



GOVERNMENT SERVICES COMMITTEE

MONDAY, SEPTEMBER 19, 2011
5:00 P.M.

COUNCIL CHAMBERS, CITY HALL
410 ESPLANADE

Mandate – To advise Council on a broad spectrum of issues related to departmental matters

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6.3. Veterans' Motorcycle Group	
7. CORRESPONDENCE	
7.1. Danh Phan, Wigwam Restaurant Recent Filming in Ladysmith	49
<u>Staff Recommendation:</u>	
That the correspondence from D. Phan regarding concerns with the effect of filming in Ladysmith be referred to staff for review and recommendation.	
8. NEW BUSINESS	
9. UNFINISHED BUSINESS	
The following items were referred from the August 15, 2011 Government Services Committee meeting:	
9.1. Town Hall Meeting – I-Clicker Results (Discussion)	50 - 53
9.2. Council – Public Dialogue Session (August 2, 2011)	
9.2.1. Citizen Contact	
9.2.2. Protocol	
9.3. Third Party Directional Signage	
9.4. Hydroponics	
9.5. Trolley Literacy	
9.6. 100 Gatacre Alley	

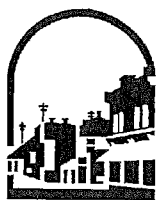
**9.7. Barbara Steele, Union of British Columbia Municipalities
Municipal Auditor General Update**

54 - 66

Staff Recommendation:

That the correspondence from B. Steele, Union of B.C. Municipalities, regarding the proposed Municipal Auditor General be received.

ADJOURNMENT



LADYSMITH

TOWN OF LADYSMITH
MINUTES OF A REGULAR SESSION OF
THE GOVERNMENT SERVICES COMMITTEE
MONDAY, AUGUST 15, 2011 – 5:30 P.M.

COUNCIL MEMBERS PRESENT:

Councillor Steve Arnett (Chair)
Councillor Jillian Dashwood

Mayor Rob Hutchins
Councillor Lori Evans

Councillor Duck Paterson
Councillor Bruce Whittington

COUNCIL MEMBERS ABSENT:

Councillor Scott Bastian

STAFF PRESENT:

Ruth Malli
Joe Friesenhan

Sandy Bowden
Joanna Winter

Erin Anderson

CALL TO ORDER

Councillor Arnett called the meeting to order at 5:30 p.m.

AGENDA APPROVAL

Councillor Arnett requested Council's consideration of the following additions to the agenda:

- 8.1 Third Party Signs
- 8.2 Hydroponics
- 8.3 Trolley Literacy
- 9.1 100 Gatacre Alley

2011-085

It was moved, seconded and carried that the agenda be adopted as amended.

MINUTES

2011-086

It was moved, seconded and carried that the Government Services Committee minutes for the meeting held July 18, 2011 be adopted as circulated.

**CITY MANAGER'S
REPORT**

The City Manager reported on staff's progress regarding the strategic plan for 2011, and responded to questions from Council.

REPORTS

Financial Plan Update

It was agreed that these reports would continue as monthly reports at least until the end of the third quarter, at which time Council would consider reviewing Financial Reports quarterly in order to

align all Directors' quarterly reports.

2011-087

It was moved, seconded and carried that the Financial Plan Update to the end of July 2011 be received.

2011-088

Holland Creek Trail Bridge

It was moved, seconded and carried that the Committee recommend that Council direct staff to complete required repairs and inspections on the Holland Creek pedestrian bridge install signage restricting loads and include the replacement of the bridge in the 2012 budget.

Staff were requested to report back to the Committee with recommendations regarding options for the structure of the replacement bridge.

2011-089

Council Remuneration

It was moved, seconded and carried that the Committee recommend that Council delegate to staff the authority to appoint a three person committee to review Council remuneration.

2011-090

Question Period Guidelines

It was moved, seconded and carried that the Committee recommend that Council adopt the following Question Period Guidelines, in order to incorporate those recently adopted by the Cowichan Valley Regional District:

1. There will be allotted a maximum of 15 minutes for questions.
2. The Question Period will be comprised of two parts. The first part is reserved for questions directly related to items which appear on the agenda. If there is time remaining, questions during the second part can be on a matter of public interest under the jurisdiction of the Town.
3. Each questioner will be allowed to ask one question plus a follow-up question related to the answer. If after all questioners have been heard and there is still time remaining, a questioner who has already spoken can ask one additional question plus a follow-up question related to the answer.
4. Questions must be truly questions and not statements of opinions. Questioners are not permitted to make a speech.
5. Questioners must avoid personal references; insinuations; violent, offensive or disrespectful remarks about another person; and unparliamentary language.
6. Questions shall be addressed to the Chair.
7. No commitments shall be made by the Chair in replying to a question. Matters which may require action of the Council shall

be referred to a future meeting of the Council.

Monthly Trolley Passes

2011-091

It was moved, seconded and carried that the Committee recommend to Council that staff be directed to:

- Implement a monthly trolley pass system as follows, effective October 1, 2011:
Ages 6 to 18 - \$20 per month
Ages 19 to 64 - \$30 per month
Ages 65 and over - \$20 per month
All other ages free
Replace lost/stolen pass - \$5.00
- Prepare an amendment to the Fees and Charges Bylaw No. 1644 to authorize the Town to charge the following rates for trolley use:
Single trolley ride: Ages 6 to 18 - \$1
Ages 19 to 64 - \$2
Ages 65 and over - \$1
All other ages free

Monthly passes: Ages 6 to 18 - \$20
Ages 19 to 64 - \$30
Ages 65 and over - \$20
All other ages free
Replace lost/stolen pass - \$5.00

Building Inspector's Report for July 2011

2011-092

It was moved, seconded and carried that the Building Inspector's Report for July 2011 be received.

Trolley Report for July 2011

2011-093

It was moved, seconded and carried that the Trolley Report for July 2011 be received.

Fire Chief's Report for July 2011

2011-094

It was moved, seconded and carried that the Fire Chief's Report for July 2011 be received.

Animal Control / Pound Report for July 2011

2011-095

It was moved, seconded and carried that the Pound Report for July 2011 be received.

MEMBER SUBMISSIONS

Town Hall Meeting I-Clicker Results

Discussion ensued regarding how to incorporate the public input received from the July 19, 2011 Town Hall meeting into Council's strategic planning process.

ADJOURNMENT

2011-096

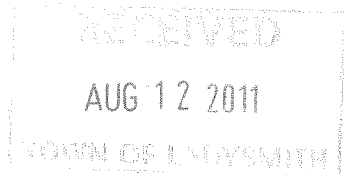
It was moved, seconded and carried that the Government Services Committee meeting be adjourned at 6:26 p.m. and that the balance of the agenda items be deferred to a special Government Services Committee meeting to be held on September 6, 2011.

Chair (Councillor S. Arnett)

CERTIFIED CORRECT

Corporate Officer (S. Bowden)

Subject to Adoption



10 August 2011

Ms. Ruth Malli
City Manager
Town of Ladysmith
P.O. Box 220
LADYSMITH, BC V9G 1A2

Dear Ruth:

Re: Emergency Management Agreement – Cowichan Valley Regional District

The Emergency Management Agreement between the Cowichan Valley Regional District, Town of Ladysmith, Town of Lake Cowichan, City of Duncan and Municipality of North Cowichan expired in July.

The Emergency Management Agreement defines the overall Emergency Management Organization and Response Structure for major emergencies and disasters when a multi-jurisdictional, coordinated response is required and outlines how the various jurisdictions can work together and assist each other during such events.

The agreement was reviewed and updated with minor grammatical changes and presented to the CVRD Board for consideration. At its regular Board meeting on August 3rd, the Board resolved **"That the "Emergency Management Agreement" between the Cowichan Valley Regional District, the City of Duncan, the Corporation of the District of North Cowichan, the Town of Lake Cowichan and the Town of Ladysmith be approved for a period of five years (September 1, 2011 to August 31, 2016), and that the Chair and Corporate Secretary be authorized to enter into the agreement on behalf of the CVRD."**

The agreement is attached for consideration by the Town of Ladysmith. I would welcome the opportunity to address Council with a brief presentation and answer any questions they may have.

Sincerely,

Sybille Sanderson
Acting General Manager
Public Safety

Enclosure: Emergency Management Agreement 2011-2016

/bw

EMERGENCY MANAGEMENT AGREEMENT

THIS AGREEMENT made the _____ day of _____, 2011.

BETWEEN:

COWICHAN VALLEY REGIONAL DISTRICT
175 Ingram Street
Duncan, BC V9L 1N8

AND: THE CITY OF DUNCAN
PO Box 820
200 Craig Street
Duncan, B.C. V9L 3Y2

AND: THE CORPORATION OF THE DISTRICT OF NORTH COWICHAN
PO Box 278
7030 Trans Canada Highway
Duncan, B.C. V9L 3X4

AND: THE TOWN OF LAKE COWICHAN
PO Box 860
39 South Shore Road
Lake Cowichan, B.C. V0R 2G0

AND: THE TOWN OF LADYSMITH
PO Box 220
410 Esplanade,
Ladysmith, B.C. V9G 1A2

(hereinafter called "the parties")

NOW THIS AGREEMENT WITNESSETH:

WHEREAS, it is desirable that the resources and facilities of the parties, their various departments and agencies, be made mutually available to prevent and combat the effects of emergencies and disasters and,

WHEREAS, "CVRD Bylaw No. 1909 – *Emergency Programs (Emergency Program Act) Extended Service Bylaw, 1999*", enacted under the *Local Government Act*, grants to the Cowichan Valley Regional District the additional power to provide emergency programs as an extended service under the *Emergency Program Act*.

WHEREAS, Pursuant to section 176(1)(b), enacted under the *Local Government Act*, a local authority may enter into a Mutual Aid Agreement with one or more local authorities for emergency resources of all types and subsequent cost recovery.

WHEREAS, it is necessary and desirable that an Emergency Management Agreement be executed for the interchange of such mutually beneficial assistance, and for the potential of complete integration of emergency services during an emergency/disaster.

NOW, THEREFORE, it is hereby agreed by and between each and all of the parties hereto as follows:

1. Interpretation

In this Agreement:

“Disaster” means a calamity that

- (a) is caused by accident, fire, explosion or technical failure or by the forces of nature, and
- (b) has resulted in serious harm to the health, safety or welfare of people or in widespread damage to property;

“Emergency” means a present or imminent event that

- (a) is caused by accident, fire, explosion or technical failure or by the forces of nature, and
- (b) requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of people or to limit damage to property;

“EOC” means Emergency Operations Centre. A pre-designated facility established by a local authority, jurisdiction or agency to coordinate the overall response and support to an emergency.

“Emergency Program” means to plan, organize, establish and operate salvage, precautionary, and safety measures, controls, facilities and services of all kinds vital and necessary for the public welfare for meeting, preventing, reducing and overcoming the effects of civil disaster in and for all of the Municipalities and Electoral Areas of the Regional District

“Local Authority” means

- (a) for a municipality, the municipal council;
- (b) for an electoral area in a regional district, the board of the regional district, if the regional district has been granted the powers of a municipality under section 800(2)(a) of the *Local Government Act*;

“Municipality of North Cowichan” means the Corporation of the District of North Cowichan;

“Providing Party” means a party receiving a request for assistance under this Agreement;

“Requesting Party” means a party requesting assistance under this Agreement;

“Resources” means persons, equipment, supplies and other property of the Providing Party which has been designated to be made available to a Requesting Party under this agreement.

“Senior Elected Representative” means the Chair of the CVRD or in their absence, the Vice Chair; the Mayors of the City of Duncan, the Town of Ladysmith, the Municipality of North Cowichan, and/or the Town of Lake Cowichan, or in their absence, the Deputy Mayor.

2. Services

- (a) The parties agree to provide assistance in the case of disaster or emergency in accordance with this Agreement.
- (b) Each party to this Agreement shall provide for the effective mobilization and utilization of its resources to respond to Level 3 or higher emergencies and/or disasters. The attached “EOC

Emergency Management Agreement

Operational Procedures" outline where and under what circumstances Emergency Operation Centre(s) will be located within the boundaries of the CVRD, including the municipalities of Duncan, Ladysmith, North Cowichan and Lake Cowichan, and the command structure that will be implemented to operate the Centre(s).

- (c) Each of the parties to this Agreement are committed to ensuring that the use of personnel, equipment and supplies, and other emergency response resources and capabilities are directed toward achieving a common goal; to maximize the efficiency of coordinated planning and response to, and recovery from major emergencies and disasters within the boundaries of the Cowichan Valley Regional District.
- (d) Where a party determines that a disaster or emergency exists to which the party is unable to adequately respond, it may request assistance from one or more of the parties to this Agreement and subject to paragraphs 2(f) and (g) the party or parties receiving the request for assistance shall provide the assistance subject to the conditions set out in this Agreement..
- (e) Requests for assistance shall be made by the Senior elected representative of the Requesting Party and shall be made to the Senior elected representative of the Providing Party in accordance with Schedule "A".
- (f) If a party requested to provide assistance under paragraph 2(d) is unable to do so because of an emergency or disaster within its own jurisdiction or because it has already deployed its resources to provide assistance to another requesting party, then the Requesting Party shall be advised as soon as possible.
- (g) All parties understand that these resources may be deployed outside their own jurisdiction. The Providing Party shall have the primary interest of protecting the welfare of their own jurisdiction and does not assume any responsibilities or liabilities by not providing provisions as laid out in this Agreement.
- (h) The extent of the assistance provided by a Providing Party will be at the discretion of the Providing Party having regard for its own need for its own resources. The Providing Party shall at all times be able to deploy or re-deploy its own resources for the purpose of protecting its residents and property within its jurisdiction from the effects of a disaster or emergency.
- (i) The parties acknowledge that this Agreement is not intended to replace any Mutual Aid Agreement in force between any of the parties nor to prevent any party from negotiating a new Mutual Aid Agreement or from renewing or amending an existing Mutual Aid Agreement.
- (j) The Providing Party retains the right to recall equipment back into their own jurisdiction should the need to combat an emergency or disaster arise.
- (k) It is hereby understood that the Emergency Management Agreement entered into hereunder shall not supplant pre-existing Mutual Aid Agreements nor deny the right of any party hereto to negotiate supplemental Mutual Aid Agreements.
- (l) Assistance extended pursuant to this agreement shall be provided in accordance with current governing legislation, the *Emergency Program Act (1996)*, and the *British Columbia Emergency Response Management Standard (BCERMS)*.

