancouver region is finalized by December 14, 2019

As part of the continued work to develop the Regional Resilience Recovery Framework, a workshop focused on economic recovery was held on July 23, 2019. This workshop provided an opportunity for leaders from emergency management to meet with leaders from the economic sector, including business continuity professionals, from across the Metro Vancouver region to contribute their experience and expertise to disaster recovery. The workshop included guest presentations from the BC Economic Development Association, Simon Fraser University and Emergency Management BC. One of the key takeaways for participants of the workshop was the understanding that businesses are key to recovery; and that local employment sustains the community and prevents capital leakage. Also, local businesses are more accountable to residents as opposed to drop-in/fly-by-night contractors.

Further development of this project was put on hold in October in light of the BC Government’s release of the Discussion Paper on modernizing the Emergency Program Act. The Discussion Paper indicates a policy shift to include recovery in the new legislation, which may impact the needs of a regional recovery framework.

Key concepts in the Draft Regional Resilience Recovery Framework
Stakeholders are engaged in effective regional emergency management

Goal 2

Integrated Partnership for Regional Emergency Management in Metro Vancouver

Strategy 2.1: Support and promote processes and procedures for strengthening emergency management personnel within the region

Key Activities

Activities within this strategy require IPREM to identify external opportunities, to share with or promote to the region, that will provide skill development, professional development, experience or additional awareness of emergency management opportunities.

a) Facilitate Local Authority participation in emergency management training opportunities and regional knowledge sharing forums.

Results: 2019 Key Performance Indicator

☑ At least one regional professional development opportunity is promoted to local government Emergency Program Coordinators in the region by September 27, 2019

Through IPREM quarterly updates to local government emergency programs, several funding and professional development opportunities were promoted, including:

- Community Emergency Preparedness Fund
- BC Hydro Community Giving Grants for Safety
- Bell Smart Cities
- Public Sector Digest
- World Conference on Disaster Management—Toronto

IPREM continued to be an active member of the Regional Emergency Planners Committee’s Professional Development subcommittee which identifies and arranges relevant education presentations for the members of the REPC. IPREM was also a Silver sponsor for the Emergency Preparedness and Business Continuity Conference in Vancouver on October 29 to 31, 2019.

Natural Gas Shortfall Planning: An emerging priority

In the fall of 2018 an explosion on an Enbridge pipeline near the City of Prince George posed a downstream risk to the Metro Vancouver region’s natural gas supply. As a result FortisBC began communicating with the region to urgently conserve natural gas and prepare for a potential natural gas shortfall. In the absence of existing coordinated plans or approach for this type of emergency, IPREM was asked to step in to address the urgent need for regional coordination. This was beyond the normal scope of IPREM, which is established as a planning entity.

While this work wasn’t previously identified as a priority in the region for 2019, the emergency event created a spotlight on the planning gap. IPREM convened a planning team with representation from FortisBC, Emergency Management BC, Ministry of Energy, Mines and Petroleum Resources and local government in the Metro Vancouver region. The planning team met and discussed assumptions, initial actions, gaps and identified 8 recommendations for future planning related to the potential for a natural gas shortfall, which were documented in a Regional Natural Gas Shortfall Framework. This work has led to continued collaboration between local and provincial governments to address concerns that a similar event could occur again in the region.
Goal 2: Stakeholders are engaged in effective regional emergency management

Strategy 2.2: Continue to validate IPREM’s regional plans, programs, processes and assure integration with other plans in the region

Key Activities

Activities within this strategy focus on conducting exercises to test and validate IPREM-developed plans and to strengthen other regional processes. The aim is to drive ongoing exercise activities, enhancing regional capability and capacity. A large portion of IPREM’s project work is undertaken in this strategy.

b) Conduct three regional exercises by 2020 accordance with the Regional Exercise Program

Results: 2019 Key Performance Indicators

☐ A discussion based exercise to address the 2018 theme of inter-organizational understanding is conducted by March 29, 2019

This item was replaced in lieu of an urgent request for IPREM to respond to the potential natural gas shortfall emergency. Reports were distributed for the two ‘inter-organizational understanding’ workshops held in 2018 on Telecommunication and Transportation at the regional, provincial and national levels.

✓ A regional exercise to address the theme of regional inter-agency communication, test the Regional Concept of Operations and validate local government disaster debris management plans is completed by December 14

On November 19 and 20, 2019, IPREM held a regional tabletop exercise based on on a 7.1M earthquake scenario—the largest exercise IPREM has led to date, in accordance with the 2018-2021 Regional Exercise Program. The exercise engaged over 100 participants representing local, regional and provincial governments and incorporated the subject matter expertise of practitioners from emergency management, solid waste engineering, Geographic Information Systems, public information and several ministry and regional stakeholder agencies. For the first time, the Regional Concept of Operations was tested in conjunction with a broader exercise allowing practitioners to provide their senior decision makers with briefings to inform decision making and adding an this added a layer of realism to the exercise. The exercise validated local government disaster debris management plans, highlighted specific needs for further integration between local, regional and provincial planning for disaster debris management and the need for more planning related to coordination of public information for an earthquake. An after action report will be released in 2020.
Goal 2: Stakeholders are engaged in effective regional emergency management

Strategy 2.3: Engage stakeholders in relevant opportunities that enhance the region’s emergency preparedness

Key Activities

Activities within this strategy require IPREM to coordinate forums, workshops or symposiums that promote dialogue and discussion within the region regarding a priority gap or emerging issue beyond projects IPREM is already undertaking.

a) Deliver regional forums to the Metro Vancouver region on relevant topics related to emergency management.

Results: 2019 Key Performance Indicators

☑️ A regional forum supporting Regional Engineers Advisory Committee Water Subcommittee’s Emergency Provision of Water Guideline is conducted by September 27, 2019

The regional forum focused on two recommendations from the Regional Temporary Provision of Drinking Water Guideline, which was developed by the Metro Vancouver Regional Engineers Advisory Committee Water Sub-Committee in 2018. The objectives for this forum were to provide a platform for local government, Health Authorities and the Province to discuss the extent to which post-emergency drinking water supply preparedness should be prioritized; and to identify data and information needs based on a preliminary regional map for critical facilities and vulnerable populations in the Metro Vancouver region.

The Forum clarified roles and responsibilities for the provision of drinking water in emergencies and resulted in recommendations to inform further planning. Recommendations included the need for a regional gap analysis to support local implementation of temporary drinking water plans, enhancements to the guideline and that this work should be furthered with improved regional mapping and increased public preparedness.

☐ A regional forum supporting awareness of Emergency Management BC’s Prioritized Post-Earthquake Response project is held by December 14, 2019

As part of Emergency Management BC’s Prioritized Post-Earthquake Response project, a pilot was initiated on Vancouver Island in 2018 consisting of the installation of six sensors. This was identified as a topic for a regional forum, however, it was decided with Emergency Management BC to postpone pending completion of the pilot which will inform the project’s next steps.

Evacuation Planning: Regional Discussion

To address a request from the Regional Administrators Advisory Committee, IPREM held a regional discussion regarding evacuation planning on October 2, 2019. The purpose of the meeting was to create broader awareness regarding the Community Emergency Preparedness Funding (CEPF) application process specific to evacuation planning, discuss current evacuation planning initiatives in the region and identify potential ideas for regional or sub-regional coordination for evacuation route planning. As a result of the discussion, 11 municipalities indicated they would be interested in working with their neighbours on evacuation planning; two are already working on joint evacuation planning supported by CEPF funding; and 7 municipalities are planning to apply for CEPF Evacuation Route Planning Funding in 2020. It was discussed that a broader regional approach would need to be well scoped due to the variety of local needs and approaches to evacuation planning within the region.
Goal 3: IPREM is sustainable, competent, responsive, and accountable

Strategy 3.1: Continue to improve IPREM’s internal processes, capacity, capabilities, and governance

Key Activities

Activities within this strategy maintain and improve IPREM’s annual business cycle, internal processes and external communication. The purpose is to ensure IPREM delivers annual products that communicate and report IPREM activities in a consistent manner.

Key Activities

a) Ensure effective ongoing operations of IPREM.
b) Maintain effective governance.
c) Strengthen staff knowledge, skills and abilities

Results: 2019 Key Performance Indicators

☑ IPREM policies are reviewed and revised by June 28, 2019

The Steering Committee approved the IPREM Five Year Financial Planning Policy to formalize the process used informally since 2017. The Policy closely mirrors the Metro Vancouver Regional District and BC Government’s financial processes and demonstrates a commitment to effective short and long term financial sustainment of IPREM.

☑ 2018 IPREM Annual Report is completed by February 22, 2019

☑ 2020 Annual Business Plan is approved by Oct 25, 2019

The IPREM 2018 Annual Report was approved by the Steering Committee and shared with IPREM’s partners and regional stakeholders.

The 2020 Annual Business Plan was approved and reflects a continuation of regional exercises, forums, disaster debris management and recovery planning.

This being the third year of the 2016-2020 Strategic Plan, IPREM prepared an interim report to highlight progress made towards IPREM’s goals through the key activities undertaken in 2016, 2017 and 2018.

☑ Host a meeting with other emergency management regional partnerships by June 28, 2019

IPREM hosted a joint partnerships meeting with staff from the Regional Emergency Management Partnership (REMP) in the Capital region on Southern Vancouver Island and the Regional Disaster Preparedness Organization (RDPO) in the Metro Portland region to discuss linkages to other levels of government, adoption of policies and legislation within the Sendai Framework for disaster risk reduction, transportation planning and recovery.

Additionally, a Joint IPREM and REMP Steering Committee meeting was held to discuss BC’s modernization of the BC Emergency Program Act.