3. Term

This agreement shall be in effect for a term of five (5) years commencing on September 1, 2011 and expiring on August 31, 2016 unless otherwise terminated as provided for herein.

4. Cost Sharing of Resources

Schedule "B" - Cost Sharing of Resources" sets out Compensation and Payment provisions or what and to whom payments are to be made.

5. Claims

Claims for compensation by owners of real or personal property for damage or injury suffered in a disaster should be processed, either individually or jointly through the existing "Compensation and Disaster Financial Assistance Regulation" of the *Emergency Program Act*.

The Provincial Emergency Program "*Eligible Expenditures List and Supporting Documentation Requirements for Local Government Response/Recovery Costs*" will also be utilized as a guideline.

6. Independent Jurisdiction

- (a) Any and all agents, servants or employees of each of the parties or other persons, while engaged in the performance of any work or services required to be performed by the parties under this Agreement shall not be considered employees of any other party and a party shall not be responsible for any act or omission of any person other than one of its own agents, servants, or employees, except as provided in this agreement.
- (b) Each party to this Agreement will retain decision-making authority within their own jurisdiction. All parties will ensure that decisions involving multiple jurisdictions are made in consultation with the authorities involved.
- (c) Each party to this Agreement is responsible for declaring its own "State of Local Emergency" as per the *Emergency Program Act*, should it be deemed necessary. The other parties are to be notified as soon as possible, should this occur.

7. Indemnity

Where a Providing Party supplies resources to a Requesting Party pursuant to this Agreement, the Requesting Party shall indemnify and save harmless the Providing Party from any and all claims, causes of actions, suits and demands whatsoever arising out of the assistance rendered by the Providing Party, its servants, employees or agents, the failure to respond to a request for assistance pursuant to this Agreement, the failure to render adequate assistance, or any other reason.

8. Insurance

All parties to this Agreement agree to maintain insurance and liability coverage, subject to the terms and conditions of its insurance policy as provided by the insurer of the party on any and all chattels and equipment owned by the party and utilized to meet the provisions of this Agreement.

9. Waivers

The failure at any time of any party to enforce any of the provisions of this Agreement or to require at any time performance by the other parties of any such provision shall not constitute or be construed to constitute a waiver of such provision, nor in any way to affect the validity of this Agreement or any parts thereof, or the right of any party thereafter to enforce each and every provision of this Agreement.

10. Modification

No waiver, modification or amendment of any of the provisions of this Agreement shall be binding unless it is in writing and signed by the duly authorized representatives of all parties.

11. Termination

Notwithstanding any other provision of this Agreement:

- (a) If any party fails to comply with any provision of this Agreement, then, and in addition to any other remedy or remedies available a party may, at its option, terminate this Agreement by giving written notice of termination to all other parties.
- (b) Any party may terminate this Agreement at any time upon giving the other parties thirty (30) days notice of such termination.

If either such option is exercised by a party ("the terminating party"), the terminating party will be under no further obligation to the other parties except to pay the parties such amount as the parties may be entitled to receive for services properly performed and provided to the date notice is given to the parties less any amounts necessary to compensate the terminating party for damages or costs incurred by the terminating party arising from another party's default.

12. Communication

- (a) Each party will appoint an Information Officer who will be responsible for providing information to the public regarding the situation arising from a disaster or emergency.
- (b) In the course of an emergency or disaster, the parties may delegate authority to provide information or communication regarding an emergency or disaster to a single Public Information Officer who may then represent one or more party.
- (c) Chair, Mayors, Council and/or Board members will be kept informed by the EOC Director on a regular basis. They will be consulted regarding policy-related issues as required.
- (d) All communications will be directed through the EOC Director to the Incident Commander(s) at the Site Level, the Policy Group, other EOC's (activated), and the Provincial Regional Level.

Emergency Management Agreement

The Corporate Seal of the
TOWN OF LADYSMITH
as hereto affixed in the presence of:

_____)
Mayor)
_____)
Manager of Corporate Services)

The Corporate Seal of the
CORPORATION OF THE
DISTRICT OF NORTH COWICHAN
as hereto affixed in the presence of:

_____)
Mayor)
_____)
Director of Administration/)
Deputy CAO)

The Corporate Seal of the
TOWN OF LAKE COWICHAN
as hereto affixed in the presence of:

_____)
Mayor)
_____)
Clerk/Administrator)

SCHEDULE "A"

EOC OPERATIONAL PROCEDURES

The parties mutually agree to the following EOC Operational Procedures as outlined below:

1. Operations

The main purpose for establishing a Regional EOC is to standardize EOC operational procedures between the participating jurisdictions, and to become more cost effective and efficient by sharing resources.

The Regional EOC concept can be utilized when one or more of the participating jurisdictions are affected by an emergency or disaster. The primary site for the Regional EOC will be determined according to the location, type and scale of the emergency or disaster.

BCERMS and the Use of ICS

The British Columbia Emergency Management Response System (BCERMS) is the comprehensive management standard to be used by all emergency management personnel involved in this agreement. BCERMS has been developed to ensure a coordinated and organized response all emergency incidents. The four operational levels of BCERMS are; Site Level, Site Support (normally through an Emergency Operations Centre (EOC), Provincial Regional Coordination Level (normally through a Provincial Regional Operations Centre (PREOC), and Provincial Central Coordination Level (normally through a Provincial Operations Centre (PECC).

The Incident Command System (ICS) is the emergency management system to be used by all parties to this agreement. ICS is a modular management system that expands or contracts as the incident escalates or de-escalates.

Establishing a Unified Command

Unified Command is an aspect of ICS. Unified Command may be established when there is more than one agency involved, thereby necessitating the development of a common set of response strategies, objectives and tactical decisions without losing or abdicating agency authority, responsibility or accountability. Under Unified Command there would be one Incident Commander (IC) from each of the agencies involved, and one single spokesperson speaking on behalf of the incident team (selected by IC's by consensus).

Command Post

A command post is the location at the scene of an emergency where the Incident Commander(s) and Incident Management Team are located for the purpose of incident coordination and communications. This may be a command vehicle or facility. There would be one Command Post per Incident Site.

2. Definitions

Levels of Operational Response

Level 1 – Site Response – (Readiness and Routine) - *All ongoing routine response activities by Emergency Services Personnel (Police, Ambulance, Fire) on a daily basis.*

Level 2 – Local Authority EOC Response – (Local Emergency) – *A situation confined to one location/jurisdiction that does not affect zone-wide services, population or traffic.*

Level 3 – Regional EOC Response – (Regional Emergency) – *A situation affecting multiple-jurisdiction services, populations and geographical areas.*

Level 4 – PREOC Response, Regional EOC – (Major Disaster) – *A region-wide disaster that involves widespread damages in addition to the disruption of services. A “Provincial Regional Emergency Operations Centre” will be activated and the Attorney General may declare a “state of Emergency”.*

Level 5 – PECC Response – (Major Disaster) – *A province-wide disaster that involves widespread damages in addition to the disruption of services, requiring additional support and resources from Federal Government and/or other Provinces. A “Provincial Emergency Coordination Centre” will be activated and the Attorney General may declare a “State of Emergency”.*

Zone Definitions –

CVRD Zone 1 – Includes the following areas; CVRD Electoral Areas A – Mill Bay/Malahat, B – Shawnigan Lake, C – Cobble Hill, D – Cowichan Bay

CVRD Zone 2 – Includes the following areas; City of Duncan, Municipality of North Cowichan, CVRD Electoral Area E – Cowichan Station/Sahtlam/Glenora, Cowichan Tribes and Halalt First Nation

CVRD Zone 3 – Includes the following areas; Town of Ladysmith, CVRD Electoral Areas G – Saltair/Gulf Islands, H – North Oyster/Diamond, Penelakut Tribe

CVRD Zone 4 – Includes the following areas; Town of Lake Cowichan, CVRD Electoral Areas F – Cowichan Lake South/Skutz Falls, I – Youbou/Meade Creek

EOC Management (Local Authority) – Municipal and Regional staff have been trained and will work together to manage the emergency or disaster response and recovery, unless otherwise specified, or mutually agreed upon by all parties to this agreement affected by the situation.

3. EOC Locations

Site Level (Level 1 Emergency)

An EOC would not normally be established at this level. Should basic support or coordination be required, this would be provided through the Municipal or Regional Offices or through the Emergency Program Coordinator at the CVRD.

Local Authority EOC's (Level 2 Emergency)

A Local Authority EOC may be activated under the following Level 2 Emergency Conditions:

(a) Localized CVRD Electoral Areas Only Emergency

The existing facilities at the CVRD Administration Building would be utilized to establish a CVRD EOC should the need arise. The EOC may be jointly and cooperatively set-up and designated EOC Management Staff may share command of the EOC should the need arise.

(b) Localized City of Duncan Emergency

The existing facilities at the City of Duncan would be utilized to establish a City of Duncan EOC should the need arise. The CVRD Administration Building would function as an alternate EOC location should the need arise. The request to set up, or move the EOC to the alternate location would come from the EOC Director. The EOC may be jointly and cooperatively set-up and designated EOC Management Staff may share command of the EOC should the need arise.

(c) Localized Municipality of North Cowichan Emergency

The existing facilities at the Municipality of North Cowichan would be utilized to establish a Municipality of North Cowichan EOC should the need arise. The CVRD Administration Building would function as an alternate EOC location should the need arise. The request to set up, or move the EOC to the alternate location would come from the EOC Director. The EOC may be jointly and cooperatively set-up and designated EOC Management Staff may share command of the EOC should the need arise.

(d) Localized Town of Ladysmith Emergency

The existing facilities at the Ladysmith City Hall Council Chambers would be utilized to establish a Town of Ladysmith EOC should the need arise. The CVRD Administration Building would function as an alternate EOC location should the need arise. The request to set up, or move the EOC to the alternate location would come from the EOC Director. The EOC may be jointly and cooperatively set-up and designated EOC Management Staff may share command of the EOC should the need arise.

(e) Localized Town of Lake Cowichan Emergency

The existing facilities at the Cowichan Lake Sports Arena would be utilized to establish a Town of Lake Cowichan EOC should the need arise. The CVRD Administration Building would function as an alternate EOC location should the need arise. The request to set up, or move the EOC to the alternate location would come from the EOC Director. The EOC may be jointly and cooperatively set-up and designated EOC Management Staff may share command of the EOC should the need arise.

Regional EOC (Level 3 Emergency)

A Regional EOC will be activated under one of the following Level 3 Emergency Conditions:

- (a) Regional Emergency (involving one or more jurisdictions)

The EOC Director would decide which location(s) would be most appropriate to setup the EOC; the CVRD Administration Building, the Municipality of North Cowichan, the Ladysmith City Hall Council Chambers, the Cowichan Lake Sports Arena, or other facility if deemed necessary. The EOC would then be jointly and cooperatively set-up and the EOC Management Staff would share command of the EOC should the need arise.