Joint Partnership Meeting, May 13, 2019

From left to right: Alison Roberts, REMP (Capital Region), Denise Barret, RDPO (Metro Portland Region), Brittany Schina, REMP (Capital Region), Trisha Maciejko, IPREM (Metro Vancouver Region), Shannon Peterson, IPREM (Metro Vancouver Region), Miranda Myles, IPREM (Metro Vancouver Region).
Strategy 3.2: Align IPREM resources to meet strategic goals and objectives

Key Activities

Activities within this strategy ensure timely communication of IPREM annual activities, and ensure resources are allocated efficiently to the work IPREM will undertake. These activities promote proactive and effective planning and operational processes.

a) Ensure sufficient resources and effective allocation.

Results: 2019 Key Performance Indicator

☑ 2020-2024 IPREM Financial Plan is approved by November 30, 2019

IPREM adopted a five-year financial planning policy and the 2020-2024 Financial Plan as part of a continued commitment to organizational transparency and effectiveness. The purpose of the five-year financial plan is to forecast revenue and expenditures to support the strategic direction and operational goals of IPREM. IPREM’s five year financial outlook will continue to sustain the regional exercise program, regional forums and emerging project work.

IPREM Policy Group Meeting: June 26, 2019

The annual meeting of the IPREM Policy Group was held on June 26, 2019 at Canada Place in Vancouver. This was the first IPREM Policy Group meeting for City of Burnaby Councillor Sav Dhaliwal in his role as Metro Vancouver Board Chair. As outlined in the IPREM Memorandum of Understanding, the meeting was held to ratify the IPREM 2019 Business Plan and to share recent accomplishments of IPREM. IPREM’s work in the region regarding natural gas, recovery and exercises were of particular interest. The meeting also provided an opportunity to elevate emergency management to elected officials at the provincial and regional level, which led to discussions about modernizing the BC Emergency Program Act and opportunities for the region to increase collaboration and coordination on flooding.

Policy Group members from left to right: Sav Dhaliwal, Metro Vancouver Board Chair and City of Burnaby Councillor, Honourable Mike Farnworth, Minister, Public Safety and Solicitor General
Goal 3
IPREM is sustainable, competent, responsive, and accountable

Strategy 3.3: Continue to strengthen stakeholder relationships with IPREM activities

Key Activities
Activities within this strategy focus on maintaining and improving IPREM’s external engagement and communications processes. Continuous improvement and refinement of stakeholder relationships and engagement activities is an important element infused throughout our activities.

a) Ensure effective engagement with IPREM’s stakeholders.

Results: 2019 Key Performance Indicators

☐ A communication and engagement strategy is developed by December 14, 2019

The IPREM Communication and Engagement Strategy was initiated and is anticipated to be completed in 2020. While the plan is under development IPREM undertook a number of external communication activities, including:

- Quarterly updates to local government emergency program coordinators (ongoing)
- Quarterly updates to the Regional Administrators Advisory Committee (new in 2019)
- Engagement of local government departments: emergency program coordinators and solid waste engineering (ongoing); and water engineering and public communication officers (new in 2019)
- Initial engagement of First Nations in the Metro Vancouver region in IPREM initiatives (new in 2019)
- 5 Presentations to Regional Administrators Advisory Committee; 2 Presentations to Regional Engineers Advisory Committee and its Sub-Committees

March 8, 2019, IPREM Local Co-Chair, Juli Halliwell provided the Metro Vancouver Mayors Committee with an overview of IPREM. This was in accordance with the Metro Vancouver Mayors Committee Terms of Reference for regular updates on IPREM.

In 2019 IPREM continued to issue quarterly updates on regional projects and initiatives. The updates also include reminders of key dates in the region, funding opportunities and other reminders for local government emergency program coordinators.
Appendix A: IPREM Organizational Chart
As of December 31, 2019

1) Provincial representatives are appointed by the Inter-Agency Emergency Preparedness Council.
2) Local representatives are appointed by Metro Vancouver’s Regional Administrative Advisory Committee.
3) Regional emergency planning representative is appointed by Metro Vancouver’s Regional Emergency Planning Committee.
4) Partnership oversight is provided in-kind by Emergency Management BC, Director, Partnerships

* Denotes changes to IPREM Steering Committee membership that occurred in 2019
## Appendix B: 2019 Year-End Financial Statement

*For year ending on December 31, 2019*

### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metro Vancouver Regional District Contribution</td>
<td>159,000</td>
</tr>
<tr>
<td>Provincial Contribution</td>
<td>173,000</td>
</tr>
<tr>
<td>Funding From Reserve</td>
<td>69,104</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$ 401,104</td>
</tr>
</tbody>
</table>

### Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>273,884</td>
</tr>
<tr>
<td>Consulting/Professional Services:</td>
<td></td>
</tr>
<tr>
<td>Planning for Regional Recovery</td>
<td>5,306</td>
</tr>
<tr>
<td>2018-2021 Regional Exercise Program</td>
<td>9,623</td>
</tr>
<tr>
<td>Regional Forum: Emergency Provision of Drinking Water</td>
<td>3,993</td>
</tr>
<tr>
<td>Conference Registration:</td>
<td></td>
</tr>
<tr>
<td>Emergency Preparedness and Business Continuity Conference Sponsorship</td>
<td>1,500</td>
</tr>
<tr>
<td>Professional Development</td>
<td>421</td>
</tr>
<tr>
<td>Travel</td>
<td>716</td>
</tr>
<tr>
<td>Other Related Items (workshop supplies, catering, etc.)</td>
<td>5,611</td>
</tr>
<tr>
<td>2018 Expenses Paid in 2019</td>
<td>8,764</td>
</tr>
<tr>
<td>Metro Vancouver Administrative Services</td>
<td>10,862</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 320,680</td>
</tr>
</tbody>
</table>

### Unspent Funds from 2019

|$ 80,425 |

Note: Official Year-End Financial statement as of May 21, 2020.
# Appendix C: IPREM 2016-2020 Strategic Plan

## VISION
A disaster resilient region

## MISSION
In collaboration with all levels of government and key stakeholders, lead the integration of planning for emergency management across the region to serve the greater public interest

## CORE VALUES
- Collaboration
- Leadership
- Continuous learning
- Creativity and Innovation
- Champion
- Staff excellence and well-being
- Outcome-oriented and accountable
- Inclusive and respectful of autonomy

## PRIORITIES
| Coordinating and integrating regional emergency management planning priorities | Strengthening the region’s emergency management capacity and capability | Strengthening IPREM’s organizational capacity and capability |

## GOALS
| Regional Emergency management plans, programs and processes are coordinated and integrated to address priority planning needs | Stakeholders are engaged in effective regional emergency management | IPREM is sustainable, competent, responsive, and accountable |

## STRATEGIES
| 1.1 Continue to identify, assess and prioritize current and emerging regional emergency management planning needs | 1.2 Coordinate the establishment and revisions of regional emergency management plans, programs and processes to address priority planning needs | 2.1 Support and promote processes and procedures for strengthening emergency management personnel within the region | 2.2 Continue to validate IPREM’s regional plans, programs, processes, and assure integration with other plans in the region | 2.3 Engage stakeholders in relevant opportunities that enhance the region’s emergency preparedness | 3.1. Continue to improve IPREM’s internal processes, capacity, capabilities, and governance | 3.2 Align IPREM resources to meet strategic goals and objectives | 3.3 Continue to strengthen stakeholder relationships with IPREM activities |
## Appendix D: 2019 IPREM Annual Business Plan

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>KEY ACTIVITIES</th>
<th>KEY PERFORMANCE INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Continue to identify, assess and prioritize current and emerging regional emergency management planning needs</td>
<td>a) Assess emerging emergency management planning needs and priorities and identify regional priorities</td>
<td>• Priority regional emergency management planning needs are reviewed and incorporated into IPREM initiatives by June 28, 2019</td>
</tr>
<tr>
<td>1.2 Coordinate the establishment and revisions of regional emergency management plans, programs and processes to address priority planning needs</td>
<td>a) Address priority regional recovery planning needs</td>
<td>• A Regional Resilience Recovery Framework to support a coordinated approach to recovery within Metro Vancouver region is finalized by December 14, 2019</td>
</tr>
<tr>
<td>2.1 Support/promote processes and procedures for strengthening emergency management personnel within the region</td>
<td>a) Facilitate Local Authority participation in emergency management training opportunities and regional knowledge sharing forums</td>
<td>• At least one professional development opportunity is promoted to local government Emergency Program Coordinators in the region by September 27, 2019</td>
</tr>
<tr>
<td>2.2 Continue to validate IPREM’s regional plans, programs, processes, and assure integration with other plans in the region</td>
<td>a) Conduct three regional exercises by 2020 accordance with the Regional Exercise Program</td>
<td>• A discussion based exercise to address the 2018 theme of inter-organizational understanding is conducted by March 29, 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A regional exercise to address the theme of regional inter-agency communication, test the Regional Concept of Operations and validate local government disaster debris management plans is completed by December 14, 2019</td>
</tr>
<tr>
<td>2.3 Engage stakeholders in relevant opportunities that enhance the region’s emergency preparedness</td>
<td>a) Deliver regional forums to the Metro Vancouver region on relevant topics related to emergency management</td>
<td>• A regional forum supporting Regional Engineers Advisory Committee Water Subcommittee’s Emergency Provision of Water Guideline is conducted by September 27, 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A regional forum supporting awareness of Emergency Management BC’s Prioritized-Post Earthquake Response project is held by December 14, 2019</td>
</tr>
<tr>
<td>3.1 Continue to improve IPREM’s internal processes, capacity, capabilities, and governance</td>
<td>a) Ensure effective ongoing operations of IPREM</td>
<td>• IPREM policies are reviewed and revised by June 28, 2019</td>
</tr>
<tr>
<td></td>
<td>b) Maintain effective governance</td>
<td>• 2018 IPREM Annual Report is completed by February 22, 2019</td>
</tr>
<tr>
<td></td>
<td>c) Strengthen staff knowledge, skills, and abilities</td>
<td>• 2020 Annual Business Plan is approved by October 25, 2019</td>
</tr>
<tr>
<td>3.2 Align IPREM resources to meet strategic goals, objectives</td>
<td>a) Ensure sufficient resources and effective allocation</td>
<td>• Host a meeting with other emergency management regional partnerships by June 28, 2019</td>
</tr>
<tr>
<td>3.3 Continue to strengthen stakeholder relationships with IPREM activities</td>
<td>a) Ensure effective engagement with IPREM’s stakeholders</td>
<td>• 2020-2024 IPREM Financial Plan is approved by November 30, 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A communication and engagement strategy is developed by December 14, 2019</td>
</tr>
</tbody>
</table>
Regional COVID-19 After Action Review