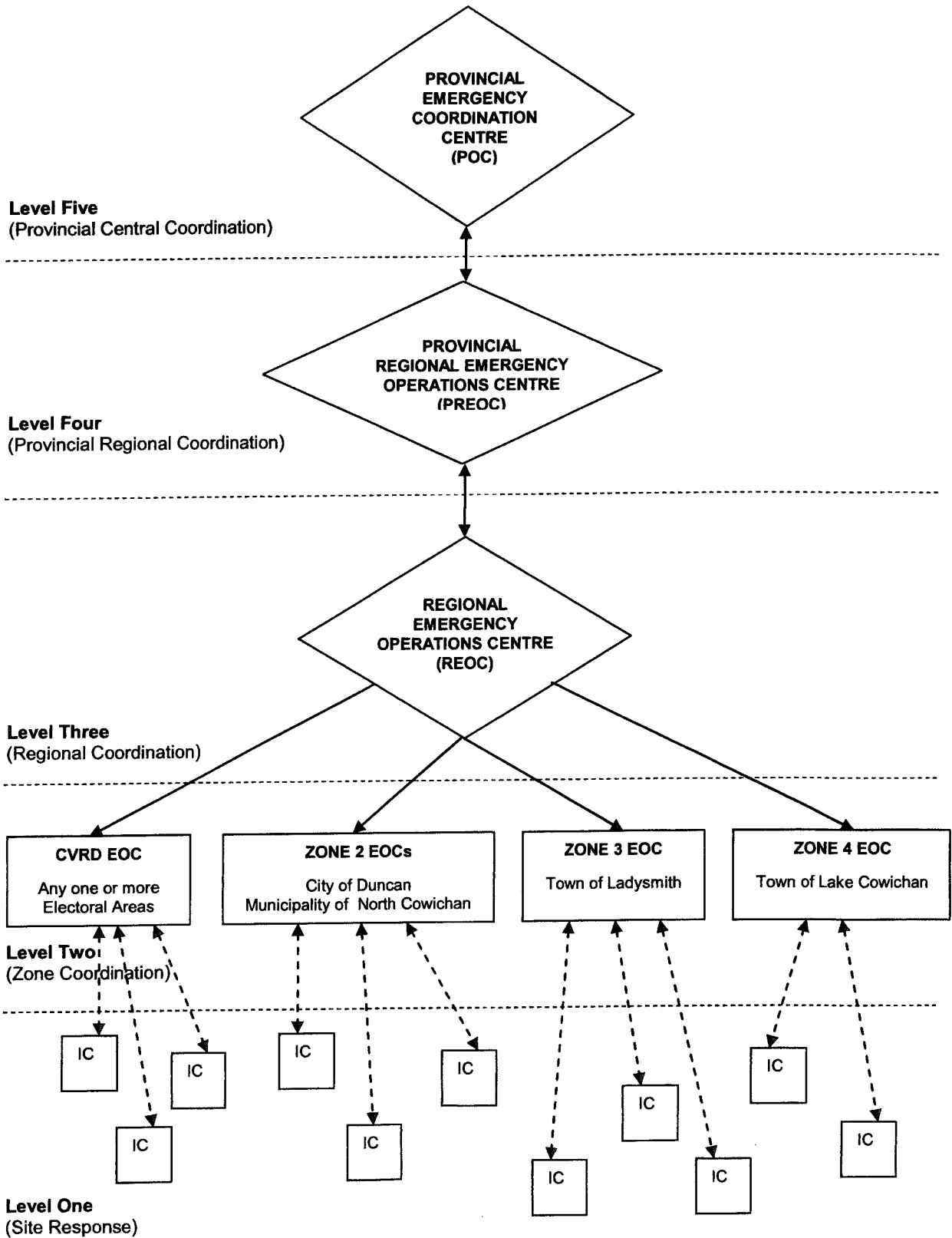
Provincial Regional Coordination Level (Level 4 Emergency)

Provincial Regional Emergency Operations Centre (PREOC) locations are designated by Emergency Management BC officials immediately prior to activation and the communications links are shared with all other levels of operation. The PREOC is activated by EMBC whenever a local authority EOC is activated.

Provincial Coordination Level (Level 5 Emergency)

Provincial Emergency Coordination Centre (PECC) is activated by EMBC whenever more than one PREOC is activated.

REGIONAL COORDINATION CENTRE STRUCTURE



SCHEDULE "B"

COST SHARING OF RESOURCES

The parties agree to the following Cost Sharing Principles as outlined below:

1. The Providing Party shall be responsible for any costs incurred in connection with the gathering, movement and deployment of resources to the Requesting Party.
2. A Requesting Party shall pay to the Providing Party:
 - (a) Salaries, wages and other employment expenses of employees or members of volunteer emergency programs, if such volunteers are entitled to compensation under their arrangements with the Providing Party for the time spent by such persons combating the emergency or disaster in the Requesting Party.
 - (b) Market value of resources consumed or otherwise not returnable to the Providing Party.
3. Following the cessation of the emergency or disaster, the Providing Party shall submit a bill to the Requesting Party for payment pursuant to Paragraph 2 and the Requesting Party shall make payment within thirty (30 days) of receipt.
4. The Requesting Party shall:
 - (a) Be responsible for the operating costs of resources provided; and
 - (b) Be responsible for repair costs for resources in its possession , in order to return resources to the Providing Party in the state of repair that they enjoyed when they were borrowed.
5. The Requesting Party will assume direction and control over resources provided under this Agreement as soon as the resources arrive in the Requesting Jurisdiction.
6. Resources provided to a Requesting Party shall be returned in the same working condition as when it was accepted as soon as it is no longer needed to combat the emergency or disaster; resources shall be deemed to be provided in good working order unless otherwise noted by the Requesting Party at the time of acceptance.
7. Each Party hereto shall within three months of the date of this Agreement compile a list of major equipment resources and distribute a copy of the list to each other party. Each party shall revise the list by not later than the first anniversary of this Agreement and every year after for the duration of the Agreement. Each party shall distribute a copy of each revised list to each other party.

Status of Top 5 Departmental Strategic Priorities

September 2011

Department: City Manager

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
1. New Civic Space	<ul style="list-style-type: none"> -Building and site design completed (consultation, rezoning, planning, design and approval) -Renovation of first building, construction of second building completed -Legal agreements completed -March 31.10 funding deadline met (first deadline) -Confirmed extension for Spirit Square funding to match project completion timelines (March 31.11) -grand opening ceremony -consortium established 	<ul style="list-style-type: none"> -Construction completed and occupancy issued-Boys and Girls Club -Construction completed and occupancy issued- LRCA-Seniors building -Construction of Spirit Square, Market Lane completed -Infrastructure and off site works completed -Project met target for March 31, 2011 funding deadlines -Grants received and final reports submitted 	<ul style="list-style-type: none"> -Establish Project Team (Jan 09-completed) -CAF Funding secured (Sept 09-completed) -Hire Architect (Sept 09-completed) -Public consultation (completed) -Develop detailed drawings (completed) -Re-construction of existing building (completed) -Construction of new building and Spirit Square (completed) -Complete-March 31, 2011 	<ul style="list-style-type: none"> -Project was a 'fast-track project' with very tight timelines. Project was completed by March 2011 to meet funding requirements -Opening events were held -Next steps are establishment of consortium group, agreements and capturing the story for other communities
2. Community Marina	<ul style="list-style-type: none"> -Established DL 2016 Corp (including board of directors, auditor, shares, bank, insurance etc) -Completed License, Sub-lease and Management and Operating agreements with DL 2016 and Society (LMS) 	<ul style="list-style-type: none"> -Inspector of Municipalities approval received -DL 2016 borrowing not required -Funding confirmed for LMS-(ICE/T and Westcoast Community Adjustment Program) 	<ul style="list-style-type: none"> -Agreements completed and signed (Aug 09) -Inspector of Municipalities approval (Oct 09-completed) -Borrowing approval (not required) 	<ul style="list-style-type: none"> -Establishment of DL 2016 is on-going

Status of Top 5 Departmental Strategic Priorities

September 2011

Department: City Manager

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
<p>3. Implementation of Vision Document</p>	<ul style="list-style-type: none"> -Received National Planning Award for Visioning Process and Visioning Document -Held discussions with Committees and Commissions on supporting role in implementation -Natural Step Canada -Secured funding from FCM for project -Established Action Team -Held community meeting 	<ul style="list-style-type: none"> -Integration at all levels in the organization, including DCC review, bylaw review, staff green team, bicycle study, walking study, solar power at City Hall etc. -Integrate learning with other municipalities in region (co-ordinate efforts, best practices, share in training) -Funding confirmed from FCM -work plan commenced 	<ul style="list-style-type: none"> -Met with Whistler Centre for Sustainability (completed) -Bylaw reviews (on-going) -Grant funding (Oct 10) -RFP issued (Jan 2011) -Commence implementation of project (Feb 2011) -Work plan completed (April 2011) -Action Team formed met and working (June 2011) -Public engagement planned and event held (Sept 11) 	<ul style="list-style-type: none"> -Implementation of visioning document is on-going -Formal implementation plan completed in 2011-12
<p>4. Waterfront Development- Geotech & Environmental Assessment; Archaeological Study</p>	<ul style="list-style-type: none"> -Clean up of DL 651 -Negotiated agreement and partnership with Province of B.C. and Stz'uminus First Nation -Awarded contract to Golder & Associates -Received original funding from Federal Government (Green Municipal Fund) -Received funding from Provincial Government (Brownfield Renewal) 	<ul style="list-style-type: none"> -Archaeological Study completed -Golder & Associates study underway, awaiting funding approval for additional work required on project -Mayor and City Manager presented at Brownfields Conference, Oct 28,09 -Agreements for funding GMF- approved by Council; Brownfield to Council Nov 09- completed 	<ul style="list-style-type: none"> -Complete applications and secure funding (Oct 09- completed) -Archaeological Study (Nov 09-completed) -Complete Golder Report – additional work pending funding approved-Oct 10 (FCM) -Commenced new work with new funding (Jan 2011) -Awaiting final report (2011) 	<ul style="list-style-type: none"> -Original scope of work completed Mar 10. Report in draft, pending additional grants for additional work required -Additional funding-Oct 10. -All work completed in 2011.

Status of Top 5 Departmental Strategic Priorities

September 2011

Department: City Manager

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
5. Confirm Vision, Mission, Values with Council	<p>-Received additional funding from FCM (Green Municipal Fund) to complete increased scope of work</p> <p>-Strategic planning meetings with Council, confirmed revised vision, mission, values</p> <p>-Draft document presented & circulated to all staff and committees, commissions for comment and feedback</p>	<p>-Feedback and comments from staff, committees and commissions pending</p>	<p>-Confirm vision, mission, values, with Council-prepare draft document (October 5-completed)</p> <p>-Circulate to Committees, commissions, staff (October 8-completed)</p> <p>-Feedback received (October 30-completed)</p> <p>-Integrate vision, mission, values into communications plan (Nov 09-completed)</p>	<p>-December 7 Council meeting-completed</p>

Status of Departmental Strategic Priorities

Department: Corporate Services
September 2011

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
1. 2011 Local Government Elections	<ul style="list-style-type: none"> Nomination packages and statutory notices prepared List of electors updated Attended elections workshop in spring Appointed Chief and Deputy Chief Election Officers 	<ul style="list-style-type: none"> All statutory processes up to date Preparing election forms Developing strategies to increase voter turnout Election staff selection ongoing 	<ul style="list-style-type: none"> Pre-Election Workshop for Potential Candidates: September 20 Advanced voting days: November 9 and 16 General voting day: November 19 	<ul style="list-style-type: none"> Election: November 19, 2011 Follow Up: 2012
2. Website Update/ Communications Strategy	<ul style="list-style-type: none"> New website design finalized Content updates ongoing Usability testing to be held with focus group in September Newsletter issued with tax notices and utility bills in spring Next newsletter scheduled for September utility bills distribution 	<ul style="list-style-type: none"> Communication Plan implementation strategy ongoing Website upgrades ongoing Website training scheduled for September 	<ul style="list-style-type: none"> New website launch by October 1 (depending on user group schedule) 	<ul style="list-style-type: none"> Website Launch: October 1, 2011 Communications Strategy: Completed <p>Implementation of plan ongoing</p>
3. Bylaw Enforcement Matter	<ul style="list-style-type: none"> Ongoing – for consideration at Executive meetings 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Completion anticipated in 2012
4. Town-Operated Trolley System	<ul style="list-style-type: none"> Trolley transit system in full operation Transition of function to Public Works complete Corporate Services responsible for advertising and website Fee for service confirmed 	<ul style="list-style-type: none"> In-house advertising program ongoing Fee for service effective October 1st Customer service issues identified 	<ul style="list-style-type: none"> Customer service training scheduled for fall, 2011 	<ul style="list-style-type: none"> Completed <p>Management of service and advertising ongoing</p>
5. Land Sales/Land Agent Services	<ul style="list-style-type: none"> Land Agent/Realtor contracts ratified Two Town-owned properties listed for sale (Jim Cram Drive and Christie Road lots) Preparation of remaining lots for sale ongoing 	<ul style="list-style-type: none"> Land Agent preparing remaining lots for sale. Consultation with Land Agent and Realtor ongoing. 	<ul style="list-style-type: none"> Monthly status reports from Land Agent and Realtor 	<ul style="list-style-type: none"> Ongoing – projected date for lots sales anticipated to be in 2011

Status of Departmental Strategic Priorities

Department: Corporate Services

September 2011

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
6. Small Craft Harbours Lease	<ul style="list-style-type: none"> • Construction of causeway within Small Craft Harbours lease area of DL 2016 underway 	<ul style="list-style-type: none"> • DFO to provide further comment 	<ul style="list-style-type: none"> • Construction of causeway commenced Oct./09 	<ul style="list-style-type: none"> • Completion of causeway project – 2011
7. Canada's Top 100 Employers & Service Provider	<ul style="list-style-type: none"> • Application submitted (June 2011) 	<ul style="list-style-type: none"> • Ladysmith shortlisted as possible Top 100 Employer 	<ul style="list-style-type: none"> • Top 100 Employers announcement scheduled for fall, 2011 	<ul style="list-style-type: none"> • 2011 Application Completed
8. Bylaw Review Project	<ul style="list-style-type: none"> • Data input ongoing • Initial review of bylaw list ongoing 	<ul style="list-style-type: none"> • Reviewing bylaws in detail including requests for revisions submitted to date 	<ul style="list-style-type: none"> • Amendments ongoing. 	<ul style="list-style-type: none"> • 2010/11

**Status of Top 5 Departmental Strategic Priorities
September 2011
Department: Development Services**

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
1. Development Cost Charge (DCC) Bylaw Review	<ul style="list-style-type: none"> - Background research and policy work - Direction on rebates and waivers from Council - Stakeholder/public consultation - Revised option (9b) directed by Council - DCC Bylaw Review Policy approved by Council 	<ul style="list-style-type: none"> - Bylaw 1762 given readings by Council - Bylaw 1762, with Background Report, provided to the Province for approval - Consultant preparing Downtown Waiver Bylaw & Low Environmental Impact Bylaw - Consultant to provide report on affordable housing DCC options 	<ul style="list-style-type: none"> - Provincial Approval (TBD) - Bylaw 1762 Adoption (when approval received from Province) 	<p>Main Bylaw -- October 2011 Downtown Waiver Bylaw -- October 2011 Low Environmental Impact Bylaw - TBD</p>
2. Affordable Housing/ Secondary Suites	<ul style="list-style-type: none"> - Community consultation process (3 forums, telephone survey, open house) 	<ul style="list-style-type: none"> - Public Hearing on Bylaws 1773 & 1774 	<ul style="list-style-type: none"> - Public Hearing (September 19, 2011) 	<p>September 2011</p>