Presentation to the Metro Vancouver Mayors Committee

Juli Halliwell, Chief Administrative Officer, Village of Anmore and IPREM Local Co-Chair

October 9, 2020

Mayors Committee
50/50 Partnership between the BC Government and Metro Vancouver Regional District, on behalf of its member jurisdictions

Vision: A disaster resilient region

Provide leadership and collaboration on regional emergency management planning initiatives

Engage all levels of government and stakeholders

No emergency response role; regional planning only
✓ Met 70% of targeted key performance indicators.

✓ 95% of local government in the region participated in one or more of the five engagement events IPREM conducted.

✓ Developed the **Regional Natural Gas Shortfall Framework** to support regional coordination.

✓ Held the **largest IPREM-led regional exercise** to-date, to validate local disaster debris management plans, and strengthen regional public communication and the regional decision making model.

✓ Collaborated with the Regional Engineers Advisory Committee’s Water Sub-Committee to conduct a **regional forum on the Regional Temporary Provision of Drinking Water Guideline**.
COVID-19 Regional After Action Review Process

**Purpose:** To develop a phased Regional After Action Review of the COVID-19 pandemic response for the Metro Vancouver Region to strengthen regional collaboration and capture region’s experiences during each phase of the pandemic.

- **Review 1:** First Wave of outbreak, aligned with BC Restart Plan Phase 1 (Jan to May 2020).
- **Subsequent Reviews(s):** Following each outbreak and/or restart activities.
- **Final Review:** Conclusion of COVID-19.
COVID-19 Regional After Action Review Highlights

1. Ability to be flexible and to pivot quickly to address emerging issues.
2. Momentum gained for emergency planning and business continuity.
3. Demonstrated value of regional collaboration and integration.
4. Opportunity to build from the many learnings and experiences to improve for future waves of COVID-19 and other emergency events in the region.
5. Clarify the role and responsibility of local government to support the health sector in a pandemic.
6. Clarify provincial processes for working with local government on orders, financial reimbursement and public communication.

7. Continue to enhance regional collaboration and information sharing processes.

8. Considerations for integrating emergency operations and day to day decision making processes.


10. Improve processes for accessing critical supplies.
Modernization of BC’s Emergency Management Legislation

IPREM Regional Submission, January 29, 2020

- Update is needed and generally the concepts are supported
- Align with other legislation to address policy gaps
- Funding, capacity and resources to support the proposed shifts
- More clarity on standards, definitions and enforcement
- Address barriers and incentives for collaboration

Discussion paper released October 28, 2019
COVID-19 Regional After Action Review: IPREM Next Steps

• Share learnings and experiences from COVID-19 with the province to inform the modernization of BC’s emergency management legislation

• Document information flow in the region from wave 1 of COVID-19 and identify how different sectors were interconnected

• Review the role of IPREM to support horizontal integration within in the region and vertical with the province for COVID-19.
To: Mayors Committee
From: Dean Rear, General Manager of Financial Services/CFO
Date: September 30, 2020
Meeting Date: October 9, 2020
Subject: Municipal Finance Reform

**RECOMMENDATION**
That the Mayors Committee receive for information the report dated September 30, 2020, titled “Municipal Finance Reform”.

**EXECUTIVE SUMMARY**
A sustained, collective and collaborative effort is required to effect necessary changes in the current municipal funding model. This must be a key priority for both staff and elected officials who have an opportunity to advance these issues and message to our communities that provincial/federal government action is necessary. Local governments have long understood that the current municipal funding model and continued reliance on the inequitable property tax system is not sustainable.

Municipal Finance Reform encompasses many complex pieces including improvements to the property tax system, a review of other taxing jurisdictions taxing methodologies, as well as the role of the provincial/federal governments in diversifying municipal revenue sources.

The Metro Vancouver Regional Finance Advisory Committee is committed to supporting this work as necessary.

**PURPOSE**
The purpose of this report is to provide an update on the various issues which comprise Municipal Finance Reform, advise on the progress of individual initiatives and emphasize that a continued collective effort is required to effect the desired changes.

**BACKGROUND**
Local governments, as well as their supporting organizations the Federation of Canadian Municipalities (FCM) and the Union of BC Municipalities (UBCM), have long understood that the current municipal funding model and the reliance on property taxes is not sustainable. The COVID-19 pandemic has further highlighted the need for a review of funding for municipal services. As noted in the April 23, 2020 FCM report titled “Protecting Vital Municipal Services” (Reference 1) that calls on the Federal government for financial assistance:

“This crisis exposes the cracks in an outdated model that is fundamentally misaligned with the modern reality of the role of local governments.”

The same FCM report also states that we must learn from the crisis:
“We will also need to take a critical look at the foundational cracks that have been more harshly exposed in how we approach the role of local governments. In clear view are the outdated tools and authorities granted to municipal leaders, and how they simply do not match the modern role cities and communities play in supporting Canadians and driving our economy. When the time is right, FCM and local leaders will be ready to have that conversation.”

Prior to the pandemic, UBCM had already begun to lead discussions between local governments and the Province regarding this issue. In September 2013, UBCM published a paper “Strong Fiscal Futures a Blueprint for Strengthening BC Local Governments’ Finance System” (Reference 2) which evaluated the local government finance system and identify some practical approaches aimed at strengthening this system of funding. To further advance municipal finance reform, in September 2019, UBCM announced the re-establishment of a Select Committee on Local Government Finance to undertake a comprehensive review of the 2013 Strong Fiscal Futures Report.

In 2017, Metro Vancouver release Provincial Property Taxes in the Metro Vancouver Region (Reference 3) which highlighted regional inequities on the deriving of School Property Taxes, Property Transfer Taxes and the provision of the Home Owner Grant.

In late 2019, the City of Vancouver and FCM also started discussion at the federal level about reforming municipal revenue models. The impact of COVID has highlighted the criticality and urgency for this work. In parallel, the Large Urban Mayors’ Caucus of Ontario (LUMCO) identified three phases to facilitate recovery from COVID-19 - Relief, Recovery, Reform – with the Reform phase including “A longer-term partnership agreement between municipalities and the federal and provincial governments to re-align capital and service delivery responsibilities with sustainable revenue streams for the future”.

On September 30, 2020, the BC Urban Mayors Caucus released their 2020 Blueprint for British Columbia’s Urban Future. A key part of their proposal was identifying the fiscal challenges of local governments trying to meet the demands of modern society. With respect to Municipal Finance Reform, their document proposed the following:

We call on all parties to commit to:

1. **Convene an implementation committee comprised of local and provincial government officials to revisit and implement relevant recommendations in the Union of B.C. Municipalities report, Strong Fiscal Futures: A Blueprint for Strengthening BC Local Government’s Finance System.**

2. **Pursue municipal finance reform to provide municipalities with a broader range of sustainable, predictable and reliable funding tools in order to address increasing financial pressures related to a growing asset base, aging infrastructure, climate change, housing challenges and the opioid crisis as per the recommendation from the Select Standing Committee on Finance and Government Services.**
MUNICIPAL FINANCE REFORM
The scope of Municipal Finance Reform encompasses many complex pieces including improvements to the property tax system, a review of other taxing jurisdictions taxing methodologies, as well as the role of the provincial/federal governments in diversifying municipal revenue sources. The emphasis on revenue sources comes along with the pressures that local governments are facing to expand services and mandates (e.g. affordable housing, homelessness, child care, mental health and addiction crises and other social development issues), emerging needs (e.g. climate change mitigation and adaptation, infrastructure resilience), aging infrastructure and increasing public expectations.

Local governments rely mainly on property taxes and user fees which are not sustainable, especially for redistributive services (e.g. affordable housing, childcare, social development, etc.). Municipalities currently have limited resources and funding tools which, for the most part, are not aligned with economic conditions. Property taxes do not necessarily reflect ability to pay and unexpected changes year after year erode local conditions as a result of affordability for residents (increased housing costs) and viability for businesses (particularly small businesses and non-profits that are most impacted by property tax increases).

Focused work has been initiated on two specific aspects of Municipal Finance Reform. Property Tax Reform through the RFAC Sub-Committee “Intergovernmental Working Group” is concentrated on reviewing the impact of the current BC assessment methodology and resulting taxation on small business tenants. While this is an issue that has been acknowledged by the Province and they have provided what they believe to be an interim tool in the form of enhanced Permissive Tax Exemption, real changes are needed in the short-term to assist businesses, non-profit and cultural organizations recover from the pandemic. However these structural changes to the assessment approach are not expected in the short term.

Work has also recently been initiated in the area of other taxing jurisdictions, primarily with respect to the BC School Property Taxation and the inherent inequities in the current approach that the Province uses to set property tax rates based on real estate wealth. This work underscores that since 2016 Metro Vancouver property owners have paid a disproportionately increasing amount of school taxes to the Province.

Adequate, sustainable and equitable funding is core to supporting sustainable local government service delivery, so this work must continue to be a key priority for staff and elected officials who have an opportunity to advance the issues. A continued collective effort is required to effect the necessary changes. The Metro Vancouver Regional Finance Advisory Committee is committed to supporting this work as necessary.