Status of Top 5 Departmental Strategic Priorities

September 2011

Department: Development Services

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
	<ul style="list-style-type: none"> - Council direction on Phased Implementation - Bylaws 1773 & 1774 referred to Public Hearing 			
3. New Zoning Bylaw	<ul style="list-style-type: none"> - Application for external funding submitted to the Green Municipal Fund 	<ul style="list-style-type: none"> - Consolidation of current Bylaw, in process (led by Corp. Services) - Research underway 	<ul style="list-style-type: none"> - Prepare RFP (following completion of DCC Project and Secondary Suites Project) 	2012

Status of Departmental Strategic Priorities

Department: Financial Services

September 2011

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
Timely & Informative Financial Statements	<ul style="list-style-type: none"> Monthly financial statements presented to Council beginning June of 2011 	<ul style="list-style-type: none"> August monthly report presented. 	<ul style="list-style-type: none"> Monthly reports 	<ul style="list-style-type: none"> Monthly
Annual Audit	<ul style="list-style-type: none"> 2010 Audit complete 	<ul style="list-style-type: none"> 2011 Interim audit schedule for October 	<ul style="list-style-type: none"> Dec 31, 2011 fiscal year close 	<ul style="list-style-type: none"> May 2012
Financial Statements	<ul style="list-style-type: none"> 2010 Financial Statements Complete 	<ul style="list-style-type: none"> n/a until 2012 	<ul style="list-style-type: none"> Dec 31, 2011 fiscal year close 	<ul style="list-style-type: none"> May 2012
Annual Budget	<ul style="list-style-type: none"> 2011 Budget complete 	<ul style="list-style-type: none"> 2012 Budget in progress 	<ul style="list-style-type: none"> Sept 30, 2011 budgets to be received by Financial Services. Review and analysis in October/November. 	<ul style="list-style-type: none"> Dec 5, 2011 present preliminary budget. May 2012 adopt budget bylaw.
Collection of Taxes	<ul style="list-style-type: none"> 2011 Tax Due date was July 4, 2011 	<ul style="list-style-type: none"> 94% taxes collected. Outstanding notices mailed. 	<ul style="list-style-type: none"> Dec 31, 2011 current taxes roll to arrears and begin accruing interest. 	<ul style="list-style-type: none"> On going.
Annual Reporting (policing, SOFI, LGDE, etc.)	<ul style="list-style-type: none"> 2010 Reports complete 	<ul style="list-style-type: none"> All statutory processes up to date 	<ul style="list-style-type: none"> Dec 31, 2011 fiscal year close 	<ul style="list-style-type: none"> May & June of 2012
Property Tax Sale	<ul style="list-style-type: none"> 2010 Tax Sale redemption period expires Sept 27, 2011. 2011 Tax Sale in progress. All notifications made. 	<ul style="list-style-type: none"> Council aware of status of 2010 Tax Sale properties. 2011 All statutory processes up to date 	<ul style="list-style-type: none"> 2010 Tax Sale redemption period expires Sept 27, 2011. September 26, 2011 is the 2011 Tax Sale. Notification of sale due December 26, 2011. 	<ul style="list-style-type: none"> September 2012

Status of Top 5 Departmental Strategic Priorities

Date September 7, 2011

Department :Parks ,Recreation & Culture

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
1. DL 108 (Forrest Field)	Completed construction of turf field, lighting, washrooms/change rooms, landscaping & irrigation, playground & parking.	Final site cleanup.	RinC program funding maximized and field being used by multiple users.	August 31 st , 2011.
2. FJCC Heating , Lighting & Ventilation	Dehumidification unit installed, new gym lighting, other lighting upgrades.	Installing new lighting in pool area and parapet wall.	Gas Tax Program maximized and significant energy savings being realized.	September 30, 2011.
3. Holland Creek Trails	Culvert installed, small foot bridge repairs, Holland Creek Bridge crossing study.	Small bridge repairs underway.	Trail safety improvements.	September 30, 2011.
4. Environmental Issues	Previous Draft Energy Plan discussions.	Draft plan under review.	Draft plan for consideration in 2012.	2012
5. School District No. 68 Joint Use	Joint meeting held in June, 2011.	Agreed to further meetings in 2012.	Looking for strategy for all schools in Ladysmith.	Ongoing

Status of Top 5 Departmental Strategic Priorities

September, 2011

Department: Public Works

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
1. Wastewater Treatment	<ul style="list-style-type: none"> • Construction of Phase I (Headworks) completed • Tenders for Phase II (solids handling) rejected • Grant application for Phase III submitted. 	<ul style="list-style-type: none"> • Headworks construction completed • Original grant completed (used up) • Recommendation for remainder of second grand submitted. • No grant received to date for Phase III. 	Remainder of 2/3 grant expires in March 2011	<ul style="list-style-type: none"> • Phase I (headworks) completed • Phase II requires approval for design.
2. Waterline – Holland to Stocking Lake: UV Light Treatment	<ul style="list-style-type: none"> • Application for permit for Holland – Stocking pipeline submitted. • Application submitted for Infrastructure grant • Design for pipeline to Arbutus Reservoir underway. 	<ul style="list-style-type: none"> • Design for pipeline to Arbutus approx. 90% complete. • Design for centralized treatment approx. 90% completed. 		
3. Amphitheatre Bank	<ul style="list-style-type: none"> • Geotechnical 	<ul style="list-style-type: none"> • Work completed 		

Stabilization	<ul style="list-style-type: none"> • Engineer hired • Biologist hired • Contractor hired • Material arranged. • Approvals in place 			
4. Municipal Road Maintenance	<ul style="list-style-type: none"> • Crack filling, pot hole patching and line painting programs completed 			
5. Organic Waste Collection – Multi-family	<ul style="list-style-type: none"> • Meetings with contractor to determine method of collection • Meetings with various strata organizations attended 	<ul style="list-style-type: none"> • Method of collection determined. • Each strata to set up collection with contractors 	<ul style="list-style-type: none"> • Meetings with all strata councils completed • Knights Court first to adopt 	<ul style="list-style-type: none"> • Program implemented by end of 2010



Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: Erin Anderson, Director of Financial Services
Date: September 14, 2011
File No:

Re: Financial Update – August 2011

RECOMMENDATION(S):

That Government Services Committee receive this report.

PURPOSE:

Continuing to deliver on the Finance Department's goal of monthly financial statements

INTRODUCTION/BACKGROUND:

Included is the analysis for the finances to the end of August. As requested by the chair, a Cash Flow statement has been included. A line-by-line report is available for Council to review upon request.

Notes & Trends

Revenues:

- 94% of 2011 Property Taxes have been collected which is consistent with 2010.
- The Rate of return on investments has been better than budgeted. It is forecasted to exceed the anticipated revenue by nearly \$25,000 by year end. This is due to paying for major capital projects later in the fiscal year than expected and gaining interest on the money in the accounts.
- The 2nd Quarter Utility bills were due on September 14th. The next billing will be in the mail next month.
- Council adopted Temporary Borrowing bylaw to allow for financing of the waterworks project. As work has not yet commenced on this phase of the project, the borrowing has not been requested as yet.

Operating Expenses:

- An unexpected invoice from the RCMP for prior year staffing costs was received. This is due to a timing issue between the fiscal year end of the RCMP (March) and the Town's year-end (Dec). This expense, which is not within the control of the Town, was nearly \$30,000. Originally, video recording equipment was to be installed at the detachment. Depending on the staffing level of the detachment for the next few months, the cost of

- installing this video recording equipment may be deferred for one year to cover this unexpected invoice. This has been communicated with the RCMP.
- Many of the Public Works seasonal work is coming to an end. Each of the category of costs is currently within budget.

Other items:

- The upgrade to the financial software went smoothly as expected.
- As legislated, the 2011 Tax Sale is set for 10:00am on Monday September 27. At this time, there are 4 properties set to be auctioned. The properties were listed in the Ladysmith Chronicle on Tuesday, September 13th edition and again on Tuesday, September 20th's edition.

SCOPE OF WORK:

Individual analysis is performed by each Director.

ALTERNATIVES:

n/a

FINANCIAL IMPLICATIONS:

Keeping Council informed of the financial status of the organization.

LEGAL IMPLICATIONS:

This is a snap-shot of the Town finances for a point in time. No accruals have been made. Payments and deposits continue to be received which will change the financial figures. These statements are not audited.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The public is encouraged to review the report and provide comment.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

Coordination among the various departments to ensure all revenues and expenses are allocated properly and received by the Finance Department.

RESOURCE IMPLICATIONS:

The format of this report will evolve. Additional analysis time may be required by the Finance Department.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

n/a

ALIGNMENT WITH STRATEGIC PRIORITIES:

This is within the Town strategy of "Wise Financial Management".

SUMMARY:

The financial information up to the end of August is included in this report. It is recommended that the Government Services Committee receives this report.

I concur with the recommendation.



Ruth Malli, City Manager

ATTACHMENTS:

Consolidated Statement of Operations
Consolidated Statement of Financial Position
Consolidated Statement of Cash Flows
Reserve balances

Town Of Ladysmith
Consolidated Statement of Operations
For the period ended August 31, 2011

	Actual YTD 2011	Budget 2010
Revenue		
Taxes - Adjusted to Municipal portion	7,374,280	7,375,630
Fees and charges	1,700,685	3,591,916
Return on investments	61,360	30,000
Penalty and interest on tax	98,746	115,000
Grants	1,725,336	3,608,655
Donations, contributions and contributed property	184,060	392,059
Gain (loss) on disposal of tangible capital assets	6,000	338,707
Development fees	108,075	240,000
Local area improvements	8,922	8,922
	<u>11,267,465</u>	<u>15,700,889</u>
Expenditures		
General government services	1,251,386	1,964,702
Library	199,776	266,368
Protective services	807,389	1,492,683
Transportation services	660,352	1,146,255
Environmental health services	243,082	439,110
Public health	19,928	37,795
Development services	317,940	531,426
Recreation and cultural services	1,224,647	1,940,497
Parks operation services	397,203	629,037
Sewer	304,920	482,222
Water	260,352	459,318
Reallocation of internal equipment usage	(103,135)	-
Amortization	-	-
Interest, net of actuarial adjustment (Note 9)	112,518	227,958
	<u>5,696,358</u>	<u>9,617,371</u>
Annual Surplus	5,571,107	
Prior Year Surplus	<u>78,338,499</u>	
Accumulated Surplus - end of year	<u><u>83,909,606</u></u>	

Town Of Ladysmith
Consolidated Statement of Financial Position
As at August 31, 2011

	2011	2010
Financial Assets		
Cash and short term deposits	12,112,497	10,129,101
Accounts receivable	<u>2,845,322</u>	<u>4,753,896</u>
	<u>14,957,820</u>	<u>14,882,997</u>
Liabilities		
Accounts payable	592,610	2,317,293
Post-employment benefits	172,300	172,300
Deferred revenue	1,307,422	1,386,463
Restricted reserves	2,429,853	2,242,345
Refundable deposits and other	378,898	348,902
Long term debt	<u>3,137,706</u>	<u>3,211,321</u>
	<u>8,018,789</u>	<u>9,678,624</u>
Net Financial Assets	<u>6,939,031</u>	<u>5,204,373</u>
Non-Financial Assets		
Tangible Capital Assets	76,842,364	72,978,203
Prepays	26,479	46,514
Inventory	101,732	109,409
	<u>76,970,574</u>	<u>73,134,126</u>
Accumulated Surplus	<u><u>\$83,909,606</u></u>	<u><u>\$78,338,499</u></u>

Town Of Ladysmith
Consolidated Statement of Cash Flows
As at August 31, 2011

	2011
Operations	
Net operating revenue	\$ 5,571,107
Less non-cash items:	
Amortization	-
Loss (gain) on disposal of tangible capital assets	(6,000)
Contribution to Parkland	
Changes in non-cash items:	
Accounts receivable	1,908,574
Accounts payable, accrued liabilities and post-employment benefits	(1,724,683)
Inventory and prepaid expenses	27,712
Deferred revenues	(79,041)
Restricted reserves	187,508
Refundable deposits and other	29,996
	<hr/>
Net increase (decrease) in cash from operations	5,915,172
Capital Transactions	
Cash used to acquire tangible capital assets	(3,839,405)
	<hr/>
	(3,839,405)
Financing	
Repayment of long-term debt	(92,371)
	<hr/>
Net (Decrease) Increase in cash from financing	(92,371)
Increase in Cash and Short Term Deposits	1,983,396
Cash and Short Term Deposits - Beginning of Year	10,129,101
	<hr/>
Cash and Short Term Deposits – Aug 31, 2011	\$ 12,112,497

Reserve & Appropriated Equity Balances
As at August 31, 2011

Restricted Reserves	
DCC – Water	598,135
DCC – Parks	226,051
DCC – Roads	493,871
DCC – Sewer	46,349
DCC – Storm	309,025
Parking	60,963
Gas Tax	672,424
Green Streets	1,370
Amphitheatre	11,093
Trolley	5,489
Capital	<u>5,083</u>
Total Restricted	\$2,429,852
Other Reserves	\$195,631
General Appropriated Equity	\$1,321,743
Water Appropriated Equity	\$743,605
Sewer Appropriated Equity	\$2,730,774

Amounts do not reflect budgeted allocations.



Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: Joe Friesenhan, Director of Public Works
Date: September 6, 2011
File No:

Re: WASTE, RECYCLABLES, AND ORGANICS COLLECTION CONTRACT

RECOMMENDATION(S):

That the Committee recommend that Council extend the existing solid waste collection contract with BFI Canada for an additional one year term to expire on September 30, 2012.

PURPOSE:

To extend the contract for the collection of waste, recyclables and organics for an additional year and to obtain Council direction regarding the collection of waste, recyclables, and organics for single family residences within Ladysmith for the future.

INTRODUCTION/BACKGROUND:

The original contract for waste collection for single family residences expired on September 31, 2010. In January of 2010, the contractor informed staff that there would be an increase in the pickup fee from \$9.50 per household per month for the collection of garbage and recycling to \$10.95; and an increase from \$0.85 per household per month to \$0.95 for the organics collection at the end of the contract. Council authorized an extension of the contract for 1 year at the new prices. We have received a letter from BFI Canada, offering to maintain the current prices for an additional one year term. The original contract allows for two one year extensions.

A detailed assessment of the Town's solid waste collection contract needs to be completed. If an RFP is issued for a new collection contract, sufficient time is required for the possibility of a new contractor to gear up to perform the work. A new RFP should be issued by January, 2012.

SCOPE OF WORK:

Collection of waste, recyclables, and organics.

ALTERNATIVES:

Council can choose to:

- Extend existing contract for an additional year
- Go to tender for a new five year contract

FINANCIAL IMPLICATIONS:

The cost of the collection contract has been included in the annual budget.

LEGAL IMPLICATIONS:

N/A

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

N/A

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

N/A

RESOURCE IMPLICATIONS:

No additional staffing is required.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

The continuation of the organics collection program aligns with several sustainability goals including Sustainability Goal No. 4 - Manage materials use to reduce or eliminate waste.

ALIGNMENT WITH STRATEGIC PRIORITIES:

This initiative aligns with Strategic Direction E - Responsible Stewardship of the Environment.

SUMMARY:

The contract for the waste, recycling, and organics collection expires on September 31, 2011. A letter has been received from BFI Canada offering to maintain the current prices for an additional year. The original contract allows for two one year extensions. BFI received a one year extension in 2010.

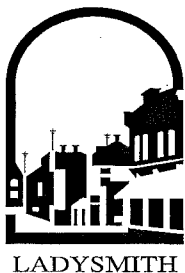
I concur with the recommendation.



Ruth Malli, City Manager

ATTACHMENTS:

Letter from BFI Canada.



Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: Joe Friesenhan, Director of Public Works
Date: August 29, 2011
File No:

Re: THREE-QUARTER TON UTILITY VEHICLE

RECOMMENDATION(S):

That Council authorize staff to issue an RFP for the $\frac{3}{4}$ ton truck scheduled for replacement with the funds to come from the Equipment Replacement Reserve.

PURPOSE:

To obtain Council authorization to replace an existing $\frac{1}{2}$ ton pickup truck with a $\frac{3}{4}$ ton 4 x 4 for the utility department.

INTRODUCTION/BACKGROUND:

A number of Town vehicles are due for replacement in 2011: a 5-ton dump truck (already purchased), a 1 ton flat deck, and two $\frac{1}{2}$ ton pickups. The Utility department utilizes one of the $\frac{1}{2}$ ton pickups to do rounds and obtain samples throughout the watershed. The truck is required to carry much more payload than it was built for in order to have the tools and equipment available to complete the required works. Because of the amount of equipment carried, we have had to replace the transmission, brakes, springs, and differential in the last year.

In order for the department to operate cost effectively and efficiently, the $\frac{1}{2}$ ton needs to be replaced with a $\frac{3}{4}$ ton 4 x 4.

In an effort to reduce the Town's greenhouse gas emissions, staff are investigating more fuel efficient vehicles when replacing equipment. For example, in 2005, the Town replaced a half ton pickup with a more fuel efficient Pontiac Sunfire. In 2008, the Town purchased its first Hybrid vehicle (a Ford Escape). After an assessment of the electric vehicle in 2009, a second hybrid was purchased (Toyota Prius).

Although the automotive industry is working on producing hybrid and electric vehicles, to date their efforts have focused on passenger vehicles rather than pickup trucks or anything larger. To date there is no one that makes $\frac{3}{4}$ ton 4 x 4 truck in either a hybrid or full electric model.

SCOPE OF WORK:

Put out tender for a $\frac{3}{4}$ ton 4 x 4 truck.

ALTERNATIVES:

- Run the present $\frac{1}{2}$ ton until it falls apart
- Replace the $\frac{1}{2}$ ton with a $\frac{3}{4}$ ton.

FINANCIAL IMPLICATIONS:

Once the vehicle is tendered, an actual price will be determined. Funds for the replacement of Public Works vehicles are in the Town's Equipment Replacement Reserve.

LEGAL IMPLICATIONS:

N/A

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Running a cost effective efficient equipment pool would have positive public relations implications.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The work involved in issuing the Request for Proposals and acquiring the vehicles will involve the Corporate Services, Finance and Public Works Departments.

RESOURCE IMPLICATIONS:

No additional staff resources are required.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

Aligns with Strategy #2, Low Impact Transportation, of the Sustainability Visioning Report.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Sustainability is one of the Town's Top 25 Strategic Priorities.

SUMMARY:

A number of vehicles require replacement in 2011. In an effort to reduce greenhouse gas emissions, the Town has been looking for the most fuel efficient vehicles available. Technology has not yet been developed to include production models of anything larger than a passenger vehicle for hybrids or electric vehicles. The utility department is running a ½ ton pickup that has required the replacement of the transmission, brakes, springs, and differential in the last year. The truck is required to carry much more pay load than it was built for in order to have the tools and equipment available to complete the required works.

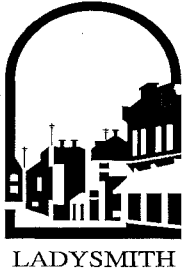
I concur with the recommendation.



Ruth Malli, City Manager

ATTACHMENTS:

"None".



Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: Sandy Bowden, Director of Corporate Services
Date: August 29, 2011
File No:

Re: Dog Licencing, Control and Pound Bylaw No. 1155 – Definition of “At Large”

RECOMMENDATION:

That the Committee recommend to Council that this staff report be received for information.

PURPOSE:

The purpose of this staff report is to provide Council with information regarding the definition of “at large” as stated in the “Town of Ladysmith Dog Licencing, Control and Pound Bylaw No. 1155”.

INTRODUCTION/BACKGROUND:

Council will recall that at the meeting held on August 2, 2011 the following resolution was adopted:

That staff be requested to report back to the Government Services Committee regarding the definition of ‘at large’ in the Dog Control, Licencing and Pound Bylaw.

This issue was raised by a member of the community who was approached by the Animal Control Officer because they tied their dog up to a fixture outside of a business and left it unattended. The Animal Control Officer advised the dog owner that they were in contravention of the Dog Licencing, Control and Pound Bylaw and that the dog was considered to be “at large” because it was left on public property unattended.

Staff consulted several other jurisdictions in the Cowichan Valley and Nanaimo areas and confirms that the existing definition of “at large” in the Ladysmith bylaw is relatively consistent with other jurisdictions’ definitions. The only definition that does not specify that a dog must be under the control of a competent person is the Nanaimo bylaw. The table below provides an overview of the results of staff’s research into the definition. Staff also confirms that Coastal Animal Control Services (CACS) who provide animal control services for the Town has no issues with the current definition of “at large” and does not support amending the definition. CACS notes that although a dog is tied up and not running loose, it still poses a distinct liability to the general public as the owner is not with the dog. Tripping hazards and

dog bites are a common problem with dogs that are left to their own devices while an owner is shopping etc. and the dog is tied up on the sidewalk.

JURISDICTION	DEFINITIONS
City of Nanaimo	"At large" means being elsewhere than on the lands or premises owned or occupied by the dog owner and not on a leash.
Regional District of Nanaimo	At large means being elsewhere than on lands or premises of the owner and not being under the immediate charge and control of a responsible person.
City of Duncan	"Run at large or running at large" means being elsewhere than in a Designated Dog Area or on the premises of a person owning or having the custody, care or control of any dog and not being on a leash under the direct and continuous charge of a person who is competent to control said dog.
District of North Cowichan	No definition.
Town of Lake Cowichan	"At large" shall mean any animal being elsewhere than on the premises of the person owning or having custody, care or control of any animal and not being under the direct and continuous charge of a person who is competent to control it;
Cowichan Valley Regional District	"Run at large" when used with reference to a dog or dogs shall mean being elsewhere than on the lands and premises of a person owning or having the custody, care or control of any dog, and not being under immediate charge and effective control of a responsible and competent person.
Town of Ladysmith	"At Large" shall mean, for the purposes of this Bylaw, as being elsewhere than on the premises of the owner of such dog and not restrained by a competent person by means of an adequate leash attached to the dog.

SCOPE OF WORK:

The CACS will continue to enforce the bylaw as prescribed.

ALTERNATIVES:

Council could receive this report for information as recommended or it could direct staff to amend the definition in the bylaw as deemed appropriate.

FINANCIAL IMPLICATIONS:

n/a

LEGAL IMPLICATIONS:

n/a

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

CACS advises that to date they have received only one complaint regarding enforcement issues associated with the definition of “at large” in the bylaw. It is CACS’s opinion that it is in the best interests of the community, in particular to ensure personal safety, that the definition of “at large” remain as it currently states. In staff’s opinion maintaining the current definition of “at large” in the bylaw will have minimal impact on the community.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

n/a

RESOURCE IMPLICATIONS:

Animal control enforcement issues will continue to be the responsibility of the CACS.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

n/a

ALIGNMENT WITH STRATEGIC PRIORITIES:

The staff recommendation aligns with Strategic Direction F – A Safe and Healthy Community.

SUMMARY:

Council directed staff to prepare a report on the definition of “at large” in the Dog Control, Licencing and Pound Bylaw No. 1155 in response to a concern raised by a resident that their dog was considered “at large” while it was tied up outside a business. Coastal Animal Control Services does not support amending the definition to allow individuals to leave their dogs unattended and tied up outside of a business while they enter the premises.

I concur with the recommendation.



Ruth Malli, City Manager

ATTACHMENTS:

None



TOWN OF LADYSMITH
 Building Permit Summary - August 2011

Year to Date	Commercial		Industrial		Institutional		Residential (NEW)		Residential Adds, Renos, Other		Dwelling Units	Total Permits	Bldg & Plbg Permit Fees This Month	Permit Values This Month	Permit Values Year to Date 2011
	No. of Permits	Values	No. of Permits	Values	No. of Permits	Values	No. of Permits (new res)	Values	No. of Permits	Values					
AUG	0	\$0	0	\$0	0	\$0	6	\$274,349	2	\$4,960	6	9	\$1,771	\$284,309	\$5,683,053

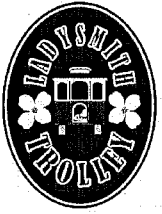
Year to Date

JAN	0	\$0	0	\$0	0	\$0	3	\$452,202	7	\$50,160	3	10	\$4,205	\$502,362	\$502,362
FEB	0	\$0	0	\$0	0	\$0	5	\$784,204	11	\$105,080	5	16	\$5,367	\$889,284	\$1,391,646
MAR	2	\$90,000	0	\$0	2	\$20,000	2	\$231,660	6	\$213,900	2	12	\$4,091	\$555,560	\$1,947,206
APR	2	\$202,200	0	\$0	0	\$0	1	\$160,920	4	\$56,184	2	7	\$3,043	\$419,304	\$2,366,510
MAY	0	\$0	0	\$0	0	\$0	9	\$1,256,620	14	\$81,680	9	23	\$10,773	\$1,338,300	\$3,704,810
JUN	1	\$60	0	\$0	0	\$0	7	\$1,146,082	5	\$31,900	7	13	\$9,641	\$1,178,042	\$4,882,852
JUL	0	\$0	0	\$0	0	\$0	3	\$455,262	9	\$60,630	3	12	\$4,254	\$515,892	\$5,398,744
AUG	0	\$0	0	\$0	0	\$0	6	\$274,349	2	\$4,960	6	9	\$1,771	\$284,309	\$5,683,053
SEP															
OCT															
NOV															
DEC															
TOTAL	5	\$292,260	0	\$0	2	\$20,000	36	\$4,761,299	58	\$604,494	37	102	\$43,145	\$5,683,053	

Demos Mth	#DU	Value	#BP	Value
	0		0	

Comparison	#DU	Value	#BP	Value
YTD 2011	37	\$4,761,299	102	\$5,683,053
YTD 2010	57	\$8,628,770	104	\$12,857,072
YTD 2009	26	\$3,552,149	94	\$8,482,569