The attached table highlights the various aspects of Municipal Finance Reform.

ALTERNATIVES
This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS
This is an information report. There are no financial implications presented.
CONCLUSION
Municipal Finance Reform encompasses many complex pieces including improvements to the property tax system, a review of other taxing jurisdictions taxing methodologies, as well as the role of the provincial/federal governments in diversifying municipal revenue sources.

Adequate, sustainable and equitable funding is core to supporting sustainable local government service delivery. A continued collective effort is required to effect the necessary changes.

Attachment: (Doc# 41366613)
Municipal Finance Reform

References:
1. FCM report dated April 23, 2020, titled, “Protecting Vital Municipal Services”
2. UBCM report dated July 2013, titled "Strong Fiscal Futures: A Blueprint for Strengthening BC Local Governments' Finance System"

41124456
## Municipal Finance Reform

### Property Tax Reform
- **Issues**: Small business tenants paying taxes on value of development potential
- **Objective / Mandate**:
  - Legislative changes to create a Class 6 subclass for municipalities to tax development potential separately
  - Property tax stability for businesses
- **Stakeholders**: Metro Vancouver, Local Governments, UBCM, Province, BC Assessment, Business Advocates
- **Lead**: UBCM
- **Support**: RAAC RFAC Inter-Governmental Working Group
- **Timeline**: Oct 2018 ongoing

### Other Taxing Jurisdictions
- **Issues**: School tax burden inequities between Metro Vancouver municipalities, the Region and rest of Province (due to use of single property tax rates)
- **Objective / Mandate**:
  - Align school taxes collected with number of student FTEs
  - Property tax stability for taxpayers
- **Stakeholders**: Metro Vancouver, Local Governments, UBCM, Province, BC Assessment, Business Advocates
- **Lead**: Metro Vancouver Finance & Intergovernmental Committee
- **Support**: RAAC RFAC Sub-Committee(s)
- **Timeline**: 2017 ongoing

### Alternate Revenue Sources
- **Issues**: Rising capital costs that are not covered by transit revenues (due to use of single property tax rates)
- **Objective / Mandate**:
  - Appropriate and sufficient funding model
  - Property tax stability for taxpayers
- **Stakeholders**: Metro Vancouver, Local Governments, TransLink, BC Assessment, Business Advocates
- **Lead**: Metro Vancouver Finance & Intergovernmental Committee
- **Support**: RAAC RFAC Sub-Committee(s)
- **Timeline**: Future

### New Revenue Sources
- **Issues**: Growing proportion of total property tax burden and regional growth is funded by growth
- **Objective / Mandate**:
  - Property tax stability and equity for taxpayers
  - Development pays for growth infrastructure
- **Stakeholders**: Metro Vancouver, Local Governments, UBCM, Province, BC Assessment, Business Advocates
- **Lead**: Metro Vancouver Finance & Intergovernmental Committee
- **Support**: RAAC RFAC Sub-Committee(s)
- **Timeline**: 2020 Ongoing

### Provincial Revenue Sharing
- **Issues**: Reliance on property taxes in its current state is not sustainable
- **Objective / Mandate**:
  - Consider new sources of revenue such as municipal sales tax, dedicated fuel tax, parking sales tax, hotel room tax
  - Align funding with growing local government costs through tax sharing (tax transfers) and/or property tax reform
- **Stakeholders**: Metro Vancouver, Local Governments, UBCM, Province, BC Assessment, Business Advocates
- **Lead**: UBCM FCM Province
- **Support**: RAAC RFAC Sub-Committee(s)
- **Timeline**: 2020 Ongoing

* RAAC Intergovernmental Working Group included representatives from City of Vancouver, District or North Vancouver, City of Coquitlam, District of West Vancouver, City of Richmond, City of Burnaby and City of Surrey