Tom Skarvig, Building Inspector



TOWN OF LADYSMITH
TROLLEY BUS ACTIVITY REPORT - Trolleys 103/105
August 2011

Day	Date	Passenger Count	Fuel Litres	KM Start	KM Finish	Weather	Wheel Chairs	Service Dogs	Bikes
Mon	1	Stat							
Tues	2	112	81	111757	111968	Sun/Cloud	2	0	4
Wed	3	89	79	111968	112181	Sun	1	0	3
Thur	4	98	84	112181	112394	Sun	0	0	2
Fri	5	98	68	112395	112609	Sun	0	0	1
Sat	6	72	68	112609	112824	Sun/Cloud	0	0	1
Sun	7								
Mon	8	78	69	112824	113038	Sun	1	0	2
Tues	9	112	82	113038	113253	Sun/Cloud	0	0	1
Wed	10	105	80	113253	113469	Sun/Cloud	0	0	1
Thur	11	72	90	113469	113685	Sun/Cloud	0	0	2
Fri	12	79	80	83860	83943	Sun	2	0	2
Sat	13	85	89	83943	84145	Sun	2	0	2
Sun	14								
Mon	15	79	103	113817	114031	Sun	0	0	1
Tues	16	82	87	114031	114243	Sun	0	0	2
Wed	17	54	78	114243	114453	Sun	0	0	3
Thur	18	102	84	114453	114666	Sun	1	0	2
Fri	19	109	68	114662	114879	Sun	0	0	0
Sat	20	68	69	114829	115096	Sun	0	0	2
Sun	21								
Mon	22	91	74	115097	115309	Rain	0	0	1
Tues	23	78	94	115309	115521	Sun/Cloud	1	0	1
Wed	24	104	80	115521	115736	Sun/Cloud	0	0	3
Thur	25	72	75	115736	115952	Sun	0	0	2
Fri	26	72	67	115952	116166	Sun	0	0	0
Sat	27	62	72	116166	116387	Sun	0	0	3
Sun	28								
Mon	29	91	70	116381	116594	Sun	0	0	1
Tues	30	76	82	116594	116812	Sun	0	0	1
Wed	31	76	82	116812	117028	Sun	0	0	2
TOTAL		2216	2055				10	0	45

DONATIONS FOR Aug 2011 - \$1,262.65

DONATIONS YEAR-TO-DATE \$6,118.07

AVERAGE DAILY RIDER COUNT FOR Aug 2011 - 85



Ladysmith Fire / Rescue

P.O. Box 760 Ladysmith, B.C. V9G 1A5
 Phone: 250-245-6436 • Fax: 250-245-0917



FIRE CHIEF'S REPORT

MONTH: **August , 2011**

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YEAR'S TOTALS
Alarms Activated: Pulled Station			1										1
By mistake		2	3		3								8
Electrical problem	4	1		1	2		4	3					15
Due to cooking		1		1	1	2	2						7
Assistance								1					1
Burning Complaint					1	9		1					11
Fire: Structure	2	1			1	1	2	3					10
Chimney	3		2				1						6
Interface / Bush					1	2							3
Vehicle		2	1				1	3					7
Other	1			1	2		5	1					10
Hazardous Materials	2	1		2	1	1							7
Hydro Lines: Down / Fire	2		1										3
Medical Aid	4	1	2	5	1		3	1					17
Mutual Aid	1		1		1								3
MVI	3	2	4	1	3	2	3	2					20
Rescue				2				2					4
MONTH TOTALS (not incl. Practises)	22	11	15	13	17	17	21	17					133
Practises (Totals for each Month)	4	4	5	4	5	4	4	5					35

ALARMS ACTIVATED (location/owner):

- Faulty sensor – Carlos Place 440-4th Ave.
- Faulty sensor – Heritage Park
1156 Rocky Creek Road
- Activated by steam from bathroom –
Seaview Apts. - 218 Bayview

COMPARISONS:

Year to Date / 11 133 (excl. practises)
 Year to Date / 10 109 (excl. practises)
 Year to Date / 09 102 (excl. practises)

APPROVED:

Ray Deleourt
 Fire Chief

COASTAL ANIMAL CONTROL SERVICES OF BC LTD

2202 Herd Rd. Duncan, BC. V9L 6A6

(250) 748-3395

TOWN OF LADYSMITH POUND REPORT

August 2011

Disposition of Impounded Dogs	Current Month	2011 Totals	
Stray dogs impounded	2	15	
Stray dogs claimed	2	14	
Stray dogs put up for adoption	0	1	
Stray dogs euthanized	0	0	
Stray livestock / cats	0	0	
Other	0	0	
Calls Received and Investigated	13	80	
Aggressive dogs	2	13	
Dogs at large	4	24	
Confined dog	3	13	
Noise (barking) complaints	3	14	
Other non specific dog related calls	0	14	
Wildlife / livestock / cats	1	2	
After hour call outs	0	4	
Monthly Pound and Board Fees Collected	\$180.00	\$1560.00	
Impound fees	\$150.00	\$1150.00	
Daily board fees	\$30.00	\$410.00	
Tickets issued	0	5	
Unlicensed dog	\$00.00	\$200.00	
Dog at large	\$00.00	\$200.00	
Dangerous dog not muzzled (12e)	\$0	\$250.00	
Habitually noisy	\$0	\$0	
Licencing Statistics	Tags	1	24
	Revenue	\$30.00	\$660.00

Judi Burnett

RECEIVED
SEP 07 2011

CAS Summary of Service Calls, Ladysmith

13 calls in total

01-Aug-11 to 31-Aug-11

Issue	Call #	Received	Type	Completed
Aggressive		2		
	901	30-Aug-11	Dog	
	890	03-Aug-11	Dog	05-Aug-11
At large		4		
	895	06-Aug-11	Dog	16-Aug-11
	893	05-Aug-11	Dog	
	892	04-Aug-11	Dog	04-Aug-11
	889	02-Aug-11	Dog	22-Aug-11
Cats/Wildlife/Livestock		1		
	900	16-Aug-11	RABBITS	24-Aug-11
Confined		3		
	899	18-Aug-11	Dog	19-Aug-11
	897	14-Aug-11	Dog	15-Aug-11
	896	10-Aug-11	Dog	15-Aug-11
Noisy		3		
	898	18-Aug-11	Dog	19-Aug-11
	894	05-Aug-11	Dog	05-Aug-11
	891	03-Aug-11	Dog	05-Aug-11

Danh Phan
Wigwam Restaurant
438 First Ave., PO Box 759
Ladysmith, BC
V9G 1W7

August 19, 2011

Robert Hutchins, Mayor
Town of Ladysmith
410 Esplanade, PO Box 220
Ladysmith, BC
V9G 1A2

Dear Mr. Hutchins,

I would like to bring to your attention and put in a formal complaint about the recent filming occurred in the downtown area, during the week of August 14, 2011. As a business owner and supporting member of this community, I find it quite disheartening and disappointing with the shameful process that allowed the film crew/company in taking advantage of our community. This is not the first time we have problems with visiting film crews. We had countless disputes with past filming companies in seeking compensations for our loss incomes. Majority of the attempts were unsuccessful however. To make things even more challenging, companies hide themselves behind disconnected phone numbers or phantom representatives that never return calls. In the end, we as a community are left helplessly in fending ourselves from these despicable visitors.

I feel there is a fundamental problem here, and it begins with the approval process that allows filming to proceed. We were only given 3 days notice via email by the Ladysmith Downtown Business Association with regard to the filming. No attempts by the filming company were made to consult and inform us prior to that. The problem they created in the end was beyond inconvenience. Customers were forced to park at unreasonably far distance, because the usual parking stalls were occupied by the film crew all day. Some customers were also offended by the traffic chaos created. Instead of redirecting them to alternative route, they were simply told to turn around. The film crew also had very little respect for our business. They simply covered our store front without even asking, and did not allow us to display our business board outside. Thus, our store appeared to be closed all day while they filmed, and lost the entire day's business. Consider the negative impact it has on local businesses, I feel we should have the opportunity to influence the approval process.

This is similar to outright robbery to us. It appears the film crew just forced themselves upon our town, even without the majority support from the community and businesses. By allowing something like this to happen repeatedly, we set unfavorable precedence that jeopardizes our town's future. We would be known to the filming industry as a town that anyone can come and take, because we appear to be "easy". How can we secure the compensation that the affected businesses deserve? Shouldn't that be something negotiated and paid in advance before filming proceeds? Now that their filming is over and have left town, it is much too easy to evade their responsibilities in that matter.

I believe whoever allowed this to happen should be held responsible to ensure all the business owners are compensated fairly and promptly. This has been an ongoing problem, and I do not believe such responsibility should be put into the hands of the individual owner, especially when we were not informed properly and have never approved the filming to occur.

Please forward this letter as you feel necessary. I would like these concerns to be addressed, and a process to put in place that protects our local businesses. After all, it is the local businesses that have been supporting the community's needs, not the filming company.


Sincerely,

Danh Phan

Audience Question #1

How did you first hear about this meeting?

- A. Local Newspaper
- B. Town Bulletin Board
- C. Electronic Notice, Twitter, Facebook
- D. Town Newsletter in Utility Bill
- E. Word of Mouth

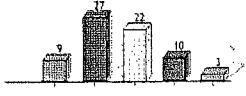


Option	Count
A. Local Newspaper	21
B. Town Bulletin Board	4
C. Electronic Notice, Twitter, Facebook	11
D. Town Newsletter in Utility Bill	15
E. Word of Mouth	15

Audience Question #2

Throughout the evening there will be many opportunities to ask questions or make a statement. In the interest of allowing everyone voices to be heard how much time do you wish to allow for individual question-statements?

- A. Thirty seconds
- B. One Minute
- C. Two Minutes
- D. Three Minutes
- E. Five Minutes




Option	Count
A. Thirty seconds	9
B. One Minute	27
C. Two Minutes	22
D. Three Minutes	10
E. Five Minutes	3

Audience Question #3

Where do you live in Ladysmith?

- A. North of the Holland Creek
- B. South of the Holland Creek
- C. I do not live in Ladysmith

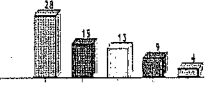


Option	Count
A. North of the Holland Creek	24
B. South of the Holland Creek	7
C. I do not live in Ladysmith	1

Audience Question #4

How long have you lived in Ladysmith?

- A. < 10 years
- B. 10 – 20 years
- C. 21 – 40 years
- D. 41 + years
- E. I do not live in Ladysmith

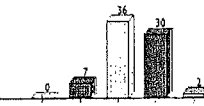


Option	Count
A. < 10 years	24
B. 10 – 20 years	15
C. 21 – 40 years	11
D. 41 + years	5
E. I do not live in Ladysmith	1

Audience Question #5

What is your age?

- A. < 24 years
- B. 24 – 39 years
- C. 40 – 59 years
- D. 60 – 79 years
- E. 80+

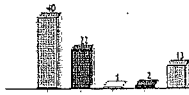


Option	Count
A. < 24 years	2
B. 24 – 39 years	7
C. 40 – 59 years	36
D. 60 – 79 years	29
E. 80+	1

Audience Question #6

The Town of Ladysmith should expand and upgrade the existing wastewater treatment plant from primary to secondary treatment ?

- A. Strongly Agree
- B. Agree
- C. Disagree
- D. Strongly Disagree
- E. I need more information



Option	Count
A. Strongly Agree	20
B. Agree	15
C. Disagree	2
D. Strongly Disagree	1
E. I need more information	1

79

Audience Question #7

If further action is needed to protect Ladysmith Harbour I would support:

- A. The outfall be extended out of the harbour.
- B. The treatment plant be upgraded to provide additional advanced treatment.
- C. I need more information

74

Audience Question #11

Should the Town of Ladysmith facilitate the construction of an RV Campsite on the waterfront?

- A. Yes
- B. No
- C. I need more information.

61

Audience Question #8

Should the Town of Ladysmith amend the Animal Control Bylaw to permit backyard chickens similar to other communities?

- A. Yes
- B. No
- C. I need more information.

51

Audience Question #10

Should the Town of Ladysmith amend the Animal Control Bylaw to require the licensing and control of cats?

- A. Yes
- B. No
- C. I need more information.

Item referred from the September 2, 2011 Regular Meeting of Council, to be discussed in conjunction with Government Services Agenda Item 9.1

AUG 10 2011

TOWN OF LADYSMITH

August 10, 2011

Mayor Rob Hutchins and Council,
Town of Ladysmith,
P.O. Box 220, 410 Esplanade,
Ladysmith, B.C. V9G 1A2

Dear Mayor and Councillors,

July 19th Town Meeting Cat Licencing:

We had the town meeting on our agenda, but unfortunately circumstances prevented us attending the meeting but we are sending this letter to try and make up for our absence. Having moved to Ladysmith only a year ago, we were looking forward to learning about current issues. Fortunately the Chronicle has given us a good overview of the meeting.

We would like to commend the town for providing this and other input opportunities for its residents.

As cat owners we would like to cast our two votes against a cat licensing bylaw. Our kitty is eleven years old and pretty much stays in our yard. However she is an outdoor cat and once cats are outdoor cats it is almost impossible to train them to be house cats.

We have a number of cats in our neighbourhood, and by and large we do not have problems with them. They are well looked after by their owners and generally well behaved. We have lots of flowers and a number of visiting cats but see no evidence that visiting cats are causing us any problems.

Licensing cats will not make cat owners any better or worse than they already are and I'm sure you are aware of this from dog licensing. We still find dog feces in our yard and around town when we walk, and the licensing will just not make responsible pet owners.

We would appreciate knowing the reasons that the Town is broaching the subject of cat licensing.

1. Have you had a number of complaints? If so, how many or is it just a few cranky individuals?
2. Have public health authorities in Ladysmith identified instances of rabies and toxoplasmosis being caused by cats and if so how many?
3. Is Councillor Whittington's information about contracting tapeworms and ringworms correct? My understanding in that ringworm is in fact a fungus which is transmitted by touching an infected cat OR dog OR human. It is also my understanding that tapeworms are transmitted by fleas whether they are carried by cats, OR dogs OR humans.

We would appreciate hearing from you in respect to these questions.


Now that we have addressed our concerns, we would like to pass on kudos.

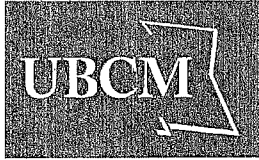
As mentioned, we have only been in Ladysmith for a year, but we think it is a lovely, lovely town and are very happy with our decision to move here. It's beautiful, the people are great and we are impressed with the services.

The council seems sensible and promotes the town and special events well. We appreciate the "small" town friendly atmosphere with its reasonable mix of good common sense by-laws but not overdoing it with things like this proposed cat bylaw.

Also we have been very impressed with the assistance offered by and the friendliness of the Town Office staff. Any dealings have just been great and it's a pleasure to go into the Town Office.

Respectfully,


Bev DeJong and Ross MacLennan



MEMBER RELEASE

July 28, 2011

TO: Mayor and Council | Chair and Board | Senior Staff
FROM: Councillor Barbara Steele, President
RE: **MUNICIPAL AUDITOR GENERAL UPDATE**

Summary

UBCM has been advised that the Minister is surveying local governments about the proposed Office of the Municipal Auditor General (MAG). The attached MAG Context Paper is a UBCM document intended to support Council/Board discussions as they prepare their responses to the survey.

The Minister has also invited us to share our views on MAG with her colleagues.

The Context Paper may also be useful if local governments wish to conduct MAG discussions more broadly within their communities or with Members of the Legislative Assembly.

Background

My June 27 Member Release provided information about the Office of the MAG work underway by the Ministry of Community, Sport and Cultural Development. In that Release, I made a commitment to update the membership as new information became available.

Minister Chong spoke with Executive about MAG on July 22. This Member Release provides a MAG update focusing on that discussion.

Minister/Executive Discussion

Executive appreciates the two hours the Minister and her staff devoted to the MAG discussion, which allowed for considerable dialogue on the issue.

The Minister made it clear that she is responsible for implementing the MAG commitment made by the Premier, and that she is interested in receiving views on such matter as: the Office's roles, duties and functions; to whom it should report; and how it should be funded.

Executive stated that it was not in a position to speak on behalf of the membership on this issue, due to the lack of specific policy direction at this time, but indicated that it was seeking that direction at the next Convention.

Executive stressed that local governments have a strong interest in a robust accountability system, and that questions it has posed about MAG should not be taken as questioning the need for local government accountability. Rather, Executive was seeking some clarity about what, if any, gaps there are in the existing accountability system, and if there are gaps, whether a MAG is the best corrective measure.

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Consequently, Executive raised questions about: what problem the MAG is intended to resolve; whether the MAG was the best mechanism to resolve the problem; how the work on MAG is related to other municipal tax reform commitments made by the Premier, including ensuring municipalities are properly funded; how the MAG fits within the overall accountability system; and what other options have been, or would be, considered.

Further details of the discussion are included in the attached Context Paper.

Ministry's Next Steps

In order to solicit the views of local governments on the structure and powers of a MAG, the Minister has asked for a MAG session at our next Convention.

The Minister is surveying local governments prior to the Convention so that the results can inform design of the Convention session. We understand that the Minister distributed this survey to all local governments yesterday.

Municipal Auditor General Context Paper

Information accompanying the Minister's MAG survey was brief. Given this, and in order to support an informed discussion by Councils and Boards, UBCM has prepared the attached Context Paper.

The Context Paper is not intended to influence the outcome of Council or Board discussions on MAG, but rather to inform those discussions.

The Context Paper may also provide useful background information should you wish to discuss the MAG with Members of the Legislative Assembly, or with others in your community.

Further Information and Feedback Request

If you have any questions or concerns about the MAG Concept Paper, please feel free to contact us as noted below.

UBCM is in the process of developing a Policy Paper on MAG for consideration at Convention and your feedback would be useful to that process.

If you wish to contribute your thoughts or experiences about the local government accountability system, performance reporting or auditing, how best to support value for money for local governments, or the proposed MAG in BC, please feel free to provide these to us via email as noted below.

Particularly useful are examples of the ways in which your local government demonstrates value for money to its taxpayers.

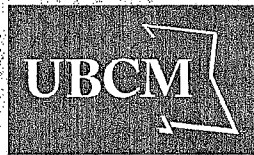
Contact Information

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Municipal Auditor General Context Paper

**Background and context to the proposed
Office of the Municipal Auditor General under
consideration by the Province of British Columbia**

Prepared by: Union of British Columbia Municipalities



July, 2011



EXECUTIVE SUMMARY

The Honourable Ida Chong, Minister of Community, Sport and Cultural Development, is surveying local governments about the design of a proposed Office of the Municipal Auditor General (MAG) in BC. The Minister has also invited us to share our views on MAG with her colleagues. This paper provides information to local governments to support these activities.

UBCM has declared a strong local government interest in a robust accountability system to the Minister and her staff, and has stressed that the MAG questions it poses should not be taken as questioning the need for local government accountability. Rather, UBCM is seeking clarity about what gaps there are in the existing accountability system, and if there are gaps, whether a MAG is the best corrective action.

The paper sets out UBCM's preliminary policy analysis, with the following key findings:

CONSIDERATIONS FOR FURTHER POLICY DEVELOPMENT

- Policy development has been challenged by a process that began with a solution rather than the identification of a problem to be addressed and an analysis of the options to resolve it.
- The approach carries a risk of creating a new public institution at considerable public cost, which does not address the public policy problem that it is intended to resolve.
- Problem definition could be enhanced through a review of the local government accountability framework, to consider whether or not the system is performing as intended. If weaknesses are identified, further policy development could be focused on options to address those weaknesses.
- Principles could be established that would help to evaluate options to resolve the problem that is to be identified, including both a MAG and alternative options.
- Principles under consideration by the Province are a good starting point, but policy development could benefit from a broader perspective, and consideration of additional principles, such as: *Respect for local government policy choices; Respect for jurisdiction; Build on existing systems; and Maximize public accountability benefits while respecting local autonomy and recognizing local capacity.*

LOCAL GOVERNMENT FINANCIAL ACCOUNTABILITY SYSTEM IN BC

- While different, the local government and provincial accountability systems in BC compare favourably. The Provincial system relies more heavily on performance measurement and performance auditing; but the local government system is heavily reliant on statutory limitations imposed by the Province, and direct Provincial oversight roles.
- The Role of the Inspector of Municipalities is a significant component of the overall accountability system for local governments, and there is no equivalent in the Provincial system. Significant powers of the Inspector include: require local governments to provide financial information; require local government auditors to provide further reports; and ability to hold an inquiry into any local government matter, which may ultimately result in a Cabinet Order that is binding on the local government.

MUNICIPAL AUDITORS GENERAL IN CANADIAN PROVINCES

- MAGs are only required for municipalities in Nova Scotia, municipalities over 100,000 in Quebec, and for the City of Toronto; specific statutory provisions Ontario and for Winnipeg, and generalized statutory powers in Alberta and BC allow local government to establish a MAG and assign duties to the Office.
- Duties include compliance and performance auditing; auditors are typically prohibited from commenting on government policy and do not typically have the power to enforce recommendations.
- Most MAGs are appointed by, and report to, municipal Councils; the Nova Scotia MAG is to be appointed by the Minister, and report to Council(s) with a copy to the Minister.



INTRODUCTION

The Ministry of Community, Sport and Cultural Development (the Ministry) is engaged in policy development work towards the implementation of an Office of the Municipal Auditor General (MAG)¹ commitment made by Premier Clark.

UBCM does not have specific policy direction from the membership on a MAG, so has begun research and policy development work prior to seeking that direction, most likely through a Policy Paper to be presented for consideration at the next Convention.

The Minister has asked for a session at Convention, and is conducting a survey of Councils and Boards on various aspects of a MAG prior to Convention, in order that the results of the survey can be used to shape the Convention session.

UBCM is aware that information provided by the Minister in conjunction with the survey is brief. Consequently, UBCM has prepared this Municipal Auditor General Context Paper in order to provide further information to Councils and Boards as they consider their responses to the survey.

The paper identifies our early findings in relation to MAG across Canada, sets out the local government financial accountability framework in BC, and considers what further policy development work is needed.

It should be noted that UBCM's policy development on this file is just beginning, and as such, the paper identifies some information gaps. We apologize for these information gaps, and commit to a more fulsome discussion in the Policy Paper.

This paper presents UBCM's initial research relating to Auditors General and Municipal Auditors General across Canada; and the local government financial accountability framework in British Columbia; along with considerations relating to further policy development work.

The paper is intended to inform discussions of local government Councils and Boards as they consider responses to a survey on the proposed BC Municipal Auditor General from the Minister of Community, Sport and Cultural Development.

As well, this paper is intended to assist members as they prepare for a broader public discussion of the initiative within their communities.

This paper is not intended to influence the outcomes of Council and Board discussions in response to the Minister's MAG survey, but merely to inform them.

Local governments many also find the paper useful as they prepare for further discussions on MAG within their communities or with Members of the Legislative Assembly.

¹ While the commitments related to a Municipal Auditor General made by Premier Clark refer to municipalities only, the Minister's survey was directed to both municipalities and regional districts, and asks for feedback on whether the MAG should have authority to audit "just municipalities and regional districts, or should the office also have authority over other local bodies". Consequently, local governments are advised to consider that the discussion includes all local governments, despite language that would suggest that the MAG is intended only for municipalities.



PROVINCIAL POLICY DEVELOPMENT AND DISCUSSIONS WITH UBCM

The impetus behind the Province's policy development on the MAG file is the Premier's stated intention to implement an Office of the MAG. This intention was first expressed in a speech to the BC Chamber of Commerce, and later featured in the Families First Agenda.

Creating an Office of the MAG is one element of the Families First Agenda commitments related to the review of municipal taxation, but there are others, including funding the office as part of the Provincial Auditor General's office, reviewing the municipal taxation formula, and ensuring municipalities are properly funded.

Families First Agenda Review Municipal Taxation

Our government will:

- Create an Office of the Municipal Auditor General.
- Fund the office as part of the Auditor General's Office. The office will provide advice on financial decisions and provide a measure of accountability.
- Review the municipal taxation formula.
- Work with the Union of B.C. Municipalities to ensure municipalities are properly funded and communities can provide the services British Columbians want from local government.

UBCM has offered to participate in a joint Provincial/UBCM policy development process related to the MAG. To date the Province has not agreed to such a joint process. Consequently, UBCM is reliant on discussions with Minister Chong and her staff to become informed on the Province's policy development process and timelines.

Discussions between the Ministry and UBCM began in June, and Minister Chong and her senior staff devoted 2 hours to a discussion of the MAG with UBCM Executive on July 22.

Highlights of the Minister's July 22 Discussion with Executive

- Executive expressed concern about the lack of consultation with UBCM and local governments; the Minister clarified that consultations are ongoing and that government has not yet taken a position on the MAG;
- MAG is part of the Premier's platform and a key priority for the Ministry. The Minister is responsible for its implementation. No specific implementation timelines were given, but the Minister indicated it would likely not be ready for a Fall 2011 Legislative Session;
- Ministry officials indicated that although the local government accountability framework was strong, it could be strengthened, particularly in relation to performance auditing;
- Ministry research into MAG models found nothing suitable for BC; research is still underway; they are seeking input from local government, business and ratepayer groups on design;
- The Minister indicated that MAG was not intended to question local government accountability to the public, but rather to find best practices which could support local governments;
- The Ministry noted that AGs are usually precluded from a review of policy decisions of elected officials; no assurances were given that the design of a BC MAG would ensure this; the Minister indicated the MAG would initially be responsible for value for money auditing and best practices, but that further roles, including a municipal tax review, if suggested by the MAG, might be considered;

Highlights of the Minister's July 22 discussion with Executive, continued

- Executive asked for a commitment to undertake policy development on the Premier's commitment to ensure local governments are properly funded in parallel with policy development on MAG, since both issues have been connected by the Premier in the Families First Agenda; the Minister declined to make that commitment, stating a preference to ensure implementation of MAG was not delayed by dealing with the more complex issue of local government funding at the same time;
- Executive asked about the Premier's commitment that MAG be funded as part of the Provincial Auditor General's office; the Ministry advised that those decisions have not yet been made, and that they are gathering information about whether this would be appropriate;
- Executive asked the Minister to identify the problem MAG was intended to resolve, how MAG fits into the overall local government accountability system, what gaps there were in that system, if any, and whether any consideration had been given to strengthening existing mechanisms as an alternative to developing a new Office of the MAG if there were gaps. The Minister stated that specific problems may only come to light once a MAG is in place, but that a MAG will produce benefits by finding efficiencies and best practices to help local governments do things better;
- The Minister indicated her intention to survey local governments on various elements of the MAG prior to Convention, in order to use the results to help shape a Ministry session on MAG at Convention. In addition, the Minister invited UBCM to share its views on MAG with all of her colleagues.

UBCM RESEARCH AND POLICY DEVELOPMENT TO DATE

Extent of MAG in Canada

Nova Scotia legislation requires a MAG for all municipalities, although only the legislation specific to Halifax has been implemented. Discussions are ongoing between the Union of Nova Scotia Municipalities and the Province about how best to implement the 2008 legislation for all other municipalities.

The only other MAG requirements in Canada are for municipalities with populations greater than 100,000 in Quebec, and for the City of Toronto.

Both Ontario municipalities and the City of Winnipeg are specifically empowered to appoint a MAG, but are not required to do so (examples of those that have are Ottawa and Oshawa). More generalized legislative authority allows Alberta and BC local governments to appoint a MAG, and this power has been used by Edmonton and Calgary.