** FCM Big City Mayors’ Caucus currently includes 22 of Canada’s biggest cities including the City of Vancouver and City of Surrey
<table>
<thead>
<tr>
<th>MUNICIPALITY</th>
<th>Tax Due Date</th>
<th>Penalty Dates</th>
<th>Total Collections (% of total levy $)</th>
<th>Total Collections (% of folios)</th>
<th>Deferred Folios (% of residential folios)</th>
<th>Residential (% of levy $)</th>
<th>Non-Residential (% of levy $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Village of Anmore</td>
<td>July 2</td>
<td>July 3/Oct 1</td>
<td>93%</td>
<td>80%</td>
<td>4%</td>
<td>93%</td>
<td>-</td>
</tr>
<tr>
<td>Village of Belcarra</td>
<td>July 2</td>
<td>July 3/Sept 2</td>
<td>98%</td>
<td>97%</td>
<td>18%</td>
<td>95%</td>
<td>n/a</td>
</tr>
<tr>
<td>Municipality of Bowen Island</td>
<td>July 2</td>
<td>July 3/Sept 1/Oct 1</td>
<td>97%</td>
<td>86%</td>
<td>9%</td>
<td>97%</td>
<td>3%</td>
</tr>
<tr>
<td>City of Burnaby</td>
<td>July 3</td>
<td>Oct 1</td>
<td>97%</td>
<td>91%</td>
<td>3%</td>
<td>96%</td>
<td>98%</td>
</tr>
<tr>
<td>City of Coquitlam</td>
<td>Sep 30</td>
<td>Oct 1</td>
<td>95.4%</td>
<td>85.27%</td>
<td>4.3%</td>
<td>95%</td>
<td>94%</td>
</tr>
<tr>
<td>City of Delta</td>
<td>July 2</td>
<td>Oct 1</td>
<td>98%</td>
<td>96%</td>
<td>8%</td>
<td>97%</td>
<td>99%</td>
</tr>
<tr>
<td>City of Langley</td>
<td>July 2</td>
<td>July 3, Oct 1</td>
<td>97.4%</td>
<td>95%</td>
<td>2.3%</td>
<td>95%</td>
<td>98%</td>
</tr>
<tr>
<td>Township of Langley</td>
<td>July 2</td>
<td>July 3rd 1.75% Residential et al, and Oct 1st 1.75% Commercial et al. 2nd penalty for both Nov 17 8.25%.</td>
<td>96%</td>
<td>93%</td>
<td>4%</td>
<td>97.2%</td>
<td>97.4%</td>
</tr>
<tr>
<td>Village of Lions Bay</td>
<td>July 14</td>
<td>July 15/Sept 2/Oct 1</td>
<td>97.2%</td>
<td>97.6%</td>
<td>18.4%</td>
<td>97.2%</td>
<td>96.7%</td>
</tr>
<tr>
<td>City of Maple Ridge</td>
<td>July 2</td>
<td>Oct 1</td>
<td>96.1%</td>
<td>91.8%</td>
<td>4.4%</td>
<td>94.1%</td>
<td>96.8%</td>
</tr>
<tr>
<td>City of New Westminster</td>
<td>July 2</td>
<td>Oct 1</td>
<td>97%</td>
<td>96%</td>
<td>4%</td>
<td>98%</td>
<td>97%</td>
</tr>
<tr>
<td>City of North Vancouver</td>
<td>July 2</td>
<td>July 3/Sept 1/Oct 1</td>
<td>98.6%</td>
<td>94.8%</td>
<td>6.2%</td>
<td>98.2%</td>
<td>99.1%</td>
</tr>
<tr>
<td>District of North Vancouver</td>
<td>July 2</td>
<td>July 3/Sept 1/Oct 1</td>
<td>98%</td>
<td>98.6%</td>
<td>13.1%</td>
<td>98.3%</td>
<td>96.6%</td>
</tr>
<tr>
<td>City of Pitt Meadows</td>
<td>July 2</td>
<td>Oct 1</td>
<td>97.25%</td>
<td>94.12%</td>
<td>3.68%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>City of Port Coquitlam</td>
<td>Sep 30</td>
<td>Oct 1</td>
<td>96.83%</td>
<td>93.52%</td>
<td>3.13%</td>
<td>96.48%</td>
<td>97.37%</td>
</tr>
<tr>
<td>City of Port Moody</td>
<td>July 2</td>
<td>Oct 1</td>
<td>89.9%</td>
<td>94.95%</td>
<td>5.08%</td>
<td>85.12%</td>
<td>99.69%</td>
</tr>
<tr>
<td>City of Richmond</td>
<td>July 2</td>
<td>Oct 1</td>
<td>96.59%</td>
<td>93.75%</td>
<td>2.86%</td>
<td>61.22%</td>
<td>38.78%</td>
</tr>
<tr>
<td>City of Surrey</td>
<td>July 2</td>
<td>Oct 1</td>
<td>96.5%</td>
<td>92.8%</td>
<td>3.5%</td>
<td>*71%</td>
<td>*29%</td>
</tr>
<tr>
<td>Tsawwassen First Nation</td>
<td>July 2</td>
<td>Oct 1</td>
<td>*19.64%</td>
<td>*38.67%</td>
<td>N/A</td>
<td>*33.00%</td>
<td>*0.05%</td>
</tr>
<tr>
<td>City of Vancouver</td>
<td>Sep 30</td>
<td>Oct 1</td>
<td>91%</td>
<td>84%</td>
<td>3.8%</td>
<td>89%</td>
<td>95%</td>
</tr>
<tr>
<td>District of West Vancouver</td>
<td>July 2</td>
<td>July 3/Sept 1/Oct 1</td>
<td>93%</td>
<td>95.5%</td>
<td>*13.8%</td>
<td>92%</td>
<td>97%</td>
</tr>
<tr>
<td>City of White Rock</td>
<td>July 2</td>
<td>Oct 1</td>
<td>96.5%</td>
<td>91.6%</td>
<td>10%</td>
<td>96%</td>
<td>99%</td>
</tr>
</tbody>
</table>

* As reported July 8, no update provided