The legislative provisions relating to BC local governments warrant discussion. While there is no specific authority for a BC local government to appoint a MAG, the audit provisions relating to both municipalities and regional districts allow Councils and Boards to require reports (in addition to the required financial statement reports) from their auditors. This would allow Councils/Boards to require such things as performance audits. In addition, the natural persons powers' of municipalities and broad corporate powers of regional districts should be sufficient for Councils/Boards to establish an Office of the MAG and assign duties to that Office, if they so choose.

Legislation to require a MAG for all Alberta municipalities was introduced in 2009 and subsequently dropped in favour of other measures that the Minister stated “**would meet the intent of the Bill with current resources and without the creation of a new government body**”. The proposed alternatives to the creation of a MAG in Alberta are: rotating municipal corporate reviews; reviewing auditor independence; establishing an information portal to enhance public access to municipal financial information; and releasing recommendations made in audit letters.

This table shows an initial scan of MAG legislation for Canadian provinces:

MAG Required	Local government is empowered to appoint MAG	No provision for MAG (TBD) ²
Nova Scotia (all)	BC (through general corporate powers)	Saskatchewan
Quebec (over 100,000)	Alberta (through general officer powers)	Manitoba (except Winnipeg)
Toronto	Ontario (specific provisions)	Quebec (under 100,000)
	Winnipeg (specific provisions)	New Brunswick
		Prince Edward Island
		Newfoundland

Typical powers/duties, restrictions and reporting relationships of Auditors General

Early research into the structure of Auditor General (AG) and MAGs, where they are authorized or required, indicated that they typically undertake the following core functions:

- Compliance auditing: to determine whether financial and administrative rules have been complied with;
- Performance auditing³: to determine whether money was spent with due regard for economy and efficiency and whether appropriate procedures are in place to measure and report on the effectiveness of government programs; and
- Some form of special examinations at the discretion of the AG/MAG or upon request of the governing body of the entity being audited.

All federal and provincial AGs are also responsible for attest audits (i.e. to provide an opinion on the fair representation of the government’s financial statements in accordance with applicable accounting rules). External auditors carry out this function for local governments, and MAG legislation typically excludes this from MAG responsibilities.

² While the scan did not indicate a specific requirement for a MAG or specific municipal empowerment to appoint a MAG, local governments in these provinces may have sufficient generalized powers to appoint a MAG, under the same types of authorities as are available in Alberta and BC. Consequently, research into more generalize legislative powers that could be used for this purpose would be required before making a final determination as to the ability of local governments in these provinces to appoint a MAG.

³ Some statutes refer to “Performance Auditing” whereas others refer to “Value for Money Auditing”. While there may be some technical differences, for the purposes of this discussion they can be considered parallel terms; therefore, for simplicity, we refer to both as “Performance Auditing”.



In addition, some AGs/MAGs have duties/powers not listed above (e.g. some MAGs take on internal audit functions, some provincial AGs have customized review powers in areas of significance to that Province, such as government advertising or environmental stewardship).

AGs and MAGs are typically precluded from making comment on government policy. That is, they may consider how policy is implemented, how effectiveness is measured, etc, but cannot comment on the policy itself.

For instance, an AG would not report on whether or not a program or service should be undertaken or the extent of the program or service (since that is a matter of government policy) but could report on how well the program or service was meeting the objectives that it was intended to achieve. Similarly, it would not be typical for an AG/MAG to report on whether a government body should be undertaking a program or service on its own or in partnership with other governments.

All the research thus far indicates that AGs and MAGs are empowered to investigate, report and make recommendations. None of the legislation examined indicates that the powers of an AG or MAG extend to require compliance with recommendations.

Further, all of the research to date has indicated that AGs and MAGs are concerned only with the government entity being audited, along with other related government organizations, corporations, or grant recipients. That is, in undertaking duties such as performance auditing, the AG/MAG did not compare whether government entity A was getting better value for money than government entity B.

Finally, all AGs were appointed by the elected body representing the government entity being audited, and report to that body. Most MAGs have this same appointment and reporting structure (i.e. they are appointed by, and report to, the municipal Council). The one exception is the yet to be implemented MAG for Nova Scotia municipalities, which will be appointed by the Minister, and which will report to the Council(s) being audited with a copy of all reports to the Minister.

**Canadian Auditors General and
Municipal Auditors General**

Typical Duties: compliance audit; performance audit; attest audit (AGs only; not typical for MAGs); special examinations; some customized powers.

All AGs and MAGs studied are precluded from reporting on government policy.

No AGs or MAGs studied have the power to enforce their recommendations.

No AGs or MAGs studied compared the government entity being audited with other government entities to determine their comparative performance.

All provincial AGs were appointed by the Legislative Assembly and reported to that body.

All MAGs studied were appointed by Council and reported to Council, except for Nova Scotia where the MAG is appointed by the Minister and reports to the municipality being audited, with a copy of the report to the Minister.

Financial accountability framework for BC local governments

UBCM is in the process of reviewing the financial accountability framework for BC local governments and comparing this to the financial accountability system applicable to the Province of BC.

One element that has drawn the attention of Provincial officials is that the local government system lacks mandatory performance auditing, whereas this is included in the provincial system, with the function carried out by the Auditor General. The lack of performance auditing in the local government system has been cited as a weakness of that system.

However, in order to evaluate whether or not the lack of mandated performance auditing is truly a weakness, the system needs to be evaluated as a whole to determine if it is operating efficiently and effectively. Considering one component of a complex system in isolation cannot give a complete picture of the adequacy of the checks and balances in the system.

The following table presents a summary of research to date.

Measure	Local Government System	Comparison to Provincial System
Statutorily provided responsibilities	5 year financial planning; expenditures limited to plan; ethical conduct for elected officials	Similar financial planning requirements (i.e., Estimates); expenditures limited to plan; ethical conduct provisions for elected officials are comparable
Statutory limits	Cannot budget for a deficit; no long term borrowing for operating; limitations on aggregate liabilities and/or debt servicing limits	Borrowing is not restricted to capital purposes; there is some history of balanced budget legislation; although since this is enacted by the Province, it can also be amended or repealed by the Province at its discretion
Audit	External auditor responsible for attest/financial audit, and other reports required by Council, Board or Inspector, or on auditor's initiative	Auditor General responsible for attest/financial audits, performance audits, some compliance auditing, and special reports as required by the Legislative Assembly, or on the AG's initiative
Transparency and openness	Most meetings open, financial and performance reporting, specific expenditure reporting, access to information	More robust performance reporting requirements, parallel FOI rules except for arguably broader exclusions given the nature of the Cabinet system, similarly, while Legislative Assembly debates are open, Cabinet discussions are not, making local government decision-making arguably more open than Provincial decision-making
Public Participation	Some direct public participation mechanisms (borrowing, RD services); financial plan consultation; opportunities at annual meeting	<i>Recall and Initiative Act</i> provides opportunity for electors to initiate a legislative proposal on any matter within the jurisdiction of the Legislature
Third Party Oversight	Ombudsperson; Inspector of Municipalities (binding orders); Commissioner (replaces Council/Board)	Ombudsperson (which can make recommendations) is an exact parallel No equivalent of the Inspector of Municipalities or Commissioner



While different, the two accountability systems appear to compare favourably. The Provincial system relies more heavily on performance measurement and performance auditing; but the local government system is heavily reliant on statutory limitations imposed by the Province, and Provincial oversight roles, including the Inspector of Municipalities.

Role of the Office of the Inspector of Municipalities

The role of the Inspector of Municipalities deserves some discussion with respect to the oversight powers afforded the Office, since the powers provided to the Inspector add considerably to the checks and balances in the overall system.

The Inspector is responsible for approving a range of local government bylaws, primarily with respect to borrowing, establishment of services within Regional Districts, and some fees and charges. This approval provides a measure of assurance of compliance with applicable rules and restrictions.

Local governments are required to submit their financial statements to the Inspector, along with any other information the Inspector requests. This information is used to prepare and publish a range of local government financial statistics, including revenues, expenses, and tax rates, affording considerable centralized public access to local government financial information.

The Inspector may require a local government auditor to provide a report on any matter. In addition, upon request of the Inspector, the auditor must forward any recorded communication in relation to these reports.

With the approval of Cabinet, the Inspector may hold an inquiry into any local government matter, if the Inspector believes it to be expedient, or if a complaint is made to the Inspector about a matter of local government business. Powers related to inquiries include compelling witnesses and requiring documents, as well as powers to direct actions of the Board or Council, or suspend officers and employees.

The Inspector must report to Cabinet on the inquiry, and make recommendations in relation to it. Cabinet may then make any Order it believes is in the public interest, which is binding on the local government. The power to make Orders that are binding on the local government is an extremely significant component in the accountability system.

While the powers to require local government auditors to report to the Inspector and the Inspector's power to hold an inquiry are rarely used, they should not be discounted in the context of the strength they add to the overall local government accountability framework.

Role of the Inspector of Municipalities

- Formal approval/review role for: Borrowing, some fees and charges (e.g., DCC); RD service establishment bylaws; RD requisitions in rural areas
- Require that financial statements and any other financial information the Inspector requests be sent to Province; Province annually publishes local government statistics based on the financial information provided under this provision
- May require the local government auditor to make further reports
- May hold an inquiry into any local government matter; report to Cabinet on that inquiry, and make recommendations to Cabinet, after which Cabinet may make an Order which is binding on the local government



CONSIDERATIONS RELATING TO FURTHER POLICY DEVELOPMENT

Problem definition

Policy development on this initiative has been challenged by a process that began with a solution (i.e., MAG) rather than identification of a problem to be addressed and analysis of the options to resolve the problem. Adding to this challenge is the solicitation of views of interested parties about specific design elements of the solution, such as powers of the MAG, appropriate reporting relationships, etc, rather than a more broadly based problem identification exercise.

Since the problem is not well defined, there is a natural tendency for those asked about MAG design elements to suggest that the Office be used to resolve a broad range of things that they may perceive as problems. Without considerable policy analysis, this could result in powers bestowed on a MAG that would not be typical of such an Office.

Examples of MAG functions that would be atypical

Considerable recent discussion about municipal taxation may have prompted suggestions that a MAG could review the municipal taxation system, or individual municipal tax decisions. Based on our research to date, these would be atypical functions for an AG or MAG, and not be in keeping with the usual practice of precluding AGs/MAGs from reporting on government policy, given that design of the municipal tax system is a matter of Provincial policy and tax policy decisions at a local level are matters of local government policy.

Similarly, making recommendations in relation to governance, local government amalgamations or the efficiencies of joint or shared service delivery would be atypical of AGs/MAGs. Decisions about what types of services a local government offers, appropriate service levels, and methods of delivery are matters of government policy, as are decisions about whether or not to amalgamate service delivery amongst two or more local governments.

Further, this approach to policy development carries a risk of creating a new public institution at considerable public cost, which does not address the public policy problem that it is intended to resolve.

Problem definition could be enhanced through a more thorough review of the local government accountability framework in BC, to consider whether or not the system is performing its intended purpose of providing sufficient public accountability for local governments. If weaknesses are identified, then further policy development could be focused on options to address those weaknesses.

Problem Definition

Is the problem that is being considered a weakness in the local government financial accountability system, or is this initiative working towards resolution of a different problem?

If the problem is a weakness in the accountability system, what is the weakness?

If there is another problem to be addressed, what is it?



Principles development

The Province has suggested that the design of the MAG office should be guided by a number of principles, as set out in the text box below.

Provincial suggestions of principles to keep in mind in designing the Office of the new MAG:

- It should not duplicate the existing accountability framework for local government;
- It should have independence and credibility;
- It should be cost effective; and
- It should be accountable to the taxpayer (e.g., by making information publicly available).

Development of principles to guide the evaluation of options to resolve the problem, after the problem has been identified, is a good idea.

Principles could be established that would not only be useful to evaluate various design options for a MAG, but also to evaluate alternative options to resolve the problem if one is identified.

In this way, the various MAG design choices can be compared against alternative options to determine which, if any, of the MAG choices are the preferred option, or whether alternative options are in better alignment with the principles.

As part of its policy development towards a Policy Paper for consideration at Convention, UBCM will be considering principles that could guide policy development and options evaluation. While principles such as those suggested by the Province are a good starting point, policy development could benefit from a broader perspective, and consideration of additional principles, such as:

Principle	How the principle might be applied
<i>Respect for government policy choices</i>	Ensure that, like other AG and MAG legislation, a BC MAG would be precluded from reporting on local government policy choices.
<i>Respect for jurisdiction</i>	Ensure that individual local governments are treated as separate government entities, since they are autonomous, responsible and accountable orders of government.
<i>Build on existing systems</i>	Once a problem is identified, look to resolving the problem first through use of existing institutions/systems, rather than creating new institutions and bureaucracy.
<i>Maximize public accountability benefits while respecting local autonomy and recognizing local capacity</i>	Evaluate alternatives not only by how well they are able to overcome identified gaps in the local government accountability framework, but also by their ability to maintain local autonomy and their practicality given the range of local government capacity.

CONCLUSIONS

Further policy analysis is needed in order to properly identify the problem to be resolved and the best options to resolve it. UBCM is actively engaged in policy work towards that goal. Executive looks forward to presenting a Policy Paper on this issue for consideration of the membership in September. In the meantime, we are hopeful that the information provided in this paper has been useful to members as they actively engage in discussion of this initiative in their communities, and as they respond to the Minister’s invitation to provide feedback.